Report on the County of San Diego Community Projects Fund
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INTRODUCTION AND BACKGROUND

The Board of Supervisors (Board) is the County of San Diego’s governing legislative body. Each of the five Supervisors represents one of the districts in Figure 1 below.

Figure 1: County of San Diego District Map

District 1 is represented by Supervisor Greg Cox; District 2 is represented by Supervisor Dianne Jacob; District 3 is represented by Supervisor Pam Slater-Price; District 4 is represented by Supervisor Ron Roberts; and District 5 is represented by Supervisor Bill Horn. All five Supervisors were originally elected in the early 1990s.

The Supervisors have two discretionary budgets. The first is the Community Enhancement Fund, which functions to “encourage organizations and activities that promote and generate tourism and/or economic development within San Diego County.”

1 From the Community Enhancement Application, available [http://www.co.san-diego.ca.us/cob/notices/enhancement.html](http://www.co.san-diego.ca.us/cob/notices/enhancement.html)
is the Community Projects Fund. The County does not have an established Board Policy for this program.

The Community Project budget is $2 million annually per Supervisor, or $10 million collectively. Funding requests are submitted throughout the year. Supervisors review their district’s requests and make a recommendation to the Board for approval, which requires consent of the full Board. Should the Supervisor’s Community Project budget not be exhausted at the end of the fiscal year, the remaining balance will roll over to the next year. However, these discretionary budgets are usually fully allocated.

There is no standard County application for Community Project funding. Supervisor Cox and Supervisor Slater-Price both explain how to apply for funding on their web pages, while Supervisor Horn provides a contact email address below the phrase, “Apply for a Community Project Grant.” No reference to Community Project funding application procedures are found on the websites of Supervisor Roberts or Supervisor Jacob.

While lacking a Board Policy, the Community Projects fund has not been entirely without definition. The County of San Diego Operational Plan has a very general definition stating, “the Community Projects program provides grants to community organizations for the furtherance of public purposes at the regional and community levels throughout San Diego County.”\(^2\) The Community Projects Fund has been further defined at County Board of Supervisors meetings as well as on individual Supervisor websites. These further definitions, however, are inconsistent with one another. Please see Appendix A for examples of the different definitions given. Despite these inconsistencies, the general consensus is that the fund is intended to provide one-time grants for non-profit community organizations or public entities for the furtherance of public purposes.

**PURPOSE**

An analysis of the allocations over a six year period from fiscal year 2003/2004 to fiscal year 2008/2009 was conducted for the purpose of identifying trends, better understanding the use of taxpayer dollars and increasing transparency regarding the use of the Community Projects fund. The analysis conducted indicates that there are several interesting patterns for the allocations that should be examined in greater detail.

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\(^2\) County of San Diego Operational plan is available at: [http://www.sdcounty.ca.gov/auditor/opplan/adoptedlist.html](http://www.sdcounty.ca.gov/auditor/opplan/adoptedlist.html)
FINDINGS

Over the six-year period from fiscal year 2003/2004 through fiscal year 2008/2009, $66.2 million was allocated out of the Community Projects Fund.

PATTERN OF ALLOCATIONS

A look at the number and average allocation amount in each district within the period from July 1, 2003 to June 30, 2009, shows that the allocation pattern varies from one Supervisor to the next. There is a wide range in both the average number of allocations and the average project allocation (See Table 1).

<table>
<thead>
<tr>
<th>District 1</th>
<th>District 2</th>
<th>District 3</th>
<th>District 4</th>
<th>District 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Number of Allocations per Year</td>
<td>73</td>
<td>21</td>
<td>111</td>
<td>78</td>
</tr>
<tr>
<td>Average</td>
<td>$25,325</td>
<td>$83,167</td>
<td>$16,877</td>
<td>$23,847</td>
</tr>
</tbody>
</table>

The largest difference is between Supervisor Jacob in District 2, who recommended on average 21 projects per year, with each project receiving on average over $80,000 and Supervisor Slater-Price in District 3, who recommended on average 111 projects per year, with each project receiving on average less than $20,000.

Despite this range, all Supervisors have awarded both large and small grants in the past. Table 2 details the average of the five smallest awards in the five districts in fiscal year 2008/2009.

<table>
<thead>
<tr>
<th>District 1</th>
<th>District 2</th>
<th>District 3</th>
<th>District 4</th>
<th>District 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,387</td>
<td>$11,381</td>
<td>$1,800</td>
<td>$3,406</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

Table 2 clearly shows than District 2 has a much larger average for the five smallest allocations. District 2, therefore, did not award as many allocations to small projects, as the other four districts did.

<table>
<thead>
<tr>
<th>District 1</th>
<th>District 2</th>
<th>District 3</th>
<th>District 4</th>
<th>District 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50,000</td>
<td>$150,060</td>
<td>$78,700</td>
<td>$90,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>$50,291</td>
<td>$200,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>$100,000</td>
<td>$300,000</td>
<td>$150,000</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>$100,000</td>
<td>$350,000</td>
<td>$250,000</td>
<td>$100,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>$1,000,000</td>
<td>$513,318</td>
<td>$300,000</td>
<td>$250,000</td>
<td>$280,000</td>
</tr>
</tbody>
</table>
Table 3 shows the overall trend of the districts in awarding large grants. In awarding these large grants the districts are relatively similar. District 1 stands out as it had a $1 million allocation, but otherwise didn’t award allocations over $100,000 to any entity.

Even though the pattern is relatively similar, it is useful to look at which entities are receiving these large allocations from each district. The following tables indicate the organizations that are receiving the largest grants in each district in fiscal year 2008/2009.

