

Data Driven Decision Making

aka

“Knowledge is Good”

CARPD Conference

May 29, 2026

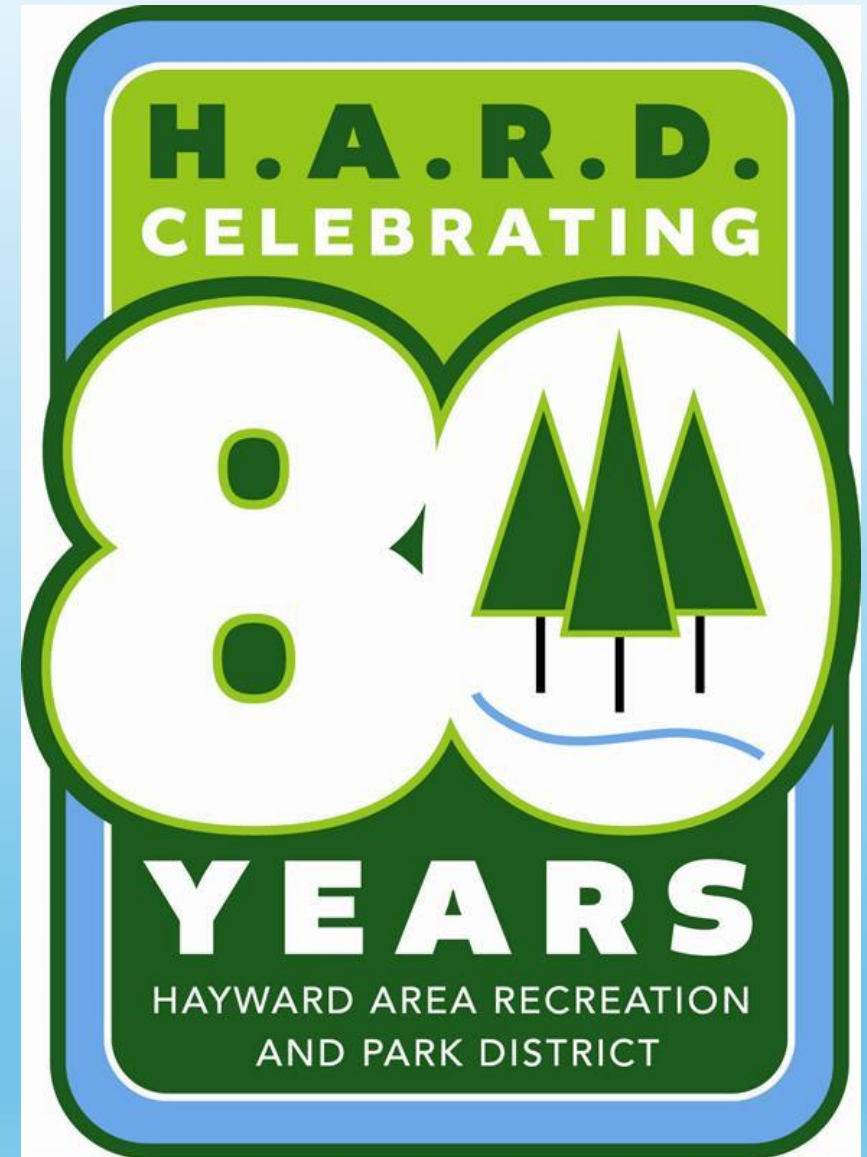
Monterey, California

Outcomes

- Participants will be able to explain four tools that can be used to develop evaluation processes and corresponding metrics to maximize resource allocation and provide more informed decision making.
- Participants will understand how each of the various evaluation and measurement tools can be used in conjunction or alone to inform decisions regarding budgeting, programming and facility development.
- Participants will be able to explain the inter-relationship between the four tools and develop a plan for using them for better delivery of programs and facilities.

Introduction to HARD

- 80 Years as special district.
- 120 Parks
- 100 square miles
- 309,000 Community Members
- 52% City of Hayward
- 48% Unincorporated Alameda County



2015

- First General Manager hired from outside the agency
- Brink of broke – minor restructuring
- All past, current and potential partners had lost faith
- 20 years or one year twenty times?

2016

- 950 million dollars in deferred infrastructure
- Measure F-1 – 78%
- Assessments
 - Condition of all parks and facilities
 - ADA Transition Plan
 - Outdated Master Plan begins update

2017

- Recreation over spends 1 million dollars in part-time salaries
- Parks overspends 1 million dollars in part-time salaries and OT
- More people leave
- No one really understands the budget
- Recreation gets re-organization

2018/2019

- Bond projects are underway
- New RACS Director
- Lots of analysis – New Master Plan
- Lots of reprogramming
- Moving forward in the right direction

A New MLA with the City (52 Parks)

- Basically said “You suck so bad that we will give you a one-year extension...”
- “You don’t do what people want, when they want it, where they need it, and it all costs money”
- “Why don’t our parks look like the parks in the hills?”

Alameda County

- 2004 new park impact fees
- Need sub-group approval for use of fees
- Never developed sub groups
- Returned 1.3 million in impact fees to residents
- MEV storms the Board of Directors

COVID

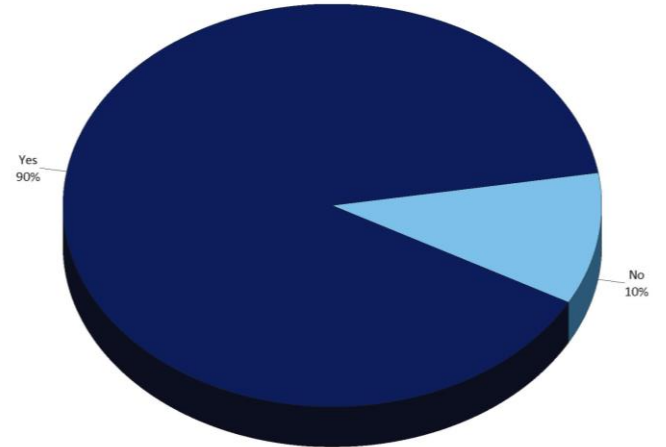
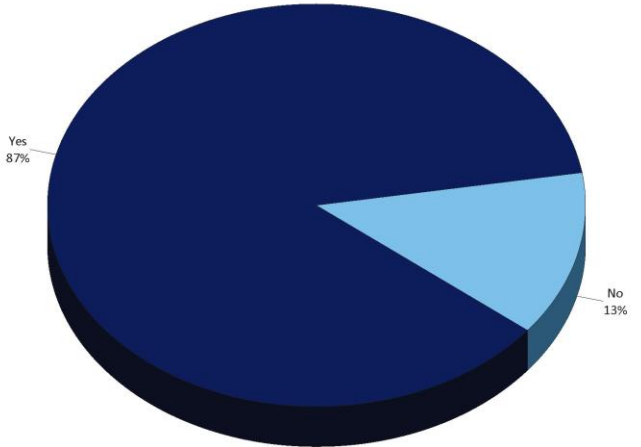
- Lay off 400 P/T
- Refund 4.5 million in three months
- Have the basic “COVID experience”
- No ARPA for Special Districts

2020

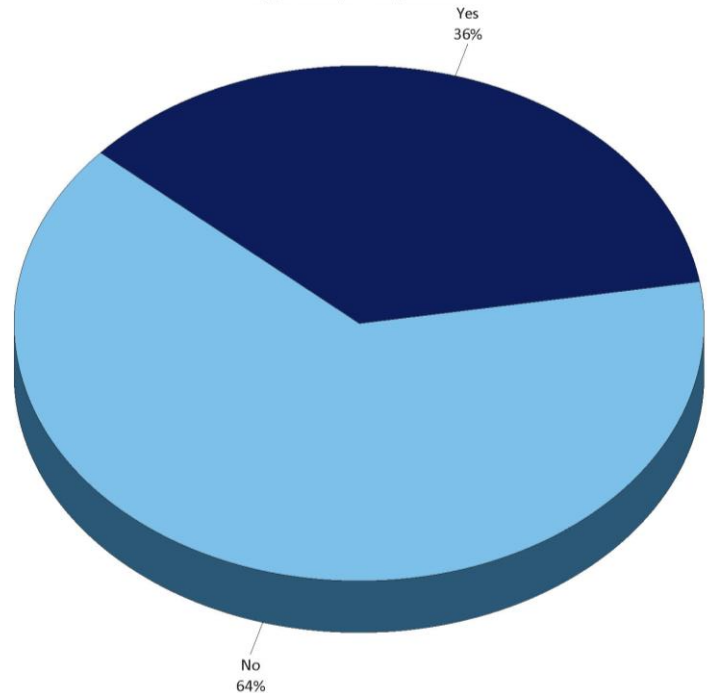
- Time to institute broad sweeping change for the betterment and stability of the agency and for the good of those we serve...

