



COUNCIL AGENDA: 12/10/2019

ITEM: 5.2

FILE NO: 19-1170

# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Toni J. Taber, CMC  
City Clerk

**SUBJECT:** SEE BELOW

**DATE:** December 10, 2019

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**SUBJECT: ActivateSJ - Department Strategic Plan.**

**RECOMMENDATION:**

As recommended by the Neighborhood Services and Education Committee on November 14, 2019, accept the Department of Parks, Recreation and Neighborhood Services 20-year strategic plan, ActivateSJ.

CEQA: Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action. (Parks, Recreation and Neighborhood Services)

[Neighborhood Services and Education Committee referral 11/14/19 - Item (d)3]



# Memorandum

**TO:** NEIGHBORHOOD SERVICES  
AND EDUCATION COMMITTEE

**FROM:** Jon Cicirelli

**SUBJECT:** ACTIVATESJ – DEPARTMENT  
STRATEGIC PLAN

**DATE:** November 12, 2019

Approved

Date

11-13-19

## REPLACEMENT

### REASON FOR REPLACEMENT

The purpose of this replacement memorandum is to incorporate changes to the conclusion section to adjust the key outcome language for the Equity & Access guiding principle. This change better represents a holistic view of the Department of Parks, Recreation and Neighborhood Services.

### RECOMMENDATION

- (a) Accept the Department of Parks, Recreation and Neighborhood Services 20-year strategic plan, ActivateSJ.
- (b) Cross-reference this item to the full Council for consideration at the December 3, 2019 Council meeting.

### OUTCOME

Acceptance of ActivateSJ will initiate cross reference to full Council on December 3, 2019. Once adopted at City Council, the Department of Parks, Recreation and Neighborhood Services 20-year strategic plan will be incorporated into Department work plans and performance measures. ActivateSJ will provide San José with a leading Parks, Recreation and Neighborhood Services system, reflecting the community's voice in how we deliver our future programs and services.

November 12, 2019

**Subject: ActivateSJ – Department Strategic Plan**

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## **BACKGROUND**

ActivateSJ is the Department of Parks, Recreation and Neighborhood Services (the Department) 20-year strategic plan. Originally, this project intended to update the Greenprint, which detailed the projects and capital improvements to be completed under the 2000 Measure P Bond. However, staff heard early in the Greenprint update process that the San José community wanted a renewed focus on taking care of the parks and community facilities we already have, with much less emphasis on building new facilities. Community members also asked to hear more about our programs and services and how we will strengthen our service to the community in the coming years. This feedback influenced the Department throughout the multi-year process of developing this plan.

Development of the strategic plan involved extensive outreach that started in summer 2016 and has continued throughout development of the ActivateSJ plan. Outreach included intercept events at community centers and various park facilities; collaboration with Council Committees; outreach to City Commissions; development of a project-specific steering committee; as well as work with Neighborhood Associations, partners and foundations, community-based organizations, businesses, internal City staff, and many members of the greater San José community. Three separate on-line surveys were conducted. One of these was completed in 2017, with the two others completed in 2019. Overall, these surveys elicited over 3,000 responses from the San José community.

Presentations on ActivateSJ were made to the Neighborhood Services and Education Committee on June 9, 2016; October 12, 2017; June 14, 2018; and May 16, 2019<sup>1</sup>.

Throughout summer 2019, staff continued to incorporate feedback to better refine and clarify our direction. Since the spring 2019 progress report, the Department implemented a trilingual community and business survey, which received over 1,400 responses. Staff coordinated with Council District Leadership Forums and community partners to hold community meetings and receive direct feedback. During summer 2019, the Department collaborated with the Parks Foundation to hold the Explore Your Parks event series to activate parks and build awareness and excitement for ActivateSJ. Most recently, staff posted the draft strategic plan for a 30-day public review and comment period.

During the 30-day public comment period, staff promoted the review of the draft strategic plan with an online survey and designated email account ([ActivateSJ@sanjoseca.gov](mailto:ActivateSJ@sanjoseca.gov)). The survey and email address were promoted through a wide range of methods, including Council District offices, City Commissions, community center participants, foundations and partners, neighborhood associations, community-based organizations, businesses, developers, Department volunteers, internal Department teams, Nextdoor.com, and the social media accounts of Facebook and Twitter. The Department received 450 survey results and 11 emails.

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<sup>1</sup> May 2019 Neighborhood Services and Education Committee ActivateSJ Memorandum

## **ANALYSIS**

ActivateSJ has been inspired by the San José community and refined by Department of Parks, Recreation and Neighborhood Services ([draft ActivateSJ Strategic Plan<sup>2</sup>](#)). Community engagement provided the themes for the plan's guiding principles of Stewardship, Nature, Equity & Access, Identity, and Public Life. Acting as building blocks, these principles complement each other. Beginning with the foundation of Stewardship, progressing with Nature, Equity & Access, and Identity; culminating in Public Life as the final guiding principle.

