



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Parks and Recreation



Office of the Director

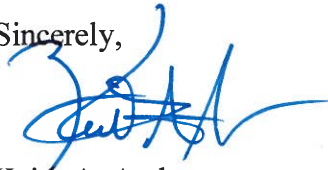
February 22, 2016

The Honorable Mary Cheh
Chairperson, Committee on Transportation and the Environment
Council of the District of Columbia
1350 Pennsylvania Ave., N.W., Suite 108
Washington, D.C. 20004

Dear Councilmember Cheh:

Thank you for your email dated January 22, 2016 containing DPR's Performance Oversight Pre-Hearing Questions. I appreciate the opportunity to gather the requested information and provide a response in advance of the hearing.

Should you have any questions please feel free to contact me, or Michael Beckham, Policy Analyst, at michael.beckham@dc.gov or (202) 391-9188.

Sincerely,


Keith A. Anderson
Director, DPR

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Performance Oversight Questions
Department of Parks and Recreation

A. ORGANIZATION AND OPERATIONS

1. **Please provide a complete, up-to-date organizational chart for the agency and each division within the agency. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.**

Please see attachment for Question 1.

The Office of the Director provides vision and guidance to senior managers to achieve the agency's mission and goals. In addition to guidance to the agency's major divisions, this office provides oversight of agency operations; policy and legislative affairs; intergovernmental affairs; planning, tracking, analyzing, and reporting of agency performance; and, critical response.

The Operations Division ensures that facilities, resources, and equipment are functioning in support of recreation programs and activities. The division manages maintenance issues, budgetary priorities, capital projects, fleet management, information technology, and partnerships and development. This division also oversees internal systems, risk management, contracts, procurement, partnerships, grants, sponsorships, donations, volunteers, and innovative public-private sponsorships.

The Community Outreach Division is responsible for execution of all communications, both internal and external, including press inquiries and releases. Additionally, constituent services and permit operations are executed through this office.

The Recreation Services Division plans, organizes, implements, and ensures the quality of all programs, activities, and events offered by DPR. A wide range of recreational programs and activities are offered to individuals and groups of all ages throughout the District of Columbia including aquatics, athletics, fitness, urban camps, therapeutic recreation, and food and nutrition programs. This division also oversees recreation staff responsible for implementing structured programs and providing excellent customer service.

The Human Resources Division is responsible for recruitment, development, and retention of the agency's workforce and seasonal staff by capitalizing on the DPR brand, sustaining a culture of constant learning and development, and prioritizing employee satisfaction. This division ensures that each employee has clear expectations regarding roles and responsibilities, and supports managers in evaluating employee performance and in the resolution of employee concerns and conflicts.

- a) **Please include a list of employees (name and title) for each subdivision and the number of vacant positions.**

Please see attachment for Question 1(a).

- b) Has the agency made any organizational changes in the last year? If so, please explain.**

In FY 2015, DPR developed the Deputy Director reporting structure which consists of the following positions: Deputy Director of Operations; Deputy Director of Community Outreach and Customer Services; Deputy Director of Recreation Services; and Chief of Human Resources. There were also additional changes at the close of the fiscal year as the Agency converted twenty-three (23) temporary employees to career service.

- 2. Please list each new program implemented by the agency during FY 2015. For each initiative please provide:**
- a) A description of the initiative.**
 - b) The funding required to implement the initiative.**
 - c) Any documented results of the initiative.**

In FY2015, DPR offered the following new programs:

No Cook, Cooking

- a) Two sites, Chevy Chase Recreation Center and Lafayette Recreation Center, offered this "cooking" program designed for children. It helps participants to learn to create snacks, desserts, and treats without the use of ovens or stoves. The program also incorporates arts and crafts and lessons about food groups.
- b) Staff utilized existing tools and equipment to facilitate the program. Participants also brought in consumable materials for recipe preparation.
- c) DPR saw a 100% enrollment rate during the year of its offering, and we continue to see high enrollment in the current fiscal year.

Pickleball

- a) Pickleball is a racquet sport that combines elements of tennis, table tennis, and badminton. The court is smaller than a tennis court; it is the size of a doubles badminton court, and therefore easier for senior adults to play than traditional tennis. Typically, four players use solid paddles made of wood or composite materials to hit a perforated polymer ball, which looks like a wiffle ball, over a net. The game was invented in the mid-1960s as a backyard pastime, but it has become very popular among adults as a fun game for players of all levels, particularly active seniors. The game is great exercise, but it doesn't require the speed and range of tennis. It's a gentler game that is both social and competitive.
- b) The funding required to implement the initiative was \$3,000 for supplies across three locations.
- c) DPR saw a high enrollment rate of 100% during the pilot phase of this program in FY15.

Adventure Explorers

- a) Adventure Explorers is a camp geared toward youth ages 8-13 who participate in activities including hiking, kayaking, zip lining, and more. This camp provides

participants with outdoor recreation experiences that are guaranteed to provide a unique summer experience. Children engage with nature and gain a better appreciation for our planet.

- b) This program required roughly \$13,000 to implement.
- c) DPR saw a high enrollment rate of 90% in FY15.