### District 1
**FY 2008/2009**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maritime Museum Association of San Diego</td>
<td>$50,000</td>
</tr>
<tr>
<td>San Diego Association of Governments</td>
<td>$50,291</td>
</tr>
<tr>
<td>County of San Diego - Tijuana River Valley Regional Park</td>
<td>$100,000</td>
</tr>
<tr>
<td>County of San Diego - Ames Ranch Pathway Project</td>
<td>$100,000</td>
</tr>
<tr>
<td>County of San Diego - OVRP Trail Improvements</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

### District 2
**FY 2008/2009**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>County of San Diego - Old Ironsides Park</td>
<td>$150,060</td>
</tr>
<tr>
<td>County of San Diego - Jess Martin Park</td>
<td>$200,000</td>
</tr>
<tr>
<td>Grossmont Union High School District - Mt. Miguel High School</td>
<td>$300,000</td>
</tr>
<tr>
<td>Grossmont Union High School District - Monte Vista High School</td>
<td>$350,000</td>
</tr>
<tr>
<td>YMCA of San Diego County</td>
<td>$513,318</td>
</tr>
</tbody>
</table>

### District 3
**FY 2008/2009**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoological Society of San Diego</td>
<td>$78,700</td>
</tr>
<tr>
<td>TERI, Inc.</td>
<td>$100,000</td>
</tr>
<tr>
<td>Lux Art Institute</td>
<td>$150,000</td>
</tr>
<tr>
<td>Old Globe Theatre</td>
<td>$250,000</td>
</tr>
<tr>
<td>San Diego Opera Association</td>
<td>$300,000</td>
</tr>
</tbody>
</table>

### District 4
**FY 2008/2009**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego World Trade Center</td>
<td>$90,000</td>
</tr>
<tr>
<td>Boys &amp; Girls Clubs of Inland North County</td>
<td>$100,000</td>
</tr>
<tr>
<td>Senior Community Centers of San Diego</td>
<td>$100,000</td>
</tr>
<tr>
<td>San Pasqual Academy Foundation</td>
<td>$100,000</td>
</tr>
<tr>
<td>Pro Kids Golf Academy, Inc.</td>
<td>$250,000</td>
</tr>
</tbody>
</table>
The Old Globe Theatre is a “top 5” recipient for two districts (districts 3 and 5). It is also notable that Community Projects Funds are used to support County Parks.

Graph 1 indicates the trend over time for each district in average allocation amount per year. This graph shows that while each district has varied over time in how much it allocates per project on average, District 2 has significantly greater allocation amounts as well as significantly greater variation. District 2 has average allocation amounts ranging from slightly over $60,000 in 2007 to $120,000 in 2005. These amounts are significantly higher than all the other districts that typically have average allocation amounts around $20,000.
Graph 2 is a slightly different look at the data, showing the number of allocations over time. This graph again shows that District 2 has a low number of allocations compared to other districts and that District 3 has a high number of allocations.

Graph 2: Allocations per Year

ALLOCATION BY RECIPIENT

While there are inconsistencies regarding the projects and programs eligible for funding, several supervisors’ websites claim that funding is given to groups in these broad categories: Parks, Schools & Children’s Programs, Arts, Public Safety and Health & Human services.³

Based on these guidelines, an analysis was performed looking at what groups have received grants. Chart 1 groups the organizations together by purpose. The Parks category includes all grants to individual parks as well as those grants to the County Department of Parks and Recreation. The Schools & Children’s Programs category includes all allocations to schools, including local colleges, as well as grants to organizations specifically targeting children. The Arts category includes all

Also see website for Supervisor Pam Slater-Price, available at: http://www.sdcounty.ca.gov/bos3/cpg.html
allocations to theaters and museums and to programs promoting music, art or dance. The Health and Human Services category includes all healthcare related organizations including hospitals, senior centers and health oriented non-profits. The Public Safety category includes funding for public safety organizations including the Sheriff’s Department and fire departments as well as organizations that support public safety including fire safe councils and volunteer patrols. A complete list of organizations that have received Community Projects funding and their categorization can also be found in Appendix B. Table 4 shows the dollar amount of the total grants awarded to each group within the six year time period.

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks</td>
<td>$9,708,324</td>
</tr>
<tr>
<td>Schools &amp; Children's Programs</td>
<td>$16,098,695</td>
</tr>
<tr>
<td>Arts</td>
<td>$10,213,000</td>
</tr>
<tr>
<td>Health &amp; Human Services</td>
<td>$6,513,840</td>
</tr>
<tr>
<td>Public Safety</td>
<td>$1,263,685</td>
</tr>
<tr>
<td>Other</td>
<td>$22,382,130</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$66,179,676</strong></td>
</tr>
</tbody>
</table>

Chart 1: Allocation by Group
REPEAT ALLOCATIONS

San Diego County has a vibrant non-profit sector; its growth has outstripped that of the nation. Given the large number of non-profits operating in San Diego County which could potentially benefit from the Community Projects funds, it is important to look at whether the same groups are receiving grants more than once.

<table>
<thead>
<tr>
<th>Table 5: Non-Profits Receiving Funds</th>
<th>Fiscal Year 2003/2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Non-Profit Organizations or Public Entities Receiving Grants in 2004</td>
<td>288</td>
</tr>
<tr>
<td>Number of Non-Profit Organizations in San Diego County (as of 2004)</td>
<td>10,974</td>
</tr>
<tr>
<td>Percent of San Diego County Non-Profits Served in 2004</td>
<td>3%</td>
</tr>
</tbody>
</table>

Some Supervisors have emphasized that the Community Projects funds are for one-time capital needs. Chart 2 analyzes all of the organizations that have received funding in the fiscal years 2003/2004 through fiscal year 2008/2009. Organizations are classified as ‘repeat organizations’ if they receive funds more than once. It is clear from this chart that the majority of the organizations have received funding more than once. Chart 3 indicates that this trend is similar throughout all districts. Districts 2 and 5 have slightly lower percentage of grants going to repeat allocations, while District 3 has the largest percentage of grants going to repeat organizations.

Chart 2: Allocations to Repeat Organizations


Total allocated to new organizations 20%

Total allocated to repeat organizations 80%

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4 “A Spotlight on San Diego’s Third Sector” University of San Diego School of Education and Leadership. 2006. Available at: http://www.sandiego.edu/soles/documents/Spotlight.pdf
5 Please see Appendix A.
Repeat allocations may be the result of a number of factors. It is possible that some projects may receive grant allocations in two or more stages. The organizations receiving these multiple stage grant allocations would then show up as repeat organizations. The histogram in Chart 4 indicates that much of the repeat organization group is comprised of organizations receiving two grants. More than 180 of the 488 organizations that have received repeat allocations have only received two grants total. However, there are many more organizations that have received grants with much greater frequency. Over two hundred organizations have received more than four separate grants. During the six year period examined, almost one hundred organizations have received six or more grants indicating that they have received on average more than one grant per year.
There were instances of organizations receiving repeated grants in every district. The following is a selection of examples from each district that highlight this repeat allocation pattern. The purpose of these examples is not to pass judgment on any one allocation or any one organization. Rather, these examples show that organizations may have multiple grants for a variety of reasons.