Are you aware of the Hayward Area Recreation and Park District (HARD) and what they provide?
by percentage of respondents

Have you/your household visited any parks/facilities provided by the Hayward Area Recreation and Park District in the past year?
by percentage of respondents



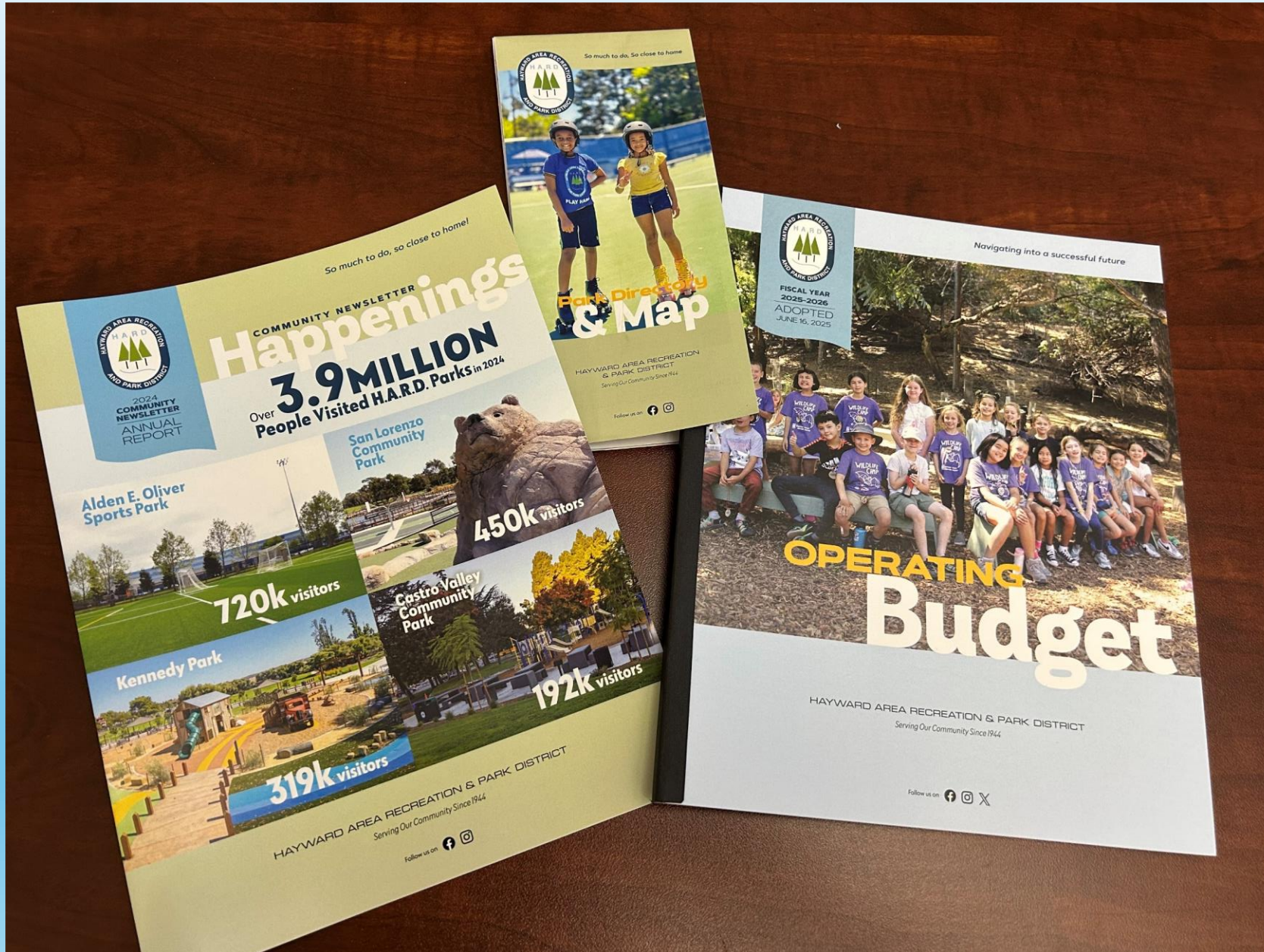
Q4. Have you/your household participated in any programs in the past year?
by percentage of respondents



Let the Session Begin...

- We were the worst storytellers ever.
- Despite 80 years, not as much awareness as staff thought.

Story Telling Tools



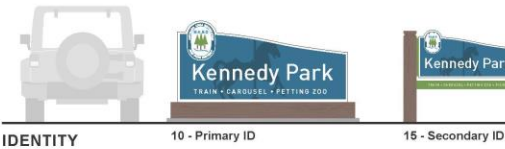
Our Brand was not UUniform

- Ever experience logo spin-offs?



Logo and Sign Standards

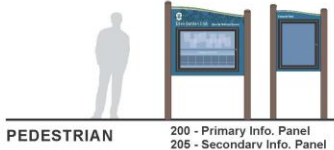
SIGN TYPE MENU



IDENTITY 10 - Primary ID 15 - Secondary ID



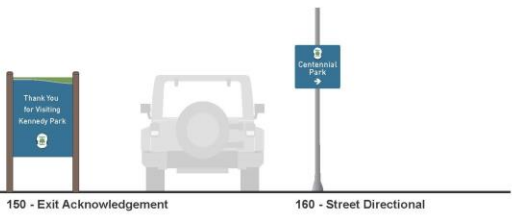
VEHICULAR 100 - Entrance Info.



PEDESTRIAN 200 - Primary Info. Panel 205 - Secondary Info. Panel



50 - Restroom ID 51 - Restroom Door ID (ADA) 52 - Restroom ID Plaque (ADA) 60 - Sport Facility ID



