Inspire.
Connect.
Play!

SAN FRANCISCO RECREATION & PARK DEPARTMENT

Strategic Plan 2020-24 Update

City & County of San Francisco
Mayor London N. Breed

Board of Supervisors
Recreation and Park Commission

Mark Buell, President
Allan Low, Vice President
Kat Anderson
Gloria Bonilla
Tom Harrison
Larry Mazzola, Jr.
Eric McDonnell

Recreation and Park Department
Phil Ginsburg, General Manager

2020 — 2024 Update

Strategic Plan
San Francisco Recreation & Parks

McLaren Lodge in Golden Gate Park
501 Stanyan Street
San Francisco, CA 94117
sfrecpark.org
The San Francisco Recreation and Park Department introduced a five-year Strategic Plan in 2016, which set forth our core strategies and objectives, and the specific initiatives to achieve our goals. This is the fourth update since our original Strategic Plan, which continues to guide us in creating a more livable city by ensuring that San Francisco’s parks connect everyone to play, nature, and each other. In the last year, we continued the important work of making our parks more accessible and equitable for all San Franciscans. We continued to plan for new parks of the future, with a strategic eye toward building parks that are relevant to the communities that use them most.

In total, we completed 18 initiatives during the last year, including:

- to build inspiring place, staff in the Structural Maintenance Yard have committed to improving one mini-park a year within their existing resources and skills, and the first site to get a renovation was Palou-Phelps Mini Park, with upgraded lighting, access, court resurfacing, erosion control, and improvements to site perimeter;
- given that 44% of SF residents were foreign born, expanding language access is vital for the for improving access to play for the communities we serve; in FY19, staff developed and implemented a Departmental Language Access Policy with special training for Recreation, Rangers, and Permits staff;
- with over 7,000 picnic permits issued annually, staff have inspired investment by strengthening communication with park users and enabling online reservations
- define and implement best practices for maintenance of lakes in Golden Gate park, which has 10 lakes and several ponds, to enhance aquatic stewardship of our parks,
- by forming a data partnership with Human Services Agency, our team was inspired to pilot expanded outreach with new methods to residents of public housing, which enabled both agencies to enhance outcomes.

This updated Strategic Plan for the five-year period FY20-24 introduces new initiatives to expand our park and recreation goals, especially where it strengthens our work in disadvantaged communities to ensure park visitors everywhere have access to clean, safe, and fun parks.

Welcome

Phil Ginsburg, General Manager
San Francisco Recreation and Parks
Thank You to Our Contributors

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Mayor London N. Breed

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Director of Capital and Planning

Special thanks to the Park, Recreation, Open Space Advisory Committee!

Our Mission

The San Francisco Recreation and Park Department’s mission is to provide enriching recreational activities, maintain beautiful parks, and preserve the environment for the well-being of everyone in our diverse community.

Our Vision

Inspiring a more livable city for all, San Francisco’s parks connect us to play, nature, and each other.

Inspire. Connect. Play!

Our Values

RESPECT
We honor each other, the park users we serve, and the land we steward.

RESILIENCE
We address challenges with empathy, perspective, and determination. We creatively adapt to change.

RELATIONSHIPS
Our greatest strength lies in the teamwork and trust we cultivate with our colleagues, our park partners, and the park users we serve.

RESPONSIVENESS
We communicate openly, honestly, and reliably.

RESULTS
Because of our efforts our City is more livable; visitors revel in their experiences and return.
Our Strategies

Strategic Plan Update

**FY20-24**

In addition to reaffirming the Department’s Mission, Vision, Values, Strategies, and Objectives, the Strategic Plan Update FY20-24 includes 50 new Initiatives. Some of the new Initiatives are extensions, or phase two, of completed Initiatives, rewritten to reflect current conditions, or now using “SMARTer” language (specific, measurable, achievable, relevant, and time-bound).

As the department enters year five of the original five-year planning period (year four since our Prop B mandate), a total of 79 Initiatives have been completed, all within cohesive objectives and guiding strategies. The planning process has strengthened the Department’s service delivery by creating more inspiring places to play, more investment and stewardship, and a team of recreation and park professionals.

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1. **Inspire Place**
   - Keep today’s parks safe, clean, and fun; promote our parks’ historic and cultural heritage; and build the great parks of tomorrow

2. **Inspire Play**
   - Promote active living, well-being, and community for San Francisco’s diverse and growing population

3. **Inspire Investment**
   - Through community engagement, advocacy, and partnerships, cultivate more financial resources to keep San Francisco’s parks and programs accessible for all

4. **Inspire Stewardship**
   - Protect and enhance San Francisco’s precious natural resources through conservation, education, and sustainable land/facility management practices

5. **Inspire Our Team**
   - Encourage innovation and cultivate a connected, engaged, and aligned workforce that delivers outstanding service
OBJECTIVE 1.1
Develop more open space to address population growth in high-needs areas and emerging neighborhoods.