### Table 6: Example of Repeat Organizations

**District 1**

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Description</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Love a Clean San Diego</td>
<td>Earth Day: Creek to Bay Cleanup</td>
<td>28-Jan-03</td>
<td>$25,000</td>
</tr>
<tr>
<td>I Love a Clean San Diego</td>
<td>California Coastal Cleanup Day 2003 in San Diego County</td>
<td>12-Aug-03</td>
<td>$10,000</td>
</tr>
<tr>
<td>I Love A Clean San Diego</td>
<td>Earth Day Creek to Bay Cleanup</td>
<td>10-Feb-04</td>
<td>$30,000</td>
</tr>
<tr>
<td>I Love A Clean San Diego</td>
<td>California Coastal Cleanup Day, San Diego County</td>
<td>22-Mar-05</td>
<td>$15,000</td>
</tr>
<tr>
<td>I Love A Clean San Diego</td>
<td>Earth Day Creek to Bay Cleanup (4th annual)</td>
<td>28-Feb-06</td>
<td>$15,000</td>
</tr>
<tr>
<td>I Love A Clean San Diego</td>
<td>Creek to Bay Cleanup (5th annual) and Coastal Cleanup Day</td>
<td>20-Mar-07</td>
<td>$30,000</td>
</tr>
<tr>
<td>I Love a Clean San Diego</td>
<td>Creek to Bay Clean Up (6th annual)</td>
<td>29-Jan-08</td>
<td>$15,000</td>
</tr>
<tr>
<td>I Love a Clean San Diego</td>
<td>Creek to Bay Clean Up (7th Annual)</td>
<td>24-Feb-09</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

### Table 7: Example of Repeat Organizations

**District 2**

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Description</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramona Pony Baseball</td>
<td>Build 10 dugouts, 10 bullpen pitching mounds, and a batting cage, and to install safety and security lighting and upgrade the wiring in the boardroom at Well Field Park in Ramona.</td>
<td>14-Jan-03</td>
<td>$33,762</td>
</tr>
<tr>
<td>Ramona Pony Baseball</td>
<td>Demolish and replace 10 wooden bleachers with safe, steel seats and rails, and to renovate the infield of the 13 and 14 year-old baseball field at Wellfield Park.</td>
<td>6-Jan-04</td>
<td>$71,717</td>
</tr>
<tr>
<td>Ramona Pony Baseball</td>
<td>Upgrade gates and fencing, add backstop extensions and safety guards, install a sandbox area with a shade trellis, and purchase and install a public address system for the baseball fields at Wellfield Park in Ramona.</td>
<td>18-May-04</td>
<td>$30,050</td>
</tr>
<tr>
<td>Ramona Pony Baseball</td>
<td>Authorize Ramona Pony Baseball to use $21,347 of previously awarded District Two Community Projects funds (FY 03-04) to upgrade their snack bar and board room building.</td>
<td>8-Feb-05</td>
<td>$0</td>
</tr>
<tr>
<td>Ramona Pony Baseball</td>
<td>Purchase two batting cages and a play structure for Wellfield Park in Ramona.</td>
<td>20-Jun-06</td>
<td>$41,338</td>
</tr>
</tbody>
</table>
### Table 8: Example of Repeat Organizations

#### District 3

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Description</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Night Escondido</td>
<td>First Night Escondido for the Latino Stage at North County's annual New Year's Eve Celebration.</td>
<td>30-Sep-03</td>
<td>$10,000</td>
</tr>
<tr>
<td>First Night Escondido</td>
<td>First Night Escondido for the Battle of the Bands competition, taking place during their New Year's Eve &quot;Celebration of the Arts&quot; extravaganza.</td>
<td>11-Jan-05</td>
<td>$5,000</td>
</tr>
<tr>
<td>First Night Escondido</td>
<td>First Night Escondido to assist with costs associated with putting on their annual New Year's Eve &quot;Celebration of the Arts Festival.&quot;</td>
<td>20-Jun-06</td>
<td>$5,000</td>
</tr>
<tr>
<td>First Night Escondido</td>
<td>First Night Escondido for the First Night Escondido 2008 event.</td>
<td>15-May-07</td>
<td>$5,000</td>
</tr>
<tr>
<td>First Night Escondido</td>
<td>14th annual New Year’s Eve Celebration of the Arts</td>
<td>24-Jun-08</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

### Table 9: Example of Repeat Organizations

#### District 4

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Description</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Sun Yet Sen Chinese School to secure a facility and subsidize low-income individual's education</td>
<td>29-Apr-03</td>
<td>$15,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Sun Yet Sen Chinese School to secure a facility and subsidize low-income individual's education</td>
<td>5-Aug-03</td>
<td>$15,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Sun Yet Sen Chinese School for program needs</td>
<td>21-Jun-05</td>
<td>$15,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Sun Yet Sen Chinese School to purchase computers, printers, a copy machine, and audio/video equipment.</td>
<td>31-Jan-06</td>
<td>$10,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Sun Yet Sen Chinese School for program needs</td>
<td>20-Jun-06</td>
<td>$25,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Sun Yet Sen Chinese School for program needs</td>
<td>27-Feb-07</td>
<td>$25,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Sun Yet Sen Chinese School for program needs</td>
<td>11-Dec-07</td>
<td>$30,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>Educational programs</td>
<td>14-Oct-08</td>
<td>$30,000</td>
</tr>
<tr>
<td>Sun Yet Sen Chinese School</td>
<td>School supplies</td>
<td>12-May-09</td>
<td>$45,000</td>
</tr>
<tr>
<td>Recipient</td>
<td>Description</td>
<td>Date</td>
<td>Amount</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Women's Resource Committee</td>
<td>Women's Resource Committee for the publication and distribution of the 4th Edition of the Women's Resource Guide</td>
<td>16-Sep-03</td>
<td>$10,000</td>
</tr>
<tr>
<td>Women's Resource Committee</td>
<td>Women's Resource Committee to support the Hope for the Future Benefit Auction</td>
<td>1-Mar-05</td>
<td>$5,000</td>
</tr>
<tr>
<td>Women's Resource Committee</td>
<td>Women's Resource Committee to help cover the costs of the Hope for the Future Benefit Auction event</td>
<td>28-Feb-06</td>
<td>$5,000</td>
</tr>
<tr>
<td>Women's Resource Committee</td>
<td>Women's Resource Committee for the &quot;Passport to Paradise&quot; event to raise money to distribute the Women's Resource Guide throughout San Diego County</td>
<td>17-Apr-07</td>
<td>$5,000</td>
</tr>
<tr>
<td>Women's Resource Committee</td>
<td>Women's Resource Committee to print and distribute the Women's Resource Guide</td>
<td>11-Dec-07</td>
<td>$5,000</td>
</tr>
</tbody>
</table>
POLICY RECOMMENDATIONS