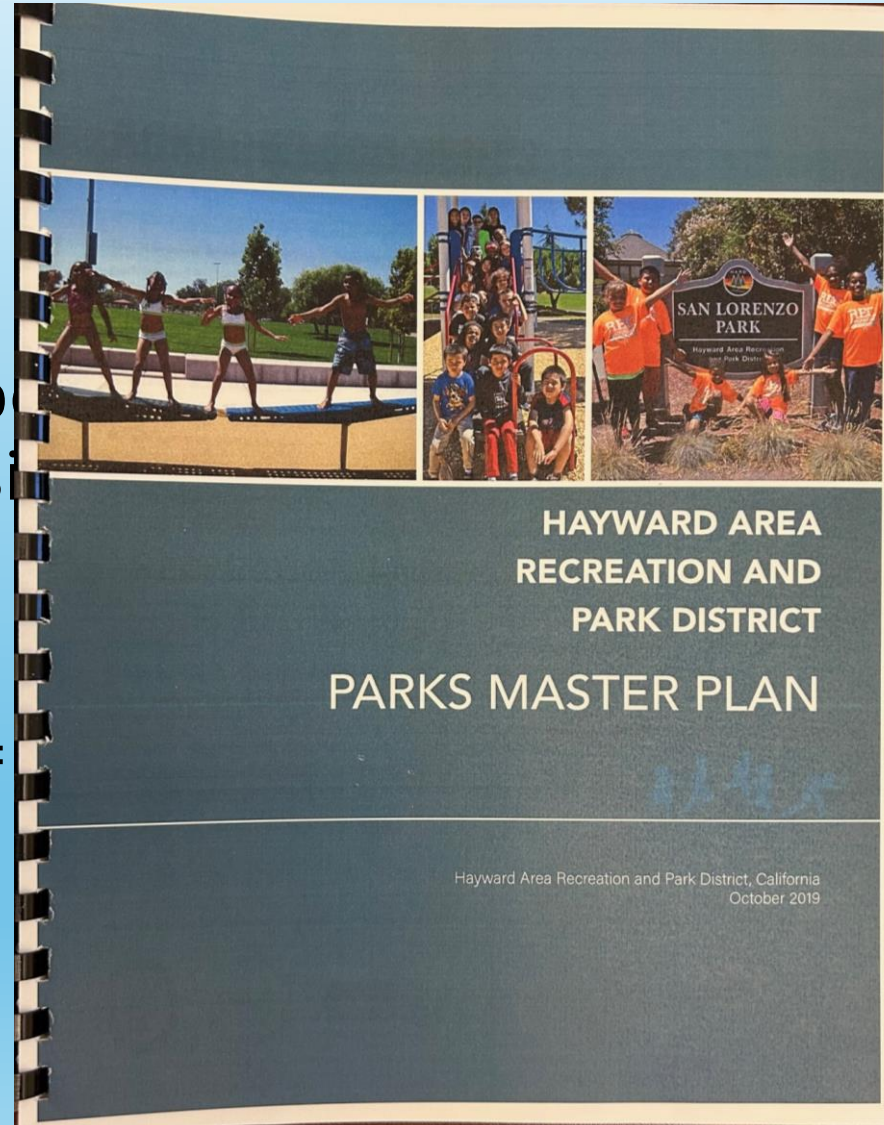
150 - Exit Acknowledgement 160 - Street Directional



250 - Park Rules Panel 260 - Regulatory Panel

Get the Master Plan off the Shelf

- Master Plan was
- Everyone must be involved in the plan review sessions (calls for this)
- Putting review of master plan on constant review.



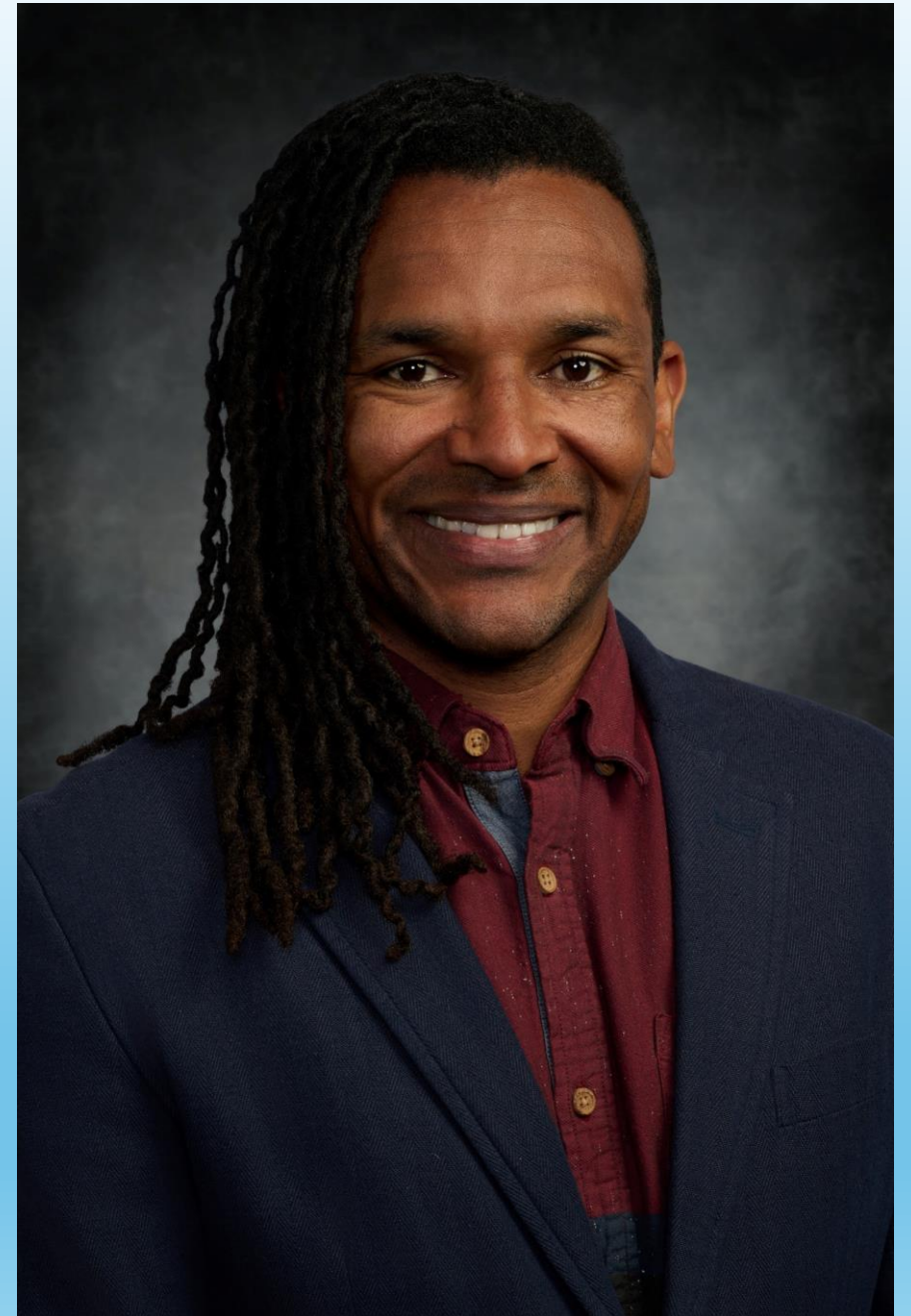
years without one.

the regular master plan or strategic plan

in ensures

Everyone needs an Analyst

- Hire someone that knows the game



ARC GIS

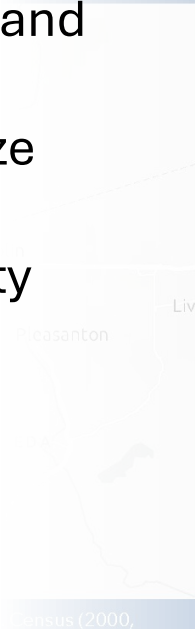
- Display parks and facilities distribution
- Geospatial Analysis
 - Critical for planning and development
 - Pinpoint and visualize inequities
 - Fostering Community Engagement and transparency

population and
 ce, Hispanic
 to householder,
 and tenure.

