



Edwin M. Lee, Mayor
Philip A. Ginsburg, General Manager

Date: November 15, 2018
To: Recreation and Park Commission
Through: Philip A. Ginsburg, General Manager
From: Taylor Emerson, Director of Strategic Planning
Subject: Proposed Strategic Plan Update FY19-23

Agenda Wording

Discussion and possible action to reaffirm Mission, Vision, Values, Strategies (Goals), and Objectives which continue unchanged in the Department's Strategic Plan Update for FY 2019-2023.

Strategic Plan

Strategy 5: Inspire our Team Encourage innovation and cultivate a connected, engaged, and aligned workforce that delivers outstanding service

Background

When voters approved Proposition B in June 2016, the measure revised the City's Charter, Section 16.107 Park, Recreation and Open Space Fund. The revisions dedicate a baseline of General Fund support and new revenue for capital and operating needs; require new and additional planning processes and documents; and mandates the Department to formally consider and measure equity in allocation of resources.

Specifically, new language in Sec 16.107(4)(h)(2) states,

“By February 1, 2017, and every five years thereafter, the Department shall prepare, for Commission consideration and approval, a five-year Strategic Plan that establishes or reaffirms the mission, vision, goals and objectives for the Department. The Strategic Plan shall include an equity analysis of Recreation and Park services and resources, using the equity metrics adopted under subsection (h)(1) and shall include strategies to mitigate any equity deficiencies identified in the Plan.”

This item before Commission includes the following elements in compliance with the Charter:

- request to reaffirm the Mission, Vision, Goals, and Objectives, (where our plan replaces the term “Goals” with the term “Strategy”),
- report of performance indicators with FY17 and FY18 year-end data, and FY19 targets,
- summary of the FY18 Equity Metrics and analysis; and,
- status of the Department's progress on Initiatives, highlights of accomplishments, and list of new Initiatives in the Strategic Plan Update FY19-23.

Request to Reaffirm

The Mission, Vision, Values, Strategies, and Objectives in the Department’s current Strategic Plan were first approved in July 2015 when the Commission approved the Department’s Strategic Plan FY16-FY20. The development of that plan was the result of a two-year process, with participation by 150 staff representing 35 job classes, hundreds of survey responses, 16 focus groups, consultations with 29 external stakeholder groups, seven public meetings, and thousands of revisions. The Plan was to guide, coordinate, and focus staff work through FY20.

FY17	FY18	FY19	FY20	FY21	Annual Report
Strategic Plan					Indicators
Mission Vision Values					
Strategies (Goals)					
Objectives					
Initiatives	Initiatives	Initiatives	Initiatives	Initiatives	Status
			FY20-21 Operational Plan		Status
			FY20-21 Capital Plan		Status
Equity	Equity	Equity	Equity	Equity	Metrics

Following the Charter amendment, a new Strategic Plan for the five-year period FY17-FY21 was required. Executive Staff closely reviewed the prior collective work on the Mission, Vision, Values, Strategies (Goals) and Objectives – and reaffirmed all of it in the new Strategic Plan. It was approved by the Commission in FY17 and remains valid through FY21

with annual affirmation. The only changes submitted for consideration today are to underlying Initiatives that reflect completions, new project or actions, and minor text changes. The Operational Plan and Capital Plan are a subset of the Initiatives in the Strategic Plan which are to be commenced or completed on a two-year horizon. For each planning document, the Annual Report includes Performance Indicators, Initiative Status, and Equity Metrics

For the Strategic Plan Update FY19-23, staff recommend reaffirming the Mission, Vision, Values, Strategies, and Objectives (Goals). These fundamental elements continue to focus and align the department’s work.

Performance Indicators

In the first year of the Strategic Plan FY16-20, most of the performance indicators had a target to establish a baseline of data, the starting point by which future progress would be measured. As the General Manager moved staff, supervisors, and managers from planning to implementation, there was significant effort across the department to establish data collection systems, valid datasets, analysis and reporting. In the first year, 27 of the 29 performance targets were met (e.g., baselines established), a success rate of 93%.

In FY17, the targets were mostly to increase or improve above the baseline data point. Of the 29 performance indicators, 18 were met, a success rate of 62%. Of the 11 missed targets, four could not be met because the question changed on the Controller’s City Survey, and two other targets were missed by less than 2%.

In FY18, the targets remained unchanged. Of the 29 performance indicators, 19 were met, a success rate of 65%. Of the 10 missed indicators, several were “maintained” at the same level as FY17 but not increased as phrased in the target. Attachment 1 has a detailed list of the key performance indicators with FY17 and FY18 actuals.