In 2005, the San Diego County Grand Jury noted three specific recommendations in regards to the Community Projects Fund (CPF). These recommendations include:

1. Documenting the Community Projects Fund program
2. Publicizing the availability of the funds to all organizations
3. Providing an annual listing of the recipients of the funds

In response, the County of San Diego noted that the CPF has been documented in the County’s Operational Plan. The County also reported that the Supervisors disseminate information regarding the availability and allocations of the CPF through public Board meetings and minutes.

While these statements hold true, the San Diego County Taxpayers Association believes more should be done to increase accountability and transparency.

Consistent with the Grand Jury, we recommend documenting the Community Projects Fund program, specifically through adoption of a Board policy. It is important to note that some of these provisions are already in existence; nonetheless, they should be included in a formal Board Policy.

The policy shall:

1. Include a purpose for the Community Projects Fund program. Projects should benefit the general public; as such, funding shall not be allocated to organizations or entities and projects or programs that are exclusive or restrictive.
2. Specify that all recommendations for funding be approved by the full Board of Supervisors at a public meeting.
3. Provide for a single standardized application for each project, which is made available on the County of San Diego website with specified deadline(s), not more than quarterly except for extraordinary circumstances to be defined within the policy. The Community Enhancement Program application is one such template.
4. Require that recipients hold a legally tax exempt/not for profit status and be located or functioning within the County of San Diego.
5. Require that recipients maintain a governing body, or employ an administrator or staff that will be responsible for the expenditure of allocated funds.
6. Require that recipients present annual documentation of grant expenditures to the Chief Financial Officer/Auditor and Controller to be reviewed for compliance. If the recipient is found not to be in compliance, recipient shall return funds or balance of funds which are not documented in compliance within 30 days.

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7. Require that recipients provide verifiable cost estimate(s) and a budget for project(s) or program(s).
8. Require that applicants submit full disclosure financial statements as part of the funding request. Statements must be submitted for the prior fiscal year, the estimated current fiscal year and the proposed fiscal year. They must cover all operating expenditures, capital acquisitions, revenues, and other sources of funding.
9. Specify that the County has the right to audit each financial record submitted to the Chief Financial Officer/Auditor and Controller.
10. Specify that funding is to be used for one-time expenditures and shall not be used for personnel or regular operations.
11. Require recipients to disclose prior funding received from the County of San Diego within the past five years, with a description of the project funded.
12. Require that all funding must be spent within one year of execution of agreement. Any funds remaining must be returned to the county 13 months after execution of the agreement. If a proposal calls for a 12-month project, and there are funds remaining at the end of the 12 months, the recipient should justify the rate of expenditure and provide a plan of action for completing the project with an amended budget and schedule or return the balance of funds.
13. Require that applicants submit historical organizational mission performance indicators and/or metrics as part of the funding request. Require that applicants submit performance indicators and/or metrics that will measure the outcome of the project being funded by the county as well as a report on the actual outcome of the project(s) or program(s).
14. Require that applicants provide a standardized credit line in any printed, visual or recording matter that credits the County of San Diego for its support. The following is an example of a credit line that might be utilized: "This project is funded in part by the County of San Diego." Credit shall not go to individual Supervisors.

Also consistent with the Grand Jury’s recommendation, we recommend public posting of a consolidated list of fund recipients on the County of San Diego website within five (5) days of agreement being signed by parties. The name of the organization, description of project funded and dollar amount awarded shall be included.

**METHODOLOGY AND RESEARCH**

The Clerk of San Diego publishes consolidated minutes for each Board meeting, called Statements of Proceedings (SOPs). The Supervisors recommended allocations during Regular meetings, Special meetings, and Planning and Land Use meetings. All of these SOPs were downloaded from the County website for automated analysis. Each SOP is about 30 pages long and there are approximately 40 Board meetings per year, so this five-year study consolidates nearly 6,000 pages. For FY 2003/2004 through FY 2006/2007, a computer program was written to search for allocations based on common organization features of SOPs and to analyze the results based on syntax. The program worked by searching titles within the Table of Contents for topics related to Community Projects. Once the program identified the end of the table of contents, it looked for the corresponding topics of interest. Each topic of interest was then analyzed to determine if it contains
allocations. If it did, the program used syntax to identify each allocation’s amount, recipient, and funding district. This procedure was then repeated for each SOP.

The initial data was amended to include information regarding grants from fiscal years 2007/2008 and 2008/2009. This information was obtained from the County of San Diego under a public records request.
APPENDIX A: DEFINITIONS OF THE COMMUNITY PROJECTS FUND

- County Supervisors Board meeting on February 1st 2005, Statement of Proceedings reads: “Community Projects Funding assists non-profit organizations in providing essential services to citizens of San Diego County. Reinvesting taxpayer money in these worthwhile organizations is a benefit to the children and all the communities of North County.”

- Supervisor Slater-Price’s website states, “grant funding is intended to assist non-profit community organizations with one-time allocations of equipment, supplies, and capital improvements, or to assist with costs associated with holding events that demonstrate public good.”

- Supervisor Cox’s website states, “funding for the FY 2009-2010 District 1 Community Projects program is intended to assist non-profit community organizations with one-time purchases of equipment and supplies, as well as to provide assistance for nonprofit community organizations making capital improvements.”

