

Performance Oversight Questions
Department of Parks and Recreation

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.

The Office of the Director provides vision and guidance to senior managers to achieve the agency's mission and goals. In addition to the agency's major divisions, this office provides oversight of constituent services, permits and registration operations, communications management, intergovernmental affairs and critical response.

The Office of the Chief of Staff is responsible for planning, tracking, analyzing and reporting on the performance of the agency in relation to the agency's performance plan. Additionally, the office is responsible for execution of all communications, both internal and external, including press inquiries and releases. Legislative affairs, constituent services and permit operations also are executed through this office.

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, and information technology. The operations group oversees internal systems, risk management, contracts and procurement.

The Park Policy and Programs area is responsible for policy development to guide park planning and activities. They are also responsible for park management, park programming and community garden planning.

The Community Services and Programs Division plan, organizes and ensures the quality of all programs and activities offered at DPR. DPR provides a wide range of recreational programs and activities to individuals and groups of all ages throughout the District of Columbia including aquatics, athletics, fitness, urban camps, therapeutic recreation, environmental education, and food and nutrition programs.

The Program Division promotes participation by assessing and meeting the needs of its customers in each neighborhood or ward.

The Community Recreation Division oversees recreation staff responsible for implementing structured programs and providing excellent customer service.

The Partnerships and Development Division is responsible for bolstering DPR's financial and service resources through solicitation and management of programmatic partnerships, grants, sponsorships, donations and volunteers. The division works to facilitate innovative public private partnerships.

The Human Capital Management 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. The division ensures that each employee has clear expectations regarding roles and responsibilities within the agency and has an individual performance plan. This Division supports managers in evaluating employee performance and supporting staff in the resolution of employee concerns and conflicts.

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

Please see attachment for Question 1a.

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

There have been no organizational changes in the last year.

2. Please list each **new program** implemented by the agency during FY 2014. For each initiative please provide:
- A description of the initiative.
 - The funding required to implement the initiative.
 - Any documented results of the initiative.

In FY 14, DPR offered the following new programs:

Mayor's Safe Summer Night Initiative

- Tennis Under the Lights – Participants gather and socialize with area tennis players, participate in tennis drills, tennis ladders, and match play from the hours of 9:00 PM to 12:00 AM. DPR spent \$5,500 to provide staffing and tennis supplies for the program.
- Late Night Pool Parties – DPR hosted two late night pool parties at Banneker and Ft. Stanton outdoor pools. More than 300 participants attended the two events. DPR spent \$5,000 to provide food, security, staffing, and entertainment for the program.

Early Childhood

- Story Hour – This is an early childhood program-serving children 15 months to 4 years old. It provides 1 hour of programming each week and focuses on a specific theme and set of stories. DPR spent \$3,000 on arts and crafts supplies. The program piloted at four sites, including Chevy Chase Recreation Center, Stead Recreation Center, Hardy Recreation Center, and Guy Mason Community Center. The program had a total of 45 participants throughout all four sites.
- Cooperative Play Program – DPR expanded its popular early childhood program to three additional sites in FY14 including Turkey Thicket, Raymond, and

Harrison. A second program was added at Columbia Heights for older children. DPR spent \$16,000 on supplies for the program.

Aquatics

- International Lifeguard Training Program (ILTP) – The Aquatics team transitioned from the American Red Cross lifeguard certification to the International Lifeguard Training Program. This new training and certification program is aligned with industry best practices and takes a comprehensive approach to aquatic risk management. Staff now has clearly defined standards when it comes to emergency care, subject to unannounced audits by a third party, and monthly required in-service training. There is also now a supervisor-training requirement. In May 2014, the Centers for Disease Control (CDC) issued the first edition of the Model Aquatic Health Code, which standardizes aquatic regulations nationwide. This new program meets the new standards.
- DCPS Swimming – DPR partnered with DCPS to create seven competitive swim teams in District high schools.
- Aquatic Facility Operator (AFO) Training – DPR has begun offering the highest level of pool operator’s certification through the National Recreation and Parks Association. The AFO is a two-day, intensive training focused on pool operations, water chemistry, and safety.