Camp Play DC

- a) Camp Play DC is a fun, interactive camp in which participants can look forward to intense learning through play. Included are visits to the many new Play DC playground sites throughout the city, as well as a rigorous curriculum highlighting how play can serve to teach and improve social interaction.
- b) This program required roughly \$15,000 to implement.
- c) DPR had a very high enrollment rate of 96% in FY15.

DC Summer Engineers

- a) DC Summer Engineers Camp uses a child's natural curiosity to teach engineering concepts through hands-on learning. Participants learn basic engineering fundamentals such as analysis, design, building, energy, and movement. Engineering activities are offered during the morning and afternoon each day, with other recreational activities offered throughout the day.
- b) This program required roughly \$20,000 to implement.
- c) DPR saw a moderate enrollment rate of 60% in FY15.

Little Engineers

- a) Little Engineers Camp introduces our youngest engineers, ages 4-6, to the fundamental concepts of energy, materials, cooperative building and movement. Through open and focused exploration, participants discover and construct simple machines. Engineering activities are offered in the morning before lunch. After lunch, participants engage in recreational activities such as arts and crafts, sports, and games.
- b) This program required roughly \$15,000 to implement.
- c) There was an extremely high enrollment rate of 111% in FY15.

Olympic Taekwondo

- a) Olympic Tae Kwon Do Camp offers development of eight fundamental sports skills: speed, quickness, agility, coordination, balance, flexibility, strength and power while also teaching the basics of the Olympic sport Taekwondo. Campers learn proper body mechanics and increase their gross motor skills. Campers also learn the skills necessary to compete in Olympic-Style Taekwondo sparring including basic footwork, kicks, and blocks.
- b) This program required roughly \$20,000 to implement.
- c) DPR saw a moderate enrollment rate of 67% in FY15.

On Broadway Performing Arts Camp

- a) On Broadway Performing Arts camp offers participants ages 8-13 the chance to explore their artistic side with this exciting camp. Participants learn the basics of a variety of performing arts genres including dance, theatre and the spoken word.
- b) This program required roughly \$13,000 to implement.
- c) DPR saw a high enrollment rate of 83% in FY15.

Releve' Ballet Camp

- a) Releve' Ballet Camp is designed for children ages 5-8 and teaches participants the basics about the beautiful dance form of ballet. Participants learn different styles of ballet, various poses and positions, as well as history and terminology.
- b) This program required roughly \$28,000 to implement.
- c) DPR saw a high 100% enrollment rate in FY15.

Enrichment Zone

- a) Enrichment Zone (EZ) is an hour long power-packed after-school program that provides children with a safe, quiet, and conducive space to focus on homework assignments or school projects. DPR staff provide basic guidance to ensure children are on the right track getting their work started. During the last 15 minutes, staff provide an enriching activity with participants that may range from a sports game to a STEM activity. EZ runs Monday through Friday, after most neighborhood schools release for the day.
- b) This program required roughly \$5,000 to implement.
- c) This program began in September of 2015, and data will be collected in during our mid-year and end of year survey.

Garden Carpentry Course

- a) This is a week long, 10-hour course on carpentry, power tools, and garden design.
- b) The funding required to implement the initiative was \$900.
- c) This program was filled at 100% capacity with 12 participants and 48 people on a waiting list. The class filled up on the first day it was offered.

Community Compost Cooperative Network

- a) In FY14, DPR started building "critter proof" compost bins in different garden sites around the city. In FY15, DPR expanded this effort by building 30 compost bins and training communities to operate the compost bins as cooperatives to mix food scraps with garden waste to create high quality compost.
- b) In FY 14, DPR spent \$45,000 to build 30 compost bins. In FY16, DPR is building an additional 20 compost bins for roughly \$30,000. Once built, no funding is required to operate this program because it is entirely managed by cooperatives.
- c) Many pictures of the results of this initiative can be found at the following URL: <http://dpr.dc.gov/service/community-compost-cooperative-network>.

Garden Tool Share

- a) With this program, participants may borrow garden tools including rototillers and power tools to repair, maintain, or create urban garden projects in the city.

- b) DPR spent roughly \$5,000 to start the program and plans to spend roughly \$1,000 a year to repair, maintain, and purchase new tools.
 - c) There are 50 individuals registered for this program and they have collectively borrowed tools 100 times in FY15.
3. **Please provide a complete, up-to-date position listing for your agency, which includes the following information for each position:**
- a) **Title of position.**
 - b) **Name of employee or statement that the position is vacant, unfunded, or proposed.**
 - c) **Date employee began in position.**
 - d) **Salary and fringe benefits, including the specific grade, series, and step of position.**
 - e) **Job status (continuing/term/temporary/contract).**
- Please list this information by program and activity*

Please see attachment for question 3.

4. **Does the agency conduct annual performance evaluations of all of its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?**

DPR conducts annual performance evaluations in compliance with Chapter 14 of the District Personnel Manual. The employee's manager creates, completes, and discusses the evaluation tool with the employee. DPR provides training related to performance management including an employee-coaching component. Managers are responsible for monitoring and coaching employees throughout the year to meet their individual job requirements.

5. **Please list all employees detailed to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.**

Jason Sockwell, Special Assistant, is currently detailed to the District's Department of General Services (DGS) to serve as a liaison on facility maintenance issues. The detail allows the agency to have a pipeline to expedite service requests. The employee was detailed to DGS on October 19, 2015. The end date has not been determined.

