



STRATEGIC PLAN

SAN FRANCISCO
RECREATION
AND PARKS | 2021-25
UPDATE

Inspire, Connect, Play!







Welcome

The San Francisco Recreation and Parks Department first introduced a five-year Strategic Plan in 2016, which set forth our strategies and objectives, and the specific initiatives to achieve our goals. This is the fifth update since our original, and we've learned how powerful planning can be in building success. In the last year, we've also learned that even with comprehensive planning, surprise and shocking conditions can instantly rearrange priorities. The last year required extensive work throughout the Department on many initiatives, projects, and tasks never imagined in the Strategic Plan. In the last four months of the year, nearly all RPD staff were focused on responding and adapting to COVID-19. Resources were shifted to:

- Emergency Child and Youth care for first responders
- Converting parks into food pantries and testing sites, and
- Increasing custodial efforts for public health.

Of the 90 Initiatives that guided the first eight months of the year, 12 were completed, and another 16 were in-progress or partially completed, for a total of 31% "undertaken or accomplished" as the Charter requires to be reported. The remaining 62 initiatives were pending, some due to COVID adaptation in staff capacity, schedule, or changes in the city's financial landscape.

With a global pandemic, protests in support of racial justice, and wildfires that engulfed the west parks became more important and more central in our lives. Parks served as a place apart, offering green respite and sanctuary for well-being and happiness. To provide more of this precious goodness, streets were closed in Golden Gate Park, John McLaren Park, Twin Peaks, and at the Upper Great Highway, thereby increasing the acreage, safety, and accessibility to gorgeous greenways and natural landscapes for all.

The primary new initiative in this update is to:

- Continue adapting to COVID while offering safe, clean, fun parks and recreational opportunities. This goal has and will continue to frame everything in our department, our City, our world for the foreseeable future.
- Increasing transparency and accountability of our philanthropic partners.
- Implement projects funded by \$239 Million 2020 Health and Recovery Bond to develop and renovate several of the City's parks and recreation centers, playgrounds, and open spaces; and, invest in priority recovery parks, which are City parks that will increase residents' quality of life and provide places to relax, enjoy nature, play, and exercise.

With this Strategic Plan Update, we deepen our commitment to our central mission — maintaining and expanding a park system with recreation for everyone in our diverse community. Together, we can achieve this goal.

Phil Ginsburg, General Manager

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



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 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 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

OBJECTIVE 1.1

Develop more open space and improve access to existing facilities to address population growth in high-need and emerging neighborhoods

- a** Commence remediation at India Basin and complete equitable development plan
- b** Identify next acquisition opportunity
- c** Finalize MOU and complete planning work for Gene Friend Annex Pool
- d** Open Francisco Reservoir Park
- e** In partnership with Outward Bound, open McLaren Park Ropes Course
- f** Initiate feasibility analysis and develop concept plan for 11th and Natoma by the end of 2021

- g** Develop and codify streamlined open space review process for developer-provided parks or open space with partner City agencies, such as Planning or OEWD
- h** In coordination with partnership agencies, such as Planning, OEWD, and Real Estate, develop a plan to increase open space and recreation opportunities on Caltrans property
- i** Implement the newly approved \$239 million bond funds for park development and renovation
- j** Develop a plan to better manage, coordinate and integrate public lands in the Twin Peaks area

OBJECTIVE 1.2 Strengthen the quality of existing parks and facilities

- a** Plan, design, complete fundraising for, and construct Tier 2 playgrounds in the LPSF initiative
- b** Plan, design, complete fundraising for, and construct Tier 2 playgrounds in the LPSF initiative
- c** Develop and implement a facility management program at all rec centers and pools
- d** Continue to prioritize deferred maintenance renewals and discretionary capital resources in equity zone parks with below average park scores
- e** Complete asset data collection to implement TMA Preventative Maintenance model

- f** Convene operations and capital to update capital project design standards
- g** Create an actionable plan to improve quality and increase activation and programming in mini parks throughout the City
- h** Open Golden Gate Park Tennis Center in 2020
- i** Finalize East Harbor settlement and commence planning for remediation and renovation of East Harbor
- j** Design, fund, construct and maintain two additional nature play areas in nature deficient areas within equity zones