Environment & Sustainability Programs

- Urban Gardening Education Program – This is a 16-class series in which participants earn an Urban Garden Certificate. The program includes education in urban gardening, weekend field trips, gardening workshops, sustainability festivals and more. The Agency offered about 70 free classes with more than 1,000 participants. In FY 14, the Agency spent \$15,000.
- Community Compost Cooperative Network – DPR created a new critter-proof compost bin to compost food scraps with garden plant waste – and a cooperative model to operate the compost bins. Volunteer compost managers and members must participate in a training course to learn guidelines for the program. Each bin can handle approximately one ton of compost or about 50 active people composting. Bins will be built at each of our gardens so that garden waste may be mixed with food scraps to produce a high quality compost to be used for each garden. Seventeen compost bins were installed in 2014 and DPR will install ten more bins in spring 2015. To date, there are four compost cooperatives actively trained and producing compost with the goal of bringing all 27 compost cooperatives trained and online by the end of 2015. DPR received a \$35,000 Sustainability DC Grant in FY 14 to fund this new initiative.

Young Men

- Young Men, Future Leaders (YMFL) – This program is designated to help young adolescent males 8 – 17 years old increase personal responsibility and improve decision making. This 14-week program provides with interactive classes to engage young males in discussions and activities that reinforce character, leadership, and positive behavior. Each session focuses on a specific aspect of

character and manhood through interactive activities, including a service project where young men learn the importance of giving back to the community. DPR used already purchased resources for the pilot of this program.

3. Please provide a complete, up-to-date **position listing** for your agency, which includes the following information for each position:
 - Title of position.
 - Name of employee or statement that the position is vacant, unfunded, or proposed.
 - Date employee began in position.
 - Salary and fringe benefits, including the specific grade, series, and step of position.
 - 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 and has recently added 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.

There are no employee’s detailed from DPR. The following is a list of employees working with DPR as a part of the Disability Compensation return to work program:

Employee	Agency	Start Date	End Date
Anderson Crenshaw	DYRS	10/27/2014	TBD
Veonie Johnson Toure	CFSA	12/15/2014	TBD

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 6a

- 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 6b

- c) A list of employee bonuses or special award pay granted in FY 2014 and FY 2015, to date.

No employee bonuses and/or special award pay granted.

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

Please see attachment for Question 6d

- e) A list of the total overtime and worker's compensation payments paid in FY 2014 and FY 2015, to date.

FY 2014 overtime payments – \$606,914.49

FY 2015 overtime payments to date – \$169,354.57

FY 2014 worker's compensation payments – \$10,407.46

FY 2015 worker's compensation payments to date – \$968.41

7. Please identify all **electronic databases** maintained by your agency, including the following:
- A detailed description of the information tracked within each system.
 - The age of the system and any discussion of substantial upgrades that have been made or are planned to the system.
 - Whether the public can be granted access to all or part of each system.

DPR Electronic Databases – Identified and Description

1. Administrative Software Applications Program (ASAP) – DPR's online registration system and is used to manage the following:
 - a. Customer enrollment and payment acceptance for fee-based classes;
 - b. Program attendance;
 - c. Reservations (permitting) and payment acceptance for DPR facilities for both resident and government use; and
 - d. Sales of DPR Fitness Center memberships and aquatic passes.
 - e. DPR began using ASAP in FY11, and is in the process of soliciting a replacement comprehensive recreation management system with online registration services. DPR anticipates awarding a contract by October 2015.

Members of the public use this system to enter account information, register for programs, and purchase passes for aquatic and fitness facilities.
2. Quickbase Applications – DPR's internal request management system used to track the following:
 - a. DPR Service Request Center – DPR internal request management system used to track the following:
 - i. Internal DPR requests for the Communications Division:

- OneForm - Request creation and printing of new materials.
- OnePrint - Request printing or reproduction of existing materials.
- OneMonth - Submit event information about DPR events.
- Capital Project Event - Submit event information about Capital Project events.
- ii. Internal DPR requests for the Facilities Division:
 - Request site work and maintenance such as landscaping, trash pickup, heating and cooling, custodial services, and other maintenance.
- iii. Internal DPR requests for the Finance Division:
 - Request a refund on a transaction made in ASAP.
- iv. Internal DPR requests for the Information Technology Division:
 - Computer Issue - Report a problem with a computer or other hardware device.
 - Telecommunication Issue - Report a problem with a phone, mobile device or internet outage.
 - ASAP Issues - Request a password reset or request help with a problem in the ASAP registration system.
 - Website Update - Request a change to a page on the DPR website.
 - IT Equipment Rental - Reserve laptops, projectors, and other IT equipment for a special event.
- v. Internal DPR requests for the Risk Management Division:
 - Incident Report - File an incident report that occurred on DPR property or involved DPR staff and/or equipment.
 - Site Access - Request a security code for a DPR facility. (NOTE: *The DPR Service Request Center is not used for requesting keys*)
- vi. Internal DPR requests for Agency Approvals:
 - For review flow of Agency agreements or other documents requiring the signature of the agency director.
- vii. Internal DPR requests for the Warehouse Division:
 - Request services from the DPR Warehouse such as property disposal, furniture & equipment move/repair, and supplies.
- viii. Internal DPR requests for the Transportation & Stage Craft Division:
 - Stage Craft - Request use of show mobiles, tables & chairs, and other event related equipment.

- Transportation - Request to transport a group to and from an event.
 - Vehicle Request - Request a vehicle (without driver) for a special event or project.
 - b. Permits Applications – DPR’s internal system used to manage the following:
 - i. Citizen requests to reserve permitted DPR facilities
 - ii. Review and approval of permit requests
 - iii. Number of permits requested for DPR Facilities and National Park Service parks
 - iv. Number of permits issued
 - v. Number of permits canceled
 - vi. Number of permits pending payment
 - c. Volunteer, Summer Hire, and Contracting Tracking – This application is used to manage several processes within DPR. This system is used to accept and track applications from individuals looking to volunteer, applying for summer positions, and contractors.
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 is committed to being open and transparent with constituents. The Agency achieves this in the following ways:

Human Resources:

DPR works hard to ensure the general public is aware of new openings and that the agency’s employees reflect the diversity in the city. DPR posts 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 multi-cultural hiring fair. We expect this approach to allow us to continue to attract the best talent.

Permits:

The Permits office has been making great strides to improve the permits process, especially in the area of transparency. In the fall of 2013 we began meeting with organizations/leagues that request large amounts of space and serve a high volume of constituents. We began meeting with them prior to permits going out in order to manage expectations and allow for more communication of their needs and our space availability.

These meetings have become valuable to both DPR and the organization as it allows us to better understand their needs and provide information ahead of time so the organizations can better prepare for their season. In these meetings we discuss programming that will take place at various locations and how it may impact the permit holder.

In addition to the meetings, DPR participated in the Permits task force that was created

by CM Cheh. This task force consisted of DPR, DGS, NPS and DCPS as well as stakeholders who are in need of athletic field space. The task force's main goal was to improve and enhance the transparency of the permitting process.

Programs & Services:

In FY14 we began using technology to inform the community of our activities and program disruptions. This system is called Nixle. Site leads and area managers also attend community meetings to share information on programs and services with residents. DPR is in the process of planning Town Halls (both traditional and digital) to reach residents.

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
- Event surveys
- grade.dc.gov
- Ask the Director (IQ)
- Email to dpr@dc.gov (IQ)
- Email to any employee

- What is the nature of comments received?

DPR receives numerous questions, comments, and concerns regarding programs and services. DPR receives feedback about snow removal, overgrown grass, trees falling, missing equipment, class/program information, registration for camps, building issue and great programming.

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

DPR is committed to improving services based on customer feedback. A few examples of that include:

- Diving boards have only been closed at the Wilson Aquatic Center. After receiving several inquiries from the community and ANC, we decided to open the diving boards on Sundays for family use. DPR has also identified a contractor who will provide diving instruction courses starting in the late spring at the Wilson Aquatic Center, Turkey Thicket Aquatic Center and Takoma Aquatic Center.
- The permits office is now meeting with leagues/organizations that use multiple fields for a season. The meetings help to communicate what the needs for the organization are and how DPR can best meet their needs. DPR provides information regarding programming that may affect their permit times, dates or space.
- DPR makes available customer service feedback surveys at our recreation and aquatic centers. The surveys were updated to allow customers to also include any comments they wanted to write regarding their experience.

Those comments are read and distributed to managers in order to address any issues that would affect the guest’s experience at one of our locations.