6. **Please provide the Committee with:**
- a) **A list of all employees who receive cellphones, personal digital assistants, or similar communications devices at agency expense.**

Please see attachment for Question 6(a).

- b) **A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.**

Please see attachment for Question 6(b).

- c) **A list of employee bonuses or special award pay granted in FY 2015 and FY 2016, to date.**

There were no employee bonuses paid in FY 2015 nor FY 2016. Special award Pay was/is prohibited in FY 2015 and FY 2016. However, one employee was paid \$834.19 in FY 2015 and \$560.00 in FY 2016. HR is investigating why this payment is occurring and will update the Committee when additional information is available.

- d) **A list of travel expenses, arranged by employee.**

Please see attachment for Question 6(d).

- e) **A list of the total overtime and worker's compensation payments paid in FY 2015 and FY 2016, to date.**

Please see attachments for Question 6(e).

- 7. **Please identify all electronic databases maintained by your agency, including the following:**

- a) **A detailed description of the information tracked within each system.**
- b) **The age of the system and any discussion of substantial upgrades that have been made or are planned to the system.**
- c) **Whether the public can be granted access to all or part of each system.**

Please see attachment for Question 7.

- 8. **What has the agency done in the past year to make the activities of the agency more transparent to the public? In addition, please identify ways in which the activities of the agency and information retained by the agency could be made more transparent.**

DPR provides up-to-the-minute updates via Nixle, press releases, advisories, Twitter, and Facebook about events, activities and operating hours. In this way, residents can receive information via their mobile phones, email, or the DPR website. DPR also develops flyers that are printed and distributed at recreation centers and hand-delivered to households. DPR also held a Twitter "town hall" in FY 15 as well as a Budget Town Hall meeting.

DPR also works hard to ensure the general public is aware of new job openings and that the agency's employees reflect the diversity of our city. DPR posts job openings on various job boards, social media outlets, as well as the DCHR website. Recently, DPR has partnered with sister agencies to advertise vacancies to diverse communities within the District and this

spring we will host a multicultural hiring fair. We expect this approach to allow us to continue to attract the best talent.

9. **How does the agency solicit feedback from customers? Please describe.**

DPR solicits feedback from customers in the following ways:

- Community Meetings
- Customer Service surveys available at recreation and aquatic centers
- Event surveys
- GradeDC
- Ask the Director (IQ)
- Email to dpr@dc.gov (IQ)
- Email to any employee
- Program surveys

In addition, DPR recently hired 38 Customer Service Representatives from the DOES L.E.A.P. Academy to serve as the frontline greeters and to direct patrons at DPR sites. The presence of the CSRs greatly improves DPR's public image, customer service, and allows DPR recreation specialists to concentrate on programming.

a) What is the nature of comments received? Please describe.

DPR receives numerous questions, comments, concerns, and compliments regarding their experiences with DPR. Feedback is received on a number of different topics, such as on the quality of a recent class, activity, camp, registration process, or permit request. The agency also receives comments and concerns regarding facility maintenance and landscaping.

During the community engagement phase of capital projects, DPR holds several community meetings to listen to the needs and concerns of residents. Issues addressed include the types of equipment and recreational space that will be made available as well as types of materials that will be used. Based on this feedback, DPR will make every effort to accommodate requests and change the scope of work for a particular capital project.

b) How has the agency changed its practices as a result of such feedback?

The comments that DPR receives from its customer service surveys are read and distributed to managers in order to address any issues that might affect the guest's experience at one of our locations. These surveys are available at all of our recreation and aquatic centers, and have been updated to allow customers to include comments they wish to write regarding their experience.

Facility maintenance issues are referred to DGS for resolution, and capital construction recommendations are (to the greatest extent possible) incorporated into project designs.

10. How [has] the agency tried to reduce agency energy use in FY 2015?

DPR complies with the District’s Green and Sustainability goals under the direction of the DGS Sustainability and Energy Management Division. These goals apply to all new construction and existing facilities and includes lighting and mechanical systems. For example, all new recreation facilities are built to a minimum LEED Silver standard, and green infrastructure elements are built into park improvements projects as well.

11. Please complete the following chart about the residency of new hires:

Number of Employees Hired in FY 2015 and FY 2016, to date

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	39	14
Term	9	6
Temporary	3	3
Contract	0	0

DPR also hired 38 Customer Service representatives with funding from the Mayor’s FY16 Supplemental Budget; all 38 CSRs are District residents hired through the DOES L.E.A.P. Academy.

12. Please provide the agency’s FY 2015 Performance Accountability Report.

Please see attachment for question 12.

B. BUDGET AND FINANCE

13. Please provide a chart showing your agency’s approved budget and actual spending, by division, for FY 2015 and FY 2016, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

Please see attachments for question 13

- FY 2015 Budget and Spending with Variance Explanations
- FY 2016 Budget and Spending

14. Please list any reprogrammings, in, out, or within, related to FY 2015 or FY 2016 funds. For each reprogramming, please list the total amount of the reprogramming, the original purposes for which the funds were dedicated, and the reprogrammed use of funds.

Please see attachment for question 14.

15. **Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY 2015 or FY 2016, to date.**

Please see attachment for question 15.

