



# Memorandum

**TO:** NEIGHBORHOOD SERVICES  
& EDUCATION COMMITTEE

**FROM:** Angel Rios, Jr.

**SUBJECT:** STRATEGIC PLAN UPDATE

**DATE:** May 29, 2018

Approved

Date

6/6/18

**COUNCIL DISTRICT:** Citywide

## RECOMMENDATION

Accept update on development of the Parks, Recreation and Neighborhood Services Department's strategic plan (working title: Greenprint).

## OUTCOME

Acceptance of this report confirms staff's approach in developing a strategic plan and the interpretation of public and Council input on the plan.

## BACKGROUND

The Department's strategic plan is a 20-year plan to guide the development of world-class parks, community facilities and trails. The final document's recommendations will support the development of work plans, measurable outcomes and budget proposals.

Research and extensive community outreach occurred in 2016 and 2017. The information gathered from world-class cities, the community, stakeholder groups and technical advisory committee support the project's direction.

On October 12, 2017, staff presented a Greenprint update to the Committee. The report discussed the 12 themes that emerged from extensive community outreach. Those themes have been consolidated and reflected in the following five Guiding Principles:

1. Stewardship
2. Nature
3. Equity and Access
4. Identity
5. Public Life

The guiding principles are guiding development of goals and related benchmarks to support work plans. The document will be formatted to start near-term projects as “priority,” those projects to be completed with existing resources and within three to five years. The remaining projects will be termed as “Big Ideas” and will likely depend upon appropriation of new resources.

## ANALYSIS

Staff will present an update on development of the strategic plan, focusing on the following:

1. Progress update
2. Findings from System Assessment
3. Primary challenges
4. Five Guiding Principles
5. Next steps

### Outreach and Data Gathering

The Department commenced development of its strategic plan update in 2015-16. Extensive outreach has occurred to fully engage the community, stakeholders and PRNS staff. Outreach efforts have included:

- Focus groups and stakeholder interviews:
  - Twelve one-on-one interviews and small discussion groups conducted.
  - Informational interviews with PRNS Staff.
- Community engagement:
  - Interactive Events: 24 events held across all Council Districts, involving multilingual project information and input materials.
  - Online mapping survey: A multilingual survey, active for nearly a year, drew 1,549 participants with thousands of comments gathered.
  - Social media: Encouragement for online survey participation.
- Steering Committee: Six meetings of the 24-member committee to secure strategic guidance.
- Technical Advisory Group (TAG) Meetings: Five meetings of the 35-member cross-departmental staff group identify critical topics and provide technical guidance.

Outreach to the City Council, its committees and commissions has included:

- City Council: February 2017, November 2017.
- Parks and Recreation Commission: June 2015, June 2016, June 2017, September 2017, May 2018.
- Neighborhood Services and Education Committee: September 2016, October 2017.

Data gathering included:

- Background document review.
- Parks System condition and gap analysis.
- Consideration of best practices and projects found around the world.

All data has been documented in the System Assessment report (attached via link, see footnotes).

Staff seeks to develop a relatively short document that is accessible to the Council, community and city staff. With that in mind, the new strategic plan seeks to be:

- Succinct: Brief, easy-to-use document aligned to a clear vision and mission.
- Inspirational: Set targets based upon big ideas.
- Measurable: Streamlined system for measuring parks and recreation facilities.
- Accountable: Well-defined performance measures for periodic reporting.
- Action-oriented: Inventory of recommended policy development assignments.
- Visionary: Align projects & services to themes favored by community and stakeholders.

## **EVALUATION AND FOLLOW-UP**

Staff expects to return to the Committee with a final draft document in Fall 2018. Upon release of a draft, staff intends to offer a 30-day public review period to ensure that the plan reflects community input.

## **PUBLIC OUTREACH**

Per the Analysis section of this memorandum, 24 community events were held across all Council Districts, involving multilingual project information and input materials. These meetings were supplemented with an online mapping survey that was promoted at community events and via social media. Staff gathered input from 1,549 individuals. An update has been made five times to the City's Parks and Recreation Committee, which is a posted public meeting.

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### **COORDINATION**

Staff has coordinated the on-going development of the strategic plan via the project's Steering Committee, Technical Advisory Committee, and Parks and Recreation Commission.

### **FISCAL/POLICY ALIGNMENT**

The strategic plan aligns with the City's General Plan; Envision 2040. PR-1.13 guides staff to "Maintain and periodically update a strategic plan establishing criteria and standards for the provision of parks and recreation services."

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### **CEQA**

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action.

/s/

**Angel Rios, Jr.**

Director of Parks,

Recreation and Neighborhood Services

For questions, please contact Nicolle Burnham, Deputy Director, at 408 794-6519.

Attachment: System Assessment document

Link: <http://www.sanjoseca.gov/DocumentCenter/View/75953>