RATE



0.72%
 Households



KEY FACTS

309,575
 Total Population

102,315
 Housing Units

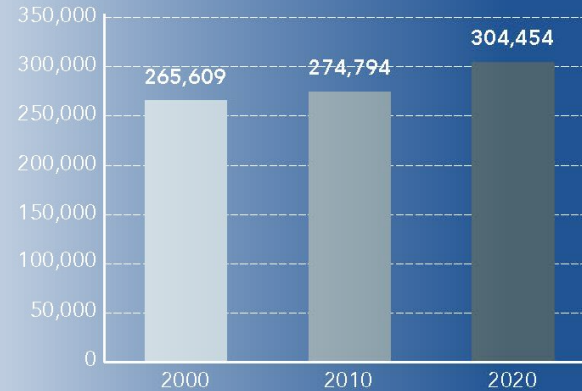
2,987.3
 Population
 Density

3.08
 Average
 Household Size

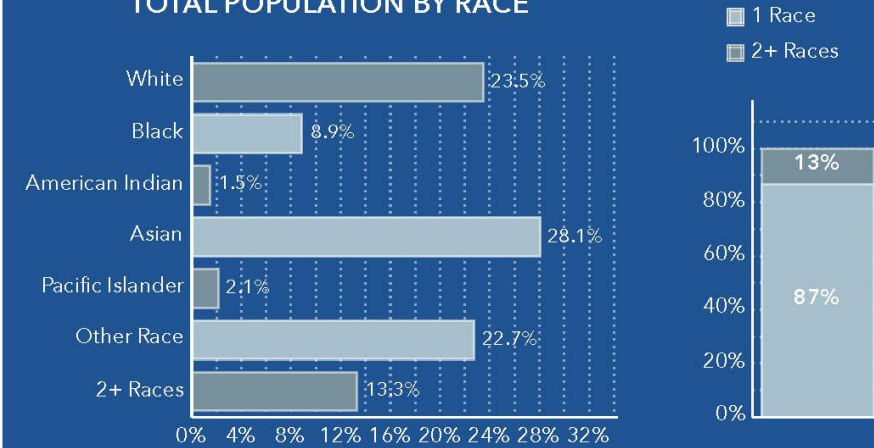
98,707
 Total Households

88.7
 Diversity Index

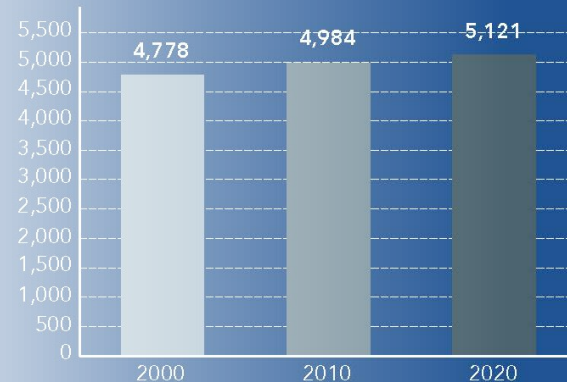
HOUSEHOLD POPULATION



TOTAL POPULATION BY RACE



GROUP QUARTERS



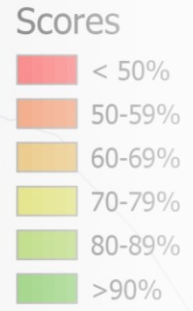
POPULATION BY AGE AND RACE	Less Than 18 Years	18 Years and Older
Total	66,662	242,913
1 Race	54,032	214,366
White	10,647	61,988
Black	5,667	21,762
American Indian/Alaska Native	1,041	3,464
Asian	15,684	71,198
Pacific Islander	1,385	5,169
Some Other Race	19,608	50,786
2 or More Races	12,630	28,547

Park Standards and Evaluations

3X each year



Park Maintenance

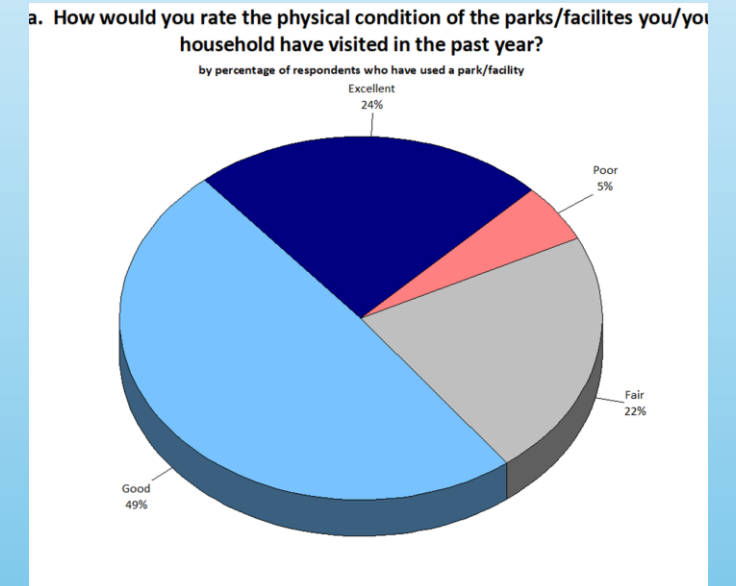
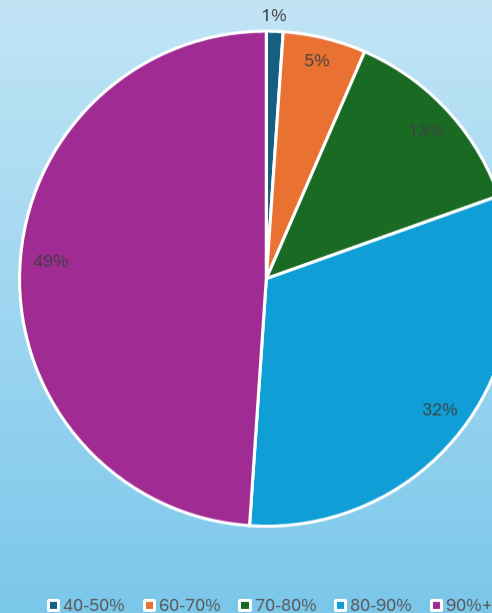


California State Parks, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI, U.S. Department of Land Management, EPA

Row Labels	Park Scores - Change	
	2025	from 2024
Eden Greenway 9	38%	-50%
Eden Greenway 7	38%	-20%
Weekes Park	49%	-14%
Jack Holland Sr. Park	50%	-35%
Eden Greenway 5	59%	34%
Average Score	87%	

Park Scores - Overview

- Range: 45% -100%
- Average score of all parks: 87%
- Park Scores closely track community feedback on park condition



Highlights and Opportunities



6 parks scored <70%

4 parks < 70% amenities assessment.
10 parks < 70% lawn color assessment.
37 scored <70% graffiti assessment.



Graffiti still plays a significant role in lowering overall Park Scores.

On average, District Park Scores increase by 2% when graffiti assessment is not included in total



More than 49% of parks received a high Park Score (>90%).

50+ parks received a perfect score on cleanliness, lawn color, or mowed height.