OBJECTIVE 1.3 Steward and promote good park behavior

- a** Develop additional strategies to enhance healthy and lawful behavior and safe access to parks along park perimeters
- b** Increase number of staffed park restrooms in partnership with HSA
- c** To increase pedestrian and bike safety in Golden Gate Park: test pilot strategies to improve traffic and circulation, and conduct circulation study to develop long term recommendations regarding GGP's traffic
- d** Analyze usage in existing Dog Play Areas and off-leash violations to determine where new DPAs are needed; deploy dedicated Park Rangers to provide education and enforcement of leash laws

OBJECTIVE 1.4 Preserve and celebrate historic and cultural resources

- a** Complete restoration of Japanese Tea Garden Pagoda
- b** Require interpretive signage as part of all capital project sites with historic, cultural or natural resources
- c** Kick-off GGP's 150th Anniversary on April 4, 2020; celebrate throughout the year
- d** Develop strategies to recognize and celebrate Native American culture and history on SF parkland
- e** Inventory and incorporate into Lifecycle database all historic and cultural resources





Strategy 2: 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

- a** Annually increase the number of inclusive recreation program participants
- b** Promote greater diversity at Camp Mather through expanded outreach, lottery adjustments, higher subsidies, programming, and/or staff recruitment
- c** Pilot separate Activity Guides organized for and targeted to all our recreation opportunities in specific equity zones to better inform residents of programs and services offered nearby
- d** Pilot an 'RPD Pass' for card holders to access drop-in programs and events and/or other drop-in tracking hardware/software in order to comprehensively capture recreation services, participation data, and simplify data collection
- e** Seek funding for equipment and supplies to pilot a recreation vehicle to support mobile nature play, STEM/STEAM, and/or mobile arts



OBJECTIVE 2.2

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

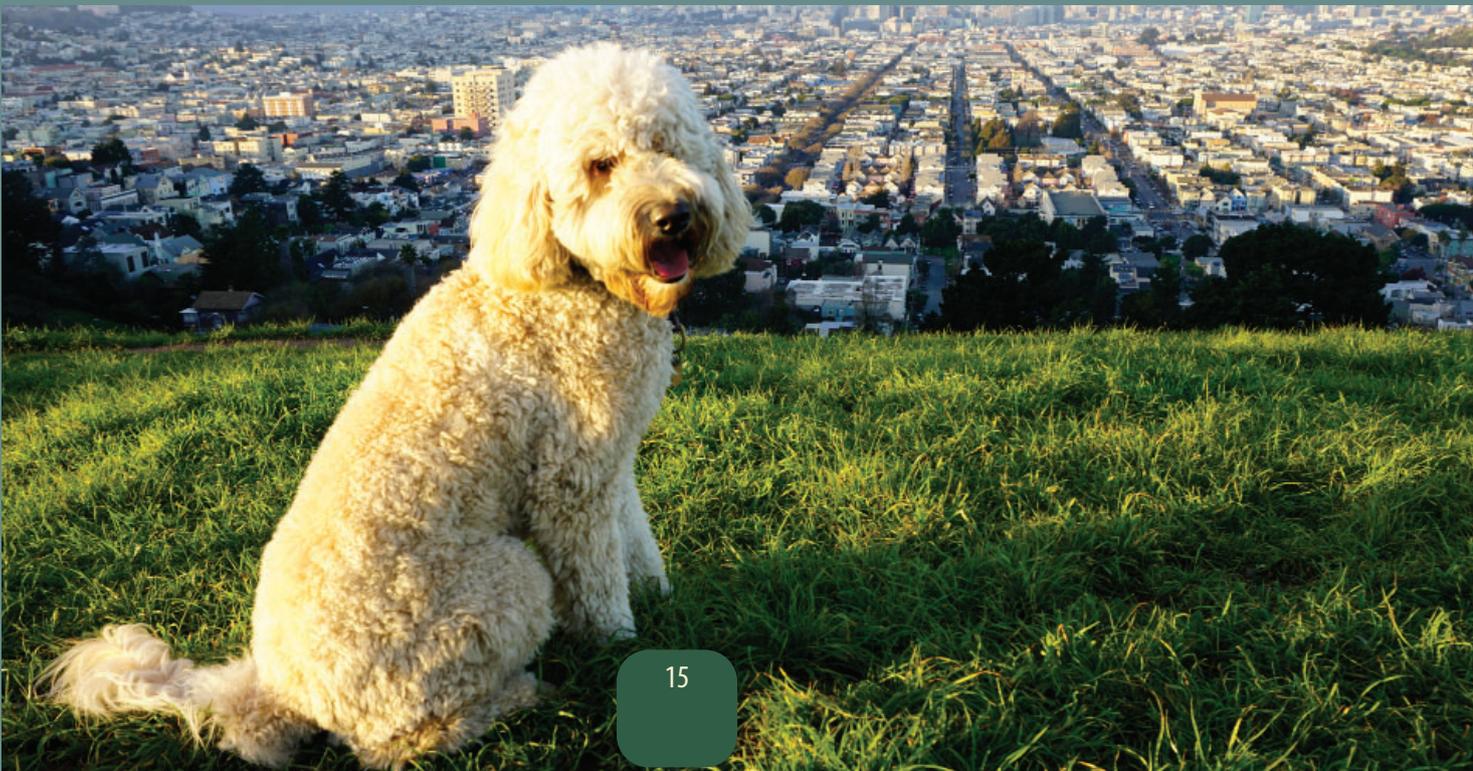
- a** Annually increase the number of senior program participants
- b** Conduct physical needs-assessment study for Golden Gate Park Senior Center
- c** Identify possible site locations for additional senior center in the Southeast
- d** Create Girls Sports Coordinator position to promote girls sports participation and ensure alignment with Fair Play Act
- e** Improve our violence prevention programs, including Peace Parks, to better define outcomes and program structure
- f** Launch TLC program for middle schoolers at Golden Gate Park Tennis Center
- g** Add at least two free, accessible, outdoor fitness courts to our park system



