



**OPERATIONS PLANNING**  
**Action Plans 2004**

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# External Communications

**Team** Communications -- External  
**Goal** Enhance communication, information, and responsiveness between the Department and the community.  
**Strategy** **Improve internal & external communications to all of the Department's publics. (I.e. City Residents, Employees, Non-profits, community & neighborhood organizations & unions)**

**Performance Measure:** Internal communications is mostly addressed through Technology and OD teams. Develop standards for managers and supervisors to use as set protocol for communicating with employees.

Legislation that effect parks and/or Recreation.  
Citywide events and activities.  
Best practices from various internal RPD divisions i.e. park maintenance or development, community outreach, program development.  
Staff Educational opportunities Department policies and procedures.

## **Comments:** Internal & External Communications Team

This team met from January 2003 through March 2003. It was clear to this committee that development of external communication was dependent upon sound intradepartmental communication processes.

Our Goal: Enhance communication, information and responsiveness between the Department and the Community.

Strategy # 1: Improve internal and external communications to all of the department's publics (i.e. City residents, employees, non-profits, community and neighborhood organizations and unions).

Strategy # 2: Include the mission and vision statement on the department's web page, letterhead, all publications, and display the statement in parks and recreation centers.

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 our diverse community".

Strategy # 3: Develop a media campaign with performance measures that regularly inform the public about the department's programs, facilities and services.

Strategy # 4: Maximize community outreach to promote a sense of community in City districts.

Strategy # 5: Create a plan for publicizing recreation programs and services

**ACTION PLAN:**

**Supporting Strategy 1** Educate the public about respectful use of parks and natural resources (Review Volunteer Plan). Effective law enforcement education dovetail very well with that plan.

**Performance Measure:** Curriculum developed by November 2004 and introduced in 3 schools the first year and all SFUSD schools within 5 year.

**Step No Action**

- 1 **A. Develop a curriculum that teaches proper use and respect in parks and facilities, and make it available to schools & community group.**
- B. Target schools to offer opportunities for classes in "out of school" settings.**
- C. Create team with SFUSD teachers and NAP staff Begin introducing out door classroom curriculum at 3 schools first year (this is already happening at 5 schools with fifth through tenth graders).**
- D. Introduce in all SFUSD schools within five years.**
- E. Review FRP's Discovery Kit in combination with NAP Outdoor classroom programs – combine and refine where Necessary to make full program for fifth grade – this program should compliment the states outdoor education curriculum.**

*Expected Result:* We will increase our public audience 10 fold in a concise and organized manner reaching children at an age that can greatly influence their behavior in parks for years to come..

*Assigned To:* Kristin Bowman, Lisa Wayne and other support staff.

*Requested Resources:* Staff time, printing costs of roughly \$20,000-\$50,000. This may also require additional education staff at a cost of about \$75,000 per year. This program should be extended to other internal staff (recreation directors, gardeners or supervisors), if they would be interested in additional training to instruct children in environmental concerns.

*Reward/Consequence:* This program would expand park users and knowledge beginning with youth and transferring to their adult parents or caregivers. If we don't implement this we will continue to see a decline in the respectful use of parks by children and their families. Instill users with sense of stewardship. If we do not expand the education component of recreation & park services, we will continue to experience vandalism and disrespect in all of our parks.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	4/30/2005		

**Supporting Strategy 2** Develop education and enforcement program for adults on respectful use of parks.

**Step No Action**

- 1 A. Publicize Department policies & procedures.
- B. Public Service Announcement campaign.
- C. Advertising campaign i.e. billboards, print, and electronic mediums.
- D. Distribute information through local PTA, Parent Teacher Conferences, parent coaches, etc.

*Expected Result:* Broader understanding of respect for park usage on the part of adults. Better understanding of maintenance challenges for park staff.

*Assigned To:* Public Information Officer will direct advertising and PSA.

*Requested Resources:* Staff time, printing costs of approximately \$20,000. This may also require additional public information staff at approximately \$50,000 per year. Explore this could be funded by Dept. of the Environment recycle program or solid waste management resources.

*Reward/Consequence:* This program would expand park user respect and knowledge and therefore enrich the visitors experience. If we don't implement this we will continue to see a decline in respectful use of parks by adults and their children. Instill users with sense of stewardship. If we do not expand the education component of recreation & park services, we will continue to experience vandalism and disrespect in all of our parks.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003			every 6 months

**Supporting Strategy 3** Include the Mission & Vision Statement on the Department's newsletter, publications, web page and letterhead and display it in parks and recreation centers. "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 our diverse community'."

**Performance Measure:** Approved mission statement should be included on all correspondence by December 2003.

**Step No Action**

- 1 A. Begin by adding approved mission statement to Inside RAP
- B. Incorporate mission statement with new logo and signage design.
- C. Incorporate mission statement on all brochures and printed materials.
- D. Develop recognizable symbol for all RPD sites and materials that embody the mission and vision statement i.e. tree symbol.
- E. Publicize department's web page so that information is easily accessible to the public.

*Expected Result:* Anyone who sees our mission statement will immediately understand what our services are and our commitment to the community.

*Assigned To:* Public Information Officer

*Requested Resources:* This will not require additional resources, as it is an addition to planned printed materials.

*Reward/Consequence:* The public will have a clear and concise understanding of the Department's mission and vision so they understand what we do and have confidence in our ability to provide services. Failure to communicate our mission will result in a lack of public support and advocacy.

	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
<b>Supporting Strategy 4</b> <b>Develop a media campaign with performance measures to regularly inform the public about the Department's programs, facilities and services.</b>		9/10/2003	12/1/2003		

**Performance Measure:** The Department should strive to have at least one positive story about the departments programs and/or services per month. Implementation should begin in June 2003.

**Step No Action**

- 1 A. **Develop a public service announcement campaign regarding park use to communicate policies to both staff and the community at large.**
- B. **Public Relations Division will create a centralized public relations distribution list and make it accessible to all Department Supervisors - providing the public information office approves all correspondence prior to distribution.**
- C. **Utilize the City's translation contract to distribute information in multiple languages or integrate international symbols.**
- E. **Utilize the Mayor's Press office list of multi lingual media outlets.**
- F. **Produce quarterly PSA's to educate and communicate policies and events to the public.**
- G. **Encourage staff to nominate topics for PSA's.**
- H. **Develop easy-to-use forms for staff to promote programs through public relations office.**
- I. **Include "benefits of recreation" in the message from RPD. Include promotions for life-long fitness programs that are accessible to community members of all ages (e.g. aquatics or tennis).**
- J. **Market the importance of recreation programs for personal skill development, community building, environmental protection and economic vitality of the City.**
- K. **Encourage regular "walking club" days to promote buddy system in recreational areas to increase the number of people who walk for exercise.**
- L. **Use radio, television and neighborhood newspapers, shopping carts, movie theatres, utility bill inserts, web pages, etc. as**

**media outlets for PSA's.**

- M. Identify and investigate the possibility of a "media and corporate sponsor" for park system and/or recreation programs.**
- N. Engage stakeholders in development and monitoring of the ongoing evolution of park policies as needs or trends emerge.**

*Expected Result:* The Department will increase the number of patrons as well as introduce many new participants to our services.

*Assigned To:* Public Information Officer

*Requested Resources:* This will require concentrated staff time for the public information office. An outside consultant would cost about \$100,000 to assist in creating and implementing a media plan. Search internally for a talented resource in lieu of a consultant.

*Reward/Consequence:* This strategy would expand the public's awareness of parks and park programs and therefore increase usage and participation as well as credibility. By not implementing this strategy, we will continue to have low morale and lack credibility in the community.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	12/1/2004		

**Supporting Strategy 5 Maximize community outreach to promote sense of community in City districts.**

**Performance Measure:** Begin utilizing community outreach methods by summer 2003, with all of them implemented by December 2004.

**Step No Action**

- 1 A. Set up information tables periodically in our facilities to target people who do not participate in community groups.**
- B. Provide information booth/tables on a monthly basis throughout different parks to educate the public about park, recreation and community events.**
- C. Require recreation directors to participate in an active outreach program that address the communities they serve.**
- D. Provide opportunities for flex time so that dept. staff can attend "Friends" community meetings.**
- E. Collaborate with non-profits and other strategic partners to facilitate community outreach; include alternative radio.**
- F. Have rec. & park staff & community person "staff" the booth to increase knowledge of collaboration.**
- G. Utilize neighborhood listings/newsletters to publicize department functions and events. Include park bulletin boards and postings as well.**
- H. Create "immediate response" survey for all park programs and**

**functions for the public to assess the quality of their park experience, whether structured program or drop in.**

- I. Public information office to provide standardized information for all rec. center answer machines, bulletin boards and door signs. Information should include hours of operation, name of supervisor, emergency number and either program hours and drop in hours.**
- J. Provide recreation directors with the tools and resources to develop site-specific brochures or newsletters to outline local programs and activities- these must all follow a standard format and include mission vision statement.**
- K. Public information office should review all information and work closely with MIS on Internet postings. Notices should follow logical groupings such as site information, program information and capital information.**
- L. Public Information Office should have ability to correct web based mis-information as needed.**

*Expected Result:* The public will experience a crystal clear process. We will raise awareness of the broad scope of our department and therefore gain respect from citizens and other park users.

*Assigned To:* Public Information Officer

*Requested Resources:* Staff time will be required for a lot of training in order to change the culture to one of sharing information. The information exists in the department but the retraining to share that information will take time and consistent accountability of all parties involved. If a community relations position is added it would cost about \$60,000 per year with benefits.

*Reward/Consequence:* Participation in park programs and park usage will increase as more people are informed. If this strategy is not implemented participation in RPD programs will continue to decrease and other organizations will assume responsibility for programming i.e. non-profits, privatization, etc.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
9/10/2003	12/1/2004	quarterly		

**Supporting Strategy 6 Create a plan for publicizing recreation programs and services.**

**Performance Measure:** Printed activity guides should be distributed to all households within the next three years. This will have to be incrementally instituted due to the challenges of cost of distribution and language translations as well as gathering consistent accurate information from programs.

**Step No Action**

- 1 A. Create a plan for publicizing recreation & program services.**
- B. Create activity guides twice a year that include all city districts and activities as well as individual site schedules.**

- C. Distribute through libraries and schools.**
- D. Make league scheduling and field information available earlier in the season to coincide with publication of activity guides.**
- E. Advertise all seasonal programs through the school district and local/regional papers.**
- F. Standardize communication between the department and program participants.**
- G. Standardize registration dates for ALL citywide programs - one time spring/summer, one time winter/fall. Allow community to register at local sites where appropriate with payment of minimal deposit.**

*Expected Result:* The department will build good will by having standard communications and clear and concise registration guidelines for program entry and participation.

*Assigned To:* Public Information Officer

*Requested Resources:* In addition to staff time it will cost approximately \$20,000-\$50,000 to print 600,000 activity guides (the number of SF households per 2000 census).

*Reward/Consequence:* Good will. The public will be able to reliably sign up for programs and athletic fields. The Department is consistently criticized in this one area. All the surrounding counties seem to be able to publish a very usable guide to their facilities. We should too.

# Streamline Contract Process

<b>Team</b>	Park & Facility Design & Development
<b>Goal</b>	Renovate, acquire, and design parks and facilities to include universal design and provide high quality, safe, and sustainable resources that meet the needs of the community and implement the
<b>Strategy</b>	<b>Improve and streamline the facility design and development contracting process.</b>

**Performance Measures:** 1. Produce a Draft Contracting Procedures Manual by September 2003. 2. Produce the Final Contracting Procedures Manual by March 2004. 3. 100% of required staff trained on Contracting Procedures Manual by June 2004. 4. Database of all RPD funded construction and personal services contracts available on RPD intranet site by the January 2004. 5. Purchasing or Contract Information section available on RPD web-site for viewing by

**Comments:** Chapter 6 of the City and County of SF Administrative Code, "Public Works Contracting Policies and Procedures" and Chapter 12B, 12C and 12D.A of the San Francisco Administrative Code govern the construction contracting process for the City and County of San Francisco. These regulations greatly limit the ability of an individual department to streamline the contracting process. Regulations aside, this team has determined that the most effective way for the Recreation and Park Department (RPD) to streamline the contracting process is to improve communication and provide information regarding the process to employees and potential RPD contractors and consultants. This will be accomplished by completion of the following Supporting Strategy tasks:

1. Identification of the components and requirements of the contracting process in a Contracting Procedures Manual.
2. Identification of the roles and responsibilities of individuals involved in the contracting process.
3. Creation of a database of contracts available to RPD employees that provides regularly updated status of contracts.
4. Provide department-wide training seminars on contracting process.
5. Creation of Purchasing/Contract Administration information section on the RPD web-site to improve understanding of the contracting process for contractors and consultants.

None of the above-listed items have been completed or addressed by the RPD in the recent past. Successful completion of the above supporting strategy tasks will improve overall communication and understanding of contracting requirements resulting in a multi-discipline team monitored and streamlined contracting process.

**ACTION PLAN:**

**Supporting Strategy 1 Improve and streamline the facility design and development contracting process.**

- Provide timely information to the Department’s contract manager so that the purchasing manager can enforce the terms and conditions in contracts to address performance and quality.
- Review contract bid process to increase efficiency of project costs and timeliness.
- Consider private/public partnerships for facility development projects as an alternative to the traditional bid process.
- Build contractor accountability procedures into the process.
- Craft agreements to benefit Department.
- Establish guidelines for all contracts and ensure that project managers enforce the guidelines.
- Educate potential bidders and staff on compliance requirements for all contractual obligations prior to award.

**Performance Measure:**

1. Produce a Draft Contracting Procedures Manual by September 2003.
2. Produce the Final Contracting Procedures Manual by March 2004.
3. 100% of required staff trained on Contracting Procedures Manual by June 2004.
4. Database of all RPD funded construction and personal services contracts available on RPD intranet site by January 2004.
5. Purchasing/Contracting Information section available on RPD web-site for viewing by general public by January 2004.

**Supporting Strategy 2 Produce a Draft Contracting Procedures Manual. Produce Final Contracting Procedures Manual.**

**Performance Measure:** Produce a Contracts Manual with review by the Human Rights Commission (HRC) and City Attorney by September 2003 and Final Contracting Procedures Manual by March 2004.

**Step No Action**

**1 Contracting Procedures Manual should include Table of Contents, Glossary and Frequently Asked Questions and should contain the following four components:**

**1. Project Development (Program Manager, Capital Division)**

- A. Conceptual Design/Approval (How is project initiated?).
- B. Use of Department of Public Works (DPW) services and/or professional design consultants.
- C. Utilizing Recreation and Park Design Standards.
- D. Community Impacts/User Group Analysis.
- E. Community Outreach (When is outreach required? How is it accomplished? Who is responsible party?)
- F. Initial Cost Estimates.
- G. Identification of funding sources for projects to determine use of HRC requirements (State, Federal).

**2. Finance/Accounting (Program Manager, Capital Division and Manager, Finance)**

- A. Define the Funding Process.
- B. Explain assignment of Funding Codes.
- C. Identify individuals with Signature Authority.
- D. Explain how Finance/Accounting tracks project related funds.