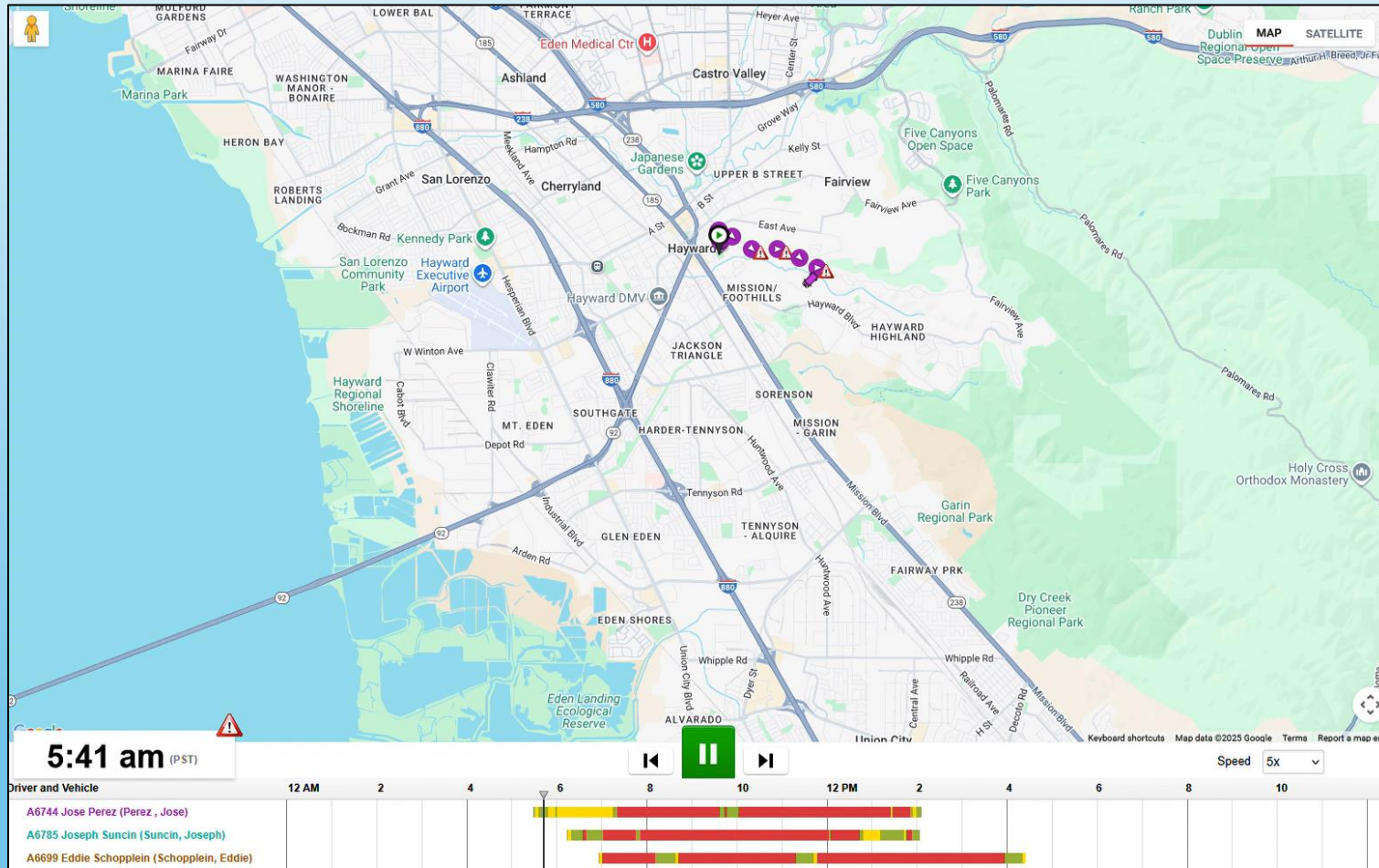
Park	Score	PMW Score	Graffiti	Park Amenities	Child Play Area	Parking Lot	Restroom
Eden Greenway 2	100.0%	100.0%		100.0%			
Greenwood Park	100.0%	100.0%	100.0%	100.0%	100.0%		100.0%
J.A. Lewis Park	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Laurel Park	100.0%	100.0%	100.0%		100.0%		
McConaghy Park	100.0%	100.0%	100.0%	100.0%		100.0%	
Canyon View Park	99.2%	100.0%	91.7%	100.0%	100.0%		
Twin Bridges Park	98.4%	97.7%	100.0%	91.7%	100.0%		
Old Highlands Park	98.3%	97.4%	100.0%	100.0%	100.0%	100.0%	
Kennedy Park	98.3%	98.8%	100.0%	94.4%	100.0%	100.0%	96.3%
East Avenue Park	98.1%	100.0%	88.9%	100.0%	100.0%	100.0%	100.0%

Average Park Scores - Highest


Park	Score	PMW Score	Graffiti	Park Amenities	Children Play	Parking Lot
Bret Harte Play Field	47.8%	38.6%	20.8%			0.0%
Eden Greenway 5	61.5%	56.9%	50.0%	33.3%	62.5%	
Edendale Park	64.7%	81.8%	50.0%	100.0%	75.0%	
Jack Holland Sr. Park	65.9%	65.6%	0.0%	66.7%	43.8%	
Old Creek Dog Park	66.7%	66.7%	66.7%	66.7%		
Christian Penke Park	67.0%	68.7%	41.7%	70.8%	71.9%	
Bechtel Mini Park	70.0%	61.8%	16.7%	66.7%	68.8%	
Fairmont Linear Park	71.7%	84.2%	50.0%	91.7%	81.3%	61.1%
Eden Greenway 4	72.5%	69.7%	0.0%	100.0%	62.5%	
Eden Greenway 1	74.1%	66.7%	66.7%	100.0%		

Average Park Scores - Lowest

Verizon Network Fleet



- Routes vs Park Scores
- Pick up, drop off, all stops...
- Time behind the windshield
- How many trips to the hardware store
- Work Order Software

A close-up, slightly blurred image of a vehicle's speedometer. The needle is pointing to the 220 mark. The speedometer has a black face with white markings and numbers. The numbers 100, 120, 140, 160, 180, 200, 220, 240, and 260 are visible. The needle is orange and has a white tip. The background is a light blue gradient.

Verizon Reveal Telemetry Data

Vehicle telemetry data is collected through GPS modules installed in District vehicles. This data provides insight into how vehicles move and operate throughout the workday.

Data collected includes:

- Vehicle location and route history
- Travel time between locations
- Stop locations and stop duration
- Idle time while stationary
- Speed and driving patterns
- Start of day and end of day timing

Potential Operational Use of Telemetry Data

- Understanding how workday time is allocated
 - Track scheduling
 - Supporting safety, planning, and site coverage decisions
- Image shows the last stop of the day on a 6:00 am to 2:30 pm schedule.