16. **Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY 2015 or FY 2016, to date. For each account, please list the following:**

- a) **The revenue source name and code.**

Enterprise Fund/ 0602

- b) **The source of funding.**

The funding is generated from permits; enrollment membership fees charged to individuals and organizations; Planned Unit Developments (PUDs); sponsorships; and other District agencies.

- c) **A description of the program that generates the funds.**

Please see attachment for question 16(c).

- d) **The amount of funds generated by each source or program in FY 2015 and FY 2016, to date.**

Please see attachment for question 16(d)

- e) **Expenditures of funds, including the purpose of each expenditure, for FY 2015 and FY 2016, to date.**

Please see attachment for question 16(e).

17. **Please provide a list of all projects for which your agency currently has capital funds available. Please include the following:**

- a) **A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes).**
b) **The amount of capital funds available for each project.**
c) **A status report on each project, including a timeframe for completion.**
d) **Planned remaining spending on the project.**

Please see attachment for question 17.

18. **Please provide a complete accounting of all federal grants received for FY 2015 and FY 2016, to date.**

DPR received one federal grant in FY 2015, the Planning Assistance Grant - Land Water Conservation Fund (LWCF). The total award was \$150,000.00. The total expended on the

grant in FY 2015 was \$71,412.03. The grant expires in FY 2016. The total was not spent due to delays in (1) design completion; (2) coordination with DC Water; (3) contract execution; and (4) obtaining proper permits.

Please see attachment for question 18 for an accounting of the grant.

19. **Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY 2015 and FY 2016, to date. For each contract, please provide the following information, where applicable:**
- a) **The name of the contracting party.**
 - b) **The nature of the contract, including the end product or service.**
 - c) **The dollar amount of the contract, including budgeted amount and actually spent.**
 - d) **The term of the contract.**
 - e) **Whether the contract was competitively bid or not.**
 - f) **The name of the agency’s contract monitor and the results of any monitoring activity.**
 - g) **Funding source.**

Please see attachment for question 19.

20. **Please provide the details of any surplus in the agency’s budget for FY 2015, including:**
- a) **Total amount of the surplus.**
 - b) **All projects and/or initiatives that contributed to the surplus.**

Please see attachment for question 20. For additional details, please see the response to question 13.

C. LAWS, AUDITS, AND STUDIES

21. **Please identify any legislative requirements that the agency lacks sufficient resources to properly implement.**

None.

22. **Please identify any statutory or regulatory impediments to your agency’s operations.**

None.

23. **Please list all regulations for which the agency is responsible for oversight or implementation. Please list by chapter and subject heading, including the date of the most recent revision.**

19 DCMR Chapter 700, last revisions were made in 1999 (in part) and 2001 (in part):

- 700. Operation of Recreation Units
- 701. Reporting Accidents
- 702. Smoking, Drinking, and Gambling
- 703. Responsibility for Government Property
- 704. Reporting Hazards, Losses or Damage
- 705. Reserved
- 706. Recreation Trust Fund
- 707. Revolving fund, reimbursement, refunds
- 708 to 709. Reserved
- 710. School Facilities Under Board of Education
- 711. Use of School Facilities Custodial Services
- 712. Use of School Facilities Commercial Activity
- 713. Use of School Facilities, Other Limitations
- 714. Reimbursement for Heat, Light, and Janitorial
- 715. Department of Recreation Buildings and Grounds
- 716. Establishment of Fees
- 717. Precedence for Use of Recreation Property
- 718. Responsibility for Repairs to Property
- 719. Establishment of Fees for SETLC
- 720. Sponsorship of Programs and Activities
- 721. Sponsored Activities Financial
- 722. Sponsored Activities Assistance Available
- 723 to 724. Reserved
- 725. Permits for Recreation Facilities
- 726. Permits for Picnic Groves and Athletic Activities
- 727. Free Meetings For PTA and Civic Groups
- 728. Responsibility for use of Facilities and Equipment
- 729. Fundraising Prohibited
- 730. Statement of Purpose
- 731. Dog Parks: General Provisions
- 732. Dog Parks: Application Process
- 733. Dog Parks: Guidelines
- 734. Dog Parks: Complaint Enforcement
- 735. Dog Parks: Operating Rules
- 799. Definitions

24. Please explain the impact on your agency of any federal legislation or regulations adopted during FY 2015 that significantly affect agency operations.

None.

25. Please provide a list of all MOUs in place during FY 2015.

- OSSE regarding Summer Meals Program
- DDOE regarding Low Impact Development
- DDOE regarding Tree Planting

- FEMS regarding Services for Swim Meets
- DGS regarding Security at various locations
- DOES regarding the SYEP program
- DCHR regarding Suitability
- ODR regarding Sign Language Services
- Various Agencies and Council Members regarding Permits Services
- BOE regarding Elections
- OP & DGS regarding Development
- OCFO regarding Merchant Services
- DCOA regarding Senior Picnic
- Council regarding Westlaw Supplements
- HSEMA regarding Emergency Drivers

26. **Please provide a list of all studies, research papers, and analyses (“studies”) the agency requested, prepared, or contracted for during FY 2015. Please state the status and purpose of each study.**

	Study	Description	Status
1	DPR Program Interest Survey	In FY15, DPR conducted a Program Interest Survey to collect information from the public regarding recreation and leisure program interests.	Complete
2	PlayDC Master Plan	In FY15, a vendor hired by the previous Administration completed a draft of the PlayDC Master Plan, which is currently under review by the current Administration.	Draft

27. **Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2015 or FY 2016, to date.**

The DC Auditor is currently auditing the District government’s pool contracts. There is also a BEGA employee investigation for collection of summer camp money and for use of government resources.