OBJECTIVE 2.3

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

- a** Strengthen place-making partnership strategies with San Francisco Parks Alliance and Office of Economic and Workforce Development in needed parks or selected areas of parks
- b** Finish environmental planning for Lake Merced West recreation area in FY21
- c** Create busker program at Embarcadero Plaza or Civic Center
- d** Encourage more community building events in parks by streamlining community event permit process in partnership with Citywide Permit Task Force
- e** Develop post renovation activation plans at equity zone sites post-park renovation with staff and partners





Strategy 3: 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

- a** Work with regional open space agencies and partners on potential state funding measure for climate adaptation in parks
- b** Identify long term partner/tenant for the Palace of Fine Arts
- c** Create Public Benefit standards for commercial leases and concessions

OBJECTIVE 3.2

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

- a** Steward Community Challenge Grant program projects
- b** Develop, fund, and implement interpretive services/visitor experience program within the department
- c** Pilot playful parks strategies that allow park users to interact with park features such as art, natural, or historical elements



Develop and execute a comprehensive plan to deploy standard electronic signage in all rec centers and pools



Implement onsite signage in advance of capital project construction that employs social media to garner feedback on renovation elements and programs. Improve quality of signage during construction



Increase use of social media (instagram and twitter polls) to expand engagement to park users that would not usually participate in community meetings

OBJECTIVE 3.3 Cultivate increased philanthropic support



Complete GGPTC Fundraising in FY21



Complete GGP 150 Fundraising in FY21



Complete MOUs for India Basin with SFPA and TPL to includes roles, responsibilities, and fundraising timeline; begin India Basin fundraising feasibility; secure additional lead gift in 2020



Create development campaign and public engagement strategy for Conservatory of Flowers Campus Renovation



Develop a unified menu of sponsorship opportunities and benefits for calendar year 2021 events



Complete organizational MOU with SFPA and any other non-city partners as necessary; including developing budget and systems to manage and Accept and Expend process



Launch a development and fundraising program for Camp Mather



Strategy 4: Inspire Stewardship

Strengthen the City's climate resiliency by protecting and enhancing San Francisco's precious natural resources through conservation, education and sustainable land and facility management practices.