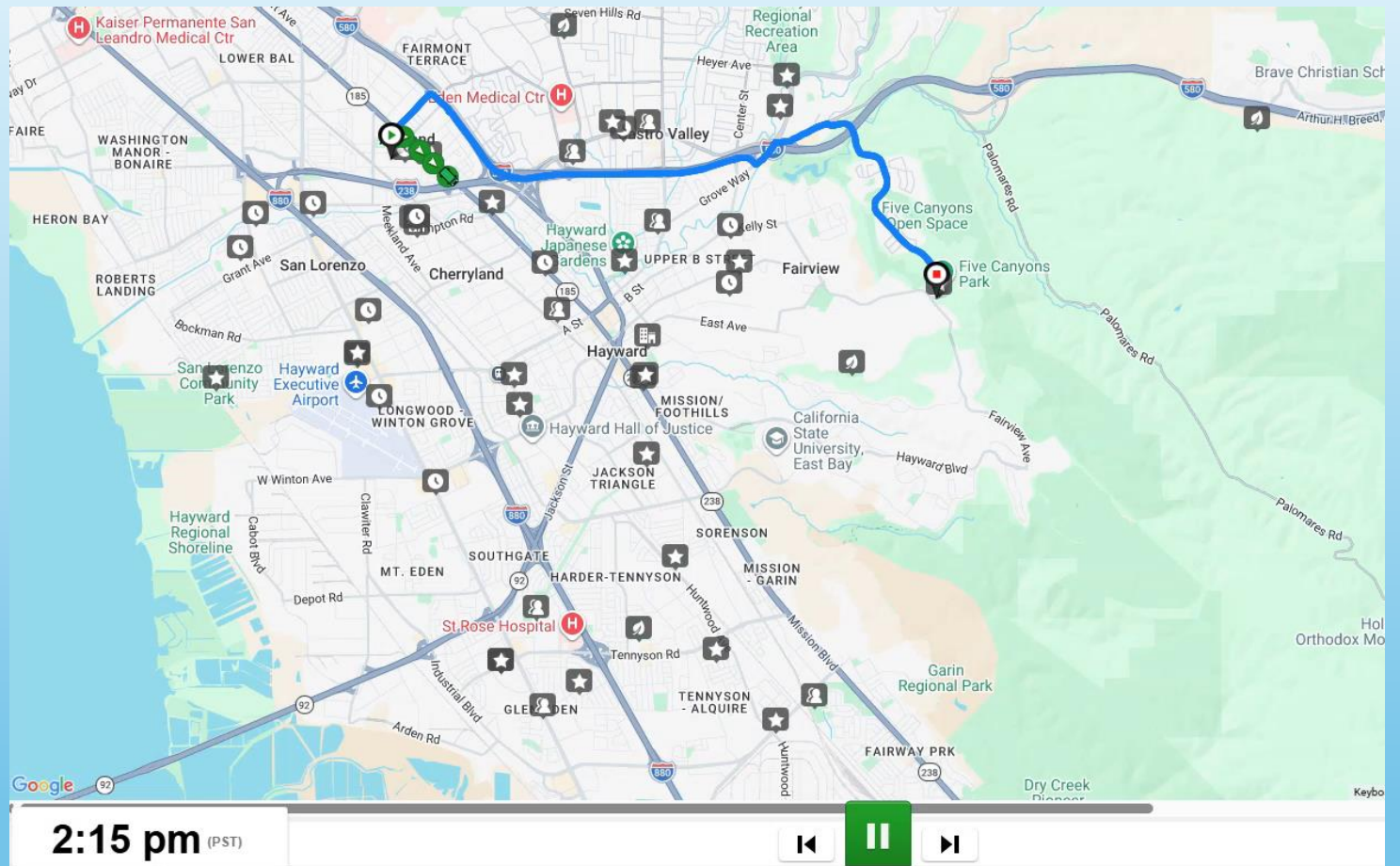
Park	7/18/2025	1:34 PM	--	Journey, Stop	55m 15s
Park	7/28/2025	1:32 PM	--	Journey, Stop	57m 02s
Park	7/29/2025	1:51 PM	--	Journey, Stop	38m 56s
Park	7/30/2025	12:34 PM	--	Journey, Idle, Stop	1h 55m
Park	8/3/2025	11:52 AM	--	Journey, Stop	2h 37m
Park	8/4/2025	1:26 PM	--	Journey, Stop	1h 03m
Park	8/5/2025	1:46 PM	--	Journey, Stop	43m 38s
Park	8/6/2025	11:31 AM	--	Journey, Idle, Stop	2h 58m
Park	8/10/2025	11:51 AM	--	Journey, Stop	2h 38m
Park	8/11/2025	11:58 AM	--	Journey, Stop	2h 31m
Park	8/12/2025	1:25 PM	--	Journey, Idle, Stop	1h 04m
Park	8/13/2025	1:36 PM	--	Journey, Idle, Stop	53m 33s
Park	8/17/2025	11:53 AM	--	Journey, Stop	2h 36m
Park	8/19/2025	1:27 PM	--	Journey, Stop	1h 02m
Park	8/22/2025	1:43 PM	--	Journey, Stop	46m 23s
Park	9/8/2025	1:39 PM	--	Journey, Stop	50m 12s
Park	9/9/2025	12:34 PM	--	Journey, Stop	1h 55m
Park	9/10/2025	1:26 PM	--	Journey, Idle, Stop	1h 03m
Park	9/11/2025	1:05 PM	--	Journey, Idle, Stop	1h 24m