28. **Please identify all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not been implemented, please explain why.**

There was a 2013 OIG recommendation that DPR conduct residency verification in our permitted activities and programs. DPR hopes to implement this recommendation in FY16 by: (1) adopting proposed regulations; and (2) implementing a new registration system.

D. PROGRAM-SPECIFIC QUESTIONS

I. Personnel and Customer Service

29. **When a patron of a DPR facility complains of the service received from a DPR employee, what is DPR's procedure for tracking the complaint and its resolution? How many such complaints has DPR received in FY 2015 and FY 2016, to date? How many of these complaints have been resolved?**

Upon receiving a complaint, employees are required to respond promptly and courteously to resolve the complaint. All staff members or their supervisor are required to acknowledge concerns, complaints and correspondence either verbally or in writing within 24 hours or the next business day. Longer written responses are made no more than five working days after receipt of the grievance. If a complaint needs to be escalated, it is passed to the site manager, area manager, and the Deputy Director of Recreation Services to address. At that point, the concern is investigated until a resolution is determined. Upon a resolution, DPR will notify the customer, unless the complaint is a personnel matter. It is DPR's policy that personnel matters are not discussed with customers. However, we ensure customers that proper procedures are taken to address their concerns.

As mentioned previously, DPR receives questions, comments, compliments and complaints from several different touch points. This includes email, "Ask the Director" via DPR's website, social media, phone calls, and GradeDC. It is DPR's policy to address and resolve constituent concerns as soon as possible. To date, DPR has a 95% customer service satisfaction ranking, based on DPR customer service surveys completed by constituents that visited DPR's recreation centers and aquatic facilities. In FY15, DPR has received approximately 7,674 surveys and handled approximately 1,670 inquiries from DC government IQ system. Approximately 95% of customer complaints have been resolved.

The most common inquiries include questions regarding trash/cleanliness, pools opening and closing times, program registration, and facility upkeep.

30. What efforts in FY 2015 and FY 2016, to date, has DPR made to improve customer service at all facilities?

- a) **For example, in DPR's responses to its FY 2014 Performance Oversight Questions, DPR stated all employees would be required to complete 40 hours of training in FY 2015. Did DPR meet this goal for all employees? How many of these hours were in soft skills training?**

Customer service remains a priority for DPR. Customer service is a performance evaluation competency goal for all employees within the agency. To further stress its importance, Area Managers meet with their direct reports three times throughout the year to reinforce the need to achieve favorable performance ratings. During these meetings expectations are clarified, performance challenges are identified and strategies to overcome challenges are developed to ensure support is in place to perform to standard.

Additionally, in partnership with DCHR and DOES, while creating opportunity for a pathway to the middle class for District residents, DPR was able to hire 38 entry-level staff to work as Customer Service Representatives (CSRs) at our recreation centers. CSRs are responsible for greeting patrons warmly and responding to questions and concerns in a prompt and courteous manner. As part of the agency's ongoing commitment to provide quality customer service, CSRs received over one hundred (100) hours of training during a three week period through the DOES L.E.A.P. Program. They also received over twenty hours of soft skills training during DPR orientation.

Regarding the prior goal to provide 40 hours of training for every DPR employee, the agency developed a preliminary framework for a learning and development track that is needed by the agency's workforce. However, this framework has not been fully implemented. DPR's Training Coordinator was hired mid-fiscal year and the agency did not implement its full training plan. Nevertheless, staff did complete mandatory trainings such as sexual harassment/EEO training and ethics trainings. In order to improve on this initiative, DPR is working to finalize the training framework, to include crafting the design for its academy based learning curriculum, and anticipates implementing in FY 17.

31. In FY 2014 Performance and Budget Oversight, DPR explained it was reclassifying large numbers of FTEs to correct its Schedule A position listing. Has DPR completed this process? What insights has this process given DPR into its staffing levels, especially staffing at facilities?

DPR has made significant progress in the correction of the agency's Schedule A position listing, but more work remains to be done. In FY15, DPR completed a detailed analysis of the Schedule A and made a number of corrections, including but not limited to:

- Standardizing position titles;
- Correcting direct reports; and

- Aligning positions with the correct funding source(s).

DPR gained several insights during this process. For example, the agency identified several full-time employees that were being funded with the agency's temporary/summer seasonal budget. In FY16, DPR converted these positions to full-time employees and funded the positions from the correct funding source.

DPR also identified a need to hire more Customer Service Representatives (CSRs) to assist Recreation Specialists in the field. DPR received additional funding in the Mayor's FY16 Supplemental Budget to hire 38 CSRs. The inclusion of these positions are vital to the agency structure, as DPR is now able to provide front-line support to constituents visiting and participating in recreational activities at our sites. In addition, the implementation of this title and grade has aided in delineating customer service responsibilities from those that are programmatic and recreational in nature.