3. Contract Management (Purchasing/Contract Administration (PCA), Manager) Provide step by step instructions for the procurement process for contracts. These instructions should include a summary of all aspects of the process from project (Listed in margin to the left). In addition this manual should include a glossary of terms. Contracts to be included are as follows:

- A. Professional Services Contracts (<25K, > 25K) (PCA)
- B. As-needed Professional Services Contracts (Capital)
- C. Construction (Less than 50K, 50-100K) (PCA)
- D. Construction (Over 100K) (Capital)
- E. Emergency Contracts (PCA)
- F. Job Order Contracts (Capital)
- G. Design-Build Contracts (Capital)
- H. Hazardous Material Abatement Work (Capital)
- I. Public/Private Partnerships (Prop. Management or Capital)

Note: Reference Chapter 6 of the City and County of SF Administrative Code, "Public Works Contracting Policies and Procedures" and Reference Chapter 12B, 12C and 12D.A of the San Francisco Administrative Code and include relevant HRC guidelines/requirements for the various types of contracts listed above.

4. Purchasing (PCA)

Provide a pull-out, stand alone section on Purchasing. This section should include the following topics:

- A. Purchase Orders
- B. City or Departmental Blankets
- C. Term Contracts
- D. Completion of the requisition (including sample completed Requisition for Services.)

*Expected Result:* Consistent department-wide contracting procedures.

*Assigned To:* The Responsible Party for each item is listed to the right of each item.

*Requested Resources:* Estimated total expenditure for strategy: \$7,149.20 (Breakdown of costs attached).

*Reward/Consequence:*

Date	Added	Target	Status	Completion
	9/23/2003	3/1/2004		

**Supporting Strategy 3** Provide timely information to the Manager, PCA, so that they can enforce the terms and conditions in contracts to address performance and quality.

**Performance Measure:** Develop responsibility flowchart for each phase of each contract that identifies responsible parties by phases of the contract process. To be included in Contracting Procedure Manual by September 2003.

**Step No Action**

- 1 This flowchart should be tied to Section 3, Contract Management, of the Contracting Procedures Manual. This flowchart should follow the items listed below as Process

**Components.**

**Process Components**

1. Requisition Submittals
2. Funding
3. Scope of Work
4. Solicitation Requirements
5. Solicitation/Bidder's Checklist
6. Bid Review (Experience Documentation)
7. Safety Record Review (Employee Modification Rate, Injury Illness Prevention Plan Review, Safety Statement)
8. Award
9. Pre-Construction
10. Invoice/Payment
11. Modification
12. Inspections
13. Final Inspection/Punch-list
14. Final Payment
15. Close-out

*Expected Result:* Defined responsibilities of department personnel during contracting process. A troubleshooting guide for contracts. Draft Manual by September 2003. Final Manual by March 2004.

*Assigned To:* Purchasing/Contract Admin. Manager and Program Manager, Capital Division

*Requested Resources:* Estimated total expenditure for strategy: \$3,267.40 (Breakdown of costs attached).

*Reward/Consequence:*

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/23/2003	3/1/2004		

**Supporting Strategy 4 Provide the Department a mechanism to review the status of all contracts by September 2003.**

**Performance Measure:** Development of a contract database that is accessible to RPD employees on the intranet by September 2003.

**Step No Action**

- 1) **1) Create a database to track the status of the following contracts:**
  - A. Formal Construction (Capital)
  - B. Informal Construction (PCA)
  - C. Personal and Professional Services Contracts (PCA)
  - D. Purchase Orders (PCA)
- 2) **Determine format of database and required information for each type of contract.**
- 3) **Determine schedule of data input for each database.**

*Expected Result:* Immediate access to contract/project status for RPD employees.

*Assigned To:* Immediate access to contract/project status for RPD employees.

*Requested Resources:* Estimated total expenditure for strategy: \$7,802.04 (Breakdown of costs attached).

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/23/2003	9/30/2003		

**Supporting Strategy 5 Perform training seminars for Supervisors and Program Managers on Contracting Procedures Manual by June 2004.**

**Performance Measure:** Perform department-wide training seminars on contracting process by June 2004.

**Step No Action**

- 1 A. Define Audience
- B. Development Content from Contracting Procedures Manual
- C. Identify Trainers and Schedule

*Expected Result:* Department-wide understanding of all procedures related to the contracting process as well as an understanding of matters related to the contracting process such as project planning, design, and accounting.

*Assigned To:* Purchasing/Contract Administration Manager and Program Manager, Capital Division

*Requested Resources:* Estimated total expenditure for strategy: \$9,310.15 (Breakdown of costs attached).

*Reward/Consequence:*

Date	Added	Target	Status	Completion
	9/23/2003	6/1/2004		

**Supporting Strategy 5 Create Purchasing/Contract Administration information section on the RPD web-site to improve understanding of the contracting process for contractors and consultants by January 2004.**

**Performance Measure:** Create Purchasing/Contract Administration information section on the Recreation and Park Department web-site by January 2004.

**Step No Action**

- 1 A. Review Purchasing web-sites from various municipalities to research formats and content.
- B. Determine format and content of Purchasing / Contract Administration information section.
- C. Consult with IS for specific ideas and instructions on producing the section.
- D. Create a Frequently Asked Questions section for the web-site.

*Expected Result:* Improved public access to the policies and procedures of the Recreation and Park Department contracting

*Assigned To:* PCA Mgr.and Prg. Mgr., Capital Div. With the asst. of MIS.

*Requested Resources:* Estimated total expenditure for strategy: \$4,424.20 (Breakdown of costs attached).

Date	Added	Target	Status	Completion
	9/23/2003	1/1/2004		

<b>Supporting Strategy #1 - Production of a Draft Contracting Procedure Manual</b>				
<b>Purchasing/Contract Admin.</b>	<b># Staff</b>	<b>Hourly Rate</b>	<b># of Hours</b>	<b>Total</b>
1824 Principal Analyst	1	42.95	12	515.40
1823 Sr. Admin. Analyst	1	35.60	80	2,848.00
1650 Accountant	1	26.62	40	1,064.80
<b>Capital</b>				
1823 Sr. Admin. Analyst	1	35.60	40	1,424.00
<b>Finance</b>				
1823 Sr. Admin. Analyst	1	35.60	12	427.20
<b>Prop. Mgmt:</b>				
1823 Sr. Admin. Analyst	1	35.60	8	284.80
<b>Reproduction</b>				
	195	3.00		585.00
<b>Total for Manual Production</b>				<b>\$ 7,149.20</b>

<b>Supporting Strategy #2 -Timely Information Through Production of Flowchart</b>				
<b>Purchasing/Contract Admin.</b>	<b># Staff</b>	<b>Hourly Rate</b>	<b># of Hours</b>	<b>Total</b>
1824 Principal Analyst	1	42.95	4	171.80
1823 Sr. Admin. Analyst	1	35.60	30	1,068.00
1650 Accountant	1	26.62	20	532.40
<b>Capital</b>				
1823 Sr. Admin. Analyst	1	35.60	30	1,068.00
<b>Finance</b>				
1823 Sr. Admin. Analyst	1	35.60	12	427.20
<b>Total for Flowchart Production</b>				<b>\$ 3,267.40</b>

<b>Supporting Strategy #3 - Provide A Mechanism to Review Contract Status</b>				
<b>Purchasing/Contract Admin.</b>	<b># Staff</b>	<b>Hourly Rate</b>	<b># of Hours</b>	<b>Total</b>
1824 Principal Analyst	1	42.95	4	171.80
1823 Sr. Admin. Analyst (Initial)	1	35.60	30	1,068.00
1823 Sr. Admin. Analyst (Yearly)	1	35.60	30	1,068.00
1650 Accountant (Initial)	1	26.62	52	1,384.24
1650 Accountant (Yearly)	1	26.62	52	1,384.24
<b>Capital</b>				
1823 Sr. Admin. Analyst	1	35.60	30	1,068.00
<b>MIS</b>				
1022	1	31.88	52	1,657.76
<b>Total for Database Design/Maintenance</b>				<b>\$ 7,802.04</b>

<b>Supporting Strategy #4 - Performance of Training Seminars</b>				
<b><i>Contracting/Purchasing Combined</i></b>				
<i>3 Hour Class, 1 hour travel</i>				
	<b># Staff</b>	<b>Hourly Rate</b>	<b># of Hours</b>	<b>Total</b>
5212 Principal Engineer	1	58.27	4	233.08
5211 Senior Engineer	1	52.72	4	210.88
1824 Principal Analyst	2	42.95	4	343.60
1822 Admin Analyst	1	30.82	4	123.28
5274 Landscape Architect	4	45.53	4	728.48
5268 Architect	1	45.53	4	182.12
5266 Architect Assoc. II	1	39.33	4	157.32
5265 Architect Assoc. I	1	33.82	4	135.28
5272 Landscape Architect Assoc II	2	39.33	4	314.64
5262 Landscape Architect Assoc. I	2	33.82	4	270.56
5293 Planner IV	1	43.57	4	174.28
5291 Planner III	2	36.75	4	294.00
5640 Environmental Specialist	1	30.52	4	122.08
3294 Superintendent	2	51.02	4	408.16
3292 Asst. Super	3	43.37	4	520.44
3464 Area Supervisor	7	32.26	4	903.28
3231 Golf Program Director	1	35.92	4	143.68
7202 Asst. Superintendent	1	43.57	4	174.28
7205 Chief Stat. Eng	1	36.96	4	147.84
<b>Total Cost for Class Attendance</b>				<b>\$ 5,587.28</b>
<b><i>Purchasing (Only) Class</i></b>				
3287 Asst. Recreation Supervisor	9	30.22	3	815.94
3291 Principal Recreation Supervisor	6	35.16	3	632.88
3422 Park Section Supervisor	10	27.48	3	824.40
3285 Junior Museum Director	1	29.63	3	88.89
3289 Recreation Supervisor	1	30.52	3	91.56
<b>Total Cost for Class Attendance</b>				<b>\$ 2,453.67</b>
<b><i>Class Preparation</i></b>				
<b><i>Purchasing/Contract Admin.</i></b>				
1824 Principal Analyst	1	42.95	8	343.60
1823 Sr. Admin. Analyst	1	35.60	12	427.20
1650 Accountant	1	26.62	12	
<b><i>Capital</i></b>				
1823 Sr. Admin. Analyst	1	35.60	6	213.60
<b><i>Finance</i></b>				
1823 Sr. Admin. Analyst	1	35.60	6	213.60
<b><i>Prop. Mgmt:</i></b>				
1823 Sr. Admin. Analyst	1	35.60	2	71.20
<b>Total Cost for Preparation</b>				<b>\$ 1,269.20</b>
<b>Total for Supporting Strategy #4</b>				<b>\$ 9,310.15</b>

<b>Supporting Strategy #5 - Create Information Section on RPD Web-Site</b>				
<b>Purchasing/Contract Admin.</b>	<b># Staff</b>	<b>Hourly Rate</b>	<b># of Hours</b>	<b>Total</b>
1824 Principal Analyst	1	42.95	4	171.80
1823 Sr. Admin. Analyst	1	35.60	30	1,068.00
1650 Accountant	1	26.62	52	1,384.24
<b>Capital</b>				
1823 Sr. Admin. Analyst	1	35.60	4	142.40
<b>MIS</b>				
1022	1	31.88	52	1,657.76
<b>Total Cost for Web-Site Information</b>				<b>\$ 4,424.20</b>
<b>SS #1 Cost</b>	<b>\$</b>	<b>7,149.20</b>		
<b>SS #2 Cost</b>	<b>\$</b>	<b>3,267.40</b>		
<b>SS #3 Cost</b>	<b>\$</b>	<b>7,802.04</b>		
<b>SS #4 Cost</b>	<b>\$</b>	<b>9,310.15</b>		
<b>SS #5 Cost</b>	<b>\$</b>	<b>4,424.20</b>		
<b>Total</b>		<b>\$</b>	<b>31,952.99</b>	

# Facility Maintenance & Management Plans (Equipment)

**Team** Park and Facility Maintenance and Maintenance Resources  
**Goal** Provide staff with the tools and equipment they need to adequately and safely maintain all park and recreation resources.  
**Strategy** **Develop a comprehensive equipment inventory and tracking system.**

**Performance Measure:** Department-wide Tool and Equipment Inventory completed, database designed and data entered to track inventory, purchases, repairs and items removed from service.

**Comments:** Task: Complete an accurate inventory database of all equipment including condition, age, location, usage); implement a equipment distribution program that delivers equipment where it is needed most and update performance each fiscal year; establish a program for the proper storage, use, maintenance and accountability of equipment; establish an effective equipment purchasing and budgeting process.

**Outcome:** Replacement of dysfunctional equipment on a consistent basis.  
 Current and accurate inventory of all equipment.  
 Provide staff with the equipment they need and when they need it..  
 Provide proper storage for equipment.  
 Improved timetable for repair of equipment.  
 Effective accountability measures for proper use, storage and maintenance of equipment.  
 Standardization of all equipment.

## ACTION PLAN:

**Supporting Strategy 1** **Develop a comprehensive equipment inventory tracking system.**

**Performance Measure:** Equipment inventory listing to be completed by 7/1/03 and be updated and distributed monthly.

**Step No Action**

**1 Complete an accurate inventory of all equipment condition, use and location within the department.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Superintendents/Purchasing

*Requested Resources:* 15 FTE to compile data and upkeep system.

Cost: \$7,500.00 /year

*Reward/Consequence:* Reward: Identification of equipment that requires replacement and justification for its replacement.

Implementation consequences: 15% of staff time must be used to keep this system updated resulting in delay on some potential projects

Non-Implementation consequences: Without information on equipment condition and location, replacement is uncertain and the productivity of the department will suffer. Poor morale and confusion will become institutionalized.

Date	Added	Target	Status	Completion
	9/2/2003			7/1/2003

**2 As part of the inventory, identify all equipment by seasonal and year round usage and include the number and type of equipment used by the various Divisions of the Department**

*Expected Result:* See rewards and consequences.

*Assigned To:* Superintendent/Purchasing

*Requested Resources:* Included in Action Item 1. Cost: included in item 1

*Reward/Consequence:* Rewards: Ability to maximize existing equipment by transferring equipment between Divisions for use on the most critical projects.

Implementation consequences: transfer of equipment between divisions may result in delays in project at some locations.

Non-Implementation consequences: Critical projects uncompleted due to lack of equipment

Date	Added	Target	Status	Completion
	9/2/2003			11/1/2003

**3 Create and update a database for equipment inventory and usage on a year round basis.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Superintendents/Purchasing

*Requested Resources:* Included in Action Item 1. Cost: included in item 1

*Reward/Consequence:* Rewards: Provides complete and accurate information on equipment that allows the Department to set up an equipment replacement program, can access equipment during emergencies (i.e. earthquake) and maximizes equipment usage throughout the Department.

Implementation consequences: requires staff time to update and keep system accurate.

Non-Implementation consequences: Status quo: inability to replace the most urgently required equipment. Loss of productivity due to inability to utilize current equipment in an efficient manner.

Date	Added	Target	Status	Completion
	9/2/2003			7/1/2003

**4 Review all existing equipment management forms (i.e. incident reports) and move to standardize all information on one form.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Rick Kimball, Dave Young, review by

Admin/Finance Director

*Requested Resources:* Current staff time. Cost: \$500.00/year for printing forms.

*Reward/Consequence:* Rewards: simplified record keeping, one standard form, reduced confusion

Implementation consequences: form could be lengthy and may not be used by all employees due to time required to complete form.