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7 Available at: www.sdcounty.ca.gov/bos/agenda/sop/020105sop.doc
8 From Supervisor Pam Slater-Prices website, available at: http://www.sdcounty.ca.gov/bos3/cpg.html
APPENDIX B: A LIST OF ORGANIZATIONS AND THEIR CATEGORIZATIONS

Organizations Classified as ‘Parks’

Alta Vista Gardens  Mission San Luis Rey
Aqua Hediondia Lagoon Foundation Mission Trails Regional Park
Cactus Park National Sports Center
California Coastal Coalition Oceanside Ivey Ranch Park Association
Christmas Circle Community Park Otay Valley Regional Park
City of San Diego Park & Recreation Department Paradise Creek Educational Park, Inc
Department of Planning and Land Use Quail Botanical Gardens
Department of Public Works Ramona Parks & Recreation Association
Friends of Harbors, Beaches, and Parks, Inc. (Southern California Wetlands Recovery Project) Rancho Buena Vista Adobe
Friends of the Powerhouse San Diego County Department of Parks and Recreation
Friends of the Rancho Buena Vista Adobe San Diego Friends of Parks and Recreation Foundation
Ivy Ranch Park Association, Inc. San Diego River Park Foundation
Japanese Friendship Garden Society of San Diego San Dieguito River Park JPA
La Jolla Park and Recreation, Inc San Dieguito River Valley Conservancy
La Jolla Park and Recreation, Inc San Dieguito River Valley JPA
Lakeside Soccer Fields San Elijo Lagoon Conservancy
Lakeside Sports Complex San Elijo Lagoon Nature Center Expansion
Mission Beach Recreation and Community Center at Santa Clara Point San Luis Rey River Park
Mission Resource Conservation District Southwest Wetlands Interpretive Association

Stowe Trail
Sweetwater Regional Park | Valley Center Parks & Recreation District
---|---
Tijuana River Valley Sports Complex | Valley Center-Pauma Joint Use Fund
Concept Plan Project | Volcan Mountain Preserve Foundation
Valley Center Park Project

**Organizations Classified as ‘Schools & Children's Programs’**

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<tr>
<td>Alliance Soccer</td>
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<td>Alpine Mountaineers Pop Warner Football Association, Inc.</td>
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<td>American Youth Hostels, San Diego Council</td>
<td>Boys &amp; Girls Club of North County</td>
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<td>Angels Foster Family Agency</td>
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<td>Aquatic Adventures</td>
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<td>AVID</td>
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<td>Barnes Family Junior Tennis Center</td>
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<td>Barrio Logan College Institute</td>
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<td>Big Brothers &amp; Sisters of San Diego County</td>
<td>Boys and Girls Club of Encinitas</td>
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<td>Border View YMCA</td>
<td>Buckheart Ranch</td>
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<td>Borrego Springs Children's Center</td>
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<td>Boys &amp; Girls Club of Carlsbad</td>
<td>California International Young Artists Competition</td>
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<td>California State University San Marcos Foundation</td>
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<td>Boys &amp; Girls Club of East County</td>
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<td>Boys &amp; Girls Club of Greater San Diego</td>
<td>Camp Fire USA</td>
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<td>Boys &amp; Girls Club of Imperial Beach, Inc</td>
<td>Camp Pendleton Armed Services YMCA</td>
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Cardiff Soccer
Carlsbad Educational Foundation
Casa de Amparo
Casa Familiar, Inc.
Center for Children, San Diego
Center for Parent Involvement in Education
Century Club Children's Charities
Challenge Air for Kids & Friends
Child Abuse Prevention Foundation of San Diego County
Child Abuse Prevention Foundation/Just in Time for Foster Youth
Child Assessment Network North (CANN)
Child Share
Chinese Institute of San Diego State University
Chinese School of San Diego
Chula Vista Elementary School
Clairemont Hilltoppers Little League
Class - Arts, Children, & Technology (A.C.T.)
Classics for Kids, Inc.
College of Borrego Foundation
Community Youth Athletic Center in National City
Connected Through Kids
County Office of Education
East County Family YMCA
El Cajon Girls Softball
Elementary Institute of Science
Emilio Nares Foundation
Encinitas National Little League
Fallbrook Union High School District
Fallbrook Youth Scholarships
Family Literacy Foundation
First 5 Commission
Fletcher Hills Little League
Foothiller Baseball Club Inc
Friends and Family Community Connection
Friends of Poway High Foundation
Friends of San Pasqual Academy
Friends of Scott Foundation
Friends of SDSU Journalism
Gary and Jerri-Ann Jacobs High Tech High
Genesis Educational & Housing Foundation
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<td>Harmonium, Inc</td>
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<td>Lakeside Longhorns Football and Cheer</td>
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<td>Join Hands Save a Life</td>
<td>Lucky Waller Little League</td>
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National Network of Youth Ministries  Regents of the University of California, San Diego Cardiovascular Center
Nature School  Reins
New Alternatives, Inc.  Rolando Little League
North County Child Study Center  Saint Stephen's Nursery School
Northmont Elementary PTA  San Diego Armed Services YMCA
Outdoor Outreach  San Diego Center for Children
Palomar College Foundation  San Diego Community College District
Palomar YMCA  San Diego County Office of Education
Patriot Little League Baseball  San Diego Inner-City Games
Peninsula Family YMCA Capital Improvement Program  San Diego Safe Kids Coalition
Point Loma High School Foundation and Alumni Association  San Diego State University Alumni Association
Point Loma Nazarene University  San Diego Sun Yet Sen Chinese School
Presidio Little League  San Diego Triple Threat ballers
Preuss School, UCSD  San Diego Unified School District
Pro Kids Golf Academy & Learning Center  San Diego Unified School District, Department of Physical Education, Health and Athletics
Ramona Pony Baseball  San Diego Youth & Community Services
Rancho Bernardo Youth Soccer Association  San Dieguito Alliance for Drug Free Youth
Rancho San Diego Norsemen Pop Warner football league  San Dieguito Youth
Regents of the University of California  San Dieguito Youth Softball
Regents of the University of California (Birch Aquarium)  San Luis Rey Trojans
San Pasqual Academy Foundation
Singing Hills Little League
So Kids Can Dream
Social Advocates for Youth (SAY) San Diego
Spark Program
St. Clare's Home
STAR/PAL
Starlight Starbright Children's Foundation
Straight From the Heart, Inc.
Strive/Second Chance
SummerQuest
Sweetwater Education Foundation
Sylvia's Place
Tecolote Youth Baseball
The Children's Initiative
The North County Foster Parent Association
Toby Wells YMCA
Torrey Hills YMCA
Trevors Toybox Corporation
Trinity Youth Services
Turning the Hearts Center
Twin Hills Little League
United Neighborhood Involved Together Youth (Unity)