Lastly, DPR's Office of Human Resources has engaged the management staff of DPR in the process of properly identifying program needs and creating staffing plans to meet FY16 and FY17 projected growth. This process includes updating organizational charts to show DPR's current state, as well as building in (draft form) the framework for future lines of supervision and program support functions.

32. Please describe the observable effects of moving from a ward manager system to an area manager system in FY 2015.

The most observable effects of moving from a Ward Manager system to an Area Manager System is the increase in the level of accountability and responsibility, the improved flow of information sharing to the site-level staff, and a stronger connectivity to community concerns. Narrowing the scope of responsibility from ten or more sites to five or six sites has allowed the Area Managers to access current program offerings, staffing structure, and staff skills and interest as it relates to program quality and delivery. This gathered information will help to launch the development of our two (2) year site program plans.

Overall, through real time observations we are able get a more accurate assessment of site and program operations.

33. Please describe the authority and duties of DPR's park rangers.

DPR's park rangers are civilian employees without enforcement authority to write tickets or make arrests. In the performance of their duties, DPR Park Rangers:

- Control access and egress of parks by unlocking and locking security gates daily AM & PM;
- Open and close restroom facilities for specific park sites (AM & PM – scheduled posted assignments);
- Ensure all lights are ON/OFF for all permit park sites and fields;
- Receive, log, report and respond to all DPR facility alarm breaches;

- Patrol parks and monitor all resident activities in and around DPR parklands, recreation sites, open areas and tributaries;
- Provide emergency and scheduled access to facilities and parklands for external and internal customers and DPR staff;
- Provide emergency assistance and first aid to injured park/site visitors and employees;
- Monitor the activities of concessionaires, special permit holders, right of way grantees and commercial use licensees to ensure they are operating as authorized and in compliance with the terms and limits of their contracts, permits and licenses;
- Control activity and noise levels within assigned and permitted parks, and monitor pedestrian and vehicular traffic; and
- Observe, review, investigate and report alleged park violations, complaints, site accidents, park activities, trespass/encroachment infractions and issue verbal/written warnings to violators, if necessary.

II. Facilities

- 34. In FY 2015 and FY 2016 to date, how many times have DPR facilities opened late or closed? Please break down by facility and provide the length of each delay and why it occurred.**

Please see attachments for question 34.

- 35. What is DPR's contingency plan for when a DPR employee is not available to open a facility on time? What actions does DPR take to minimize the frequency of delayed openings?**

For DPR's aquatics operations, central office staff monitor staffing across the division. They receive notifications of staff call-outs and evaluate if their absence will cause a potential disruption in service. In most cases, the agency is able to move another staff member to cover the vacancy. However, on days of bad weather, or near holidays, the agency will traditionally experience a spike in leave-usage making it very difficult to fill all of the holes, resulting in a disruption in service. In the event that there is a disruption in service, DPR division managers will issue an alert to the public via the Nixle system which uses text messaging and email alerts to advise the public of the disruption and when operations are expected to resume.

When staff members are unavailable to open a facility on time within the Community Recreation Division, the plan is to alert the Area Manager as soon as an absence is identified and, when available, detail another staffer to the site. If that option fails, the Area Manager or Division Chief will open the site.

Because the Collective Bargaining Agreement allows an employee to call-in sick up to 2 hours after the start of their tour of duty, it can be difficult for DPR management to proactively identify staffing shortages. The agency does its best to reassign staff when a staffing shortage is identified, but this is not always feasible before the scheduled opening of

a facility if an employee does not provide timely notice to management regarding a delayed arrival or call-out.

36. What progress did DPR make in FY 2015 in implementing the Master Facility Plan?

The PlayDC Master Plan was developed by the prior Administration and has not been finalized. The Plan is currently under review by the current Administration.

37. Please provide a list of the outstanding maintenance requests for all DPR facilities.

Please see attachment for question 37.

38. How has DPR improved signage at its facilities to give notice of its policies regarding admittance and appropriate behavior? Has all signage been standardized?

DPR develops new signage based on new initiatives and programs. DPR makes uniform sign updates and changes through the Communications office and/or the Risk Management Office to ensure consistent messaging.

DPR is standardizing all signage citywide in all of our parks, playgrounds, pools and facilities. Each site should have only one sign with information about DPR rules, regulations, policies and procedures, including information about admittance and appropriate behavior. DPR is also working closely with DGS to remove all outdated and unnecessary signage across the District and replace them with the new signage.

DPR expects to have all updated/standardized signage by the summer of 2016.

III. Policies and Programming

39. What progress has been made in adopting a code of conduct for DPR facilities and creating a procedure for barring a person from a DPR facility?

DPR has drafted a proposed code of conduct for DPR facilities and expects to formally issue the code of conduct and procedures later this fiscal year. The proposed policies will be shared with appropriate site staff and legal counsel for editing and review prior to formal adoption and distribution.

In the interim, DPR uses historical cases and precedent as a guideline to ensure that barring notices are fair and equitable.

a) How many notices of barring were issued in FY 2015 and FY 2016, to date? For each notice issued, please provide the location, length of the barring, and the reason for its issuance.

There were six barring notices issued in 2015 and 2016.