Non-Implementation consequences: inaccurate information, confusion, duplicate purchase information

Date	Added	Target	Status	Completion
	9/2/2003			11/1/2003

**Supporting Strategy 2** Develop a Department wide tool sharing system that delivers equipment where it is needed most and update performance each fiscal year.

**Performance Measure:** Department-wide equipment distribution system by division completed by 12/31/03.

**Step No Action**

**1** Based upon equipment survey, develop candidates for an equipment distribution facility to be located within each area supervisor's jurisdiction.

*Expected Result:* See rewards and consequences.

*Assigned To:* Division Supervisor

*Requested Resources:* 12 FTE hours per division (use current staff) Cost \$4,800.00 (one time only).

*Reward/Consequence:* Reward: Each Division will have equipment required for their specific needs.

Implementation consequences: will require monitoring to make certain equipment is accounted for and is on hand when required.

Non-Implementation consequences: uneven distribution of equipment that will impact productivity

Date	Added	Target	Status	Completion
	9/2/2003			12/1/2003

**2** Create an equipment tracking system that identifies staff that equipment is assigned to, date equipment is assigned, what equipment is assigned, where it is to be used and for what purpose within each supervisors jurisdiction.

*Expected Result:* See rewards and consequences.

*Assigned To:* Asst. Superintendents

*Requested Resources:* .15FTE for each Division. Cost: \$30,000.00/year.

*Reward/Consequence:* Reward: Avoids equipment being lost and tracks where equipment is needed most and when.

Implementation consequences: supervisors must maintain accurate records and devote time during each work week

Non-Implementation consequence: equipment can be lost or stolen with no accountability and

equipment may be idle when required by other divisions.

Date	Added	Target	Status	Completion
	9/2/2003			2/1/2004

**3 Identify an equipment storage area location within each division of the department.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Division Supervisors

*Requested Resources:* Division supervisors locate facilities in their areas of operation. Cost: Initial: \$1,000 of staff time and unknown costs for construction.

*Reward/Consequence:* Reward: Reduce the loss of equipment by storage at division level and storing only the equipment the division requires.

Implementation consequences: initial staff time and uncertain funds to provide storage facility.

Non-Implementation consequences: long trips from outlining locations to a central storeroom wastes time and money. Further, the central location may have exhausted their supply of equipment needed.

Date	Added	Target	Status	Completion
	9/2/2003			3/1/2004

**4 Develop a program that delivers equipment to job site.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Asst. Superintendents

*Requested Resources:* Staff and heavy equipment operators. Cost: \$20,000 / division / year.

*Reward/Consequence:* Reward: Front line staff has equipment available when required for specific tasks.

Implementation consequences: due to staffing levels delivery may be inconsistent.

Non-implementation consequences: Projects are delayed costing worker downtime and moral.

Date	Added	Target	Status	Completion
	9/2/2003			4/1/2004

**5 Develop a program to evaluate equipment distribution information each fiscal year. Include hours of use, repairs and information form distribution tracking system.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Area Supervisors

*Requested Resources:* 15 FTE (current staff). Cost: \$30,000/yr.

*Reward/Consequence:* Provides information on the value and productivity of the tool-sharing program.

Implementation consequences: impact on staff time additional work.

Non-Implementation consequences: without

information the program is unable to adjust to the needs of the department.

Date	Added	Target	Status	Completion
	9/2/2003			4/1/2003

**Supporting Strategy 3 Extend and ensure the useful life of equipment by establishing a program for the proper storage of equipment.**

**Performance Measure:** Each division to submit report on current equipment storage facilities including current and future requirements. To be completed by 12/1/03. To be re-assessed every 5 years.

**Step No Action**

- 1 Conduct an inventory of storage areas throughout the city: information to include size, location, condition.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Asst. Superintendents

*Requested Resources:* 24 FTE hours per division (current staff). Cost \$4,000.00 (one time only).

*Reward/Consequence:* Rewards: Identification of storage areas and justification for additional space and repairs to existing structures. Best protection of existing equipment.

Implementation consequences: impact on staff time.

Non-Implementation consequences: failure to properly store existing equipment and lack of information on potential storage areas.

Date	Added	Target	Status	Completion
	9/2/2003			12/1/2003

- 2 Using the equipment inventory, develop an assessment of the current and future storage requirements of each division.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Asst. Superintendent

*Requested Resources:* 24 FTE hours for program/division (current staff). Cost: \$4,000.00 (one time only).

*Reward/Consequence:* Rewards: Develop information that will properly store equipment thus extending their use full life.

Implementation consequences: impact on staff time and uncertain funds for additional storage areas.

Non-implementation consequences: equipment will be exposed to the elements leading to more frequent repairs and downtime.

Date	Added	Target	Status	Completion
	9/2/2003			2/1/2004

**Supporting Strategy 4 Extend and ensure the useful life of equipment by establishing a program for the proper use of equipment.**

**Performance Measure:** Equipment repair orders decrease 20% by FY 04-05.

**Step No Action**

**1 Develop a training program for employees that identify proper usage, preventative maintenance storage and accident avoidance.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Superintendents and Safety Division

*Requested Resources:* Current safety staff, vendor representatives and auto shop staff. Cost: \$30,000.00 (one time only).

*Reward/Consequence:* Rewards: Fewer accidents, longer equipment life, improved moral.

Implementation consequences: staff time to develop regulations and once implemented must be enforced.

Non-implementation consequences: Frequent repairs, Equipment downtime.

Date	Added	Target	Status	Completion
	9/2/2003			12/31/2003

**2 Implement Training Program by 2/01/04**

*Expected Result:* See rewards and consequences.

*Assigned To:* Division of Health and Safety

*Requested Resources:* .25FTE (Safety Instructor). Cost: \$20,000

*Reward/Consequence:* Rewards: fewer accidents, reduce equipment downtime, more efficient use of staff.

Implementation consequences: all employees must be trained and training documented.

Non-Implementation consequences: increase in equipment repair cost, shortage of equipment.

Date	Added	Target	Status	Completion
	9/2/2003			7/1/2004

**Supporting Strategy 5 Extend and ensure the useful life of equipment by establishing a program to maximize the repair of equipment.**

**Performance Measure:** Equipment downtime decreased by 20% by FY 04-05.

**Step No Action**

**1 Develop an equipment repair program that sets priorities, issues accurate repair time-lines, issues repair tags to customer, and sets preventative maintenance schedules.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Rec/Park Auto Shop Manager/Superintendents (Program Managers)

*Requested Resources:* 46 FTE hours/year. Cost: \$2,000/year

*Reward/Consequence:* Rewards: Equipment will be replaced through a system of need.

Implementation consequences: staff time and possibility individuals would not receive all necessary equipment.

Non-implementation consequences the most urgently

Date	Added	Target	Status	Completion
	9/2/2003			12/31/2003

**2 Develop a mobile equipment repair team that can be dispatched for emergency and specific urgent need repairs.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Rec/Park Auto Shop/Budget and Finance

*Requested Resources:* Large Van/ Flat Bed Truck -.25 FTE. Cost: Initial \$40,000 equipment: ongoing \$25,000/year for FTE.

*Reward/Consequence:* Rewards: Urgently needed projects completed, improved productivity and improve moral.

Implementation consequences: staff time will be reduced at the auto shop to compensate for mechanic in the field.

Non-implementation consequences: Projects delayed.

Date	Added	Target	Status	Completion
	9/2/2003			12/1/2003

**3 Implement Program to decrease equipment repair time.**

*Expected Result:* See rewards and consequences.

*Assigned To:* City Shops/Budget and Finance

*Requested Resources:* 1 FTE (auto mechanic). Cost: \$120,000/year.

*Reward/Consequence:* Rewards: Reduce Back-Log of equipment repairs and allow for preventative maintenance.

Implementation consequences: impact on budget.

Non-Implementation consequences: continued delays to repair of much need equipment and downtime that results in projects uncompleted.

Date	Added	Target	Status	Completion
	9/2/2003			1/2/2004

**Supporting Strategy 6 Extend and ensure the useful life of equipment by establishing a program that increases equipment life span through accountability.**

**Performance Measure:** Increase the useful life of equipment 20% by FY 04-05.

**Step No Action**

**1 Review and evaluate current disciplinary procedures for misuse of equipment.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Director of H.R.

*Requested Resources:* 24 FTE Hours. Cost: \$1,500.00 (one time only).

*Reward/Consequence:* Rewards: Accountability will reduce equipment misuse and accidents by holding staff accountable for their actions.

Implementation consequences: may involve notification of unions.

Non-implementation consequences: misuse and accidents will continue to cause loss of productivity and enforce thoughts of non-responsibility.

Date	Added	Target	Status	Completion
	9/2/2003			7/1/2004

**2 Develop and Implement progressive disciplinary procedures for improper use, storage, maintenance procedures and abuse of equipment. Educate staff and supervisors as to procedures.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Superintendents.

*Requested Resources:* 40 FTE hours per division. Cost: \$7,500.00 (one time only)

*Reward/Consequence:* Rewards: Accountability will reduce equipment misuse and accidents by holding staff accountable for their actions.

Implementation consequences: staff time required for procedures implementation.

Non-implementation consequences: Misuse and accidents will continue to cause loss of productivity and enforce thoughts of non-responsibility.

Date	Added	Target	Status	Completion
	9/2/2003			12/31/2003

**3 Apply disciplinary procedures in a consistent manner and hold Superintendents accountable for following disciplinary action**

*Expected Result:* See rewards and consequences.

*Assigned To:* General Manager/HR Director

*Requested Resources:* Time to review incidents and apply discipline. Cost: Unknown at this time

*Reward/Consequence:* Rewards: Ensure accountability measures are enforced and equipment utilization is improved.

Implementation consequences: General Manager/HR Director time to implement program.

Non-implementation consequences: No Accountability if those at the top do not enforce disciplines and educate staff.

Date	Added	Target	Status	Completion
	9/2/2003			4/1/2005

**Supporting Strategy 7 Develop a system to prioritize and streamline equipment, material and supplies purchases for the budget process.**

**Performance Measure:** Equipment tool purchase plan forwarded to management by 7/1/04.

**Step No Action**

- 1 Standardize equipment used within the department.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Purchasing Division Superintendents/ Auto shop

*Requested Resources:* 30 FTE hours / mo. Until completed. Cost: \$1,500.00 / mo. until completed

*Reward/Consequence:* Rewards: Auto Shop increased productivity, cost saving on parts: ease of use by staff, more efficient purchasing procedures (term contract), reduction in cost due to increase quantity of same product.

Implementation consequences: impact on supervisor's time.

Non-implementation consequences: storage of multiple lines of parts, parts budget increase, loss of purchasing quantity cost discounts, longer lead times for repair on equipment.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/2/2003			12/1/2003

**2 Establish an interdisciplinary tool and equipment committee, including mechanics, to review purchasing practices and policies.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Purchasing Division – Auto Shop

*Requested Resources:* Representative from each division (12 FTE hours/year). Cost: \$2,400/year

*Reward/Consequence:* Rewards: Improve the quality and delivery of equipment.

Implementation consequences: cost of staff time.

Non-implementation consequences: Department may purchase the incorrect equipment for the intended

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/2/2003			12/1/2003

**3 Using the equipment inventory develop a comprehensive equipment replacement purchasing plan for the annual budget submittal.**

*Expected Result:* See rewards and consequences.

*Assigned To:* Purchasing Division

*Requested Resources:* 46 FTE hours/year. Cost: \$2,000/year.

*Reward/Consequence:* Rewards: Equipment will be replaced through a system of need.

Implementation consequences: staff time and possibility individuals would not receive all necessary equipment.

Non-implementation consequences the most urgently

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/2/2003	12/1/2003		

# Funding & Revenue Generation

- Team** Funding and Revenue Generation
- Goal** Provide the funding necessary to support the Department’s goals through new approaches to fundraising and increased revenue generation.
- Strategy** **Develop and improve the system, which is understood, utilized and includes clear and consistent policies to track revenue and expenditures throughout the Department.**

**Performance Measure:** Revised Fee Structure and Revenue Policy developed and approved in FY 02-03; implementation no later than start of FY 03-04.

**Comments:** REGARDING SUPPORTING STRATEGY #1

The Strategic Goal addressed is as follows: Provide the funding necessary to support the Department’s goals through new approaches to fundraising and increased revenue generation.

In our discussions we developed the following actions related to the Strategy: standardize fees collected for all programs so they are both realistic and competitive; update current Permit & Reservation Policy and incorporate guidelines for reimbursement of operating costs related to fee structures within that Policy, establish criteria related to the collection of standardized fees (i.e. scholarships, in-kind support, waiving fees, etc.); standardize policies related to donations, gifts and voluntary contributions, and; automate collection of fees via enhancement of the department’s website

Implicit in all discussions was: enhancement of automated systems currently available in the department, and; Instituting clear and consistent policies related to revenue collection overall. Thus, the Team touched on both Strategies 1 and 2 as they relate to the Strategic Goal addressed.

In forthcoming cycles the team intends on addressing: increased collection of revenue through improved procedures and internal controls; development of new mechanisms and fees to increase. Department funding and revenue generation, and; improved financial information available to managers and supervisors.

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REGARDING SUPPORTINGSTRATEGY #2 AND #3

Attached is the Action Plan developed by the Funding and Revenue Generation Team during Cycle 3.  
The Strategic Goal addressed is as follows: “Provide the funding necessary to

support the Department’s goals through new approaches to fundraising and increased revenue generation."

In our discussions we developed the following actions related to the Strategy: develop and implement policies and procedures for collection based on City processes that facilitate revenue collection standardize payment (cash, credit card, online) handling procedures and internal controls improve financial reporting system for tracking revenue and expenditures review, update and distribute revenue/cost recovery targets for existing programs and services department wide; establish a mechanism for reporting updates on these targets to program managers and staff establish a working group/task force comprised of field representatives, supervisors, finance/budget staff and stakeholders to identify new approaches for increased revenue generation establish a working group task force to explore feasibility of new revenue generating ideas develop guidelines and pursue sponsorship opportunities for parks, events, projects and programs within the Department evaluate existing partnerships and explore potential partnerships to increase department’s revenues and services (potential candidate for "Partnership and Volunteers" Team) develop marketing program/division for increased revenue generation develop coordinated grants application and monitoring program seek approval of a baseline City funding level (set-aside) to preserve the operating budget for the Department.

Implicit in all discussions was: enhancement of automated systems currently available in the department, and; implementing clear and consistent policies related to revenue collection overall. Thus, the Team completed Strategies 1 and 2 and touched on portions of 3 and 4 as they relate to the Strategic Goal addressed.

**ACTION PLAN:**

**Supporting Strategy 1 Review existing revenue policies and departmental fees.**

**Performance Measure:** Revised Fee Structure and Revenue Policy developed and approved in FY 02-03; implementation no later than start of FY 03-04.

**Step No Action**

**1 Create a working group/task force to research, evaluate and define all program related fees department wide with the intent of standardizing appropriate fee levels for all programs.**

*Expected Result:* Standardized policies and fees to increase revenue develop realistic and competitive fee structures.

*Assigned To:* Director of Finance and Administration Services, working groups, research, G.M. and Commission.

*Requested Resources:* Backfill dollars for field staff assigned to working group may include members of the public, advocacy groups, etc. at some point in the process.