Greenprint 2009 served, and will continue to serve, as a guide for capital project development. ActivateSJ will not replace the Greenprint, but rather complement it by focusing on valued programs and services and taking a holistic view of the Department. ActivateSJ will set a framework for the Department's daily operations and will provide the foundation for policies and procedures that may, later, supersede select components of the Greenprint. For example, ActivateSJ may include the development of regional capital-centric Greenprints.

ActivateSJ has a dedicated chapter for each guiding principle. In each chapter the principle is described, followed by the Department's current work to advance the principle, opportunities and challenges and future aspirations. Each principle has a benchmark table that lists the aspirations and action steps to be taken in the next three to five years.

Once adopted, each action step mentioned in the benchmark tables will be assigned to implementation teams. Those teams will develop work plans and performance measures to complete the action steps. Each accomplishment and action step will be completed at different rates due to their history or complexity, therefore, quarterly meetings with Department management will provide a forum for Department team members to report out and present their progress feedback.

## **CONCLUSION**

ActivateSJ, a 20-year strategic plan, has been inspired by the San José community and refined by Department of Parks, Recreation and Neighborhood Services professionals. Using community outreach and feedback as the foundation, ActivateSJ will guide the delivery of a people-focused and service driven department. Throughout the multi-year outreach process, the Department heard that San Josean's want Safe, Clean Parks. As a final phase in the community engagement process, the 30-day public review and survey results showed support for the plan's five guiding principles: Stewardship, Nature, Equity & Access, Identity, and Public Life.

For each of the plan's guiding principles, a key outcome will be advanced: Stewardship - We will ensure 100% of our parks are in good or excellent condition by reaching a Park Condition Assessment score of 4.0 or higher; Nature - We will cultivate a park and recreation system that

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<sup>2</sup> <http://www.sanjoseca.gov/DocumentCenter/View/87818>

preserves nature, supports wildlife and enhances community well-being; Equity & Access - We will improve access to parks, programs and services for all neighborhoods in San José; Identity - We will complete Regional Master Plans to ensure our system reflects the culture and history of San José's unique and diverse neighborhoods; and Public Life - We will develop self-sustaining, quality spaces and programs to strengthen community pride and unity. ActivateSJ will ensure that neighborhood parks continue to be among residents' favorite destinations, that regional parks showcase the best of San José, that community centers continue to serve as points of connection, and that our department continues to enhance the quality of life in our diverse neighborhoods.

### **EVALUATION AND FOLLOW-UP**

To track implementation of ActivateSJ, the Department will provide annual updates through informational reports to the Parks and Recreation Commission and the Neighborhood Services and Education Committee. The Department will evaluate progress, measure success, and refine or adjust the benchmark tables every five years, from 2020 to 2040. Through these methods, the Department intends for ActivateSJ to be a living document, responsive to the needs of the community.

### **CLIMATE SMART SAN JOSE**

The recommendation in this memo aligns with one or more Climate Smart San José energy, water, or mobility goals.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's Council Agenda website for the November 14, 2019 Neighborhood Services and Education Committee meeting. The process for developing the Department of Parks, Recreation and Neighborhood Services Strategic Plan, ActivateSJ, has included extensive outreach, as documented in *The Importance of Feedback* Appendix A.

### **COORDINATION**

This memorandum has been coordinated with the Department of Planning, Building and Code Enforcement, the Office of the City Attorney and the City Manager's Budget Office.

**COMMISSION RECOMMENDATION/INPUT**

While developing the Department strategic plan, staff have conducted outreach with multiple City Commissions, including the Human Services Commission, the Neighborhoods Commission, the Parks and Recreation Commission, the Senior Citizens Commission, and the Youth Commission. Staff will present ActivateSJ to the Parks and Recreation Commission on Wednesday, November 6, 2019.

**FISCAL/POLICY ALIGNMENT**

ActivateSJ has a designated section which shows its alignment with Envision 2040 (for more information, see *Envision 2040 Alignment City of San José General Plan*).

**CEQA**

Determination of Consistency with the Envision San José 2040 General Plan Final Program Environmental Impact Report (EIR) (Resolution No. 76041), Envision San José 2040 General Plan Supplemental EIR (Resolution No. 77617), and Addenda thereto; and does not involve new significant impacts beyond those analyzed in the above EIRs.

/s/

JON CICIRELLI  
Director of Parks, Recreation  
and Neighborhood Services

For questions, please contact Nicolle Burnham, Deputy Director, at (408) 793-5514.