For FY19-23, staff added several new performance metrics to enhance accountability, and many other metrics have revised targets to reflect realistic achievements and current conditions. The Strategic Plan is a living document, ever becoming more realized and directive. As work has progressed, metrics can and should become more refined as well.

Attachment 2 details the performance indicators and targets for FY19-23.

Progress Assessment

There were 61 Initiatives in the FY18-22 Update, each a project or set of actions in service of one of the five core Strategies. At the close of FY18, 23 of these had been completed, and another 35 were in-progress, for a total of 95% “undertaken or accomplished” as the Charter states must be reported. A summary of the status of these Initiatives is below.

FY18-22 Initiative Status				
Inspire	Complete	In Progress	Not Yet Started	Total
Place	4	15	2	21
Play	6	6	0	12
Investment	3	8	1	12
Stewardship	5	5	0	10
Our Team	5	1	0	6
Total	23	35	3	61

One accomplishment for each Strategy is summarized below, and a detailed list of completed Initiatives is included in Attachment 3

- a year of inspiring place with successful activation in Civic Center, the Jerry Garcia Amphitheater, and the Stanyan Edge of Golden Gate Park,
- opening the City’s first nature-based play area in Rolph Nicol Park (a partial conversion) which now provides inspiring opportunities to connect with nature for children in the neighborhood, nearby pre-schools who regularly use the site, and many visitors making it a destination park!
- completion of an external engagement process to better understand the needs and interests of park users in equity zones with results staff have already used to inspire investment,
- development and pilot of a nursery database, inventory, and ordering system that has already improved plant selection for resilience, efficiency of resources, and stewardship of our parks,
- our team got a boost of workforce development, organizational learning, and stronger connection to each other and the work we share with the first annual RPD-U conference.

Progress Assessment of Equity-related Initiatives

The new Charter language also required the Commission to adopt an Equity Analysis and Metrics in October 2016, and those metrics are integrated into the Department’s annual Strategic Plan Update. The metrics and original data provide a baseline measurement of the Department’s allocation of recreation and park services and resources to “low income and disadvantaged communities compared to the City as a whole.” This set of metrics serves as a proxy to evaluate and strive for equity for all park users.

In September 2017, the Commission approved several changes and updates to the underlying dataset, the addition of new criteria defining “disadvantage,” and revisions to the methodology. In FY18, the data

was updated to reflect the latest available demographics and the methodology was continued. For reference, the Commission-approved FY18 Equity Metrics and data is provided in Attachment 4.

Of the 61 Initiatives in the FY18-22 Update, 20 were equity-related. These provided additional support for park facilities within equity zones, expanded services to residents of equity zones, or internal learning for staff to recognize and reduce implicit bias, improve collegial relations, and better serve all park visitors. At the close of FY18, 11 of these had been completed, and another nine were in-progress, for a total of 100% “undertaken or accomplished” as the Charter states must be reported. A summary of the status of these Initiatives is below.

FY18-22 Equity-related Initiative Status				
Inspire	Complete	In Progress	Not Yet Started	Total
Place	2	4	0	6
Play	5	2	0	7
Investment	3	1	0	4
Stewardship	0	2	0	2
Our Team	1	0	0	1
Total	11	9	0	20

Strategic Plan Update FY19-23

In addition to reaffirming the Department’s Mission, Vision, Values, Strategies, and Objectives, the Strategic Plan Update FY19-23 includes 41 new Initiatives. More than half of the new Initiatives are extensions, or phase two, of completed Initiatives, rewritten to reflect current conditions, or now use “SMARTer” language (specific, measurable, achievable, relevant, and time-bound). A detailed list of new Initiatives for FY19-23 is Attachment 5. All initiatives in the FY19-23 Update are detailed in Attachment 6.

As the department enters year four of the original five-year planning period, a total of 61 Initiatives have been completed, all within aligned 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.

	FY Beginning			FY End		
	Carried Over	New	Total	Completed	In Progress	Not Yet Started
FY16-20	0	82	82	24	49	9
FY17-21	58	13	71	14	49	8
FY18-22	57	4	61	23	35	3
FY19-23	23	41	64	TBD	TBD	TBD

Staff Recommendation: Affirm the Department’s Mission, Vision, Values, Strategies, and Objectives

Outreach/Feedback: PROSAC, SF Parks Alliance, and Executive Staff

Opposed by: None known

Supported by: None known

Attachments are combined in one file.