Potential Operational Use of Telemetry Data

Identifying routing and travel efficiencies and inefficiencies

Assigned works and work orders compared to routing

- Mowing
- Graffiti
- Playground inspection
- Routine Preventive Maintenance

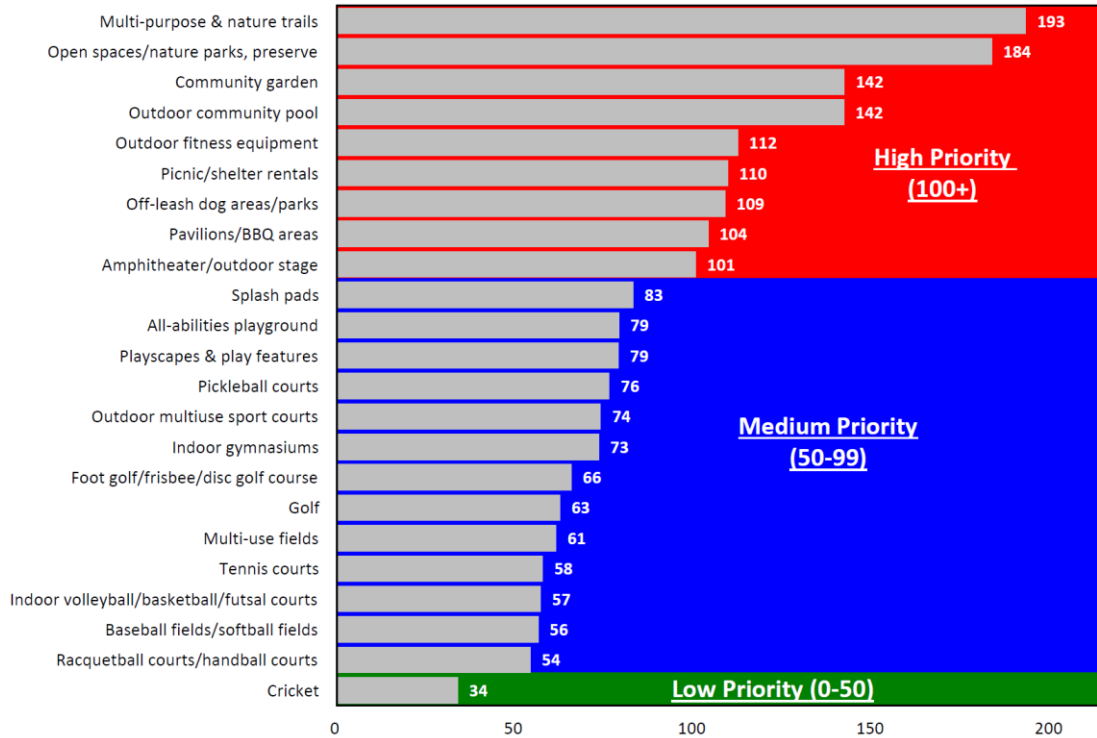


Community Survey

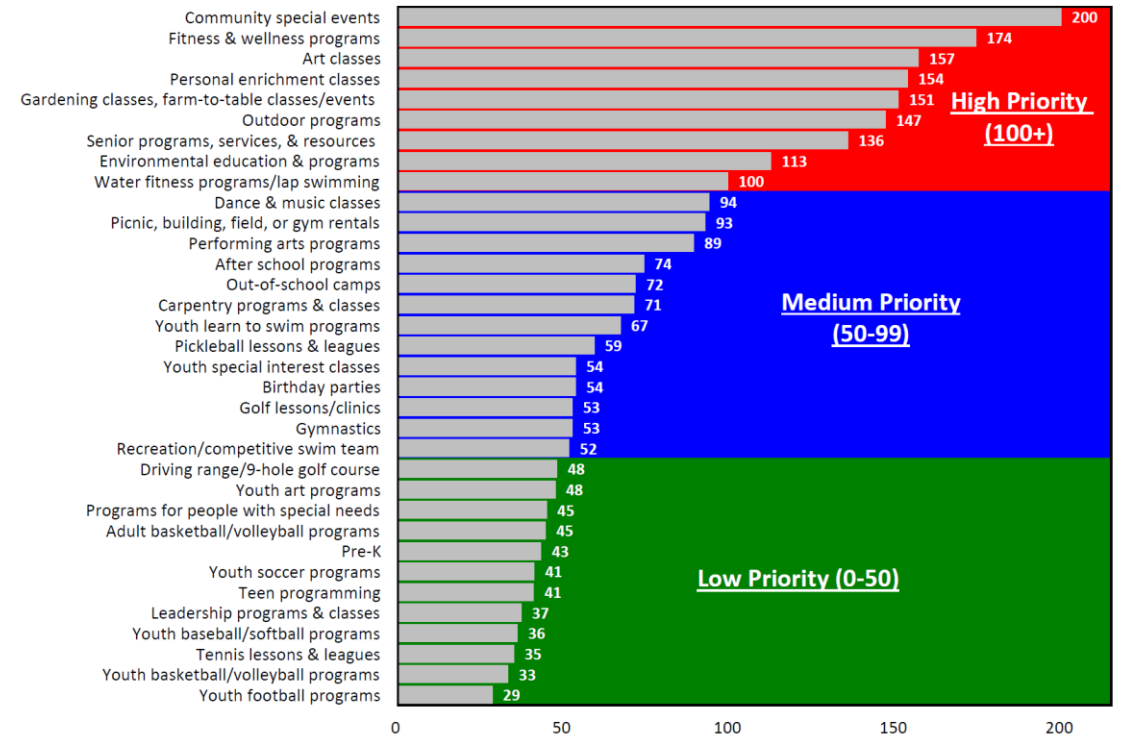
- Conducted by ETC Institute in Winter and Spring of 2024
 - Surveys were mailed out to a random sample of residents
 - Outreach to ensure the validity for each Census Designated Place (CDP)
 - Collected 664 individual responses
 - Final result had a precision of +/- 3.80% with a 95% confidence level
 - Critical for the same level of precision for each CDP
- Initial results
 - 90% reported visiting a park in the past year (76% national average)
 - 36% of the population participated in HARD programming (32% national average)
 - 73% rated parks as being in good or excellent condition

Top Priorities

Top Priorities for Investment for Amenities Based on Priority Investment Rating - Overall Results

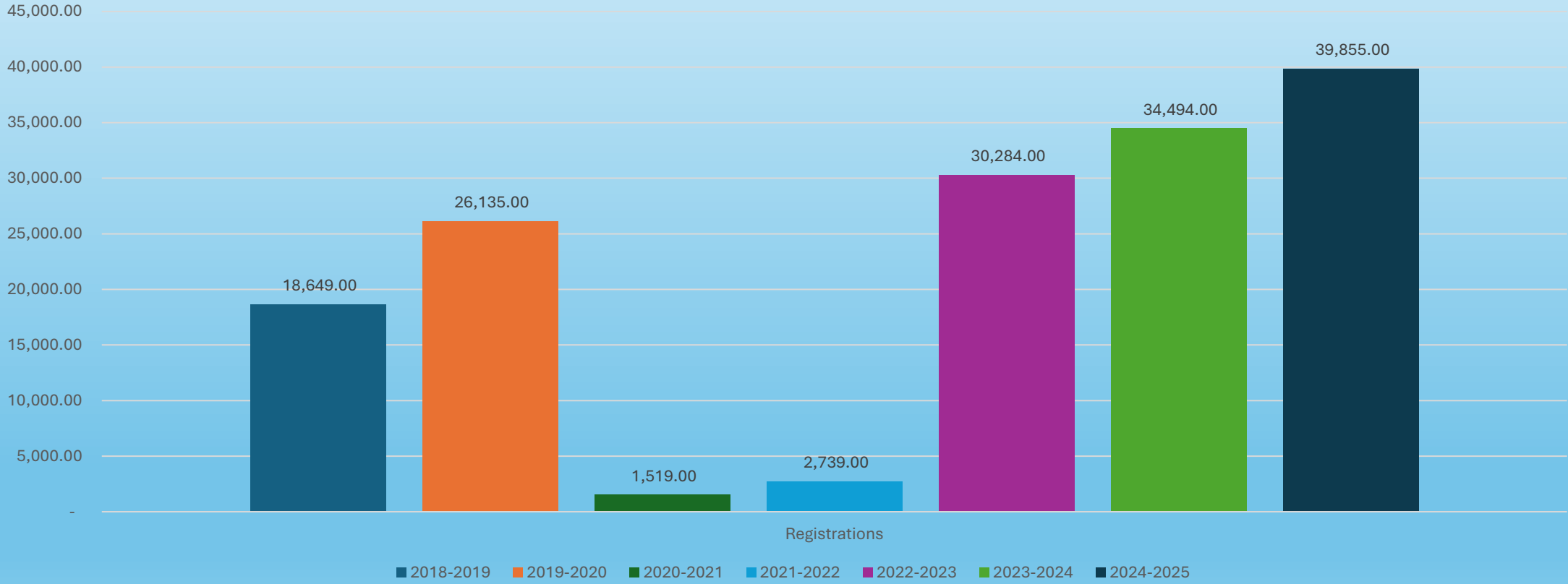


Top Priorities for Investment for Programs Based on Priority Investment Rating - Overall Results



ActiveNet

Registered Users - H.A.R.D. Programming



Needs Assessment

- Survey + H.A.R.D. Strategic Plan + Mission + Vision/Values = H.A.R.D. Recreation Needs Assessment
 - Used survey results, stakeholder interviews, workshops, and staff interviews
- Provided an outline plan for the future
 - Identified Future Challenges (5–10-year time horizon)
 - Long-term vision for HARD (15-year time horizon)
- Recommendations:
 - Equitable and sustainable park and recreation investment strategy
 - Prioritizing the rehabilitation of current parks, facilities, and amenities
 - Enhanced community engagement
 - Diverse recreation programming