- During capital projects community engagement phases, DPR meets with the community on their programmatic recreational needs. Through the scope of the project, our team responds to constituent concerns to their recreational needs, such as play equipment, specific programmatic spaces in a site, types of materials used, etc. Due to community engagement, DPR gauges and may make adjustments to the scope of work for any particular capital project.

10. How has the agency tried to reduce agency **energy use** in FY 2014?

DPR complies with the District’s Green and Sustainability goals under the direction of the DGS Sustainability and Energy Management Division. This applies to all new construction and existing facilities and includes lighting and mechanical systems. For example, in FY 14, DPR Capital Projects team worked in collaboration with the DGS Office of Sustainability and Energy to install energy film throughout Ft. Davis Recreation Center in Ward 7 to achieve a reduction in energy consumption at the site.

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

Number of Employees Hired in FY 2014 and FY 2015, to date

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	FY 14 – 41 FY 15 – 53	FY 14 – 28 FY 15 – 32
Term	FY 14 – 0 FY 15 – 0	FY 14 – 0 FY 15 – 0
Temporary / Summer Hires	FY 14 – 605 FY 15 – 25	FY 14 – 450 FY 15 – 21
Contract	FY 14 – 5 FY 15 – 0	FY 14 – 0 FY 15 – 0

BUDGET AND FINANCE

12. Please provide a chart showing your agency’s **approved budget and actual spending**, by division, for FY 2014 and FY 2015, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

Please see attachment for question 12

13. Please list any **reprogrammings**, in, out, or within, related to FY 2014 or FY 2015 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 13

14. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2014 or FY 2015, to date.

Please see attachment for question 14

15. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2014 or FY 2015, 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 permit, enrollment membership fees charged to individuals, organizations and other District agencies.

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

Please see attachment for question 15c

- d) The amount of funds generated by each source or program in FY 2014 and FY 2015, to date.

Please see attachment for question 15d

- e) Expenditures of funds, including the purpose of each expenditure, for FY 2014 and FY 2015, to date.

Please see attachment for question 15e

16. Please provide a list of all projects for which your agency currently has **capital funds**

available. Please include the following:

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

For DPR's capital projects, the Department of General Services (DGS) is the "Implementing" Agency while DPR is the "Owner" agency. DGS maintains fiscal accounting for procurements and expenditures for each project. DPR capital funds are budgeted with DGS.

Please see attachment for question 16

17. Please provide a complete accounting of all **federal grants** received for FY 2014 and FY 2015, to date.

DPR did not receive any federal grants in FY 2014 or FY 2015.

18. Please list each contract, procurement, lease, and grant ("**contract**") awarded, entered into, extended and option years exercised, by your agency during FY 2014 and FY 2015, to date. For each contract, please provide the following information, where applicable:
- The name of the contracting party.
 - The nature of the contract, including the end product or service.
 - The dollar amount of the contract, including budgeted amount and actually spent.
 - The term of the contract.
 - Whether the contract was competitively bid or not.
 - The name of the agency's contract monitor and the results of any monitoring activity.
 - Funding source.

Please see attachment for question 18

19. Please provide the details of any **surplus** in the agency's budget for FY 2014, including:

- Total amount of the surplus.

Local Fund 0100: \$1,989K surplus. The local surplus was in personal services. It was due to delays in hiring and backfilling positions.

Enterprise Fund 0602: \$1,916K surplus. DPR received in Mid-August a supplemental budget from the fund balance (due to revenue collections in prior

years for permits and other fees); however DPR was unable to procure and receive the equipment and services planned by the end of the fiscal year.

Intra District Funds:

SYEP (Fund 0709): \$109K surplus. The surplus was due to delayed hires due to failed drug testing, time required to clear background checks, and prospective employees finding other jobs while waiting to hear from DPR HR. NPS surplus was due to delayed availability of funds and reprogramming.