University of California San Diego Foundation
University of San Diego
University of San Diego Hahn School of Nursing and Health Science
UTC Boys and Girls Club of San Diego
Valley Center-Pauma Unified School District
Vietnamese Youth Alliance
Vision of Children Foundation
Voices for Children, Inc.
Walden Family Services
Walter J. Porter Educational and Community Foundation
YMCA Camp Marston in Julian
YMCA of Escondido
YMCA of San Diego County
Youth to Youth Helpline
YWCA of San Diego County
California Young Actors Conservancy
Children's Discovery Museum of North County
Children's Museum of San Diego
Dancing After School
Escondido Children's Museum
San Diego Junior Theatre
San Diego Junior Theatre
San Diego Youth Symphony and Conservatory
San Diego's Civic Youth Orchestra

Tri-City branch of Christian Youth Theater
Visual Arts Foundation and the BestFest San Diego Student Film Festival
Young Audiences of San Diego

Organizations classified as ‘Arts’

101 Artist's Colony
A Reason To Survive (ARTS)
African American Music Foundation
Aircraft Carrier Museum Foundation
Applause! Applause!
Arts Off Broadway
Artsplash
Balboa Theatre Foundation
Bernardo Concerts Association
Black Storytellers of San Diego, Inc
Bonita Historical Society
California Ballet Association, Inc.
California Ballet Company
California Center for the Arts - Escondido
Chinese Historical Museum
Christian Community Theater
Chula Vista Cultural Arts Commission
City Ballet of San Diego

Civic Youth Orchestra, Inc.
Coastal Communities Concert Band Foundation
Combined Organization of the Visual Arts
Coronado Community Theatre, Inc
Coronado Historical Association and Museum of History & Art
Culture Shock
Cygnet Theatre Company
Del Mar Historical Society
Diversionary Theatre
Diversionary Theatre
Escondido Art Association
Escondido Arts Partnership
Escondido Charter High School
Evoke Dance
Fallbrook Art Association
Fallbrook Center for the Arts, Inc.
Fallbrook Historical Society
Fallbrook Music Society
Fern Street Circus
Fern Street Community Arts Inc.
Flying Leatherneck Historical Foundation
Flying Leatherneck Museum
Friends of the Arts
Jean Isaacs San Diego Dance Theater
La Jolla Chamber Music Society
La Jolla Playhouse
La Jolla Symphony and Chorus
Lake Murray July 4th Music Fest
Lamb's Players Theatre
Lux Art Institute
Lyric Opera San Diego
Mainly Mozart, Inc.
Malashock Dance and Company
Maritime Museum Association of San Diego
MCRD Museum Historical Society
Mingei International Museum
Mira Mesa Theatre Guild
Mojalet Dance Collective
Montezuma Valley Historical Society
Motor Transport Museum in Campo
Museum of Art
Museum of Contemporary Art San Diego
Museum of Man
Natural History Museum
New Americans Museum
North Coast Repertory Theater
Ocean Beach Historical Society
Oceanside Historical Society
Olaf Wieghorst Museum and Western Heritage Center
Old Globe Theatre
OnStage Playhouse, Inc
Pacific Southwest Railway Museum
Patte Foundation
Pazazz, Inc.
Performing Arts Workshop
Playwrights Project
Rancho Santa Fe Historical Society
San Diego Air & Space Museum
San Diego Archaeological Center
San Diego Area Dance Alliance
San Diego Art Institute
San Diego Asian Film Festival
| San Diego Asian Film Foundation | San Diego Symphony Orchestra Association |
| San Diego Automotive Museum | San Diego Women's Film Foundation |
| San Diego Center for Jewish Culture | San Diego Dieguito Heritage Museum |
| San Diego Chamber Orchestra | San Marcos Historical Society |
| San Diego Children's Choir | Scripps Ranch Theatre |
| San Diego Children's Choir | Sledgehammer Theatre, Inc. |
| San Diego Chinese Historical Society & Museum | Starlight Theatre |
| San Diego Civic Light Opera Association | Stone Soup Theatre Company |
| San Diego Civic Youth Ballet | Story Arts, Inc |
| San Diego Dance Alliance | Sushi Performance and Visual Art |
| San Diego Dance Theater | The Antique Gas and Steam Engine Museum |
| San Diego Film Commission | Theatre & Arts Foundation of San Diego County |
| San Diego Film Commission | USS Midway Museum |
| San Diego Film Foundation | Valley Center Art Association |
| San Diego Guild of Puppetry | Valley Center Community Theatre |
| San Diego Historical Society | Valley Center Community Theatre |
| San Diego Master Chorale | Valley Center Historical Society |
| San Diego Model Railroad Museum | Valley Center-Pauma Unified Performing Arts Fund |
| San Diego Opera | Veteran Museum and Memorial Center |
| San Diego Opera Association | Vista Art Foundation |
| San Diego Performing Arts League | Vista Arts and Sculpture Foundation |
Visual Arts Foundation
Westwind Brass
Wingtip Productions, Inc.
Women's History Museum

Organizations Classified as ‘Health & Human Services’

2-1-1 San Diego Coalition
A New Path
Able-Disabled Advocacy Inc
Access Center of San Diego, Inc
Accessible San Diego
Alliance Health Clinic
Alpha Project
Alzheimer's Association of San Diego County
Alzheimer's Association San Diego/Imperial Chapter
American Cancer Society, CA Division, Inc.
American Heart Association
American Lung Association of San Diego/Imperial Counties
American Red Cross San Diego/Imperial Counties Chapter
Angel's Depot
Arc of San Diego

Women's History Museum & Educational Center
Women's History Reclamation Project, Inc.