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** Break ground on GGP's Middle Lake restoration project
- d** Scope San Francisco's first carbon-neutral facility
- e** Complete GGP's recycled water project in FY21
- f** Develop a toolkit of strategies for park development and maintenance to build a more resilient and adaptable park system that increases biodiversity, softens the shoreline, captures more stormwater, uses less potable water, develops an adaptable plant palette, and introduces more structural and planted shade options



OBJECTIVE 4.2 Increase biodiversity and interconnectivity on City parkland

- a** Support planning efforts for coast access from Sloat to Skyline in coordination with City's long-term climate adaptation project, led by the PUC
- b** Continue training and requalifying field staff in biodiversity and sustainable landscape maintenance practices





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

- a** Expand program at EcoCenter to provide meaningful, qualified science curriculum in ongoing programs to Malcolm X Academy, Bret Harte Elementary, and George Washington Carver Elementary
- b** Annually increase the number of volunteer hours given in EZ parks
- c** Increase engagement and education in our natural areas with a variety of outreach strategies, including: using social media to educate about our biodiversity efforts, provide guided nature hikes for families/schools/early childhood education centers, development of a field guide to local species, and/or family scavenger hunts
- b** Increase YSP participation in EZs by adding at least three new schools
- c** Support our youth-serving Recreational staff and YSP leaders with learning opportunities about nature connection, equity and inclusion training, and professional development



Strategy 5: 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

- a** Develop and execute comprehensive policies and procedures for the planning, deployment and operational management of surveillance technologies; obtain approval from required oversight bodies
- b** 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
- c** Develop a workforce development program partnership to provide training opportunities and a pathway to our custodial services classifications
- d** Implement the new GIS-supported Park Evaluation Application
- e** Secure our facilities by implementing keyless entry in critical sites
- f** Refine and annually exercise RPD disaster response support to respond to emerging DEM scenarios



OBJECTIVE 5.2 Strengthen internal communications and collaboration

- a** Publish Department's first racial equity action plan
- b** Increase employee engagement with Wellness initiatives to maintain a Well-Being@Work Award of Gold or higher
- c** Introduce digital transformation through the deployment of newly-named Performance Enhancement Plan (replacing PPAR, Plannign and Performance Appraisal Report)





WALLACE


Thank You Medical Team


Thank You Medical Team

2020 Highlights and Accomplishments

The FY20-24 Update included 90 Initiatives to guide the year, each a project or set of actions in service of one of the five core Strategies. By the close of FY20, 11 of these had been completed, and another 17 were in-progress or partially completed, for a total of 31% “undertaken or accomplished” as the Charter requires to be reported. The remaining 62 initiatives were pending, some due to COVID adaptation in staff capacity, schedule, or changes in the financial landscape.

FY20-24 Initiative Status				
Inspire	Complete	In Progress	Pending	Total
Place	1	4	24	29
Play	2	3	14	19
Investment	3	4	11	18
Stewardship	0	4	9	13
Our Team	5	2	4	11
Total	11	17	62	90
	31%	commenced or completed		



In partnership with SFMTA, added 50 bike racks to SF parks



Implemented Requity program for youth living in subsidized housing



Hosted the 2020 PGA Championship at TPC Harding Park



Successfully placed a bond program on the 2020 November ballot



Established a temporary visitor's center in Golden Gate Park



Increased pools of diverse and qualified applicants for gardeners and apprentices



