

# STRATEGIC PLAN

SAN FRANCISCO  
RECREATION  
AND PARKS | 2016  
2020

Inspire, Connect, Play!









# Welcome



Over the past five years, the San Francisco Recreation and Park Department, under the guidance of our mayor and the Recreation and Park Commission, has achieved some incredible things. We've overhauled our recreation delivery model and have created some of the most popular and sought-after programs and summer camps in the city. We've worked hard to make our parks the cleanest and most beautiful they've ever been. And, we've continued to renovate parks and facilities all over the city by implementing \$380 million in park bond dollars that San Francisco voters eagerly supported. We've even been named the top urban parks system in the entire nation.

So, what's next?

During the past year, our entire department—gardeners, laborers, recreation staff, managers and administration— along with some very important partners and park advocates worked to develop a meaningful and lasting plan that provides a clear vision for our park system and a clear set of values to guide us as we do our work. Our 2016-2020 Strategic Plan sets forth our core strategies and objectives and lays out some specific initiatives for us to achieve—things like acquiring new park land; expanding youth programs that emphasize movement and wellness; caring for our natural resources; and growing apprentice and workforce development programs that provide job training and career pathways. If we follow the plan, I am confident we will inspire a more livable city for all and ensure that San Francisco's parks connect us all to play, nature and each other for years to come.

I am extremely proud of the collaborative effort that went into developing this plan, and I want to thank our friends at Harvard Business School Community Partners and Mariposa Leadership for their support and guidance throughout this process. I also want to thank everyone who offered their feedback and helped to shape our vision--- everyone from PROSAC, SPUR, the SF Parks Alliance, Laborers Local 261, the Trust for Public Land and other community organizations and city agencies.

Most of all, I want to thank our staff for their support and participation throughout this process. Their voices were heard and this Strategic Plan is a direct result of their diligence and commitment to the process.

Phil Ginsburg, General Manager  
San Francisco Recreation and Parks





...with input from the Committee [Parks, Recreation and Open Space Advisory Committee], the Department shall prepare, for Commission consideration and approval, a five-year Strategic Plan, to be updated annually, that establishes or reaffirms the mission, vision, goals, and objectives for the Department. The Department shall consider using an independent planning consultant to assist with preparation of the Strategic Plan.

---San Francisco Charter, Article XVI, Section 16.107(g1)







# WHY A STRATEGIC PLAN?

The strategic planning process provides a meaningful and transparent opportunity to assess who we are as an organization and where we are headed.





# PROJECT TEAM



HARVARD | BUSINESS | SCHOOL

## COMMUNITY PARTNERS

Harvard Business School Association of Northern CA

### Harvard Business School Community Partners- Association of Northern California

|               |   |
|---------------|---|
| Mari Becker   | Manager, Corporate Finance for PG&E       |
| Andrew Brown  | Managing Partner, Muir Equity             |
| Josh Callahan | Jamestown (Client Partner)                |
| Ned Elliot    | Investment Banker, Retired                |
| Vivek Khuller | President and CEO, Clearly Communications |
| Hsian-Yi Lin  | Founder and CEO, MKMB Consulting          |
| Roslyn Payne  | President, Jackson Street Partners        |
| Adelyn Zhou   | Senior Marketing Manager, Nextdoor        |

# mariposa : leadership

## Mariposa Leadership

|              |                                      |
|--------------|--------------------------------------|
| Sue Bethanis | Founder and CEO, Mariposa Leadership |
|--------------|--------------------------------------|



## San Francisco Recreation and Parks

|                  |  |
|------------------|--|
| Taylor Emerson   | Analyst, Administration & Finance          |
| Phil Ginsburg    | General Manager                            |
| Dennis Kern      | Director of Operations                     |
| Eric Pawlowsky   | Analyst, Administration & Finance          |
| Katie Petrucione | Director of Administration & Finance       |
| Staci White      | Executive Assistant to the General Manager |



# CONTRIBUTORS

## Recreation and Park Commission

Mark Buell, President  
Allan Low, Vice-President  
Gloria Bonilla  
Tom Harrison  
Meagan Levitan  
Eric McDonnell