Arthritis Foundation
Asian Pacific Islander Community AIDS Project
Asian Pacific Speech and Hearing Foundation
Auntie Helen's Fluff-N-Fold
Being Alive San Diego
Brother Beno Foundation
Burn Institute
Cancer Navigator
Cancer Survivorship: San Diego!
Casa San Juan
Charles Hulme Community Therapy Pool Committee, Inc.
Children's Dental Health Association of San Diego
Children's Hospital
Chula Vista Veterans Home Support Foundation
City Heights Family Health Center
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<td>Community Resource Center</td>
<td>Injured Marine Semper Fi Fund</td>
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<td>Mountain Health and Community Services</td>
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<td>Diego</td>
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<td>St. Paul's Retirement Homes Foundation</td>
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St. Vincent DePaul Village
Stepping Stone of San Diego
Toussaint Teen Villages of the St. Vincent de Paul Village
Townspeople

Organizations Classified as Public Safety

Alpine Firefighters Association
Bonita-Sunnyside Fire Protection District
Crime Victims Fund
De Luz Volunteer Fire Department
Elfin Forest/Harmony Grove Volunteer Fire Department, Inc.
Fallbrook Fire Safe Council
Fallbrook Sheriff's Senior Volunteer Patrol
Greater Valley Center Fire Safe Council, Inc
Greater Vista Fire Safe Council
Montezuma Valley Volunteer Fire Department
Palomar Mountain Volunteer Fire Department
Ranchita Volunteer Fire Department
Retired Senior Volunteer Patrol Program

Tradition One
Trauma Intervention Programs of San Diego County
Vista Community Clinic

Richard J. Donovan Correctional Facility
Rural Emergency Alliance
San Diego County Crime Stoppers
San Diego County Deputy Sheriff's Foundation
San Diego County Sheriff's Department
San Diego Fire Rescue Foundation
San Diego Rural Fire Protection District
San Miguel Consolidated Fire Protection District
San Pasqual Fire Department
Scripps Ranch Fires Safe Council
Serra Mesa Citizens Patrol
Victim Offender Reconciliation Program/Restorative Justice Mediation Program
Vista Fire Protection District
Vista Fire Safe Council
Organizations Classified as ‘Other’

ACCIÓN San Diego
Adams Avenue Business Association
Aguinaldo Foundation
Alpine Branch Library
Alpine Chamber of Commerce
Alpine Community Center
American Heritage Education Foundation
Anza Borrego Foundation and Institute
Asian Business Association of San Diego
BAME Renaissance Inc
Bayside Community Center
Bayview Community Development Corporation
BIOCOM/San Diego
Board of Supervisors Special Events Trust Fund
Bonita Business and Professional Association
Bonita-Sunnyside Library and Museum Project
Bonsall Chamber of Commerce
Bonsall Community Center Association, Inc.
Borrego Springs Chamber of Commerce
Borrego Springs Library

Bravo San Diego
Broadway Heights Community Council
Bronze Triangle Community Development Corporation
Cabrillo Festival, Inc
California Conference for Equality and Justice
California Institute for Smart Communities
California Space Grant Foundation
California Wolf Center
Campanile Foundation
Campo Library
Capital Outlay Fund
Cardiff Botanical Society
Cardiff Chamber of Commerce/Cardiff 101
Cardiff Friends of the Library
Carlsbad Chamber of Commerce
Carlsbad Chamber of Commerce
Carlsbad Hi Noon Rotary Club Foundation
Catholic Charities, Diocese of San Diego,
Center for Community Solutions
Center for Injury Prevention
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<td>City Heights Business Association</td>
<td>Community Development Commission of National City</td>
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<td>City Heights Town Council</td>
<td>Community Recovery Team Inc.</td>
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<td>City of Chula Vista</td>
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<td>City of Coronado</td>
<td>Coronado Chamber of Commerce</td>
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<td>City of Del Mar</td>
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<td>City of Encinitas</td>
<td>Cougar Pass Road</td>
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<td>City of Escondido</td>
<td>Council of Philippine American Organizations of San Diego County, Inc.</td>
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<td>City of Imperial Beach</td>
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<td>Del Mar Chamber of Commerce</td>
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Del Mar Community Connections
Del Mar Foundation
Del Mar Friends of the Library
Del Mar Friends of the Powerhouse
Del Mar Garden Club
Del Mar Regional Chamber of Commerce
Del Mar Television Foundation
Del Mar Village Association
Department of Environmental Health
Department of General Services
Department of Media and Public Relations
Descanso Library
Diamond Business Improvement District
Disabled Businesspersons Association
Discover Pacific Beach
District Attorney
Dos Valles Garden Club
Downtown Business Association of Escondido
Downtown Encinitas MainStreet Association
Downtown Lions Club
Downtown San Diego Partnership
Dress for Success San Diego

East County Fire Protection District
East Village Association
Eastern San Diego County Junior Fair
EcoFilmFest and Expo
El Cajon Boulevard Business Improvement District
El Museo del Pueblo
Elfin Forest/Harmony Grove Town Council
Encinitas - La Costa Rotary
Encinitas Branch Library
Encinitas Chamber of Commerce
Encinitas Coastal Rotary Club
Encinitas Friends of the Library
Encinitas Historical Society
Encinitas Historical Society
Encinitas Lions Club Charities, Inc.
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Endangered Habitats Conservancy
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Episcopal Community Services
Escondido Chamber of Commerce
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Escondido Creek Conservancy
Escondido Historical Society
Escondido Kiwanis Club
Escondido Library Endowment
Foundation
Escondido Public Library
Escondido Rotary Club & Foundation
Faith Based Community Development
Corporation
Fallbrook Area Visitors Bureau
Fallbrook Beautification Alliance
Fallbrook Chamber of Commerce
Fallbrook Community Development
Corporation
Fallbrook Community Project
Fallbrook Gem & Mineral Society
Fallbrook HealthCare Foundation
Fallbrook Land Conservancy Foundation
Fallbrook Rotary Club
Fallbrook Sports Association
Fallbrook Village Association
Fellowship Center
Filipino American Development
Initiatives (FADI)
Filipino-American Humanitarian
Foundation
Finance General Government Group the
Clerk of the Board
First Night Escondido
First Night San Diego
Fleet Internal Service Fund
Fox Canyon Neighborhood Association
Fraternity House Inc.
FreePB.org
Friends of Rancho Buena Vista Adobe,
Vista, CA
Friends of Rose Canyon
Friends of the 4S Ranch Library
Friends of the Borrego Springs Library
Friends of the Chula Vista Library
Friends of the Chula Vista Nature Center
Friends of the Del Mar Library
Friends of the Encinitas Library
Friends of the Fallbrook Library
Friends of the Malcolm X Library
Friends of the San Marcos Library
Friends of the Solana Beach Library
Friends of the Valley Center Library
Friends of the Vista Library
Frontier Army of the Old West
Full Access & Coordinated Transportation

Fund for Animals Wildlife Center in San Diego County

Fund for Animals Wildlife Rehabilitation Center

Futures Associates, Inc.