*Reward/Consequence:* Decreased revenue = decreased operations budget.  
 Increased revenue = increased operations budget  
 Fee structures incorporate guidelines for reimbursement of staffing and material costs/expenditures related to the permit/fee as part of the fee structure establish resident rates fees competitive with outside business and other localities.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	6/30/2003		

**2 Establish standardized fees that are realistic and potentially competitive with surrounding municipalities, outside agencies, non-profits and comparable entities nationwide. Consider pricing matrix when setting fees (i.e. profit vs. non-profit).**

*Expected Result:* Where appropriate, standardize fees that include assessment of fair market value or comparable private fee structures.

*Assigned To:* Director of Finance and Administration

*Requested Resources:* Backfill dollars for field staff assigned to working group; may include members of the public, advocacy groups.

*Reward/Consequence:* Decreased revenue = decreased operations budget.  
 Increased revenue = increased operations budget.  
 Fee structures incorporate guidelines for reimbursement of staffing and material costs/expenditures related to the permit/fee as part of the fee structure establish resident rates fees competitive with outside business and other localities.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	6/30/2003		

**3 Establish policies related to fee collection that incorporate reimbursement of operating costs and where appropriate increase revenue streams to the Department.**

*Expected Result:* Standardized policies and fees to increase revenue develop realistic and competitive fee structures.

*Assigned To:* Director of Finance and Administration

*Requested Resources:* Backfill dollars for field staff assigned to working group may include members of the public, advocacy groups.

*Reward/Consequence:* Decreased revenue = decreased operations budget.  
 Increased revenue = increased operations budget.  
 Fee structures incorporate guidelines for reimbursement of staffing and material costs/expenditures related to the permit/fee as part of the fee structure.  
 Establish resident rates fees competitive with outside business and other localities.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	6/30/2003		

- 4 Compare key fees to other municipalities and non-profits.  
 See attached list of fee structures broken down as follows:  
 Those that require research, evaluation and standardization  
 Those that have been previously codified**

*Expected Result:* Standardized policies and fees to increase revenue develop realistic and competitive fee structures.

*Assigned To:* Director of Finance and Administration

*Requested Resources:* Backfill dollars for field staff assigned to working group may include members of the public, advocacy groups, etc. at some point in the process.

*Reward/Consequence:* Decreased revenue = decreased operations budget.  
 Increased revenue = increased operations budget  
 Fee structures incorporate guidelines for reimbursement of staffing and material costs/expenditures related to the permit/fee as part of the fee structure.  
 Establish resident rates fees competitive with outside business and other localities.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	6/30/2002		

- 5 Update current Permit and Reservation Policy including related fees and athletic field reservation fees by FY 02-03.**

*Expected Result:* Standardized fees.  
 Recovery of operating costs related to usage of facilities and parks.  
 Fees structures incorporate guidelines for reimbursement of staffing and material costs/expenditures related to the permit/fee as part of the fee structure.

*Assigned To:* Sandy Lee, Principal Sup. Dan McKenna, Supt. So. Div., G.M, Commission

*Requested Resources:* N/A currently being revised

*Reward/Consequence:* Increased revenue  
 Increased services to community  
 Funds adequate staffing for rentals  
 Better information available to staff who collect fees.  
 Potential for return of dollars for facility/staffing enhancement .  
 Enhanced maintenance of facilities - less deferred maintenance.  
 Decreased revenue = decreased operations budget.  
 Without recovery of costs- increased deferred maintenance.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	3/31/2003	6/30/03	

- 6 Revise fee structures that incorporate guidelines for reimbursement of operating costs related to fee structure, while remaining competitive with surrounding municipalities and outside agencies.**

*Expected Result:* Standardized fees.  
 Recovery of operating costs related to usage of facilities and parks.

Fee structures incorporate guidelines for reimbursement of staffing and material costs/expenditures related to the permit/fee as part of the fee structure.

*Assigned To:* Sandy Lee, Principal Sup. and Dan McKenna, Supt. Southern Division

*Requested Resources:* N/A currently being revised

*Reward/Consequence:* Increased revenue.  
 Increased services to community  
 funds adequate staffing for rentals  
 Better information available to staff who collect fees.  
 Potential for return of dollars for facility/staffing enhancement.  
 Enhanced maintenance of facilities - less deferred maintenance.  
 Decreased revenue = decreased operations budget.  
 Without recovery of costs - increased deferred maintenance.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	3/1/2003		

**7 Develop baseline information that incorporates full cost recovery as it relates to a fee structure.**

*Expected Result:* Standardized fees.  
 Recovery of operating costs related to usage of facilities and parks.  
 Fee structures incorporate guidelines for reimbursement of staffing and material costs/expenditures related to the permit/fee as part of the fee structure.

*Assigned To:* Sandy Lee, Principal Sup. and Dan McKenna, Supt. Southern Division

*Requested Resources:* Currently being revised

*Reward/Consequence:* increased revenue.  
 Increased services to community.  
 Funds adequate staffing for rentals.  
 Better information available to staff who collect fees.  
 Potential for return of dollars for facility/staffing enhancement.  
 Enhanced maintenance of facilities – less deferred maintenance.  
 Decreased revenue = decreased operations budget.  
 Without recovery of costs- increased deferred maintenance.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	3/31/2003		

**8 Establish criteria to standardize collection of fees. Criteria should include but not be limited to: defining scholarships; utilization of in-kind support in lieu of fee; required documentation for economic need when waiving fees; etc.**

*Expected Result:* Standard policies for fees/scholarships for all programming.  
 Standard internal processes and procedures for

scholarships, waiving fees, in-kind support, etc.  
 Enhancement of automated systems currently available to track collection of fees.

*Assigned To:* Director of Finance and Administration Services, working group, G.M. and Commission

*Requested Resources:* Backfill dollars for field staff assigned to working group may include members of the public, advocacy groups,

*Reward/Consequence:* Staff and the public understand parameters relating to scholarships, waiving fees, in-kind support, etc.  
 Better information available.  
 Potential for increased facility/staffing.  
 Enhancement through in-kind support.  
 Establish consistency in internal procedures.  
 Accessibility for economically disadvantaged families if not done, continues to be confusing to public and inequitable for customers.  
 Better information available to staff and members of the public.

Date	Added	Target	Status	Completion
	11/7/2002	6/30/2003		

**9 Establish consistent internal procedures with the intent of providing better information for staff and the public in understanding parameters surrounding collection of fees.**

*Expected Result:* Standard policies for fees/scholarships for all programming.  
 Standard internal processes and procedures for scholarships, waiving fees, in-kind support, etc.  
 Enhancement of automated systems currently available to track collection of fees.

*Assigned To:* Director of Finance and Administration Services, G.M. and Commission

*Requested Resources:* Backfill dollars for field staff assigned to working group may include members of the public, advocacy groups,

*Reward/Consequence:* Staff and the public understand parameters relating to scholarships, waiving fees, in-kind support, etc.- better information available.  
 Potential for increased facility/staffing enhancement through in-kind support.  
 Establish consistency in internal procedures.  
 Accessibility for economically disadvantaged families if not done, continues to be confusing to public and inequitable for customers better information available to staff and members of the public.

Date	Added	Target	Status	Completion
	11/7/2002	6/30/2003		

**10 Develop policies and procedures for collection of donations, gifts and voluntary contributions, foundations grants and sponsorships.**

*Expected Result:* Explain distinctions between donations, gifts and voluntary contributions  
 Standardize process to accept and expend donations, gifts and voluntary contributions

Establish money flow in Department-how it is earmarked- how we expend it.  
 Develop policy to include full amount to reimburse for facility, staffing, etc. as it relates to donation.  
 Enhancement of automated systems currently available to track donations

*Assigned To:* Director of Finance and Administration Services, G.M. and Commission

*Requested Resources:* Existing staff time

*Reward/Consequence:* Increased revenue = increased operations or capital budget.  
 Better information available to staff and members of the public,  
 increased recognition for departmental collection of donations.  
 Donations may be reallocated to facility where generated.  
 Establish consistency in internal procedures staff will understand process and benefits related to collection of donations, gifts and voluntary contributions.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	6/30/2003		

**11 Standardize internal process to provide staff with necessary information related to collection and allocation of donations, gifts, and voluntary contributions, foundation grants and sponsorships.**

*Expected Result:* Explain distinctions between donations, gifts and voluntary contributions  
 Standardize process to accept and expend donations, gifts and voluntary contributions  
 Establish money flow in Department- how it is earmarked -how we expend it.  
 Develop policy to include full amount to reimburse for facility, staffing, etc. as it relates to donation.  
 Enhancement of automated systems currently available to track donations

*Assigned To:* Director of Finance and Administration

*Requested Resources:* Existing staff time.

*Reward/Consequence:* Increased revenue = increased operations or capital budget  
 Better information available to staff and members of the public.  
 Increased recognition for departmental collection of donations.  
 Donations may be reallocated to facility where generated.  
 Establish consistency in internal procedures staff will understand process and benefits related to collection of donations, gifts and voluntary contributions.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	6/30/2003		

**12 Increase information available to staff and the public on usage of individual donations, gifts, and voluntary contributions, foundation grants and sponsorships.**

*Expected Result:* Explain distinctions between donations, gifts and voluntary contributions  
 Standardize process to accept and expend donations, gifts and voluntary contributions  
 Establish money flow in Department - how it is earmarked- how we expend it.  
 Develop policy to include full amount to reimburse for facility, staffing, etc. as it relates to donation.  
 Enhancement of automated systems currently available to track donations

*Assigned To:* M. Frank, Director of Finance and Administrative

*Requested Resources:* existing staff time

*Reward/Consequence:* Increased revenue = increased operations or capital budget.  
 Better information available to staff and members of the public.  
 Increased recognition for departmental collection of donations.  
 Donations may be reallocated to facility where generated.  
 Establish consistency in internal procedures staff will understand process and benefits related to collection of donations, gifts and voluntary contributions.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	6/30/2003		

**13 Continue efforts at website enhancement to allow payment of fees electronically where appropriate.**

*Expected Result:* Fees and guidelines for fee collection available on the City's website.  
 Fees and related revenue streams to the department available on our website.  
 Structure/process will be available Dec 2002  
 Fee information will be posted as available and electronic payment capability to be determined.

*Assigned To:* P. Cox, MIS Manager, Director of Finance and Administration, G.M. and Commission.

*Requested Resources:* existing staff time

*Reward/Consequence:* Increased revenue = increased operations or capital budget.  
 Increased revenue through ease of use.  
 Increased accountability for collection.  
 Inefficiencies related to staff time involved in manual.  
 Collection process will continue. (Cons)

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	12/31/2002		

**14 Fees and guidelines related to fee collection will be accessible via the City's website.**

*Expected Result:* Fees and guidelines for fee collection available on the City's website.  
 Fees and related revenue streams to the department available on our website.

*Assigned To:* P. Cox, MIS Manager

*Requested Resources:* existing staff time

*Reward/Consequence:* Increased revenue = increased operations or capital budget.  
 Increased revenue through ease of use  
 Increased accountability for collection  
 inefficiencies related to staff time involved in manual.  
 Collection process will continue. (Cons)

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	12/31/2002		

**15 Create a potential for increased usage of department’s facilities and programming resulting in increased revenue through ease of collection.**

*Expected Result:* Fees and guidelines for fee collection available on the City’s website.  
 Fees and related revenue streams to the department available on our website.

*Assigned To:* P. Cox, MIS Manager

*Requested Resources:* Existing staff time.

*Reward/Consequence:* Increased revenue = increased operations or capital budget.  
 Increased revenue through ease of use.  
 Increased accountability for collection.  
 Inefficiencies related to staff time involved in manual collection process will continue.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	11/7/2002	12/31/2002		

**Supporting Strategy 2 Develop an improved system that enables staff to be accountable for revenues and expenditures.**

**Performance Measure:** Department generated revenue increased by 10% through establishment of new fee structures, revision of existing fee structures, and improved procedures and internal controls.

**Step No Action**

- 1 Develop and implement policies and procedures for collection based on City processes that facilitate revenue collection.**
  - a. Issue manual of policies and procedures that incorporate standardized departmental policies and procedures (i.e. scholarships, methods of cost recovery where staff participates in events/fund raising with "Friends Groups"/ "Non-Profits", centralization of revenue collection, etc.); manual to include list of reports available for tracking purposes.
  - b. Develop a training curriculum for staff that includes review of departmental policies and procedures related to the revenue collection process.
  - c. Implement policies and procedures for accepting and expending new revenue streams, based on City guidelines developed by Controller, Mayor, City Attorney’s Office, and any other City agency involved with revenue Collection.

*Expected Result:* See "Rewards/Consequence" below.

*Assigned To:* Director of Finance and Administration

*Requested Resources:* Staff training - time away from normal duties and responsibilities.

*Reward/Consequence:* Increased fee and revenue collection.  
 Increased understanding and accountability for

staff and managers who participate in revenue and fee collection.  
 Increased efficiency printed, standardized operating procedures for revenue collection available for every facility.  
 Information available to staff and facility manager manual available to management, staff and outside agencies.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/24/2003	12/30/2003		

- 2 Standardize payment (cash, credit card, online) handling procedures and internal control.**
  - a. Explore possibility of creating centralized payment centers at certain sites citywide.
  - b. Utilize credit card payment system wherever possible.
  - c. Explore possibility of providing online payment method for various fees.
  - d. Create policies and procedures related to electronic payments.
  - e. Explore utilization of prepaid debit cards for payment of fees.
  - f. Information available for public - "here are the rules, next, how will we address revenue collection at our facility".

*Expected Result:* See "Reward/Consequence" below  
*Assigned To:* Director of Finance and Administration  
*Requested Resources:* Need for full time webmaster for effective utilization of department's website.  
 Additional staff required for centralized payment.  
*Reward/Consequence:* Staff dedicated to programming, not burdened by fee collection.  
 Accurate cash handling and payment method procedures.  
 Information available and easy access for public.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/24/2003			

- 2 Improve financial reporting system for tracking revenue and expenditures.**
  - a. Allocate revenue collections to allow mid managers and line staff to address operational needs in their area/facility.
  - b. Create a process for supervisors/managers to involve program staff in the revenue and expenditure budget planning process and resultant allocation process.
  - c. Develop large facility/park prototype budgets, which include the following: detailed staffing requirements; budget information for staff, contractual services, materials and supplies, and equipment needs.

*Expected Result:* See "Reward/Consequence" below  
*Assigned To:* Director of Finance and Administration  
*Requested Resources:* Currently being reviewed  
*Reward/Consequence:* Enable supervisors and staff to have a greater understanding of both revenue and expenditures associated with their area/facility.  
 Encourages involvement of all staff in the budget process.  
 individual programs/facilities have control of their budgets.  
 Increased staff accountability for revenue collection and expenditures.  
 Prototype reports (defining operating costs for

programs, facilities, etc.) can be utilized for in-house analysis, public presentation purposes and an additional management tool for allocation/reallocation of department resources. (relates to Facility Management Action Plan)

Date	Added	Target	Status	Completion
	9/24/2003	12/30/2003		

**4 Review, updates and distribute revenue/cost recovery targets for existing programs and services department wide. Establish a mechanism for reporting updates on these targets to program managers and staff.**

- a. Revenue recorded by type - fees, expenses, deposits, etc.
- b. Develop a list of revenue targets for each site and report on same.
- c. Create user-friendly reports.
- d. Collect data on users to justify services provided.

*Expected Result:* See "Reward/Consequence" below  
*Assigned To:* Director of Finance and Administration  
*Requested Resources:* Currently being reviewed  
*Reward/Consequence:* Involve staff at all levels in developing revenue and expenditure targets for each site. Reports will be available to be used by staff for tracking revenue and expenditure. Revenue increases coupled with understanding and meeting true cost recovery targets.

