



THE CITY OF SAN DIEGO

MEMORANDUM

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)

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

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 or me at 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
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Sarah Erazo, Deputy Director, Parks and Recreation Department
Michele Kelley, Program Manager, Parks and Recreation Department

Andy Hanau, City Auditor

May 3, 2023

Page 8

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

Recommendation	Topic	Target Completion	Status
#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)

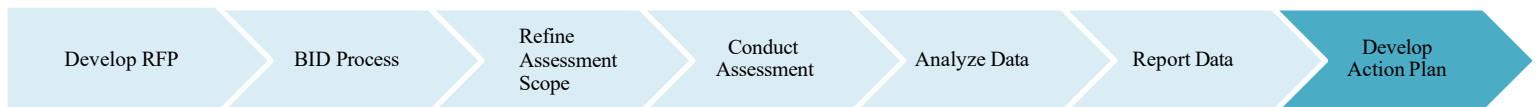
Develop, document, and implement a process for conducting a community needs assessment that includes identifying the types of programs communities need, satisfaction levels, effectiveness, and recreation priorities, and demographic information.



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		STATUS: Delayed
		<i>By when? (month and year)</i> 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	Notes 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. 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 2: Acquire a consultant to develop, implement and summarize community needs assessment	November 2023		
	Step 3: Analyze community needs data and implement programming to meet community needs			
	Phase 1 - sites to be determined	May 2024		
	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		Completion Date		STATUS: Delayed
	What Will Be Done?	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 Gonsky issued this strategic plan for the City, and each department developed a tactical plan based on his strategic plan, which is available at https://www.sandiego.gov/sites/default/files/pbr/20230316a-item202.pdf	
	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 https://www.sandiego.gov/park-and-recreation/general-info , and complete list of objectives and activities are at https://www.sandiego.gov/sites/default/files/pbr/20230316a-item202.pdf	
	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

Recommendation #3		Completion Date		STATUS: On Schedule	
Action Steps <i>What Will Be Done?</i>		Planned	Actual	Notes	
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)		July 2023		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 (https://docs.sandiego.gov/councilpolicies/cpd_100-05.pdf), 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.	
		November 2024			
		February 2025			
		June 2025			
		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					

Target Implementation Date: November 2025

Recommendation #4		Completion Date		STATUS: Delayed	
Action Steps <i>What Will Be Done?</i>		Planned	Actual	Notes	
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:		April 2023	April 2023	COSTS ESTIMATED AT \$20K ANNUALLY (RECURRING COST) BUT MAY 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 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	
		November 2023			
		May 2024			
Step 1: Request budget for consultants and positions to develop and implement community survey					
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					
Phase 1 - sites to be determined		November 2024			
Phase 2 - sites to be determined					
Step 4: Analyze findings of CNA, compare recreation centers across City, and develop resource allocation model based on the comparison		March 2025			
Step 5: Incorporate resource allocation findings into annual Equity Report and present via budget request process		November 2025			
				Annual equity report is released each spring, usually in April or May. Budget requests are developed and submitted by the Department each fall.	

Target Implementation Date: November 2024

Recommendation #5	Action Steps		Completion Date		Notes
	What Will Be Done?		Planned	Actual	
	Step 1: Request budget for consultants and staff positions to develop a comprehensive program evaluation		April 2023	April 2023	
	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		
To monitor the quality of staff-run and contractual programs, the Parks and Recreation Department should develop, document, and implement a comprehensive method for measuring the quality of all recreation programs. This should include training staff to conduct these program quality assessments in a way that is standardized and incorporates notes, observations, and interview data. (Priority #2)	Step 5: Document procedures to create, distribute, and analyze surveys for recreational programs in a Department Instruction (DI) or Process Narrative (PN)		November 2024		This DI or PN will be written in winter 2023-2024. The approval process will follow.

Target Implementation Date: August 2025

Recommendation #6	Action Steps		Completion Date		Notes
	What Will Be Done?		Planned	Actual	
	Step 1: Develop a council policy to direct resources for equitable recreational programming to communities of concern		April 2023	April 2023	
	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		
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:	Step 5: Report on the effectiveness of the Opportunity Fund in addressing inequities		August 2025		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.

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		Completion Date		Notes
Action Steps	By when? (month and year)	Planned	Actual	
<p>In order to increase and standardize marketing efforts, the Parks and Recreation Department should hire a marketing professional to:</p> <p>1) Manage online (e.g., social media, websites) and physical (e.g., flyers, banners) content;</p> <p>2) Coordinate marketing efforts across Parks & Rec;</p> <p>3) Lead strategic marketing initiatives for Parks & Rec (e.g., public relations, educational campaigns, etc.). (Priority #3)</p>	What Will Be Done?			<p>STATUS: Delayed</p>
	Step 1: Request budget for consultants and staff positions to support a more robust marketing plan	July 2024		
	Step 2: Acquire a consultant to develop and implement a marketing plan for the department	December 2024		
	Step 3: Finalize the marketing plan	March 2025		
				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. 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.
				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.

Target Implementation Date: June 2025

Recommendation #8		Completion Date		Notes
Action Steps	By when? (month and year)	Planned	Actual	
What Will Be Done?				<p>STATUS: Delayed</p>
Step 1: Conduct surveys and analyze results to determine success of programs	May 2023			
Step 2: Request budget for consultants and staff positions to support a more robust marketing plan based on the information received from the surveys	July 2024			
Step 3: Acquire a consultant to develop and implement a marketing plan for the department	December 2024			
Step 4: Finalize the marketing plan	March 2025			
Step 5: Utilize demographic information to tailor marketing efforts in accordance with the marketing plan	June 2025			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.