Summer Feeding Program (Fund 0712): \$310k surplus. The total cost of the meals requested and provided from the vendor was less than what was originally projected. The budget is developed based on previous year's spending and projections for the upcoming year. Often, sites that have participated in the program under DPR's sponsorship intend to participate the following year. However, some of those sites never receive the funding to run their summer programs and end up not providing meal service. That information is usually not known by the sites or shared with DPR until weeks before summer feeding begins. Many of the sites under DPR's sponsorship grow with the program, and after years under DPR, decide to become sponsors themselves. In FY14, 28 sites did not return to participate under DPR's sponsorship, while 28 new programs did serve as feeding sites under DPR. For sites that did participate in the summer feeding program, many of them anticipate a certain number of children to participate in their programs, but the actual numbers can vary wildly in terms of overall enrollment and day-to-day participation. When site participation is less than expected, requests to reduce the amount of meals being delivered by the vendor is made immediately to minimize waste and overspending. For FY15, we are working in collaboration with OSSE to expand our feeding site reach throughout the District and maximize the number of reimbursable vendor meals we provide by recruiting adult mental health facilities and homeless shelters to participate in the current Summer Food Service Program under DPR's sponsorship.

LAWS, AUDITS, AND STUDIES

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

There are none at this time.

21. Please identify any statutory or regulatory **impediments** to your agency's operations.

There are no statutory or regulatory impediments to DPR's operations.

22. 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

23. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2014 that significantly affect agency operations.

There is no impact on DPR from any federal legislation or regulations.

24. Please provide a list of all **MOUs** in place during FY 2014.

Please see attachment for question 24

25. Please provide a list of all studies, research papers, and analyses (“**studies**”) the agency requested, prepared, or contracted for during FY 2014. Please state the status and purpose of each study.

In FY14, an internal report of Quarter 1 and 2 Program Assessment and Assistance System (PAAS) observations was written. The purpose of the analysis was to ascertain the quality of the program offerings across the different divisions of the agency, to highlight areas for improvement and to provide a narrative to managers and recreation specialist that communicates an overall analysis of the quality of program implementation, as opposed to site specific feedback. The narrative analysis is currently under review.

Additionally, in FY 14, DPR contracted with a professional training consultant to conduct an overview and analysis of training and professional developmental opportunities within the agency. The goal was to ascertain through interviews and focus groups, in which manner our employees expect training and the specific types of training they are requesting. This report reveals that most are desirous of soft skills training (Customer Service, Dealing with the upset caller/guest, Team Building, etc.).

26. 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 2014 or FY 2015, to date.

Below is the list of any ongoing investigations, audits, and reports on DPR:

- December 10, 2014 - BEGA forwarded its negotiated-disposition to DPR. The negotiated-disposition provided that in exchange for the admission of a rule violation for failure to protect and preserve government property and the payment of a fine, no further action against the accused was sought by BEGA against employee.
- November 6, 2014 - OIG inquired about a DPR employee. This inquiry involves a complaint about the employee inappropriately using DPR basketballs and missing equipment. The OIG has not responded to DPR’s response.
- December 17, 2013 - OIG All Agency Report. Citing 2012 DPR special evaluation deficiencies.
- November 8, 2013 - OIG closed out matter 2013-0519. No findings of violation.

27. 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.

In FY 13, the DC auditor issued two recommendations to DPR regarding verification of residency of applicants and participants in permitted activities.

Recommendation 1 is to establish a system that will assist in ensuring that residency status is accurately submitted for on-line applications and that the appropriate fees are collected by requiring on-line applicants to attest to the truthfulness and accuracy of information provided.

Recommendation 2 is to consider establishing a system to review and verify adult team rosters submitted for athletic fields and other organized sports and amending Section 1.4 of the policy manual to establish fees based on composition of teams where applicable.

DPR is in the process of proposing regulations requiring residency verification and online assurances of residency through sample rosters and sworn statements. DPR's new software solution will assist in the registration of teams.

PROGRAM-SPECIFIC QUESTIONS

I. Personnel and Customer Service

28. When a patron of a DPR facility complains of the service received from a DPR employee, how is that complaint resolved? How many such complaints has DPR received in FY 2014 and FY 2015 to date? How many of these complaints have been resolved?

If there is a complaint, employees must respond promptly and courteously to customers. In some instances, an explanation is needed and employees should be courteous in their interaction.

The appropriate staff member or supervisor should acknowledge all 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. Complaints are passed to the site manager, area manager, and the Chief of the Community Recreation Division to address. At that point, the concern will be investigated until a resolution is determined. Upon a resolution, DPR will notify the customer, unless the complaint is a personnel matter. It is DPR policy that personnel matters are not discussed with customers. However, we ensure customers that proper procedures are taken to address their concerns. If the customer wishes to raise the complaint further, they are always welcomed to speak to a manager.