Date	Added	Target	Status	Completion
	9/24/2003			

**Supporting Strategy 3 Develop new fees to increase Department's revenue generation. Develop mechanisms to increase Department's general fund support.**

**Performance Measure:** Increase Department's revenue generation and base line level of general fund support.

**Step No Action**

- 1 Establish a working group/task force comprised of field representatives, supervisors, finance/budget staff and stakeholders to identify new approaches for increased revenue generation.**
- a. Consult with other City agencies, outside jurisdictions, marketing groups, and stakeholders to identify and develop mechanisms to enhance revenue opportunities department wide.
  - b. Verify that fees for department services, programs and materials utilized by other City Departments are being collected.
  - c. Formalize meeting schedule and reporting process of working group task force involving marketing groups and stakeholders.
- Expected Result:* See "Reward/Consequence" below  
*Assigned To:* Director of Finance and Administration  
*Requested Resources:* Currently being reviewed. Need to hire Partnership Director.  
*Reward/Consequence:* Encourages input from department staff and advocacy groups. Create incentives for staff to be entrepreneurial for department revenue generation. Create revenue incentives in GGP and other key

tourist destinations.

Date	Added	Target	Status	Completion
	9/24/2003			

- 2 Working group task force explores feasibility of new revenue generating ideas including, but not limited to: Adopt-a-Park Campaign; new park concession stands; user fees for members of the public who use the parks/facilities in running private businesses (i.e.: personal trainers commercial dog walkers, teaching tennis lessons, stadium banners, etc.) naming rights, pouring rights, drop-in fees (i.e. basketball, volleyball, badminton, gym sports, etc); utilization of Hotel Tax Fund; etc.**
  - a. Establish a process for presenting ideas.
  - b. Establish a method of prioritization for reviewing new ideas.
  - c. Establish a process for feasibility study.
  - d. Establish an ongoing review process/team whereby staff can bring new revenue generating ideas forward to be analyzed and evaluated for potential implementation.
  - e. Enhance community/department/park management collaboration - i.e. public school model (PTA) for revenue generation, grant writing, etc.
  - f. Research availability of hotel tax fund monies for department's facilities, programs and services.
  - g. Involve Park Managers in the process.

*Expected Result:* See "Reward/Consequence" below

*Assigned To:* Director of Finance and Administration Service

*Requested Resources:* Currently being reviewed. Need to hire Partnership Director.

*Reward/Consequence:* Encourages input from department staff and advocacy groups.  
 Create incentives for staff to be entrepreneurial for department revenue generation.  
 Create revenue incentives in GGP and other key tourist destinations.  
 Additional revenue available to the department for increasing its operational budget.  
 Increased community involvement/participation  
 Potential increased revenue for operational enhancement and capital projects.

Date	Added	Target	Status	Completion
	9/24/2003	6/1/2004		

- 3 Develop guidelines and pursue sponsorship opportunities for parks, events, projects and programs within the Department.**
  - a. Establish a list of potential parks, events, projects and programs for which sponsorship is appropriate.
  - b. Explore legalities and political climate as it relates to outside sponsorships.
  - c. Promote sponsorship opportunities.
  - d. Involve stakeholders and outside marketing groups in promoting sponsorship opportunities.

*Expected Result:* See "Reward/Consequence" below

*Assigned To:* See comments on following pages.

*Requested Resources:* Currently being reviewed.

*Reward/Consequence:* Encourages input from department staff and advocacy groups.  
 Maximizes revenue related to sponsorship  
 less drain on operating dollars where sponsorship

is possible.

Date	Added	Target	Status	Completion
	9/24/2003	6/1/2004		

**4 Evaluate existing partnerships and explore potential partnerships to increase department's revenues and services. (potential candidate for "Partnership an Volunteers" Team)**

- a. Establish a list of existing and potential partnerships to increase department's revenue and services.
- b. Evaluate potential partnerships of park sections, multi-use facilities or features.
- c. Revise and/or create agreements to enhance existing partnerships.
- d. Establish agreements to solidify new partnerships.
- f. Explore potential pro bono public relations opportunities.

*Expected Result:* See "Reward/Consequence" below

*Assigned To:* New Staff Person, Director of Partnership

*Requested Resources:* Currently being reviewed.

New Staff Person, Director of Partnership

*Reward/Consequence:* Improve services and efficiencies.

Develop stronger relationships with communities.

Date	Added	Target	Status	Completion
	9/24/2003	6/1/2004		

**5 Develop marketing program/division for increased revenue generation.**

- a. Competitively market sponsorship opportunities, facilities, programs, etc.
- b. Explore legalities and political climate as it relates to marketing.
- c. Explore potential pro bono public relations opportunities.

*Expected Result:* See "Reward/Consequence" below

*Assigned To:* See comments on the following pages.

*Requested Resources:* partner with professional marketing group and/or New Staff Person, Director of Partnership

*Reward/Consequence:* Increased public awareness of parks, facilities and programs.

Improved public awareness via PSAs, neighborhood newspapers, etc. used to promote parks, facilities and programs.

Increased revenue to support department operations.

Maximized utilization of facilities and program.

Date	Added	Target	Status	Completion
	9/24/2003	6/1/2004		

**6 Develop coordinated grants application and monitoring program.**

- a. Solidify support from stakeholders and advocacy groups in identifying grant sources.
- b. Establish aggressive approach to enhance revenue via grants.
- c. Create centralized depository for grant information.
- d. Develop a Grant Team to actively research and apply for available grants.
- e. Team will be responsible for coordinating application process via established city processes.
- f. Team will coordinate with program managers for monitoring reporting program.

*Expected Result:* See "Reward/Consequence" below

*Assigned To:* Director of Finance and Administration

*Requested Resources:* Additional staff required for grant team.

*Reward/Consequence:* Increased revenue to support department operations and capital projects.  
 Increased involvement of stakeholders and advocacy groups in seeking new sources of revenue for operational enhancement and capital projects.  
 Increased involvement of program managers in grant process.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/24/2003	6/1/2004		
<b>7</b>	<b>Seek approval of a baseline City funding level (set-aside) to preserve the operating budget for the Department.</b>			

- a. Determine a consistent and effective operational funding level for the department.
- b. Create a baseline city funding level via charter amendment that allows for consistent and effective operations.
- c. Research existing set asides for other city departments (Public Library, MTA/Muni, etc)

*Expected Result:* See "Reward/Consequence" below

*Assigned To:* See comments on following pages.

*Requested Resources:* Currently being reviewed.  
 Strong support from Advocacy, Stakeholders Groups, Mayor's Office, Rec & Park Commission  
 New Staff Person, Director of Partnership

*Reward/Consequence:* Department's required operational funding level would be defined.  
 Required operational funding level would be preserved during difficult economic times.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/24/2003	6/1/2004		

## Performance & Accountability (Morale)

- Team** Organizational Development -- Performance and Accountability
- Goal** Develop an accountability program based on measurable performance standards.
- Strategy** **Develop incentive programs that improve morale and reward individual and group contributions to the Department.**
- Comments:** Employee Morale and Recognition Action Plan

Goal: Develop programs that improve morale and reward individual and group contributions to the department.

Background: The Department does not presently have a formal recognition or employee morale program. A winter holiday party is the main department-wide event of the year. Over the years, different events or activities have come and gone including pins for years of service, an annual night at the Zoo, and an Urban Fair.

As part of the development of this Action Plan, our Team did a limited survey of employees to get a sense of the issues that needed to be addressed. 100 surveys were distributed and 19 were returned. Of those, 57% were very or extremely satisfied with their jobs. 21% were satisfied and 21% were not satisfied. Employees cited lack of staff, communication in the department, lack of accountability, and quality of supervisors as the main factors in their satisfaction. It is important to note that each of these issues is being addressed in separate Action Plans.

Our Operations Planning Team discussed these issues and came to the conclusion that a coordinated recognition and morale program was important to create a team environment where employees felt they were acknowledged and rewarded for superior performance. The Team contacted numerous other organizations and gathered a significant amount of materials.

Proposal: This Action Plan proposes three Strategies. The first creates a comprehensive recognition program for employees, workgroups or facilities, managers or supervisors, and retirees. This Strategy recognizes ongoing dedication, reinforces and acknowledges significant contributions, and maintains employee commitment. The second Strategy works to improve moral and create a department-wide sense of team spirit and Teamwork. The final Strategy educates San Francisco citizens about the significant contributions that Department employees make to the City's quality of life and promotes public awareness of Department area of jurisdiction, examples of excellence, and breadth of programming.

**ACTION PLAN:**

**Supporting Strategy 1** Create a recognition program for outstanding service and performance whose purpose is to: Provide tools to recognize ongoing dedication, reinforce and acknowledge significant contributions, and maintain employee commitment.

**Step No Action**

**1 Implement a recognition program to honor individual employees.**  
*Expected Result:* a) Increased employee commitment, b) increased employee morale, c) increased size and quality of applicant pool  
*Assigned To:* Human Resources Department  
*Requested Resources:* Budget: Approximately \$4,000

Date	Added	Target	Status	Completion
9/11/2003		2/1/2004		

**2 Implement a recognition program to honor workgroups or facilities.**  
*Expected Result:* a) Increased employee commitment, b) increased employee morale, c) increased size and quality of applicant pool.  
*Assigned To:* Human Resources Department  
*Requested Resources:* Budget: Approximately \$4,000

Date	Added	Target	Status	Completion
9/11/2003		2/1/2004		

**3 Implement a recognition program for outstanding supervisors or managers whose purpose is to promote supervisory excellence.**  
*Expected Result:* a) Increased employee commitment, b) increased employee morale, c) increased size and quality of applicant pool.  
*Assigned To:* Human Resources Department  
*Requested Resources:* Budget: Approximately \$4,000

Date	Added	Target	Status	Completion
9/11/2003		2/1/2004		

**4 Implement a recognition program to honor retirees.**  
*Expected Result:* a) Increased employee commitment, b) increased employee morale, c) increased size and quality of applicant pool.  
*Assigned To:* Human Resources Department  
*Requested Resources:* Budget: Approximately \$4,000.

Date	Added	Target	Status	Completion
9/11/2003		2/1/2004		

**5 Implement a recognition program for employees' years of service (this is an existing program that is not done consistently in the Department).**  
*Expected Result:* a) Increased employee commitment, b) increased employee morale, c) increased size and quality of applicant pool

*Assigned To:* Human Resources Department  
*Requested Resources:* Budget: Approximately \$4,000

Date	Added	Target	Status	Completion
9/11/2003		2/1/2004		

**6 Develop a Recognition and Morale Committee and Nomination Process:**

- 1) **Appoint 5 employees to serve on the Recognition and Morale Committee**
  - a. 2 management staff
  - b. 3 past recognition program winners who would rotate out every three months
- 2) **Committee would meet monthly to determine recognition program winners (programs described in detail above) and to facilitate department-wide events (see Strategy B below).**
- 3) **Nominations would be accepted by the Committee for the recognition programs by any employee, member of the public, or manager and would remain active for the fiscal year.**
- 4) **A standardized nomination form would be developed by the Committee for recognition programs (samples have been gathered). The Form would include items such as:**
  - a. Name and section of employee, manager, or workgroup being Nominated.
  - b. Nominator's Signature.
  - c. Description of employee, manager, or workgroup's specific accomplishments.
  - d. Description of how employee, manager, or workgroup's accomplishment supports the Department's mission.
  - e. Information on where to return form

*Expected Result:* a) Increased employee commitment b) increased employee morale c) increased size and quality of applicant pool.

*Assigned To:* Human Resources Department

*Requested Resources:* Budget – Approximately \$4,000

Date	Added	Target	Status	Completion
	9/11/2003	2/1/2004		

**Supporting Strategy 2 Improve morale and create a department wide sense of team spirit and Teamwork.**

**Step No Action**

- 1 **Facilitate more department-wide events and departmental perks.**
  - 1) **The Recognition and Morale Committee established above would facilitate at least two department-wide events a year. They would not necessarily be responsible for producing these events. Existing events like the holiday party could proceed as in years' past. Some examples include:**
    - a. Post-winter Holiday Social
    - b. Ice-cream Social
    - c. Softball/Volleyball/Golf Tournament
    - d. Barbecue
    - e. Night at the Zoo
    - f. Night at Candlestick Park
  - 2) **The Recognition and Morale Committee established above would explore perks for Department employees. Examples include:**
    - a. Free admission to the Zoo

- b. Free admission to the Academy of Science
- c. Free admission to Tea Garden and Conservatory of Flowers
- d. Discounted rates for department camps, classes, and programs
- e. Contributed items from the business community (gift certificates)

- 3) General Manager would deliver a State of the Department address on an annual basis
- 4) Hold one major visionary/learning session during the year.

*Expected Result:* a) Improved employee morale, b) improved job satisfaction, c) improved working relationships, d) improved employee performance, and d) improved community support

*Assigned To:* Human Resources Department

*Requested Resources:* Budget - Approximately \$5,000

Date	Added	Target	Status	Completion
9/18/2003				2/1/2004

**Supporting Strategy 3 Educate San Francisco citizens about the significant contributions Recreation and Park Department employees make to the City's quality of life and promote public awareness of Recreation and Park Department areas of jurisdiction, examples of excellence, and breadth of programming.**

**Step No Action**

- 1 Promote awareness about recognition program award recipients throughout the department, the City, and the Bay Area Press

**Action Items:**

- 1) Utilize the following communications methods:
  - a. Press releases
  - b. Intra/Internet site
  - c. Department newsletter
  - d. Neighborhood Parks Council and Friends of Recreation and Parks Department newsletters. Special interest stories for Bay Area media
  - f. Department involvement in public events
    - i. Urban Fair
    - ii. Stand for Children
    - iii. Arbor Day Events
  - g. Annual State of the Parks address by the General Manager

- 2) Determine owners for promotion methods selected

*Expected Result:* a) Improved employee pride in department, b) improved employee morale, c) increased community awareness about the Recreation and Park department.

*Assigned To:* Public Information Office

*Requested Resources:* Budget - Approximately \$5,000

Date	Added	Target	Status	Completion
9/18/2003				1/1/2004

- 2 Promote awareness throughout the City about the Department's areas of jurisdiction, examples of excellence, and breadth of programming

**Action Items:**

- 1) Utilize the following communications methods:**
  - a. Create a Department Flyer.
  - b. Explore having an information kiosk in Golden Gate Park on Sundays.
  - c. Press releases.
  - d. Intra/Internet site.
  - e. Department newsletter.
  - f. Neighborhood Parks Council and Friends of Recreation and Parks Department newsletters.
  - g. Special interest stories for Bay Area media.
  - h. Department involvement in public events.
    - i. Urban Fair.
    - ii. Stand for Children.
    - iii. Arbor Day Events.

**2) Determine owners for promotion methods selected**

*Expected Result:* a) Improved employee pride in department, b) improved employee morale, c) increased community awareness about the Recreation and Park department

*Assigned To:* Public Information Office

*Requested Resources:* Budget - Approximately \$5,000

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/18/2003	1/1/2004		

**Strategy Notes:** Other Strategies: There are a number of other strategies impacting employee morale that are being addressed either in other areas of the Department or through the development of other Operations Plans. Some of these other strategies include:

- Promote the Mission, Vision, and Directions of the Strategic Plan throughout the Department
- Promote accountability and performance evaluation throughout the department
- Improve internal and external Departmental communication
- Ensure that employees have adequate tools to do their jobs.