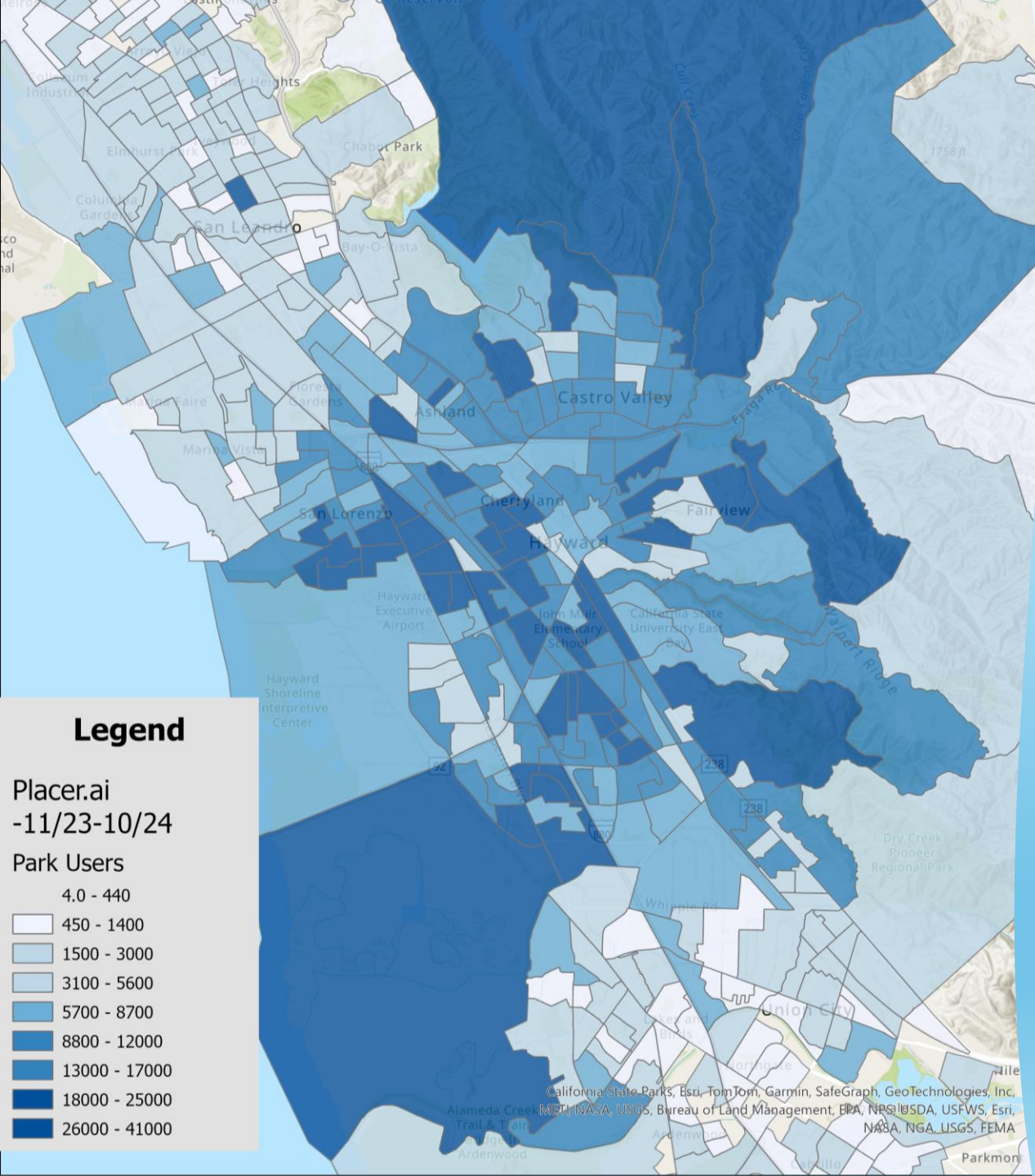
2024

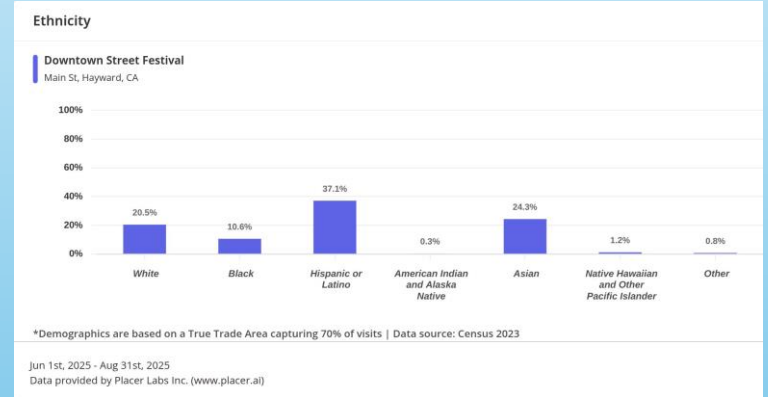
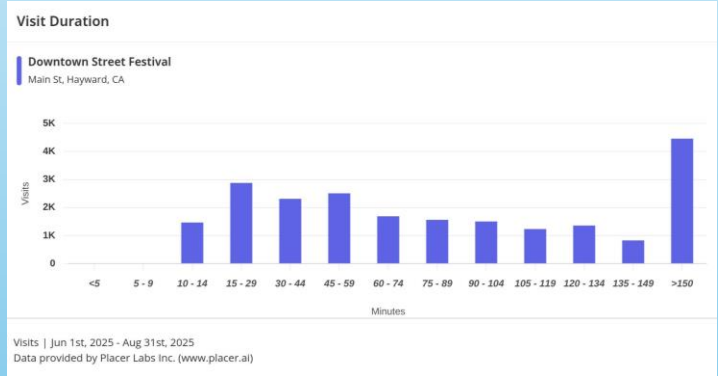
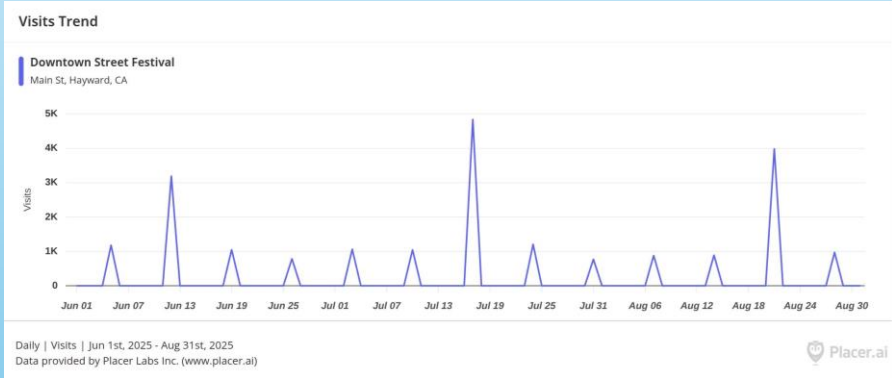
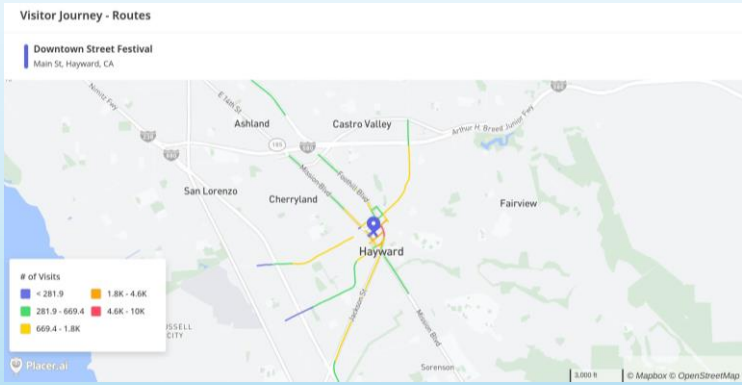
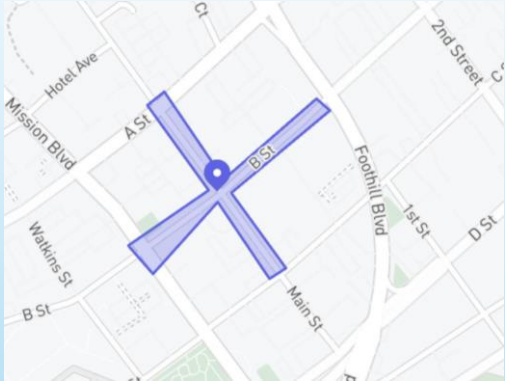
RECREATION NEEDS ASSESSMENT

Placer.ai

Placer.ai uses cell phone tracking data to provide estimates of park and facility usage

- Can review visitor trends for all parks, individual parks, and special events
- Track year-over-year changes in visitors, as it relates to:
 - Investments
 - Increased community events
 - Increased or decreased maintenance scores





Downtown Street Festival

Main St, Hayward, CA

Downtown Street Festival / Main St, Hayward, CA

Prior			Post		
Rank	Property	Foot-Traffic	Rank	Property	Foot-Traffic
1	Cinemark Century at Hayward	11.5%	1	Cinemark Century at Hayward	1.6%
2	East Bay Eats	1.9%	2	Lucky Supermarkets	1%
3	SANIC (Sudanese Association of North ...)	1.5%	3	Sussie Q's Pizza	0.9%
4	Lucky Supermarkets	1.5%	4	East Bay Eats	0.8%
5	Wienerschnitzel	1.4%	5	Trader Joe's	0.7%
6	Moler Cosmetology College	1.2%	6	Moler Cosmetology College	0.7%
7	Pee't's Coffee & Tea	1.1%	7	Hayward Center	0.6%
8	Dollar Tree	0.9%	8	Safeway	0.6%

Specific Participant Tracking

Hayward Downtown Street Festival

Agility

Conclusion

- It has all worked together to improve our effectiveness, credibility and stature within our community.

Thank You

James Wheeler
General Manager

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