Currently, DPR receives questions, comments, and complaints from several different touch points. This includes, emails, Ask the Director, social media, phone calls, and Grade DC. They can be asked to any of DPR's staff members, 311, or other various constituent services offices within the government. It is DPR's policy to address and

resolve constituent concerns as soon as possible. We have started to gather the compliments and concerns presented by District residents. During FY 14, DPR had a 92% customer service satisfaction ranking. 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 FY14 we received approximately 4,500 surveys and to date we have received approximately 3,000 surveys.

29. What efforts in FY 2014 and FY 2015 to date has DPR made to improve customer service at all facilities?

As an Agency dedicated to customer service, DPR has made improvements to customer service at all facilities.

DPR and the union negotiated a standardized dress code for staff. The Agency has agreed to purchase uniforms so customers can easily identify DPR staff. Additionally, site staff is required to complete customer service training each fiscal year. Employee performance plans include a goal about competency and customer service. During the summer months, all staff were asked and complied with wearing appropriate DPR shirts on specific days to be identifiable to the customers and patrons that visited the sites. Moving forward our staff will be required to be in uniform while on duty.

To provide better service to our aquatic patrons, DPR has begun using Nixle to alert customers when an aquatic facility has a delayed opening.

30. What efforts has DPR made in FY 2014 and in FY 2015 to date to build capacity in facility management and staff? What training and development opportunities are available to facility management and staff?

DPR is committed to training its workforce. On an annual basis, DPR hosts an all staff conference. DPR closes all sites and gathers employees to offer training on various topics. This includes customer service, language access training and teambuilding.

The transition of the current Area Manager model from the Ward Manager model within the Community Recreation Division allows the manager to increase direct support to program development, recruitment, delivery, quality and consistency. This new structure of ten area managers with responsibilities of 5 – 7 sites allows a concentrated effort on program implementation and quality, an increased consistency in the flow of information, a more concerted level of accountability and an increase and stronger connectivity to community stakeholders. This is done by setting clear expectations for achievement, by monitoring the set expectations, redirecting challenges, encouraging constant learning, and rewarding successes. Additionally, Program Managers host divisional led trainings to clarify program outcomes, objectives and implementation strategies.

Additionally, in FY 14, DPR contracted with a professional training consultant to conduct an overview and analysis of training and professional developmental opportunities within the agency. The goal was to ascertain through interviews and focus groups, in which

manner our employees expect training and the specific types of training they are requesting. This report reveals that most are desirous of soft skills training (Customer Service, Dealing with the upset caller/guest, Team Building, etc.).

During the course of the year, we decided to spread the training budget throughout the agency. This allowed a broader range of employees to go to conferences, trainings and seminars that are directly related to their areas of expertise.

Training is a major goal for the agency. All employees are must complete 40 hours of training in FY 15. This has been added into employees' ePerformance goals.

Lastly, DPR HR is planning to hire a Training Coordinator later this month that will assume the responsibility for evaluating, planning, conducting and implementing DPR's training program. Having a person focused on training and armed with the needs and objectives of the agency and abreast of the latest training tools and technologies, can make an indispensable difference in productivity. The training coordinator will work to outline a skill-specific training program for DPR.

II. Facilities

31. Last year, the Committee recommended DPR to develop a comprehensive system for performance metrics. What performance metrics has DPR adopted in FY 2014 and in FY 2015 to date to quantitatively track delivery of services at DPR facilities?

Please see attachments for question 31.

32. In FY 2014 and FY 2015 to date, how many times have DPR facilities opened late or closed? Please break down by facility and by whether the delayed opening or closure was due to weather, short-staffing, or mechanical problems.

Please see attachment for question 32

33. What is the status of DPR's Master Facility Plan? How is DPR implementing the vision framework released in March 2014? Please provide a timeline for completion of the plan.

The DPR Master Plan was completed at the end of December 2014. DPR is working with OP to brief the new administration on the Master Plan during late winter/early spring 2015. DPR has already begun implementing the vision framework released in March 2014 through aligning its capital improvement program requests with the vision.