## PROSAC Working Group

### Park and Recreation Open Space Advisory Committee (PROSAC) Working Group

|                 |             |
|-----------------|-------------|
| Nick Belloni    | District 4  |
| Robert Brust    | District 8  |
| Linda D'Avirro  | District 11 |
| Steffen Franz   | District 2  |
| Richard Ivanhoe | District 5  |
| Denis Mosgofian | District 5  |
| Richard Rothman | District 1  |
| Mark Scheuer    | District 8  |
| Linda Shaffer   | District 10 |

## External Contributors

Phil Arnold, SF Parks Alliance  
Adrian Benepe, Trust for Public Land  
Robert Brust, Dolores Park Works  
Rosemary Cameron, SF Parks Alliance  
Tan Chow, Chinatown CDC  
Chuck Collins, YMCA  
Vince Courtney, Laborers Local 261  
John Cunningham, AIDS Memorial Grove  
Oumar Fall, SEIU L 1021  
Dan Flanigan, Friends of Urban Forest  
Carla Johnson, Mayor's Office of Disability  
Susan Hirsch, Cityfields Foundation  
Jennifer Isacoff, Trust for Public Land

Laborers Local 261  
Jim Lazarus, Chamber of Commerce  
Richard Magary, Friends Group  
Gabriel Metcalf, SPUR  
Jay Nath, Mayor's Office of Innovation  
Rachel Norton, SF Parks Alliance  
Matt O'Grady, SF Parks Alliance  
PROSAC members  
Will Rogers, Trust for Public Land  
Peg Stevenson, City Controller's Office  
Ken Weber, Zynga Foundation  
Scott Wiener, Board of Supervisors  
David P. Wessel, Principal, ARG





## Internal Contributors

Most importantly, our work to date has included significant participation and feedback gathered from a wide range of staff representing 35 different job classifications, from gardeners and laborers to administration and recreation.

- SURVEYS**
- EMPLOYEE OPEN HOUSES**
- INTER-DISCIPLINARY FOCUS GROUPS**
- L261 & SEIU MEETINGS**
- MANAGERS MEETINGS W/STAFF**
- EMAILS**



# Strategic Plan Outreach By the Numbers

**7** Recreation and Park agencies around the country used as peer benchmarks



## Other Strategic Plans Consulted

- City of Minneapolis, MN
- City of Vancouver, BC
- Kaiser Permanente
- San Francisco Airport
- San Francisco Controller
- San Francisco Public Works
- San Francisco Municipal Transportation Agency
- San Francisco Parks Alliance
- San Francisco Unified School District

**2**   
Open Houses with Staff

**TWO**

Meetings with the Park, Recreation and Open Space Advisory Committee (PROSAC), plus 1 informal working group session

**150 35 16**

150 Staff, representing 35 job classes, attended 16 focus groups



**30+** Executive staff meetings and discussion groups



**29** EXTERNAL STAKEHOLDERS

**SEVEN PUBLIC MEETINGS**

1,000s of revisions

**90%** of PROSAC's suggested revisions were adopted





# Our Mission, Our & Our Va





## Our Mission (what we do)

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 (what we aspire to achieve)

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

**Inspire, connect, play!**

## Our Values (how we work)

**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





### Inspire Public Space

Keep today's parks safe, clean, and fun; promote our parks' historic and cultural heritage; and build the great parks of tomorrow



### Inspire Play

Promote active living, well-being, and community for San Francisco's diverse and growing population



### Inspire Investment

Through community engagement, advocacy, and partnerships, cultivate more financial resources to keep San Francisco's parks and programs accessible for all



### Inspire Stewardship

Protect and enhance San Francisco's precious natural resources through conservation, education, and sustainable land/facility management practices



### Inspire Our Team

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





## Strategy One: Inspire Public Space

Keep today's parks safe, clean, and fun; promote our parks' historic and cultural heritage; and build the great parks of tomorrow

### OBJECTIVE 1.1

Develop more open space to address population growth in high-needs areas and emerging neighborhoods