# Park Manager

**Team** Organizational Development -- Organizational Structure

**Goal** Evaluate and modify the organizational structure of the Department to ensure that it meets its stated goals and accommodates community needs.

**Strategy** **Define and consider establishing an experimental Park Manager program for select parks.**

**Performance Measure:** See supporting strategy measures.

**Comments:** Timeline may change by a minimum of 6 months, due to possible delays in implementing the orientation and training program and establishing the civil service requirements (i.e., negotiating with the Unions, creating the classification, recruitment process).

While this Action Plan specifies one district, after peer review and team discussion, the recommendation is to implement the Recreation & Park Manager I program at 2 pilot locations, as established in the February 15, 2002 minutes: Lake Merced and McLaren Park. Data included in this Action Plan are specific to Lake Merced.

## ACTION PLAN:

**Supporting Strategy** **1 Establish Civil Service position for the Recreation & Park Manager I at Lake Merced by 10/31/02**

**Performance Measure:** Create an assignment for the Recreation & Park Manager I at Lake Merced by 10/31/02.

### Step No Action

**1 Establish criteria for selecting potential sites and identify Specific Regional Park Assignments (see February 15, 2002 meeting minutes)**

*Expected Result:* Comprehensive management and development of Recreation & Park facility (see February 15, 2002 minutes)

*Assigned To:* Neighborhood Services Asst. Superintendent & Human Resources; Superintendent check status monthly.

*Requested Resources:* See budget attached.

*Reward/Consequence:* Reward: Greater usage of resources at Lake Merced; staff meeting performance goals.  
 Consequences: Under-utilization of resources at Lake Merced; staff not meeting performance goals.

Date	Added	Target	Status	Completion
	7/2/2002	10/31/2002	Monthly	

**2 Create Recreation & Park Manager I duties and responsibilities via Job Analysis Questionnaire (assigned to Neighborhood Services Asst. Superintendent to be completed by 10/31/02).**

*Expected Result:* Comprehensive management and development of Recreation & Park facility (see February 15, 2002 minutes)

*Assigned To:* Neighborhood Services Asst. Superintendent & Human Resources; Superintendent check status monthly.

*Requested Resources:* See budget attached.

*Reward/Consequence:* Reward: Greater usage of resources at Lake Merced; staff meeting performance goals.  
 Consequences: Under-utilization of resources at Lake Merced; staff not meeting performance goals.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/1/2002	10/31/2002	Monthly	

**3 Create organizational chart for the Recreation & Park Manager I classification that demonstrates a balance of expertise between recreation & park disciplines (assigned to Neighborhood Services Asst. Superintendent to be completed by 10/31/02).**

*Expected Result:* Comprehensive management and development of Recreation & Park facility (see February 15, 2002

*Assigned To:* Neighborhood Services Asst. Superintendent & Human Resources

*Requested Resources:* See budget attached.

*Reward/Consequence:* Reward: Greater usage of resources at Lake Merced; staff meeting performance goals.  
 Consequences: Under-utilization of resources at Lake Merced; staff not meeting performance goals.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/1/2002	10/31/2002	Monthly	

**4 Implement selection process and hire Recreation & Park Manager I position (assigned to Human Resources to be completed by 12/31/02).**

*Expected Result:* Comprehensive management and development of Recreation & Park facility (see February 15, 2002 minutes)

*Assigned To:* Neighborhood Services Asst. Superintendent & Human Resources; Superintendent check monthly.

*Requested Resources:* See budget attached.

*Reward/Consequence:* Reward: Greater usage of resources at Lake Merced; staff meeting performance goals.  
 Consequences: Under-utilization of resources at Lake Merced; staff not meeting performance goals.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/1/2002	10/31/2002	Monthly	

**5 Provision for orientation and training program for current department supervisors. Provide a curriculum of the program for "outside" candidates.**

*Expected Result:* Comprehensive management and development

of Recreation & Park facility (see February 15, 2002 minutes)

*Assigned To:* Neighborhood Services Asst. Superintendent & Human Resources; Superintendent check status monthly.

*Requested Resources:* See budget attached.

*Reward/Consequence:* Reward: Greater usage of resources at Lake Merced; staff meeting performance goals.  
 Consequences: Under-utilization of resources at Lake Merced; staff not meeting performance goals.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/23/2002	10/31/2002	Monthly	

**Supporting Strategy 2 Identify funding for pilot Lake Merced assignment by 3/17/03.**

**Step No Action**

**1 Refine the budget for the Recreation & Park Manager I program (assigned to Neighborhood Services Asst. Superintendent to be completed by 9/2/02).**

*Expected Result:* Full or enhanced funding for implementation of comprehensive management and development of Recreation & Park facility

*Assigned To:* Recreation & Park Manager I; Superintendent and Finance to check status monthly.

*Requested Resources:* Intra and inter departmental personnel (i.e., Finance Department, grant opportunities, etc.)

*Reward/Consequence:* Reward: Full or enhanced funding; Recreation & Park Manager I position exists  
 Consequences: Reduced funding; Recreation & Park Manager I position eliminated.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/3/2002	3/17/2003	Monthly	

**2 Develop plan to identify funding sources, e.g. General Fund, Grants, Revenue streams etc.: Determine how to handle surplus revenue generated (i.e. revenue remains with site to cover all operational cost & capital development costs or revenue assigned to support other programs) (assigned to Neighborhood Services Asst. Superintendent & Finance to be completed by 2/14/03)**

*Expected Result:* Full or enhanced funding for implementation of comprehensive management and development of Recreation & Park facility.

*Assigned To:* Recreation & Park Manager I; Superintendent and Finance to check status monthly.

*Requested Resources:* Intra and inter departmental personnel (i.e., Finance Department, grant opportunities, etc.)

*Reward/Consequence:* Reward: Full or enhanced funding; Recreation & Park Manager I position exists  
 Consequences: Reduced funding; Recreation & Park Manager I position eliminated.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/3/2002	3/17/2003	monthly	

**3 Create line in the Department's budget for Fiscal Year 03-04 (assigned to Finance to be completed by 3/17/03)**

*Expected Result:* Full or enhanced funding for implementation of

comprehensive management and development of Recreation & Park facility

*Assigned To:* Recreation & Park Manager I; Superintendent and Finance to check status monthly.

*Requested Resources:* Intra and inter departmental personnel (i.e., Finance Department, grant opportunities, etc.)

*Reward/Consequence:* Reward: Full or enhanced funding; Recreation & Park Manager I position exists  
 Consequences: Reduced funding; Recreation & Park Manager I position eliminated.

Date	Added	Target	Status	Completion
	7/3/2002	3/17/2003	Monthly	

**Supporting Strategy 3 Delegate following responsibilities to Park Manager I assignment by 12/03.**

**Step No Action**

**1 Develop initial program plan for Lake Merced.**

*Expected Result:* Defined work plan and job expectations for Park Manager I.

*Assigned To:* Neighborhood Services Asst. Superintendent; check status monthly.

*Requested Resources:* Office established; MIS connections complete; communications and transportation in place.

*Reward/Consequence:* Reward: Implementation  
 Consequences: Continued deterioration of facility and resources; Negative public opinion.

Date	Added	Target	Status	Completion
	7/3/2002	1/2/2003	Monthly	

**2 Refine staffing plan for Lake Merced to account for balance of expertise between Recreation & Park disciplines: Recreation & Park Manager I's office, shared vs. permanently assigned staff with existing park maintenance, recreational and natural areas, and volunteer coordinator staff [see April 5, 2002 minutes -Item II(D)]**

*Expected Result:* Defined work plan and job expectations for Park Manager I.

*Assigned To:* Neighborhood Services Asst. Superintendent; check status monthly.

*Requested Resources:* Office established; MIS connections complete; communications and transportation in place.

*Reward/Consequence:* Reward: Implementation  
 Consequences: Continued deterioration of facility and resources; Negative public opinion.

Date	Added	Target	Status	Completion
	7/3/2002	1/2/2003	Monthly	

**3 Coordinate capital program and revenue enhancement plan for Lake Merced with intra-departmental personnel**

*Expected Result:* Defined work plan and job expectations for Park Manager I

*Assigned To:* Neighborhood Services Asst. Superintendent; check status monthly.

*Requested Resources:* Office established; MIS connections complete; communications and transportation in place.

*Reward/Consequence:* Reward: Implementation  
 Consequences: Continued deterioration of facility and resources; Negative public opinion.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/3/2002	1/2/2003	Monthly	

**Supporting Strategy 4 Evaluate Park Manager pilot assignment on a quarterly basis, beginning 07/01/03.**

**Step No Action**

- 1 Develop specific performance baselines, e.g. volunteer hours, customer satisfaction surveys, revenues, attendance figures, etc., and develop methodology to evaluate program (assigned to Neighborhood Services Asst. Superintendent and Park Manager I to be completed by 7/30/03).**

*Expected Result:* Assessment of program, and viable information on which to base expansion possibilities.

*Assigned To:* Management Team; General Manager

*Requested Resources:* MIS, clerical support, partner organizations, and Management Team

*Reward/Consequence:* Reward: Necessary data to properly assess; Success of program  
 Consequences: Curtailment of program

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/3/2002	7/1/2004	quarterly	

- 2 Collect, evaluate and submit performance data (assigned to Recreation & Park Manager I to be completed by 12/30/03).**

*Expected Result:* Assessment of programs, and viable information on which to base expansion possibilities.

*Assigned To:* Management Team; General Manager

*Requested Resources:* MIS, clerical support, partner organizations, and Management Team.

*Reward/Consequence:* Reward: Necessary data to properly assess; Success of program  
 Consequences: Curtailment of program

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/8/2002	7/1/2004	quarterly	

- 3 Adjust program based on performance data evaluation (assigned to Management Team to be completed by 07/01/04) [see April 5, 2002 minutes – Item II (F)].**

*Expected Result:* Assessment of programs, and viable information on which to base expansion possibilities.

*Assigned To:* Management Team; General Manager

*Requested Resources:* MIS, clerical support, partner organizations, and Management Team

*Reward/Consequence:* Reward: Necessary data to properly assess; Success of program  
 Consequences: Curtailment of program

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/8/2002	7/1/2004	quarterly	

**PARK MANAGER  
 BUDGET**  
 (Revised 7/04)

<b>LINE ITEM</b>	<b>EXISTING BUDGET FY04/05</b>
SALARY & FRINGES	113,028
TRANSPORTATION	1,000
COMMUNICATIONS	500
OFFICE SPACE	0
MIS	0
FUNDRAISING, MARKETING, PROGRAM DEVELOPMENT	0
VOLUNTEERISM	0
MAINTENANCE & PREVENTIVE MAINTENANCE	33,600
RECREATION STAFF	
MATERIALS & SUPPLIES	10,000
<b>TOTALS</b>	<b>158,128</b>

# Park Patrol

- Team** Programs, Services and Facility Use -- Safety & Security
- Goal** Provide high quality and innovative programs and services that respond to the changing needs of all ages and demographics.
- Strategy** **Improve safety and security in parks and facilities through preventative and proactive measures.**

**Comments:** The San Francisco Park Rangers, known as the “Park Patrol” is a Division of the San Francisco Recreation and Parks Department. The mission of the park rangers is to provide security and safety for all visitors to San Francisco Recreation and Parks facilities. The City of San Francisco is a well diverse community that attracts millions of patrons from all over the world. It’s premier park known as “Golden Gate Park” is considered a world-class park.

The San Francisco Park Rangers are committed to provide a competent and effective public safety service to all persons, with the highest regards for human dignity and for the preservation of the city’s parklands. This is will accomplished through efficient, professional, and ethical practices.

Generally speaking, a “ranger” is a law enforcement officer whose jurisdiction and /or responsibilities center on the city’s parklands. Rangers function as naturalists who manage and interpret natural resources for the public; they may also perform park maintenance duties and also have law enforcement authority.

The San Francisco Park Rangers primary duties are to preserve the peace, protect life and property, and to enforce the City and County of San Francisco Park Code. Pursuant to these duties park rangers issue warnings, either verbal or written, issue citations, make arrests and investigate minor misdemeanors. The rangers work in conjunction with the local police agency to ensure maximum service for the park community.

Our vision is to enhance our status as a premier agency in the Park Ranger field. As such, we will be recognized as a team of empowered professionals capable of responding to the new challenges as they occur within the City and County of San Francisco Recreation and Park Department parklands. This will serve as a model for other park agencies that bring the value of customer service to the citizen’s of San Francisco.

## **ACTION PLAN:**

**Performance Measure:** Increase Park Patrol staff (efficiencies) by adding a day shift and increasing the night shift (as well as improve available tools and resources).

- Supporting Strategy** **1 Improve communications both internally and externally for the Department’s Park Patrol staff through the development of interdepartmental protocols with the Department of Telecommunications and Information Services and the Police Department to facilitate the exchange of pertinent information on a timely basis. Protocols to be documented via Park Patrol training handbook.**

**Step No Action**

- 1**
  - i. Engage the services of an independent consultant and the Police Department to analyze Park Patrol policies and procedures including the present command headquarters and their appropriateness related to location and function (assigned to Neighborhood/Citywide Superintendents to be completed by 9/30/04).
  - ii. Based upon the consultants report and continuing consultant services develop a training manual for Park Patrol with training to be completed at the Police Academy (assigned to Neighborhood/Citywide Superintendents to be completed by 12/31/04).
  - iii. Based upon the consultants report determine the need to evaluate the necessity of arming park patrol (assigned to Neighborhood/Citywide Superintendents to be completed by 12/31/04)
  - iv. Complete staff training (assigned to Neighborhood/Citywide Superintendents and Park Patrol supervisor to be completed by 3/30/05).

*Expected Result:* Timely exchange of information through established protocols.

*Assigned To:* Citywide Superintendent

*Requested Resources:* Minor reproduction costs  
 Consultant contract  
 Training costs at Police Academy

*Reward/Consequence:* Reward: Greater availability of information for staff and the public.  
 Consequences: Citizens face significant obstacles to obtain services.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/8/2003	3/30/2005		

**Supporting Strategy 2 Upgrade and improve facility security systems at all sites to minimize response requests for false positive alarms. Work with the Capital and MIS Divisions to upgrade existing systems in conjunction with capital projects as well as identifying chronic security system problems.**

**Step No Action**

- 1**
  - i. Ensure all capital projects include upgraded security systems (assigned to the Department's Neighborhood Services Superintendents to be completed immediately).
  - ii. Survey existing facilities not scheduled for capital projects within the next two years to establish priority upgrades (assigned to the Neighborhood Services Superintendent to be completed by 6/30/04)
  - iii. Secure Capital funds for the installation of improved security systems (assigned to Neighborhood Services Superintendent, to be completed by 6/30/04)

*Expected Result:* Improved facility security and reduced inefficiencies related to false alarms.

*Assigned To:* Information Services Manger  
 Park Patrol Supervisors  
 Neighborhood Services  
 Capital Program Mgr.