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

Please see attachment for question 34

35. How has DPR improved signage at its facilities to improve notice of its policies regarding admittance and appropriate behavior?

DPR is standardizing all signage being used 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. These signs include 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.

36. In FY 2014 and FY 2015 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 FY 14, DPR and DGS began holding a weekly meeting to discuss all facility concerns and resolutions regarding staffing, routine maintenance, HVAC concerns, trash, leaf, snow removal, repairs and customer concerns.

The DOH Council on Physical Fitness, Health and Nutrition promotes healthy lifestyles choices that align with DPR's mission to improve the quality of life and well being of District residents. As members of the Council, DPR contributed to planning efforts that resulted in a number of citywide DC Walks events with the goal of increasing the number of residents who walk at least 30 minutes five days per week. Additionally, DPR works closely with DOH in efforts to support the "No Smoking" initiatives in our facilities and parklands. DOH has also assisted DPR in efforts to keep dogs on a leash and have their owners clean up after them in the parks.

DPR staff represents the Agency and actively participate with OSSE's State Early Childhood Development Coordinating Council (SECDCC). The Council assists in the planning and development of a comprehensive early childhood education system that serves children from birth to 8 years old. DPR's early learning programs consist of Co-op (18 months to 4 years old), Tiny Tots Need Recreation Too (12 months to 5 years old), Story Hour (15 months to 4 years old), Wee Play (3 years to 5 years old) and Little Explorers Summer Camp (3 years to 5 years old). Additionally, DPR meets with representatives from OSSE to plan and coordinate the FY15 Summer Food Service Program. Issues in the planning phase include establishing roles for marketing and promotion and recruitment of alternative sites including mental health facilities and shelters. DOH conducts health inspections and manages food quality control for District contractors.

37. How does DPR work with the National Park Service to coordinate the use and management of fields and parkland citywide? Does DPR hold regular meetings with National Park Service? How frequently are these meetings?

DPR has been granted Transfers of Jurisdiction over some National Park Service (NPS) land. DPR maintains and manages these properties without involvement from NPS. DPR does not hold regular meetings with NPS unless we are collaborating on a project that has

potential impacts on DPR properties.

The DPR Permits Office permits several athletic fields that are owned by the National Park Service (NPS). They includes:

Field	DPR Permit Time
West Potomac Fields 1-12	March - August
Wallenbrug Field	March - August
Carter Barron	Year-round
Kenilworth Parkside	Year-round
Ft. Reno Field	Year-round

Customers pay a flat rate of \$7 per season. The revenue generated from the permitting of these fields stays with DPR in our Enterprise fund. All maintenance is completed by NPS. During the months where DPR does not permitting these fields, NPS becomes the permitting agency.

38. How has DPR made accessibility a priority at all facilities? Is accessibility a key component of all capital improvement projects?

ADA Compliance is a standard requirement for all DPR recreation centers, playgrounds, and park space improvement projects. All DPR recreation centers were assessed for ADA compliance in 2009 and 2013 using an ADA checklist. As a result of this assessment, we have \$4,502,078 budgeted for FY15-FY17 for ADA Compliance for existing recreation facilities. This allotment will examine the existing building conditions, conduct field inspections and renovate/construct as needed to comply with ADA standards.

In addition, all new construction projects are built to be ADA compliance. It is the Departments mission to ensure that all facilities, parks and playgrounds are accessible to all District residents including those with physical challenges.

39. 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?

Co-locations by/between DCPS and DPR are planned with involvement and participation by the School Improvement Teams (SIT) at the designated school locations. Community meetings are also held at varied intervals, in addition to the regularly scheduled SIT meetings. DGS also participates in these meetings. The focus of the meetings is not only to ensure that the needs of all stakeholders are met.

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.

III. Regulations and Programming

40. What progress has been made in creating a new permitting fee schedule in accordance with D.C. Law 10-246; D.C. Official Code § 10-307 7a(b)? What is the timeline for issuing new regulations?

DPR expects to publish regulations in May 2015.

41. What progress has been made in issuing new regulations to create a process for barring a person from a DPR facility?

A deliberative draft of a proposed “Code of Conduct” is currently being vetted between DPR and MPD through the office of the general counsels.

42. What progress has been made in issuing new regulations to establish age restrictions at DPR facilities during operating hours?