#### PERFORMANCE INDICATOR

**Park acres per 1,000 Residents:** Ratio of park acres owned or managed by RPD per 1,000 residents

#### PERFORMANCE TARGET

Continue to exceed the mean of the five densest US cities (Current mean=4.3; SF=5.1)

| Key Initiatives | a) Acquire additional open space in accordance with the Open Space Acquisition policy and to meet the objectives and policies approved in the Recreation and Open Space Element of the General Plan | b) Plan, design, construct, and open new parks at India Basin; Noe Valley Town Square (NVTs); 17th & Folsom; Francisco Reservoir; Schlage Lock; and at least one new site in Supervisorial District 6 | c) Secure the Department's role in managing future open space created in former redevelopment areas including the Shipyard, Transbay Terminal, Mission Bay, and Treasure Island | d) Ensure 100% of San Francisco residents live within a 10 minute walk to a park |      |
|-----------------|---|---|---|--|------|
| Lead            | Capital   | Capital   | General Manager   | Capital  |      |
| Support         | General Manager   | Operations & Partnerships   | Capital & Operations  | General Manager  |      |
| Timeline        | FY16-20   | FY 16-18  | FY18-20   | FY16-20  | FY17 |
|                 |   | NVTs, 17 <sup>th</sup> & Folsom, Francisco  | India Basin, Schlage, D6  |  |      |



## OBJECTIVE 1.2 Strengthen the quality of existing parks and facilities

### PERFORMANCE INDICATOR

**Condition of parks, fields, playgrounds and facilities:** Percentage of residents who in response to the Controller's City Survey rate parks and facilities 'excellent' or 'good'

### PERFORMANCE TARGET

Establish baseline in 2015 survey with new "overall" question; achieve increases in each survey through FY20

### PERFORMANCE INDICATOR

**Park Maintenance Scores:** Percentage of parks scoring at or above the "well-maintained" standard in the Controller's annual Park Maintenance Standards report

### PERFORMANCE TARGET

Using the FY15 percentage as a baseline, achieve annual increases through FY20 (FY14 percentage = 82%)

| Key Initiatives | a) Renovate low-quality playgrounds, starting with "failing playgrounds" as defined by 2014 Failing Playgrounds Task Force |  | b) Complete remaining 2008 and 2012 Bond projects; develop and earn voter approval for November 2018 Bond |   |   |
|-----------------|--|--|---|---|---|
| Lead            | Capital  |  | Capital & Operations  |   |   |
| Support         | Operations & Partnerships  |  | General Manager   |   |   |
| Timeline        | FY16-18  | FY18-20  | FY16  | FY17  | FY18-20                                       |
|                 | Plan and design Tier 1 playgrounds; seek funding for Tier 2  | Construct and open Tier 1 playgrounds; seek funding for Tier 2 | Complete all 2008 Bond projects   | Scope, size, define, and schedule next bond measure | Complete 2012 Park Bond projects as scheduled |

| Key Initiatives | c) Develop and post annual park maintenance objectives for each city park                 |   |   | d) Develop an infrastructure maintenance plan that: 1) establishes preventative maintenance and renewal cycles; 2) prioritizes deferred maintenance projects to receive funding; and 3) defines areas of responsibility for the Capital and Operations divisions |  |                                       |
|-----------------|---|---|---|--|--|---------------------------------------|
| Lead            | Operations  |   |   | Capital & Operations   |  |                                       |
| Support         | Capital   |   |   | General Manager  |  |                                       |
| Timeline        | FY16  | FY17  | FY18-20                                 | FY16   | FY17                                     | FY16-20                               |
|                 | Develop annual objectives for all parks renovated through the 2008 and 2012 bond programs | Develop annual objectives for all parks except mini-parks | Develop annual objectives for all parks | Define criteria  | Establish process and create DM schedule | Secure funding to accomplish schedule |



## OBJECTIVE 1.3 Steward and promote good park behavior

### PERFORMANCE INDICATOR

**Park Public Safety Index:** Index measuring calls for service to Park Rangers, work orders related to graffiti and vandalism, and reported park crimes

### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual decreases through FY20

| Key Initiatives | a) Increase the size and capacity of the Park Ranger unit | b) Create a Park Ambassador program |                                    | d) Adopt a Leave No Trace campaign at high profile, destination parks |  |
|-----------------|---|-------------------------------------|------------------------------------|---|--|
| Lead            | Operations  | Policy & Public Affairs             |                                    | Policy & Public Affairs   |  |
| Support         | Operations & Admin  | Operations                          |                                    | Operations  |  |
| Timeline        | FY16-20   | FY16-17                             | FY17-20                            | FY16-17   | FY18-20                                      |
|                 |   | Pilot a Park Ambassador program     | Expand the Park Ambassador program | Pilot LNT at Mission Dolores Park                                     | Expand LNT to another high profile park site |

## OBJECTIVE 1.4 Preserve and celebrate historic and cultural resources

### PERFORMANCE INDICATOR

**Percentage of park structures 100 years or older that have been evaluated and given prioritized tasks for stabilization**

### PERFORMANCE TARGET

100% by FY20

### PERFORMANCE INDICATOR

**Percentage of historic and cultural resources with interpretive signage**

### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual increases in the number of historic and cultural resources with interpretive signage through FY20

| Key Initiatives | a) Reserve minimum of 5% of Open Space - Deferred Maintenance funds for the evaluation and/or stabilization of historic and cultural resources | b) Install improved interpretive signage to showcase the park system's historic and cultural resources | c) Secure a new long term tenant at the Palace of Fine Arts to address deferred maintenance and desired capital upgrades | d) Complete the refurbishment of the Murphy Windmill and begin refurbishment of the Dutch Windmill | e) Plan for GGP's 150th Anniversary in 2021; identify public and private funds for a GGP capital campaign centered around the Anniversary |
|-----------------|--|--|--|--|---|
| Lead            | Operations   | Capital & Operations   | Permits & Property   | Capital  | Policy & Pub Affairs  |
| Support         | Capital  | Policy & Public Affairs  | Administration   | Operations   | Partnerships  |
| Timeline        | FY16-20  | FY 16-20   | FY16   | FY16-20  | FY19-20   |









## Strategy Two: Inspire Play

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

### OBJECTIVE 2.1

Strengthen the quality, responsiveness, and accessibility of recreation programs

#### PERFORMANCE INDICATOR

**Quality & Responsiveness:** Overall customer satisfaction as measured by the program registrant survey

#### PERFORMANCE TARGET

Increase response rate and establish FY16 baseline of respondents who rate programs “good” or “excellent;” achieve annual increases through FY20

#### PERFORMANCE INDICATOR

**Accessibility:** Number of unique participants and unique scholarship recipients in recreation programs

#### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual increases in both categories through FY20

| Key Initiatives | a) Develop an enhanced program registrant satisfaction survey tool to track, analyze, and measure program content, instructors, and facilities | b) Using surveys and other outreach tools, develop and conduct a needs assessment to gauge market demand and programming gaps | c) Develop and implement an outreach plan that increases language access, registers more people from low-income neighborhoods and public housing, and increases inclusive and adaptive programming |
|-----------------|--|---|--|
| Lead            | Policy/Public Affairs & Operations   | Operations  | Policy & Public Affairs  |
| Support         | Policy & Public Affairs  | Policy & Public Affairs   | Operations   |
| Timeline        | FY16-18  | FY 17   | FY16-20  |

## OBJECTIVE 2.2

### Strengthen and promote the safety, health, and well-being of San Francisco's youth and seniors

#### PERFORMANCE INDICATOR

**Number of Children Served:** Number of youth age 0-18 participating in RPD programs either directly or through program partners

#### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual increases in 0-18 program registrations

#### PERFORMANCE INDICATOR

**Number of Seniors Served:** Number of persons age 65 or older in RPD programs either directly or through program partners

#### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual increases in senior program registrations

| Key Initiatives | a) Expand and promote youth programs that emphasize movement and wellness | b) Expand and promote youth programs that connect children to nature | c) Expand and promote senior programs that emphasize activity and community |
|-----------------|---|--|---|
| Lead            | Operations  | Operations   | Operations  |
| Support         | Policy & Public Affairs   | Policy & Public Affairs  | Policy & Public Affairs   |
| Timeline        | FY16-20   | FY16-20  | FY16-20   |

## OBJECTIVE 2.3

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

#### PERFORMANCE INDICATOR

**Park Participation:** Percentage of residents who respond in the Controller's City Survey that they or someone in their household has participated in an RPD recreation program, facility rental, or special event

#### PERFORMANCE TARGET

Achieve increases above 2013 baseline of 33% in each survey through FY20

#### PERFORMANCE INDICATOR

**Park Visitation:** Percentage of residents who respond in the Controller's City Survey that they visited a park at least once a month or once a week

#### PERFORMANCE TARGET

Achieve increases above 2013 baseline of 60% in each survey through FY20

| Key Initiatives | a) Cultivate more programming partnerships and improve the visibility of community-hosted events to activate neighborhood parks | b) Pilot projects installing synthetic turf surfaces and timed-use in Dog Play Areas | c) Increase opportunities for urban farming and community gardening | d) Support opportunities for safe bicycling to and through parks, and increase opportunities for recreational bicycling within parks |
|-----------------|---|--|---|--|
| Lead            | Permits & Property  | Operations   | Capital   | Operations & Capital   |
| Support         | Partnerships  | Policy & Public Affairs  | Policy & Public Affairs   | Policy & Public Affairs  |
| Timeline        | FY16-20   | FY 16-20   | FY16-20   | FY16-20  |





## Strategy Three: Inspire Investment

Through community engagement, advocacy, and partnerships, cultivate more financial resources to keep San Francisco’s parks and programs accessible for all

### OBJECTIVE 3.1

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

#### PERFORMANCE INDICATOR

**Park Satisfaction:** Percentage of residents who in response to the Controller’s City Survey rate the overall quality of the Recreation and Park system ‘good’ or ‘excellent’

#### PERFORMANCE TARGET

Achieve increases above 2013 baseline of 70% in each survey through FY20

| Key Initiatives | a) Pursue public investment strategies in partnership with Mayor, Board of Supervisors, PROSAC, SF Parks Alliance, and the parks community | b) Revise and update the Department’s capital asset inventory to create tiered priorities for infrastructure investment | c) Conduct a workforce analysis and needs assessment of the Operations division to optimize human capital, equipment, and materials |
|-----------------|--|---|---|
| Lead            | Operations & General Manager   | Capital   | Operations  |
| Support         | Administration   | Operations  | Administration  |
| Timeline        | FY16-20  | FY 17   | FY16  |

### OBJECTIVE 3.2

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

#### PERFORMANCE INDICATOR

**Community engagement:** Rates of social, digital, and in-person engagement across all communication platforms

#### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual increases in the count of Facebook likes, Twitter and Instagram followers, newsletter recipients, and community meetings

| Key Initiatives | a) Improve website and create mobile web capacity | b) Create mechanism to track in-person community meetings | c) Invest in a CRM system to (1) provide users real-time information about the park system; and (2) provide real-time status of complaints, issues, and requests |
|-----------------|---|---|--|
| Lead            | Pol/Pub Affairs & Admin                           | Policy & Public Affairs                                   | Policy & Public Affairs  |
| Support         | Operations  | Capital   | Administration   |
| Timeline        | FY16-20   | FY16  | FY16-20  |

## OBJECTIVE 3.3 Cultivate increased philanthropic support

### PERFORMANCE INDICATOR

**Donations:** Total contributed support from park partners and park supporters

### PERFORMANCE TARGET

Achieve annual increases of 5% in each of the categories of Scholarships, Seasonal Events, Recreational Programming, and the number of Community-Driven Projects

| Key Initiatives | a) Develop an annual list of operational and capital needs for our philanthropic community that prioritizes park access and equity | b) Support fundraising, planning, and ongoing stewardship efforts for existing partner-driven renovation projects including the Randall Museum, Botanical Nursery, Gene Friend Recreation Center, Civic Center Playground, Geneva Car Barn, and GGP Tennis Courts |
|-----------------|--|---|
| Lead            | Partnerships   | Partnerships  |
| Support         | Capital & Operations   | Capital & Operations  |
| Timeline        | FY16-20  | FY16-20   |