A Commence remediation at India Basin in FY19 and plan interim activation
B In collaboration with OCII at the Shipyard, TIDA at Treasure Island, and OWED at Balboa Reservoir, maximize active recreation amenities to deliver RPD’s component of the Executive Directive on Housing
C Complete detailed design of Francisco Reservoir by 2020

OBJECTIVE 1.2
Strengthen the quality of existing parks and facilities

A Break ground on the Golden Gate Tennis Center by Spring 2019
B Plan, design, and construct Tier 1 and 2 playgrounds in the Let’sPlaySF initiative
C Enter into MOU with HOPE SF Sunnydale team and identify funding strategy for a new gym and improved access to Herz Playground
D Develop and implement a Facility Management program at Recreation Centers
E Prioritize deferred maintenance renewals and discretionary capital resources in equity zone parks with below average park scores
F Finalize regulatory approvals to address environmental remediation and infrastructure enhancements at the Marina East Harbor
G Initiate asset data collection to implement TMA Preventative Maintenance module
H Create and implement a site evaluation program for indoor facilities
I Convene Ops and Capital Task Force to update project standards
J Improve and activate one mini park within an equity zone

INSPIRE
PLACE
Keep today’s parks, safe, clean, and fun; promote our parks’ historic and cultural heritage; and build the great parks of tomorrow.
OBJECTIVE 1.3
Steward and promote good park behavior

A Conduct one Sister Park event annually with PROSAC
B Right-size waste management at one additional park in FY19
C Develop standards, materials, and signage protocols for rec center entrances

OBJECTIVE 1.4
Preserve and celebrate historic and cultural resources

A Scope and commence planning to renovate the Japanese Tea Garden Pagoda
B Establish requirement for interpretive signage as part of all capital projects at park sites with historic, cultural, or natural resources
C Hold one kick-off event for Golden Gate Park’s 150th anniversary
D Inventory and incorporate into Lifecycle database all historic and cultural resources
E Develop a concept, design, and public engagement plan for the Conservatory of Flowers campus
F Plan for a Summer Solstice event at the Conservatory of Flowers
OBJECTIVE 2.1
Strengthen the quality, responsiveness, and accessibility of recreation programs

A Annually increase the number of inclusive recreation program participants
B Conduct a census at one Recreation Center and one Clubhouse
C Adopt and implement a departmental language access policy

OBJECTIVE 2.2
Strengthen and promote the safety, health, and well-being of San Francisco’s youth and seniors

A Expand and promote senior programs that emphasize activity and community
B Restructure and align violence prevention programs
C Promote community activities post-renovation at first six Let’sPlaySF sites by early 2020

OBJECTIVE 2.3
Work with partners and neighborhood groups to activate parks through organized events, activities, and unstructured play

A Commence environmental impact report for Lake Merced West redevelopment
B Develop a guidance document to assist community organizations in developing and organizing community events in neighborhood parks
C Test new public realm activation strategies at Civic Center, Jerry Garcia Amphitheater, and Stanyan edge of Golden Gate Park annually
D Install ropes course at John McLaren Park
E Pilot one timed-use Dog Play Area
F Identify high-need areas for additional Dog Play Areas
G Plan a Summer solstice event at the Conservatory of Flowers

Promote active living, well-being, and community for San Francisco’s diverse and growing population.
OBJECTIVE 3.1

Increase public investment to better align with infrastructure needs and service expectations.

- Ensure short-term, continuing activation at the Palace of Fine Arts
- Develop timeline and size of next park bond in partnership with the Mayor, Board of Supervisors, Capital Planning Committee, park advocates, and the community
- Release RFP for a new operator at Lincoln Golf Course
- Complete RFP process for Union Square concession spaces

OBJECTIVE 3.2

Broaden engagement and strengthen external communications with park users and park partners.

- Engage in sustained community outreach, activation, and stewardship at Margaret Hayward Playground to increase visitation and build community connections
- Design the new RPD website in FY19; launch in FY20
- Migrate 50% of permits from CLASS to ActiveNet to enable online reservations in FY19; remainder in FY20

OBJECTIVE 3.3

Cultivate increased philanthropic support.