Currently, youth must be 13 years of age or older to swim in DPR facilities without a parent present. School-aged youth may not use DPR facilities during the school day before 3:15 PM. Since some charter schools operate on different hours and because some older students have half-day schedules, DPR is looking at best practices in other jurisdictions to guide possible revisions to the policy.

43. How does DPR address the unique needs of each community in determining its programming offerings? Please provide a list of DPR programming and attendance broken down by facility, gender, and age group.

DPR’s Master Plan has identified the specific program and facility needs of each community. Programmatic needs were identified through the use of a needs assessment. The needs assessment included the use of a statistically valid survey (valid to Ward level). This information is will be used to determine programming in our sites and to make capital improvements to meet service gaps. Additionally, DPR holds community meetings to discuss with constituents their desired programming. This happens before, during, and after a facility goes under construction for improvements.

DPR is developing a process to establish individual program plans for each recreation center in partnership with community stakeholders. DPR will garner community input via a Site Program Plan Survey available on our website, recreation centers and distributed at DPR outdoor facilities.

DPR has started several new initiatives to engage diverse communities within the District. This includes building relationships with various sister Agencies within the

Mayor's Office of Community Affairs, such as OAPIA, OAA, OLA, GLBT Affairs and others. Additionally, DPR prepares bilingual promotional materials for dissemination in the community and ethnic media outlets, offers cultural competency and language line training for staff, and has established a Diversity Task Force composed of community stakeholders to assist the Agency in better serving the LEP/NEP communities.

Please see attachment for question 43.

IV. Health and Environment

44. How is DPR promoting and growing the community gardens program?

In 2015, DPR will be building at least three new community gardens each focused on an innovative theme. One garden will be focused on youth garden programs, another garden will be focused on non-profit partnered high intensity production, and another will be focused on converting an unused closed off alley into a garden. This will bring DPR's total community garden number to 30.

In 2015, DPR will begin putting up fences at community gardens to reduce vandalism. DPR will also be researching and, if possible, building a small scale high production compost system to be operated by a community compost partner to produce free compost for all of DPR gardens.

In addition, DPR has a wealth of programs that encourages community gardening. Such as:

- Urban Gardening Education Program – More than 70 free garden classes are offered at multiple metro accessible recreation centers and urban garden education sites across the District focusing on a wide variety of gardening topics.
- 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 lock critter proof compost bin located at each DPR garden.
- Garden Tool share – DPR has created a tool share of garden tools for District gardeners to temporarily borrow to increase the success of urban gardening project in the District. These tools include a wide variety of tools needed in garden projects like rototillers, hand tools, power tools, and even a cider press.
- Greenhouse Seedling Cooperative – DPR built two greenhouses in 2014 and is currently renovating two old greenhouses for the purpose of creating greenhouse space for garden non-profits and DPR garden programs to grow seedlings to increase the success of each garden.
- *Plot 2 Plate* – In this program intergenerational participants learn the basics of gardening and seed-to-plate concepts while maintaining communal vegetable garden beds. Intergenerational gardeners expand their learning by harvesting and cooking healthy recipes with their newly grown vegetables.
- *Dig In!* – In this program youth participants learn the basics of gardening and seed to

plate concepts at six PLAY DC gardens and Lederer Gardens while maintaining communal vegetable garden beds. Participants visit DPR's Lederer Gardens for field excursions in gardening/cooking and environmental education.

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

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 radio 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 FY13 and FY14. However, in FY14, coordination was spearheaded by the EOM. Both OSSE and DPR played lead roles in the marketing initiative administratively and financially. DPR and OSSE performed more grassroots marketing in FY14. DPR visited five metro stations passing out flyers to

DPR sponsored 213 sites in FY14 and 225 sites in FY13. In FY14, 813,609 meals were served and 845,142 meals were served in FY13.

There are a several factors that contributed to the decrease in numbers. The number of sites decreased in FY14 by 13. 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. USDA regulations prohibit dual sponsors to serve at one location. DC public schools also continue to expand their summer school programming. Also, many long-standing DPR sponsored sites learn under DPR's tutelage how to run the program themselves and often absorb the costs and leave DPR's sponsorship.

Additionally, 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. Issues that affect enrollment include program funding and administrative resources.