Gaslamp Quarter Association

Gaslamp Quarter Historical Foundation

Gladiator School of Martial Arts and Boxing

Gold Coast Classic

Good Guys of Morgan Run

Goodwill Industries of San Diego County

Greater San Diego Business Association

Greater San Diego Chamber of Commerce

Green Oak Ranch Ministries, Inc.

Helen Woodward Animal Center

Hidden Meadows Community Foundation

Hillcrest Community Foundation

Hillcrest History Guild

Hilton Head Park Phase II Improvements

Historic Highway 80 Corporation

Hometown Efforts to Rescue our Endangered Society (HEROS)

Horn of Africa

House of Mexico

I Love a Clean San Diego

I-15 Diamond Gateway Chamber of Commerce

Identity Theft Resource Center

Info Line of San Diego County

Inner City Business Association

Interfaith Community Services

International Community Foundation

International Humanities Center

Japan Society of San Diego and Tijuana

Jewish Community Foundation of San Diego

Kensington Talmadge Community Association

Kiwanis Club of Del Mar

Kiwanis Club of Escondido Foundation

Kiwanis Club of Greater Encinitas

Kiwanis Club of Greater Encinitas Foundation

Kiwanis Club of Lake Murray

Kiwanis Club of Tierrasanta

Kiwanis International Foundation
Knights Baseball League
Kyoto Laureate Symposium
La Jolla Town Council
La Jolla Town Council Foundation
La Mesa Adult Enrichment Center
Latina/Latino Indigenous People Unity Coalition
LEAD San Diego, Inc.
League of Women Voters
Legacy Endowment
Leucadia-Encinitas Highway 101 Mainstreet Association
Library Association of La Jolla
Little Italy Association of San Diego
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Local Initiatives Support Corporation
Logan Heights Family Health Center
Lord's Gym Fitness Community Development Center
Luther View Apartment, Inc.
MAAC Project
Mabuhay Alliance
Main Avenue Revitalization Association
MainStreet Oceanside
Melody Foundation
Miles Ahead
Mira Mesa Community
Mira Mesa Town Council
Mira Mesa Women's Club
Miracle League of San Diego
Miss Vista Scholarship Pageant
Mission Beach Town Council
Mission Beach Woman's Club
Mission Hills Business Association
Mission Hills Business Improvement District
Mission Hills Main Street Foundation
Mission Valley Community Council
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Moonlight Cultural Foundation
Mothers Against Drunk Driving (MADD)
Mountain View Sports & Racquet Club
NAACP
National City Chamber of Commerce
National Council of La Raza
National Ten Point Leadership Foundation
Nature Festivals of San Diego County
Navy League of the United States, San Diego Council
Normal Heights CDC
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Normal Heights Cultural Council
North County CERT
North County Community Services
North County Disabled Services, Inc.
North County Economic Development Council
North County Inland Prevention Program
North County Interfaith Council
North County Solutions for Change
North Park Community Association
North Park Organization of Businesses, Inc
North San Diego County Association of Realtors
NTC Foundation
Ocean Beach Antique Association
Ocean Beach Community Development Corporation
Ocean Beach Community Foundation
Ocean Beach Mainstreet Association
Ocean Beach Town Council
Ocean Blue Foundation
Oceanside Chamber of Commerce
Oceanside Community Service Television Group (KOCT)
Oceanside Republican Women Federated
Optimist Club of Vista
Optimist International Foundation
Pacific Beach Community Development Corporation
Pacific Beach Community Foundation
Pacific Beach Community Foundation/ Pacific Beach Town Council
Pacific Beach Town Council
Pacific Beach Woman's Club
Pacific Life Holiday Bowl
Paradise Community Services
Patrons of the Prado
Pauma Valley Community Association
Peninsula Chamber of Commerce
People for Trees
Pine Valley Library
Poinsetta Center
Point Loma Association
Point Loma Rotary Club
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SCORE
Scripps Charter Society
Sherman Heights Community Center
Sierra Club

Skill Centers of America
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Soroptimist International of Fallbrook
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Special Olympics North San Diego
Spirit of the Fourth, Inc.
Spring Valley Chamber of Commerce
Sunshine Summit Volunteer Fire Department
Supreme Council of the Somali Community
Surfrider Foundation
Sweetwater Valley Civic Association
Taiwanese American Foundation of San Diego
Talmadge Maintenance Assessment District
Technology Training Foundation of America
TERI, Inc. (Training Education and Research Institute)
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The Pride of Vista Lions Club
The Rotary Club of Camp Pendleton
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Tierrasanta Community Council
Tierrasanta Foundation
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Union of Pan Asian Communities
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United States Institute of Amateur Athletics
United States Rugby Football Foundation
United Way of San Diego County
University City Community Association

University Heights Community Association
University Heights Community Development Corporation
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Urban Corps of San Diego
US Green Building Council
US Submarine Veterans of World War II
USO Council of San Diego
USS Ronald Reagan Host Committee
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Veterans Baseball of San Diego
Veteran's Memorial Association
Veterans Memorial Center, Inc
Veterans Museum and Memorial Center of Balboa Park
Veterans of Foreign Wars, Post No. 1924
Veterans Village of San Diego
Vietnamese Federation of San Diego
Vista American Legion, Post #365
Vista Foundation
Vista Historical Society
| Vista Optimist Foundation                  | Wildlife Research Institute            |
| Vista Village Business Association        | Women's International Center          |
| Vote the Coast                            | Women's Resource Committee            |
| Warner Springs Community Resource Center  | World Foundation for Smart Communities|
| Warner Springs Estates Homeowners Association | Wounded Marine Careers Foundation    |
| Water Conservation Garden Authority       | Yellow Ribbon Suicide Prevention Program |
| Welcome Home Ministries                   | Zoological Society of San Diego       |
| WiLDCOAST                                 |                                         |