Required employees to participate in equity learning initiative



Redesign and launch of employee Intranet site in 2020



Completed Initiatives from Update FY20-24

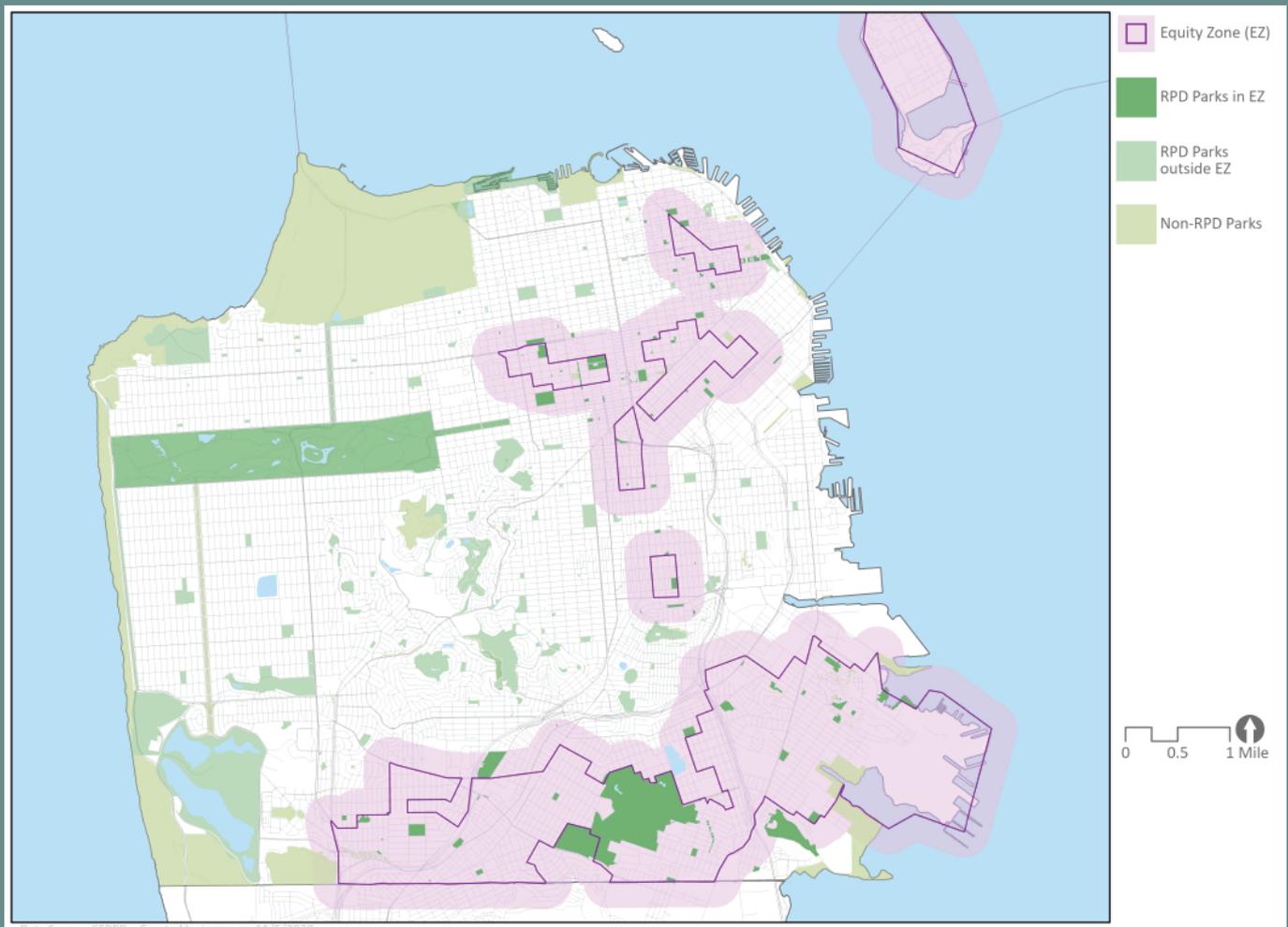
Strategy 1	Inspire Space: Keep today's parks safe, clean, and fun; promote our parks' historic and cultural heritage; and build the great parks of tomorrow	
1.3	Steward and promote good park behavior	
1.3 d	In partnership with MTA, add bike 50 bike racks to SF Parks	
Strategy 2	Inspire Play: Promote active living, well-being, and community for San Francisco's diverse and growing population	
2.2	Strengthen and promote the safety, health, and well-being of San Francisco's youth and seniors	
2.2 g	Implement Requity - the new Mayor's Initiative for expanded outreach and scholarships for children and youth living in subsidized housing	E
2.3	Work with partners and neighborhood groups to activate parks through organized events, activities, and unstructured play	
2.3 c	Host 2020 PGA Championship.	
Strategy 3	Inspire Investment: Through community engagement, advocacy, and partnerships, cultivate more financial resources to keep San Francisco's parks and programs accessible for all.	
3.1	Increase public investment to better align with infrastructure needs and service expectations.	
3.1 a	Successfully place a Bond program on upcoming ballot in coordination with stakeholders and community groups	
3.2	Broaden engagement and strengthen external communications with park users and park patrons	
3.2 a	Launch a regular India Basin communications platform	E
3.2 h	Establish a temporary visitor's center in Golden Gate Park for the 150th anniversary year	
Strategy 5	Inspire Team: Encourage innovation and cultivate a connected, engaged, and aligned workforce that delivers outstanding service	
5.1	Strengthen organizational efficiency and support innovation	
5.1 a	Align the Information Technology Division with the Department's strategic plan by developing a Smart Parks Strategic Plan to use smart technologies to enhance livability, sustainability, accessibility, and operational efficiency in our City's parks, playgrounds and open spaces.	
5.1 d	Develop a comprehensive outreach program to increase the pools of diverse and qualified applicants for our gardener and gardener apprentice recruitments	E
5.2	Strengthen internal communications and collaboration	
5.2 b	Require every employee to participate in at least one equity learning initiative per year	E
5.2 d	Redesign the employee Intranet site and launch in 2020	
5.2 e	Launch Park Ranger stat	