1. Barring for 1 year for shooting paint-ball gun inside building.
2. Barring for 6 months for threatening employee with hate words.
3. Barring for 6 month for threatening employee.
4. Barring for 3 months for arguing with other guests.
5. Barring for 3 months for throwing rocks at other guests.
6. Barring for 1 month for cursing at employees.
7. Barring for 1 month for cursing at security and no ID.
8. Barring for 1 month for cursing at security and no ID.
9. Barring for 6 months for gambling and using drugs (12 notices were issued for one incident)

40. What were the results of the Site Program Survey, by which DPR solicited community input on programming?

On November 17, 2015, DPR sent a letter to Councilmember Allen, copied to Councilmember Cheh, regarding the results of the 2015 Recreation Program Interest Survey. Please refer to attachment 40 for a copy of this letter and the results.

41. Please provide a list of DPR programming and attendance in FY 2015 broken down by ward, facility, gender, and age group.

Please see attachment for Question 41 for a detailed listing of DPR programming and attendance in FY 2015 broken down by ward and facility. DPR does not have the ability at this time to break the information down to the level of specificity requested for gender and age group. DPR is exploring the feasibility of automating the population of this data in the future and will provide this information to the Committee once available.

a) Did DPR improve equity in program offerings and attendance at facilities across all Wards in FY 2015? If so, how?

DPR has started the process of analyzing program registration data and customer service feedback to better align programs and activities with community needs. DPR historically relies on historical offerings, staff capabilities, site amenities, and overall interest to make programmatic decisions. Moving forward, DPR is already in the process of developing 2-year site plans. Every facility should not necessarily offer the same programs or activities because the interests of each community are unique. In order to truly ensure social equity, therefore, DPR intends to implement the 2-year site plans, based on actual feedback from the community, to align service offerings with actual interest.

b) Did DPR improve gender equity in program attendance in FY 2015? If so, how?

During FY15, nearly 98% of all programs offered were co-ed. Only a handful of programs were gender-specific, including:

- Boys Programs
 - Youth Boys Basketball

- Young Men, Future Leaders
- Girls Programs
 - Cheerleading/Pom Pom
 - Cheerleading Camp
 - Girls Softball
 - Sports Camp - Girls Basketball
 - Young Ladies on the Rise

Historically, DPR has had a larger number of females registering in programs than males. Below shows the percentage of female vs. male program registrations by ward for the last three fiscal years.

DPR 2013-2015 Program Registration by Gender						
	Female			Male		
Ward	2013	2014	2015	2013	2014	2015
1	51%	60%	62%	49%	40%	38%
2	48%	48%	47%	52%	52%	53%
3	62%	64%	62%	38%	36%	38%
4	65%	66%	63%	35%	34%	36%
5	68%	68%	64%	32%	32%	36%
6	59%	64%	60%	40%	36%	40%
7	63%	65%	66%	37%	35%	34%
8	49%	61%	60%	51%	39%	40%
Citywide	61%	63%	62%	39%	37%	38%

42. In FY 2015 and FY 2016, to date, what efforts has DPR made to improve inter-agency coordination with DGS regarding maintenance, DOH regarding health and nutrition, and OSSE regarding early childhood? What programs, if any, does DPR currently coordinate with DOH and OSSE?

In order to improve inter-agency coordination with DGS, DPR detailed an employee to DGS to help monitor and track all DPR work orders. In addition, DGS hired a dedicated staffer to coordinate with DPR on its maintenance requests. DPR continues to enter maintenance requests into SmartDGS and receives a system generated receipt. If a maintenance request is not completed in a timely fashion, or if a maintenance request is an emergency, DPR can

contact either the DGS or DPR liaison(s) directly to help follow-up on the status of the request and expedite its resolution.

In order to improve inter-agency coordination with OSSE regarding early childhood programs, DPR's Early Childhood Programs division has partnered with Strong Start (OSSE) and Early Stages (DCPS) to help identify infants and toddlers that may have developmental delays and/or disabilities. Our facilitators have been trained in administering the ASQ assessment with program participants. Those results are then shared with OSSE and DCPS, depending on the age of the child.

Through DPR's sponsorship of the OSSE administered Free Summer Meals Program, DOH inspects all of the DPR Summer Meals sites to ensure that their sanitation and food handling practices are compliant and safe for District residents.

Additionally, DPR worked with DOH on the FitDC Initiative. Launched in the Spring of 2015 by Mayor Muriel Bowser, FitDC is a comprehensive health and wellness initiative that encourages residents to live a healthier lifestyle by linking them to nutrition and physical fitness resources in their communities. FitDC offered "Ward Walk" events, various challenges for District residents, and official FitDC Coaches who offered guidance on making healthy lifestyle choices.

43. When DPR operates a co-location site with DCPS, how does it work with the community to ensure both the school's needs and the community's needs are being met? What steps did DPR take to improve transparency in its permitting application procedures and decisions in 2015?

Co-locations by/between DCPS and DPR are planned with involvement and participation by the School Improvement Teams (SIT) at each designated school location. Community meetings are also held at varied intervals in addition to the regularly scheduled SIT meetings, and DGS participates in these meetings. DPR's Community Recreation Division has implemented procedures that require Area Managers assigned supervision over co-located sites to attend community meetings to interact with and receive feedback from the community about recreation programming at DCPS sites.