*Requested Resources:* Significant Capital Investments

*Reward/Consequence:* Reward: Greater facility security, staff efficiencies

and improved park user safety.  
 Consequences: More facility vandalism

	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
<b>Supporting Strategy 3</b>		10/8/2003	6/30/2004		
<b>Increase staff levels through the establishment of a volunteer Park Patrol Reserve program. The Program would be modeled after similar municipal police reserve programs. The Reserve assignments would allow Department Park Patrol staff to concentrate on security and enforcement responsibilities. Staff would meet with SEIU Local 790 as needed prior to the implementation of this program.</b>					

**Performance Measure:** We have 15 volunteer Park Patrol Reservists serving a minimum of 20 hours per week to start by 5/1/04.

**Step No Action**

- 1 Increase staff levels through the establishment of a volunteer Park Patrol Reserve program.**

*Expected Result:* Less vandalism and increased observance of Park code.

*Assigned To:* Volunteer Office Manager  
 Park Patrol Supervisor

*Requested Resources:* Material & supply expenditures for volunteer uniforms and related equipment as well as training volunteers at the Police Academy

*Reward/Consequence:* Reward: Greater accessibility for the public to Department staff resources.  
 Consequences: Citizens face significant obstacles to obtain services and information.

	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
<b>Supporting Strategy 4</b>		10/8/2003	5/1/2004		
<b>Create several staffed informational kiosks to provide information, provide direct external communication and monitor public activities. The location of the kiosks will be in Golden Gate Park, as well as other regional and heavily used parks such as McLaren Park, Sigmund Stern Grove, Crocker Amazon, and Justin Herman Plaza. Based upon seasonal use, the kiosks would be staffed intermittently and could also serve as a mobile command center during emergencies.</b>					

**Performance Measure:** Locations for Kiosks have been identified and installed by 6/30/05.

**Step No Action**

- 1**
  - i. Identify appropriate Kiosk locations and develop staffing schedule (assigned to the Department's Neighborhood Services Superintendents to be completed by 6/30/04)
  - ii. Build Kiosks (assigned to the Department's Capital Division to be completed by 6/30/05)
  - iii. Train Patrol Reservists (assigned to Volunteer Office and Park Patrol Supervisor, to be completed by 7/30/03)
  - iv. Implement the Program (assigned to Neighborhood Services, Citywide Superintendents to be completed by 6/30/05)

*Expected Result:* Improve Park Security and increase external communication for park visitors.  
 Improved visitors service and increased

understanding of park environments.

*Assigned To:* Department Citywide/Neighborhood Services  
 Superintendents, Public Information Office and  
 Office Volunteer Services

*Requested Resources:* Capital Design Team and construction costs.  
 Training by Volunteer Office and Park Patrol Staff.  
 Materials and Supplies (M & S) expenditures  
 based upon number of uniforms issued.  
 Services are provided by the Department (i.e.  
 cleaning, repairs of Kiosks. Staff time for drafting  
 curriculum.

*Reward/Consequence:* Reward: Greater accessibility for the public to  
 Department staff resources and improved park  
 security. Increased public understanding of  
 natural resources, natural history and park  
 stewardship.  
 Consequences: Citizens face significant obstacles  
 to obtain services. Citizens still cannot recognize  
 the value of parklands and the fragile nature of the  
 park environment.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/8/2003	6/30/2005		

**Supporting Strategy 5** In conjunction with the Department’s Office of Volunteer Services the Park Patrol Program shall develop a docent program to provide cultural, historical and natural history programs for park visitors to be completed by 12/31/04.

**Performance Measure:** Implement Park Patrol Docent Program utilizing Park Patrol Officers and Reservist to be completed by September 30, 2005.

**Step No Action**

1 i. Establish a curriculum committee comprised of the following staff and members of the public:

- Office of Public Information
- Office of Volunteer Services
- Natural Areas Program
- Neighborhood Services
- Integrated Pest Management/Urban Forestry
- Friends of Recreation and Park
- California Academy of Sciences
- Strybing Arboretum Society
- Audubon Society
- Coleman Youth (to be completed by 3/30/04)

ii. The Committee submits draft curriculum to the Department’s Superintendents (to be completed by 6/30/04)

iii. Superintendents make a recommendation to the General Manager as to whether the draft curriculum shall be adopted and submitted to the Commission (to be completed by 9/30/04)

iv. As part of the General Manager’s report to the Commission including a specific recommendation (to be completed by 10/30/04)

vi. Train Staff (to be completed by 9/15/05)

vii. Develop docent schedule (to be completed by 8/30/05)

viii. Implement the Program (to be completed by 9/30/05)

*Expected Result:* Improved visitor services and increased understanding of park environments.

*Assigned To:* Office Volunteer Services

*Requested Resources:* Staff time for recruitment and training.

*Reward/Consequence:* Reward: Increased public understanding of natural resources, natural history and park stewardship.  
 Consequences: Citizens still cannot recognize the value of parklands and the fragile nature of the park environment.

	Date	Added	Target	Status	Completion
<b>Strategy 6</b>		10/8/2003	12/31/2004		
<b>Review Park Code enforcement strategies and interpretations in order to improve park visitor safety and protect the park environment.</b>					
<b>Supporting Strategy 6</b>					
<b>Improve intradepartmental communication related to identifying the allocation of Park Patrol resources, and improve interdepartmental partnerships with other City Agencies</b>					

**Performance Measure: A.** Improve intradepartmental communications related to allocating Park Patrol resources for enforcement to be implemented immediately.

**Step No Action**

- 1
  - i. Convene monthly meetings with Park Patrol Supervisors and Assistant Superintendents for Neighborhood Services to communicate priorities for the enforcement of Park Codes and Department Policies (assigned to the Department's Neighborhood Services Superintendent to be completed immediately).
  - ii. Park Patrol Supervisors assign staff based upon monthly prioritization meeting (to be completed by immediately).
  - iii. Develop standards and procedures for operational staff to enforce the Park Code (assigned to Neighborhood/Citywide Superintendents to be completed by 12/31/04).
  - iv. Determine which supervisory staff classifications should enforce the Park Code and provide training at the Police Academy (assigned to Neighborhood/Citywide Superintendents to be completed by 12/31/04).
  - v. Develop funding strategy for the procurement of the mobile informational center/emergence command center (assigned to Neighborhood/Citywide Superintendents & Director of Finance and Administration to be completed by 12/31/04).

*Expected Result:* Improve Park Security and increase internal communication for staff thereby improving efficiencies.

*Assigned To:* Department Citywide/Neighborhood Services Superintendent.

*Requested Resources:* Staff time for monthly meetings.  
 Training budget at Police Academy.

*Reward/Consequence:* Reward: Improved allocation of scarce resources and improved implementation of Department policies.  
 Consequences: Department policies have not

been adequately communicated to staff.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/8/2003	12/31/2004		

**Performance Measure:** B. Improve lines of communication with other City Agencies immediately.

**Step No Action**

- 1 i. Develop written protocols for Department of Telecommunication and Information Services (DTIS) (assigned to Park Patrol Supervisor to be completed by 10/31/03).
- ii. Start a working group with San Francisco Police Department to improve lines of communication for daily work responsibilities, protocols when encountering both victims and suspects and protocols for emergency response events (assigned to the Department's Citywide Superintendent and Park Patrol Supervisor to be completed by 6/30/04).
- iii. Obtain and distribute monthly police district crime reports for Park Patrol staff (assigned to Citywide Superintendent to be completed by 12/31/04).

*Expected Result:* Improve overall Park Security and improve safety for staff and visitors.

*Assigned To:* Department Citywide Superintendents.

*Requested Resources:* Staff time for interdepartmental meetings and drafting protocols.

*Reward/Consequence:* Reward: Increased public security when visiting parks.  
 Consequences: Inefficiencies between city agencies.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/8/2003	6/30/2004		

# Staff Professional Appearance

**Team** Organizational Development -- Staffing Resources  
**Goal** Maintain adequate staff to perform Department functions and meet customer needs.  
**Strategy** **Improve the public's ability to recognize and access Department Staff by increasing their visibility and professional**  
**Comments:** Timeline may change, due to possible delays in implementing the orientation and training program and establishing the civil service requirements (i.e. negotiating with the Unions, budgetary constraints, etc.)\*

**ACTION PLAN:**

**Supporting Strategy 1** Provide business cards with the Department's Mission Statement to for all staff that would allow individuals to provide pertinent information designated staff on an ongoing basis and issue generic business cards on an as needed basis. Department policy to be documented via employee handbook.

**Step No Action**

1 see supporting strategy #1 wording

*Expected Result:* Means to professionally identify staff and provide them with the means to provide communication information to the public

*Assigned To:* Information Services Manager and Personnel Manager

*Requested Resources:* Minor material & supply expenditures

*Reward/Consequence:* Reward: Greater accessibility for the public to Department and City services.  
 Consequences: Citizens face significant obstacles to obtain services

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/2/2003		monthly	

**Supporting Strategy 2** Implement an ID badge program (with bar codes) to all staff (including generic identification for youth workers & volunteers) so that the public can readily identify Department employees. Department policy to be documented via employee handbook. Implement an ID program (with bar codes) to all staff so that the public knows who they are.

**Performance Measure:** Upon appointment and within 10 business days, staff has received ID badge.

**Step No Action**

1 see supporting strategy #2 wording.

*Expected Result:* Means to professionally identify staff

*Assigned To:* Information Services Manager and Personnel Manager

*Requested Resources:* Minor material & supply expenditures staff time to implement the program.

*Reward/Consequence:* Reward: Greater accessibility for the public to Department staff resources.  
 Consequences: Citizens face significant obstacles to obtain services.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/2/2003			5/1/2004

**Supporting Strategy 3** Create various and appropriate types of official Department attire to be distributed to all staff in order to present a professional and identifiable appearance. The official attire will be appropriate for job assignments, climatic conditions, and will provide an opportunity for staff to vary the type of attire they choose to wear. Staff will be responsible for maintaining the attire so as to present a clean and professional appearance. Department policy to be documented via employee handbook.

**Performance Measure:** 1. Official attire has been distributed to all appropriate staff by 12/3/03\*. 2. The Committee shall conduct a citizen survey to determine the effectiveness of the official attire program and make a recommendation prior to issuing replacement attire to be completed by 9/30/05.

**Step No Action**

**1** (\*see comment section at the beginning of Action Plan)

- i. Meet with staff's union representatives in a meet and confer session to discuss and gain approval for the requirement that staff wears official attire during scheduled work hours ( assigned to the Department's Superintendents and Director of Human Resources to be completed by 6/30/03)\*
- ii. Establish an official attire working group (Committee) to implement the program (assigned to the Department's Superintendents and Director of Human Resources to be completed by 6/30/03)\*
- iii. Committee to develop a staff survey to solicit input related to the most appropriate type of attire that would be distributed by the Department for specific types of assignments, work groups and staff classifications, including practical replacement schedules (assigned to the Assistant Superintendents and Program Managers for Neighborhood Services, Structural Maintenance, and Citywide Services, to be completed by 7/30/03)\*
- iv. Committee to conduct a staff survey that solicits input related to the types of attire that would provide the public with the means to identify staff, enhances worker safety, would be acceptable, practical, and cost effective (assigned to Neighborhood Services, Citywide and Structural Maintenance Assistant Superintendents and Program Managers as a Department wide staff evaluation tool to be completed by 8/31/03)\*
- v. Based upon the attire survey, solicit bids from vendors to determine a budget for the purchase of official attire (assigned to Department Purchaser, Neighborhood Services, Citywide, and Structural Maintenance Assistant Superintendents and Program Managers as a Department wide management tool to be completed by 9/31/03)\*
- vi. Identify a funding strategy for the purchase of attire in either a phased or unilateral approach (assigned to Director of Finance and Administration and the Department's Superintendents to be completed by 10/31/03)\*
- vii. Based upon an agreed funding strategy, purchase and distribute official attire to staff (assigned to Structural, Neighborhood, and Citywide Assistant Superintendents and program Managers to be completed by 12/31/03)\*

*Expected Result:* Means to professionally identify staff

*Assigned To:* Department Purchaser Personnel and Assistant Superintendents & Program Managers

*Requested Resources:* Negotiating team  
Research for appropriate attire

Materials and Supplies (M & S) expenditures based upon uniform type, number of uniforms issued per staff and if related services are provided by the Department (i.e. cleaning, repairs, replacement schedule) Staff time for ordering, obtaining, and issuing M & S

*Reward/Consequence:* Reward: Greater accessibility for the public to Department staff resources.  
 Consequences: Citizens face significant obstacles to obtain services.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/2/2003			12/31/2003

**Performance Measure: 2.** The Committee shall conduct a citizen survey to determine the effectiveness of the official attire program and make a recommendation prior to issuing replacement attire to be completed 9/30/05.

**Step No Action**

**1**

- i. The Committee develops and distributes a citizen/staff survey utilizing all available and existing conduits such as PROASAC, NPC, Coleman Youth, Advisory Groups etc. (to be completed by 5/1/05)\*
- ii. The Committee compiles results of the survey and presents the information to the Department’s Superintendents with a specific recommendation (to be completed by (6/15/05)\*
- iii. Superintendents make a recommendation to the General Manager as to whether the official attire program will continue (to be completed by (6/30/05)\*
- iv. General Manager submits a report to the Commission including a specific recommendation (to be completed by 7/30/05)\*

*Expected Result:* Means to determine if program is effective

*Assigned To:* Attire Committee & Superintendents

*Requested Resources:* Staff for the Attire Committee to develop, distribute and analyze survey

*Reward/Consequence:* Reward: Proper allocation of resources.  
 Consequences: Citizens still cannot recognize Department staff while the Department could waste valuable resources.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/2/2003			7/30/2005

# New Recreation Programs

- Team** Programs, Services and Facility Use
- Goal** Provide high quality and innovative programs and services that respond to the changing needs of all ages and demographics.
- Strategy** **Create the opportunity to develop and implement new recreation programs.**

**Performance Measure:** Beginning February 28, 2007, an annual report will be created and published, detailing the success and popularity of the new programs. a) Number of new programs developed and offered throughout City

**Comments:** After much research, it was determined that to support the draft action plan of "Providing high quality and innovative programs and services that respond to the changing needs of all ages and demographics", a New Recreation Programs Committee should be created to:

- Identify existing recreational opportunities within the Department.
- Utilize Staff possessing specialized skills.
- Conduct trimester reviews to determine additional program opportunities.
- Promote new programs by providing training.
- Develop an annual report detailing the status of all new and existing programs.
- Establish and promote core program development.
- Determine the program lifecycle and when to get out of a program or reduce it.
- Determine the program standards that each core program will provide.
- Determine marketing and approach to each core program.
- Determine staff capability to deliver the program.
- Determine citizen ease of access for each program.
- Establish the performance measures for each program area.
- Establish appropriate partnerships for recreation services.

Ultimate outcome: Recreational programming will be enhanced and improved to meet the current and existing needs of the community.

**ACTION PLAN:**

**Supporting Strategy 1 Create a "New Recreation Programs" Committee to develop and implement new programs**

**Performance Measure:** Beginning February 28, 2007, an annual report will be created and published, detailing the success and popularity of the new programs. a) Number of new programs developed and offered throughout City b) Attendance data of new programs

**Step No Action**

**1**

(a) The make up of the Committee will be comprised of twelve recreation staff members (1- 3291 Principal Supervisor, 2-3287 Assistant Recreation Supervisor and 9- 3284 Recreation Director/3280 Assistant Recreation Director).

(b) Committee will be determined by staff who volunteer and recommendations by supervisory staff.

(c) Initially, the Committee will meet once a month, and as needed thereafter.

(d) The Committee elects a chairperson.