- With the SF Parks Alliance, bring private support for Let’s Play Playgrounds to $14.5 million by 2020
- Work with the Francisco Park Conservancy to support the park’s renovation and develop a post renovation plan by Spring 2020
- Survey usage patterns to measure the impact of capital investment at all Let’s Play SF sites

INSPIRE INVESTMENT

Through community engagement, advocacy, and partnerships, cultivate more financial resources to keep San Francisco’s parks and programs accessible for all.
OBJECTIVE 4.1
Conserve and strengthen natural resources

A Obtain Audubon certification of one public golf course
B Develop reforestation guidelines for all maintained park sites to sustain a healthy and vibrant tree canopy
C Create an urban forestry data collection methodology to record and track annual progress in tree maintenance cycle
D Lead the national Urban Wildlife Information Network study for San Francisco
E Define and implement best practices for maintenance of lakes within Golden Gate Park
F Scope San Francisco’s first carbon-neutral facility

OBJECTIVE 4.2
Increase biodiversity and interconnectivity on City parkland

A Inventory the Department’s landscape & habitat enhancements that support biodiversity
B Assist in planning efforts toward the Ocean Beach Master Plan by completing a detailed design of a new multi-use trail from Sloat to Skyline by 2020
C Operationalize new nursery database and inventory system
D Expand staffing to support access to and sustainability of San Francisco’s trail network

OBJECTIVE 4.3
Increase eco-literacy of park users and park maintenance staff

A Increase volunteer support in equity zone parks
B Work with the San Francisco Parks Alliance to create a Sister Park stewardship model
C Train field staff in biodiversity, sustainable landscape and maintenance practices, and Bay Friendly best practices

INSPIRE STEWARDSHIP
Protect and enhance San Francisco’s precious natural resources through conservation, education, and sustainable land/facility management practices
OBJECTIVE 5.1
Strengthen organizational efficiency and support innovation

- **Align** the Information Technology Division with the Department’s strategic goals and objectives through the development and implementation of an IT strategic plan.
- **Expand** RPD-U to include workforce development on test-taking and interviewing.
- **Conduct** workforce analysis to right-size classifications and staffing levels across the Operations division to support operations and maintenance of current and future park sites.

OBJECTIVE 5.2
Strengthen internal communications and collaboration

- **Implement** the Park Ranger module of ParkStat to guide transparent, data-driven decision-making.
- **Create** one new data partnership annually to enhance outcome data of RPD programs.
- **Publish** the department’s first Racial Equity Action Plan.

Encourage innovation and cultivate a connected, engaged, and aligned workforce that delivers outstanding service.
Progress Assessment

There were 64 Initiatives in the FY19-23 Update, each a project or set of actions in service of one of the five core Strategies. At the close of FY19, 20 of these had been completed, and another 34 in progress, for a total of 85% “undertaken or accomplished” (called In Progress or Complete in the chart) as the Charter requires to be reported. A summary of the status of these Initiatives is below.

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**FY19-23 INITIATIVE STATUS**

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- 56,440 people registered in our programs this year
- 4,975 recreation classes offered to kids, youth, adults, and seniors
- B+ quality of recreation programs, according to the 2019 City Survey
- 2,965 program scholarships provided to San Franciscans
- 3,656 kids learned to swim in our pools
- 10 MILLION reached via social media and digital communications
- 260,000+ volunteer hours helped to improve our parks and programs
- $1.2 MILLION in scholarships provided to San Francisco families

Progress Assessment

There were 64 Initiatives in the FY19-23 Update, each a project or set of actions in service of one of the five core Strategies. At the close of FY19, 20 of these had been completed, and another 34 in progress, for a total of 85% “undertaken or accomplished” (called In Progress or Complete in the chart) as the Charter requires to be reported. A summary of the status of these Initiatives is below.
Equity Zones

The Charter directs the Department to:

“adopt, a set of equity metrics to be used to establish a baseline of existing Recreation and Park services and resources in “low income neighborhoods and disadvantaged communities, compared to services and resources available in the City as a whole.”

A dataset developed by the State of California called CalEnviroScreen 3.0 provides a standard definition of “disadvantaged” by census tract. Setting the standard at the 20% most disadvantaged residents by census tract in San Francisco, the map below illustrates these areas now designated as Equity Zones. With this designation, the parks in service of these residents are named, and data for those sites is collected, calculated, and compared to all other sites and the City as a whole.

Equity Metrics

Equity Zones

Top 20% most disadvantaged communities buffered by 5 minute walk radius

RPD Parks within Equity Zones

RPD Parks

Other Parks

Progress Assessment of Equity-related Initiatives

Of the 64 Initiatives in the FY19-23 Update, 22 were equity-related. These provided additional support for park facilities within equity zones, expanded services to residents of equity zones, or enhanced internal equity learning for staff to recognize and reduce implicit bias, improve collegial relations, and better serve all park visitors.

At the close of FY19, six of these had been completed, and another 13 were in-progress, for a total of 83% “undertaken or accomplished” as the Charter states must be reported. A summary of the status of these Initiatives is below.

While many of the 64 Initiatives were equity-related, providing additional support for park facilities within equity zones, enhancing services to residents of equity zones, or enhanced internal equity learning for staff to recognize and reduce implicit bias, improve collegial relations, and better serve all park visitors, at the end of the fiscal year, six of these had been completed, and another 13 were in-progress, for a total of 83% “undertaken or accomplished” as the Charter states must be reported. A summary of the status of these Initiatives is below.