# BOEDDEKER PARK

THE TRUST *for* PUBLIC LAND

CONSERVING LAND FOR PEOPLE





## Strategy Four: Inspire Stewardship

Protect and enhance San Francisco’s precious natural resources through conservation, education, and sustainable land/facility management practices

### OBJECTIVE 4.1 Conserve and strengthen natural resources

#### PERFORMANCE INDICATOR

**Water Use:** Percentage reduction in potable water use, as measured by the SFPUCT

#### PERFORMANCE TARGET

Achieve annual reductions below 2013 baseline of 770,214 CCF through FY20

#### PERFORMANCE INDICATOR

**Tree replacement ratio**

#### PERFORMANCE TARGET

Plant two new trees for every tree removed

#### PERFORMANCE INDICATOR

**Diversion Rates:** Percentage of waste material recycled or composted in support of SFE’s 0-50-100 Climate Action Strategy

#### PERFORMANCE TARGET

Using 2013 diversion rate of 50% as a baseline, achieve annual increases through FY20

| Key Initiatives | a) Continue implementing the Water Conservation Plan, emphasizing installation of low-flow fixtures, permeable pathways, water efficient landscapes, recycled water, and repair and replacement of irrigation systems |  |   | b) Implement a programmatic tree maintenance and reforestation program that sustains a 15-year tree maintenance cycle | c) Increase green waste production cycles and expand the compost product menu | d) Obtain Bay Friendly Certification of public park landscapes and Audubon certification of public golf courses |
|-----------------|---|--|---|---|---|---|
| Lead            | Operations  |  |   | Operations  | Operations  | Operations  |
| Support         | Capital   |  |   | Administration  |   | Administration  |
| Timeline        | FY16-17   | FY17-19                                | FY19-20   | FY16-20   | FY16-20   | FY16-20   |
|                 | Reduce water use for irrigation, compared to the 2013 baseline  | Complete low-flow fixture replacements | Connect to recycled water system for irrigation in Golden Gate Park |   |   |   |

## OBJECTIVE 4.2 Increase biodiversity and interconnectivity on City parkland

### PERFORMANCE INDICATOR

**Acres of parkland supporting multi-story habitat**

### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual increases through FY20

| Key Initiatives | a) Support the adoption of the Significant Natural Areas Management Plan and fulfill requirements of USFW biological opinion at Sharp Park | b) Develop a set of ecological practices for park operations that includes tree and plant selection policies based on the Department's Climate Action and Sustainability Plan |   | c) Complete the Trails program and expand the volunteer trail corps to help maintain San Francisco's urban trail network |
|-----------------|--|---|---|--|
| Lead            | Operations   | Operations  |   | Capital & Operations   |
| Support         | Capital  | Capital   |   | Policy & Public Affairs  |
| Timeline        | FY16-20  | FY 16-17  | FY18-20   | FY16-20  |
|                 |  | Define preferred tree and plant characteristics (e.g. drought tolerance, CO2 sequestration, and species compatibility)  | In conjunction with Nursery operations, cultivate a preferred plant palette |  |

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

### PERFORMANCE INDICATOR

**Participation:** Number of individual volunteers, YSP participants, and Greenagers participants

### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual increases through FY20

### PERFORMANCE INDICATOR

**Bay Friendly Staff Certifications:** Number of field staff who have successfully completed Bay Friendly Staff Certification course