Staff members at co-located sites work with school officials to ensure that community interests and concerns are addressed. DPR staff attends school and community meetings to provide pertinent information to ensure that the collaboration remains in a healthy posture.

44. What steps did DPR take in FY 2015 to improve the transparency of its permitting application procedures and decisions?

The agency is currently engaged in a procurement process for the design and implementation of a new user-friendly database for the express purpose of enhancing the transparency of our permit application process. The new system will enable applicants to view site availability in "real time." The new system will explicitly describe application requirements and it will enable DPR staff to approve applicants who meet DPR requirements based on a better

understanding of site availability. DPR is currently working with the Office of Contracting and Procurement (OCP) to finalize the procurement and make an award within the next few weeks.

In addition, DPR published its new fee-based use regulations in the *DC Register* on January 1, 2016, at DCR Volume 63 Issue 1 which provide and establish more objective “priority of use” standards for issuing permits for properties that are in demand by multiple users.

IV. Health and Environment

45. How is DPR promoting and growing the community gardens program? How many new community gardens did DPR open in FY 2015?

Currently DPR has 31 community gardens, and five partner urban farms operated by nonprofit groups, on DPR property that are open or about to open to the public in spring FY16. In FY16, DPR will be constructing 2-3 more partner urban farms and one more community garden to open for spring of FY17. In total, DPR has approximately 1,150 community garden beds being used and about two acres of production being farmed by our partner urban farms.

DPR has a wealth of programs that encourage urban gardening, including:

Urban Gardening Education Program – More than 110 free garden classes are offered every year at multiple metro-accessible recreation centers and urban garden education sites across the District focusing on a wide variety of gardening topics. In FY15, DPR reached over 1,800 participants with these classes. These classes included certification programs in urban gardening, garden carpentry, and urban master composting.

Community Compost Cooperative Network – DPR has created a network of trained cooperatives of volunteer composters to efficiently and responsibly create high quality compost for each DPR community garden by composting raw food scraps and garden waste in a locked “critter proof” compost bin located at each DPR garden. Each cooperative bin can handle up to a ton of material and 100 active composters. Currently, there are over 30 compost cooperative bins built. In FY16, DPR will be increasing that number to 50 which will give us a capacity to handle 50 tons of material a month and up to 5,000 active composters. The best part of this program is there is no carbon footprint and since everything is managed by volunteer cooperatives, the program is self-sustaining and does not need an operating budget (outside of funds to build more bins).

Garden Tool-share – In the spring of FY15, DPR created a tool-share for garden tools for District gardeners to temporarily borrow to increase the success of urban gardening projects. In FY15, this tool-share was used over a 100 different times to help construct, maintain, and improve community, school, and home gardens.

Greenhouse Seedling Cooperative – DPR built two greenhouses in 2014 and is currently renovating two old greenhouses in FY16 for the purpose of creating greenhouse space for

garden nonprofits and DPR garden programs to grow seedlings to increase the success of each garden. This cooperative program will be launched for spring of 2016.

46. How many meals did DPR serve in FY 2015 as part of the Summer Food Service Program? How does that compare with the number of meals served in FY 2014 and FY 2013? How many sites did DPR sponsor as part of the program? How did DPR promote the program in FY 2015?

DPR served the following numbers of meals during FY13, FY14, and FY15:

Fiscal Year	Number of Meals	Number of Sites
2013	845,142	225
2014	813,609	213
2015	719,422	193

DPR, in partnership with OSSE, DC Hunger Solutions, DCPS, and other sponsors, executed an at-large marketing campaign for the Free Summer Meals Program. The campaign featured newspaper, radio, and print advertising, as well as a grassroots promotion component. The campaign focused heavily on urban radios stations, with ads featured on WHUR and Radio One. National, regional and local newspaper syndicates such as The Washington Post, El Tiempo, and Capital Community newspapers were also included in the campaign. Additionally, the campaign featured advertisements at metro bus shelters, on the metro buses, and on interior/exterior of the metro subway stations and outside of subway station. Posters, post cards, flyers, and banners were produced and distributed. An exterior banner was posted at each feeding site for easy recognition by vehicles and pedestrians. The program was also advertised on DPR, OSSE, and DC Hunger Solutions websites.

The venues and vehicles for promotion remained the same in FY15 and FY14. However, in FY15, coordination was spearheaded by OSSE with DPR playing lead role in the marketing initiative. DPR and OSSE performed more grassroots marketing in FY15.

There are a several factors that contributed to the decrease in numbers of meals served. The number of sites decreased in FY15 by 20. This is due to other sponsors continuing to expand their program offerings, and thus, their meal participation numbers. For example, DCPS is now hosting multiple organizations at their school facilities during the summer months, and USDA regulations prohibit dual sponsors to serve meals at one location. DC public schools also continue to expand their summer school programming. Also, many long-standing DPR sponsored sites learned under DPR's tutelage how to run the program themselves and often absorb the costs and left DPR's sponsorship.

Finally, site enrollment and participation has a direct link to the number of meals served at sites. When site enrollment or participation numbers are lower, the meals served are subsequently lower, as well.

(Appendices Submitted Electronically)