Recommendation #7

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

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

Action Steps

What Will Be Done?

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

Target Implementation Date: March 2025

STATUS: Delayed

Notes

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.

~~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.~~

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.

Recommendation #8

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

Direct individual recreation centers to collect demographic information on participants and the surrounding community, including age, gender, race, and other demographics;

- Use collected information to create a strategic marketing plan that:
- 1) Sets goals and objectives for marketing efforts;
- 2) Creates steps for Citywide marketing plans; and
- 3) Develops policies for individual recreation center marketing plans; and

Use demographic information to tailor marketing efforts towards specific segments of the population, with the goal of promoting engagement through awareness, access, and participation. (Priority #2)

Action Steps

What Will Be Done?

Step 1: Request budget for consultants and staff positions to support a more robust marketing plan based on the information received from the surveys

Step 2: Acquire a consultant to develop and implement a marketing plan for the department

Step 3: Finalize the marketing plan

Target Implementation Date: June 2025

STATUS: Delayed

Notes

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.

~~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.~~

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.

Target Implementation Date: March 2024

Recommendation #9		Action Steps		Completion Date		Notes
		What Will Be Done?		By when? (month and year)		
				Planned	Actual	
<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:</p> <p>Apply fee waivers to all eligible programs on an annual basis; and</p> <p>Register for classes online while using the fee waiver. (Priority #3)</p>		Step 1: Update fee waiver process to allow applicants to apply once annually for entire family		December 2021	December 2021	The fee waiver program is provided at https://www.sandiego.gov/sites/default/files/pfreewaveiver.pdf . The program offers discounted or free recreation, aquatic, and dance programs for income-qualified participants if those programs are staff-led. 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.
		Step 2: Ability for few waiver approved families to enroll for programs online		March 2024		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.

Target Implementation Date: November 2025

Recommendation #10		Action Steps		Completion Date		Notes
		What Will Be Done?		By when? (month and year)		
				Planned	Actual	
<p>To ensure recreation programs are accessible to people at all income levels, the Parks and Recreation Department (Parks & Rec) should reevaluate its current practice of only allowing the fee waiver for Civic Dance and Aquatics programs and expand eligibility to other recreation programs. As part of this, Parks & Rec should:</p> <p>Analyze alternative agency/ fee waiver models—including higher income limits, tiered systems, and membership passes—and recommend adoption of a decided-upon model; and</p> <p>Develop, document, and implement guidelines that specify which programs and costs fee waivers can be applied to and the rationale for leaving other programs and costs ineligible for fee waivers and include them in Park & Rec's fee schedule. (Priority #3)</p>		Step 1: Conduct comprehensive review of the fee waiver program and corresponding fees in the fee schedule		March 2023	March 2023	As noted in R9, the fee waiver forms have been updated, and opportunities to participate have been expanded to include all staff-led programs.
		Step 2: Develop report outlining findings and recommendations for new fee waiver program		November 2025		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.

Target Implementation Date: June 2025

Recommendation #11		Action Steps		Completion Date		Notes
		What Will Be Done?		By when? (month and year)		
				Planned	Actual	
<p>To gain insight into the languages spoken in each community, the Parks and Recreation Department (Parks & Rec) should develop, document, and implement a plan to identify recreation center service areas and the languages spoken by individuals or households in those areas. Parks & Rec should update and review the results of this analysis at least biannually to determine which translation and interpretation languages are necessary in the service areas. (Priority #2)</p>		Step 1: Acquire consultant to develop communication plan		June 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 2: Implement communication plan		June 2025		This plan should be done in connection with the requirements of R1, R2, R8, and R12.

Target Implementation Date: June 2025

Recommendation #12	Action Steps	Completion Date		Notes
	What Will Be Done?	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	Completion Date		Notes
	What Will Be Done?	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

Recommendation #14	Action Steps		Completion Date		STATUS: Complete
	What Will Be Done?	Planned	Actual	Notes	
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)	Step 1: Develop procedures for categorizing and naming programs in the online registration software	September 2022	October 2022	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.	
	Step 2: Train department supervisors on procedures for naming conventions and categorizing of programs as part of routine online software trainings	October 2022	October 2022		

Target Implementation Date: June 2023

Recommendation #15	Action Steps		Completion Date		STATUS: On Schedule
	What Will Be Done?	Planned	Actual	Notes	
To ensure the accuracy of key data fields in the Parks and Recreation Departments (Parks & Rec) recreation program management software, Parks & Rec should: Develop automated controls, where possible, to ensure that recreation staff enter program information in the recreation program management software consistently and accurately; and Develop policies and procedures that require Area Managers to regularly review program information captured in Parks & Rec's recreation program management software—such as dates, season, and class status; among others—for consistency and accuracy. These policies and procedures should specify how Area Managers should select data entries for review, require this review to be documented, and identify corrective actions where necessary. (Priority #2)	Step 1: Evaluate online registration software that best meets the departments goals and objectives	June 2023		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.	
	Step 2: Formalize online registration and permitting software trainings into Department Instructions	June 2023			

Target Implementation Date: October 2022

Recommendation #16	Action Steps		Completion Date		STATUS: Complete
	What Will Be Done?		By when? (month and year)		
			Planned	Actual	
To ensure that staff are adequately trained on how to enter program information into its recreation program management software, the Parks and Recreation Department should: Provide an updated (current) training on its recreation program management software to all users that includes documenting the appropriate program name, primary program instructor, and noting the appropriate activity status; and Annually provide a recreation program management software refresher training to all users. (Priority #3)	Step 1: ActiveNet annual refresher and new user training		October 2022	October 2022	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.
	Step 2: ActiveNet annual refresher and new user training		October 2022	October 2022	