### PERFORMANCE TARGET

100% of staff fully certified by 2020

| Key Initiatives | a) Grow volunteer and youth stewardship programs | b) Work with PROSAC and 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 |                |
|-----------------|--|--|--|----------------|
| Lead            | Policy & Public Affairs                          | Policy/Pub Affairs & Partnerships  |  | Operations     |
| Support         | Operations & Partnerships                        | Operations & Capital   |  | Administration |
| Timeline        | FY16-20  | FY 16-17   | FY18-20  | FY16-20        |
|                 |  | Pilot a Sister Park program  | Expand the Sister Park program   |                |





## Strategy Five: Inspire Our Team

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

### OBJECTIVE 5.1 Strengthen organizational efficiency and support innovation

#### PERFORMANCE INDICATOR

**Employee Survey Rating:** Do you have the tools and training you need to do your job efficiently?

#### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual improvement through FY20

#### PERFORMANCE INDICATOR

**Percentage of facilities with high-speed Internet connections** (greater than 10MB/s)

#### PERFORMANCE TARGET

Achieve annual increases through FY20

#### PERFORMANCE INDICATOR

**Customer Service Rating:** Percentage of residents who in response to the Controller's City Survey rate the overall quality of customer service from RPD staff 'good' or 'excellent'

#### PERFORMANCE TARGET

Achieve increases above 2013 baseline of 69% in each survey through FY20

| Key Initiatives | a) Develop process, structure, and schedule for implementation and reporting of Strategic Plan progress |  | b) Develop and implement a technology assessment that identifies, prioritizes, and scopes cost of necessary and desired technology functionality to increase efficiency in service delivery | c) Strengthen audit and oversight of tenant, concession, and partnership agreements |
|-----------------|---|--|---|---|
| Lead            | Administration  |  | Administration  | Permits & Property  |
| Support         | Operations  |  | Operations  | Administration  |
| Timeline        | FY16  | FY17-20                                    | FY16-20   | FY16-20   |
|                 | Establish all baselines and develop reporting method  | Report annually on Strategic Plan progress |   |   |

## OBJECTIVE 5.2 Strengthen internal communications and collaboration

### PERFORMANCE INDICATOR

**Employee Survey Rating:** Do you feel informed about Department issues, projects, and current events?

### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual improvement through FY20

| Key Initiatives | a) Implement RecPark Stat and develop dashboards to guide transparent, data driven decision-making | b) Provide all staff with regular internal departmental communications | c) Ensure all staff have SFGOV email accounts and mobile communication capacity |   |
|-----------------|--|--|---|---|
| Lead            | Administration   | Policy & Public Affairs  | Administration  |   |
| Support         | Policy & Public Affairs  | Administration   | General Manager   |   |
| Timeline        | FY16-20  | FY 16-20   | FY16-17   | FY18-20   |
|                 |  |  | Ensure all staff have SFGOV email accounts                                      | Ensure all staff have mobile communication capacity |

## OBJECTIVE 5.3 Strengthen workforce development, professional development, and employee recognition programs

### PERFORMANCE INDICATOR

**Employee Survey Rating:** Overall job satisfaction

### PERFORMANCE TARGET

Establish FY16 baseline and achieve annual improvement through FY20

| Key Initiatives | a) Grow pre-apprentice, apprentice, and other workforce development programs that provide job training and career pathways | b) Create RPD University that provides ongoing professional development opportunities, knowledge transfer seminars, and an annual internal conference for staff | c) Improve and expand employee recognition program to ensure regular acknowledgement and rewards for outstanding employee contributions |  |
|-----------------|--|---|---|--|
| Lead            | Administration   | Administration  | OPS & Administration  |  |
| Support         | General Manager  | General Manager   | General Manager   |  |
| Timeline        | FY16-20  | FY 16-20  | FY16-20   |  |













## San Francisco Recreation and Park Department Strategic Plan 2016-2020

In partnership with:

**Harvard Business School Community Partners**  
Harvard Business School Association of Northern CA

**Mariposa Leadership**

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**City & County of San Francisco**

**Mayor Edwin M. Lee**

**Recreation and Park Commission**

Mark Buell, President  
Allan Low, Vice-President  
Gloria Bonilla  
Tom Harrison  
Meagan Levitan  
Eric McDonnell

**Recreation and Park Department**

Phil Ginsburg, General Manager

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