Equity Metrics

With the approval of Proposition B in June 2016, a revision to Section 16.107 Park, Recreation, and Open Space Fund of the City Charter mandates the Department to formally consider and measure equity. Specifically, 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 2.0 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 with FY20 Data

Demographics		Equity Zone	Non Equity Zone	City as a Whole
	Population ¹	178,000	712,000	890,000
	% Population	20%	80%	100%
Metrics				
Park Access	Number of Parks	89	130	219
	% of Parks	41%	59%	100%
	Park Acreage ²	671	2,603	3,274
	% of Park Acreage	20%	80%	100%
Safety	SFPD Incidents ³ within 500' of Parks/1,000 people	28,067	21,774	49,841
	% of Incidents within 500' of Parks	56%	44%	100%
Maintenance	Park Evaluation Scores ⁴	92.4%	91.6%	91.6%
	Maintenance and repair requests completed ⁵	95.4%	96.2%	96%
Investment	Capital Investment ⁶ /1,000 people	\$244,756	\$17,450	\$62,911
	% of Capital Investment	78%	22%	100%
Volunteers	Recreation Volunteers Hours ⁷ /1,000 people	131	33	52
	Park Volunteers Hours/acre	55	19	26
	% of Total Volunteer hours	46%	54%	100%
Recreation	% of Recreational Resources	40%	60%	100%
	% of all Children's Play Areas	46%	54%	100%
	% of Dog Play Areas	22%	78%	100%
	% of Scholarships ⁹	69%	31%	100%
Kids & Nature	Outdoor Recreation ¹⁰ registrants 18 and under	1,610	5,331	6,941
		23%	77%	100%

Notes:

- 1 Population data is based on 2019 American Community Survey, estimated by the US Census Bureau.; unchanged from FY19.
- 2 The acreage of parks excludes Camp Mather, Sharp Park, SF Zoo, RPD properties not serving as parks, and new parks in development.
- 3 Source is OpenDataSF, FY20 SFPD incidents within 500 ft of SFRPD parks.
- 4 Source data is Average Annual Park Evaluation Scores for FY20 published by the Controller's Office; parks evaluated twice (not four times as usual); the average park evaluation score represents the percent of features that passed standards.
- 5 Source is TMA, Total Managed Assets, an internal workorder management system and reflects how many new workorders came in during the year divided by how many were completed, by site.
- 6 Capital investment is calculated using the three-year average Annual Appropriation Ordinance (AAO) Capital Budgets FY20, FY21, and FY22 budgets. The calculation uses only site-specific allocations of capital funds. In this reporting period, approx 31% of the AAO capital budget is site specific. The AAO typically includes General Fund, Open Space, Enterprise revenues, bond funds, and developer fees allocated through IPIC, the Interagency Plan Implementation Committee. Grants and gifts are not included.
- 7 Source is RPD Volunteer Database, FY20 site-specific data only (87% of all volunteer hours were site specific) where Recreation volunteer refers to a volunteer coach, for example, and Park volunteer refers to landscape work such as weed abatement.
- 8 Includes hours of structured programs provided by RPD staff and recreation partners that are offered at RPD park sites and mobile programs.
- 9 Data reflects all scholarships active in FY20.
- 10 Annual FY20 registration in Outdoor Recreation, under 18 only, and addresses able to be geocoded; Camp Mather reduced by half in order to estimate number of participants 18 and under.







San Francisco Recreation and Park Department

Strategic Plan

2021-25 Update

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