(e) Superintendents and Assistant Superintendents will submit recommendations of committee makeup to the General Manager.

(f) General Manager will make the final approval.

*Expected Result:* The "New Recreation Programs" Committee will be in place by September 30, 2004

*Assigned To:* General Manager, Superintendents and Assistant Superintendents

*Requested Resources:* Utilize existing San Francisco Recreation and Park Department staff, possessing specialized skills, to cross train Department recreation staff. Take advantage of workshops, training, seminars and conferences provided by other agencies and organizations

*Reward/Consequence:* The San Francisco Recreation and Park Department will have a designated committee that is responsible for assisting in developing and implementing new recreation programs

Date	Added	Target	Status	Completion
	9/2/2003		quarterly	9/30/2004

**Supporting Strategy 2 Identify existing recreation programs that offer new, innovative, unique and fun experiences within the San Francisco Recreation and Park Department as it applies to core services.**

**Step No Action**

**1 For the following groups:**

- (a) Pre-school
- (b) Elementary
- (c) Pre-Teen
- (d) Teen
- (g) Young adult
- (h) Adult

- (i) Senior Citizen
- (h) People with disabilities

*Expected Result:* Existing recreation and park programs will be identified

*Assigned To:* Recreation Assessment Consultant\*

*Requested Resources:* "New Recreation Programs" Committee, San Francisco Recreation and Park Department staff and community groups

*Reward/Consequence:* Successful programs will be identified and can be duplicated throughout the City

Date	Added	Target	Status	Completion
	9/10/2003	12/1/2003		June 2005

**Supporting Strategy 3 Identify existing innovative and unique recreation programs offered by agencies and organizations other than the San Francisco Recreation and Park Department.**

**Step No Action**

- 1 For the following groups:**

- (a) Pre-school
- (b) Elementary
- (c) Pre-Teen
- (d) Teen
- (j) Young adult
- (k) Adult
- (l) Senior Citizen
- (h) People with disabilities

*Expected Result:* Existing recreation programs offered by organizations other than the San Francisco Recreation and Park Department will be identified.

*Assigned To:* Recreation Assessment Consultant

*Requested Resources:* Agencies that provide recreational programming.

*Reward/Consequence:* Successful programs will be identified and can be duplicated throughout the City, or we can determine what others offer that we need not duplicate or that others can do better than us.

Date	Added	Target	Status	Completion
	9/10/2003	12/1/03		

**Supporting Strategy 4 Identify existing San Francisco Recreation and Park Department programs that are no long popular or serving the community's recreational needs.**

**Step No Action**

- 1 For the following groups:**

- (a) Pre-school
- (b) Elementary
- (c) Pre-Teen
- (d) Teen
- (e) Young adult
- (f) Adult
- (g) Senior Citizen
- (h) People with disabilities

*Expected Result:* Existing recreation programs that are no longer

popular will be identified and reevaluated.

*Assigned To:* Recreation Assessment Consultant

*Requested Resources:* "New Recreation Programs" Committee, Recreation and Park Department staff and community groups.

*Reward/Consequence:* Overall recreation programming will be enhanced to meet the needs of the community.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	12/1/2003	June 2005	

**Supporting Strategy 5 Assemble research findings and determine feasibility.**

**Step No Action**

**1 Identify the following needs:**

- (a) Funding
- (b) Staffing
- (c) Training
- (d) Material and Supplies
- (e) Equipment
- (f) Location/facility
- (g) Safety and liability
- (h) Collaboration with other agencies

*Expected Result:* Feasibility of new programs will be identified.

*Assigned To:* Recreation Assessment Consultant

*Requested Resources:* Recreation and Park Staff and staff from other agencies.

*Reward/Consequence:* A template would be created to determine possible new recreational programs

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	12/1/2003		

**Supporting Strategy 6 Present findings to the Recreation Staff.**

**Step No Action**

**1 (a) Create a questionnaire to determine staff's interests and skills in innovative programs. Questionnaire will include new programs that have been identified as feasible by the New Recreation Programs Committee.**

**(b) General information in-service training will be conducted for staff.**

**(c) Distribute questionnaire to staff.**

*Expected Result:* Information of new programs will be disseminated to recreation staff.

*Assigned To:* "New Recreation Programs" Committee

*Requested Resources:* Recreation Assessment Consultant and "New Recreation Programs" Committee.

*Reward/Consequence:* Recreation and Park staff would be made aware of new program possibilities.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	3/1/2005		

**Supporting Strategy 7 Promote programs that are new, innovative, unique and fun by providing training.**

**Step No Action**

**1 (a) The findings of the questionnaire will identify new programs that San Francisco Recreation and Park Department staff are interested in pursuing.**

**(b) Identify training that is essential to conduct the new programs.**

**(c) Implement training of skills for new programs for Recreation and Park Department staff by providing in-service training and workshops.**

*Expected Result:* Recreation Staff will be trained with additional skills to conduct new programs.

*Assigned To:* Recreation Assessment Consultant and "New Recreation Program" Committee

*Requested Resources:* "New Recreation Programs" Committee

*Reward/Consequence:* Recreation and Park staff would be made aware of new program possibilities.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	10/1/2005		

**Supporting Strategy 8 Initiate new innovative programming.**

**Step No Action**

**1 (a) Implement programs at facilities based on the findings of questionnaires (see Supporting Strategy #6 & #7) and recommendations that come forward from the results of the Recreation Strategic plan.**

**1) Develop a staff request form for new programs.**

**2) Completed requests are to be submitted to immediate supervisor.**

**3) Request forms are reviewed for approval by immediate supervisor and then forwarded through the chain of command.**

**(b) Rotate/expand successful programs throughout the City to ensure access to all communities.**

*Expected Result:* Increase recreational program opportunities.

*Assigned To:* "New Recreation Programs" Committee and Recreation Staff

*Requested Resources:* "New Recreation Programs" Committee and Recreation Staff.

*Reward/Consequence:* Overall recreational programming will be enhanced and expanded to meet the needs of the community.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	2/1/2006		

**Supporting Strategy 9 Tri-annual evaluation of new programs.**

**Step No Action**

**1 (a) Develop a questionnaire for recreation staff who conducted new programs to include:**

- 1) Description of program
- 2) Demographics of participants
- 3) Attendance
- 4) Evaluation of program

**(b) Develop a questionnaire for participants to include:**

- 1) Description of program
- 2) Evaluation of program

**(c) Questionnaire distributed to:**

- 1) Participants
- 2) Recreation Staff
- 3) Volunteers

**(d) Review questionnaire to determine which programs should be sustained.**

- 1) "New Recreation Programs" Committee
- 2) Superintendents
- 3) Assistant Superintendents

*Expected Result:* Successful programs will be identified and continued and unsuccessful programs will be eliminated.

*Assigned To:* "New Recreation Programs" Committee

*Requested Resources:* "New Recreation Programs" Committee

*Reward/Consequence:* Overall recreational programming will be enhanced or adjusted to meet the needs of the community.

Date	Added	Target	Status	Completion
	9/10/2003	5/1/2006		

**Supporting Strategy 10 Create an annual report detailing the status of all new programs.**

**Step No Action**

**1 Annual Report to include:**

- A. Description and location of new programs.
- B. Tri-annual evaluation of new programs.

*Expected Result:* Determination of the feasibility and success of all new programs conducted.

*Assigned To:* "New Recreation Programs" Committee

*Requested Resources:* Tri-Annual evaluations.

*Reward/Consequence:* Recreation staff will possess new program skills and the overall recreational programming of the Recreation and Park Department will be enhanced to meet the needs of the community.

Date	Added	Target	Status	Completion
	9/10/2003	2/1/2007	3/1/2007	

# Recreation Program Planning & Evaluation

**Team** Programs, Services and Facility Use

**Goal** Provide high quality and innovative programs and services that respond to the changing needs of all ages and demographics.

**Strategy** **Promote professionalism for recreation programming.**

**Comments:** In Cycle II the Operations Team assigned to develop standards for recreation programming, recommended Supporting Strategy 3 be more than just a sub-strategy. Therefore, it was sent back to the Project Team, researched and written as a strategy for an action plan. Here in Cycle IV, the Senior Staff members developed the strategy with six (6) supporting strategies with an action and an outcome developed for each sub-strategy.

In Cycle III the action plan written, addressing the development of new and innovative recreation programs, recommended the creation of a “New Recreation Programs Committee”. When writing this action plan, addressing professionalism and accountability, the Senior Staff determined that the implementation of this plan could also be assigned to the “New Recreation Programs Committee”.

**Our Task:** To promote professionalism for recreation programming by creating uniform written justification and reporting requirements for all Recreation Staff.

- Identify and collect existing forms for reporting recreation programs within the Department and outside the Department.
- Identify and collect existing forms for requests and justification of new recreation programs within the Department and outside the Department.
- Identify and collect existing forms for evaluation of recreation programs within the Department and outside the Department.
- Evaluate all forms collected.
- Create new forms or revise existing forms.
- Implement the use of new recreation program forms.
- Collect and track completed recreation program forms.
- Develop evaluation, accountability and reporting procedures.

**Ultimate Outcome:** Accurate tracking of employee performance, increased equity in employee work responsibilities, accurate data collection, standardized method of evaluation to determine the effectiveness of recreation programs conducted.

## **ACTION PLAN:**

**Performance Measure:** An accountability system will be developed for recreation programming by March 2006.

**Supporting Strategy** **1 Identify existing forms, used for reporting existing recreation programs, requests and justification of new programs and evaluation.**

**Step No Action**

- 1 Identify existing forms, used for reporting existing recreation programs, requests and justification of new programs and evaluation.**
  - (a) **Request from 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor, 3287 Assistant Recreation Supervisors and City-wide program coordinators, forms that are currently being used and those that have been used in the past.**
  - (b) **Identify forms used by other municipalities, agencies, organizations and programs, i.e. Summer Youth Grants, Latchkey, Senior Citizens, City-Wide Athletics, etc.**  
*Expected Result:* A variety of forms will be identified for assessment.  
*Assigned To:* New Recreation Programs Committee  
*Requested Resources:* 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor, 3287 Assistant Recreation Supervisors, City-Wide program coordinators findings of the Recreation Program Assessment, outside agencies and organizations, and Recreation resource books.  
*Reward/Consequence:* Accurate tracking of employee performance, increased equity in employee work responsibilities, accurate data collection, standardized method of evaluation to determine the effectiveness of recreation programs conducted.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/9/2003	02/01/2005		

**Supporting Strategy 2 Evaluate existing forms used for reporting, requesting, justifying and evaluating recreation programs**

**Step No Action**

- 1 Evaluate existing forms used for reporting, requesting, justifying and evaluating recreation programs.**
  - (a) **3291 Principal Recreation Supervisors, 3289 Recreation Supervisor and 3287 Assistant Recreation Supervisors and City-Wide coordinators will submit Recreation Program Forms and include comments on their effectiveness or ineffectiveness to the New Recreation Programs Committee.**  
*Expected Result:* Reference materials to aid in the development of forms will be collected.  
*Assigned To:* 3291 Principal Recreation Supervisor, 3289 Recreation Supervisor, 3287 Assistant Recreation supervisor and New Recreation Programs Committee  
*Requested Resources:* 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor and 3287 Assistant Recreation Supervisors.  
*Reward/Consequence:* Accurate tracking of employee performance, increased equity in employee work responsibilities, accurate data collection, standardized method of evaluation to determine the effectiveness of recreation programs conducted.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/9/2003	04/01/2005		

**Supporting Strategy 3 Create or revise existing forms for the report, request, justification and evaluation of recreation programs, hereafter referred to as "Recreation Program Forms".**

**Step No Action**

- 1 Create or revise existing forms for the report, request, justification and evaluation of recreation programs, hereafter referred to as "Recreation Program Forms".**
  - (a) The New Recreation Programs Committee will review the information submitted by the 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor and 3287 Assistant Recreation Supervisors and develop drafts of Recreation Program Forms.
  - (b) The New Recreation Programs Committee submits drafts of the forms to the 3291 Principal Recreation Supervisors, 3289 Recreation Supervisors and 3287 Assistant Recreation Supervisors for review.
  - (c) 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor and 3287 Assistant Recreation Supervisors will review the draft forms and forward comments to the New Recreation Programs Committee.
  - (d) The New Recreation Program Committee will finalize the Recreation Program Forms and forward them to the Superintendents and Assistant Superintendents for review and approval.
  - (e) The Recreation Program Forms should include a section for evaluation and data, which would include, but not limited to attendance, budget, audience targets, and recommendations.

*Expected Result:* Comprehensive forms will be developed.

*Assigned To:* 3291 Principal Recreation Supervisor, 3289 Recreation Supervisor, 3287 Asst. Recreation Supervisor, and New Recreation Program Committee

*Requested Resources:* 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor, 3287 Assistant Recreation Supervisors and the New Recreation Programs

*Reward/Consequence:* Accurate tracking of employee performance, increased equity in employee work responsibilities, accurate data collection, standardized method of evaluation to determine the effectiveness of recreation programs conducted.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/9/2003	6/30/2005		

**Supporting Strategy 4 Implement the use of the new Recreation Program Forms**

**Step No Action**

- 1 Implement the use of the new Recreation Program Forms.**
  - (a) Every recreation staff, conducting programs will be required to complete and submit Recreation Program Forms.
  - (b) 3291 Principal Recreation Supervisors, 3289 Recreation Supervisors and 3287 Assistant Recreation Supervisors will attend a training session on the implementation procedure.
  - (c) 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor and

**3287 Assistant Recreation Supervisors will train their staff on the procedure for completing the Recreation Program Forms during their monthly Division/Satellite meetings.**

*Expected Result:* Staff will be accountable for providing recreation programs. There will be increased equity in work responsibilities among staff. Supervisors will have pertinent information regarding programs offered within their Districts/Satellites. Employee morale, customer service and public information will be improved.

*Assigned To:* 3291 Principal Recreation. Supervisor, 3289 Recreation Supervisor, and 3287 Asst. Recreation. Supervisor.

*Requested Resources:* 3291 Principal Recreation Supervisors, 3289 Recreation Supervisor, 3287 Assistant Recreation Supervisors and the New Recreation Programs

*Reward/Consequence:* Accurate tracking of employee performance, increased equity in employee work responsibilities, accurate data collection, standardized method of evaluation to determine the effectiveness of recreation programs conducted..

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/9/2003	9/30/2005		

**Supporting Strategy 5 Collection and tracking of Recreation Program Forms.**

**Step No Action**

**1 Collection and tracking of Recreation Program Forms.**

- (a) **All Recreation Staff will submit completed Recreation Program Forms to their supervisors.**
- (b) **Immediate supervisors will respond to staff who submitted forms within two weeks.**

*Expected Result:* Program content, program justification, target audience, attendance data for recreation programs, city-wide, will be readily available.

*Assigned To:* 3289 Recreation Supervisor and 3287 Assistant Recreation Supervisors.

*Requested Resources:* Recreation Staff 3284 Recreation Directors and 3280 Assistant Recreation Directors.

*Reward/Consequence:* Accurate tracking of employee performance, increased equity in employee work responsibilities, accurate data collection, standardized method of evaluation to determine the effectiveness of recreation programs conducted.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/9/2003	10/31/2005		

**Supporting Strategy 6 Evaluation, accountability and reporting procedures.**

**Step No Action**

- 1 Evaluation, accountability and reporting procedures.**
  - (a) All recreation staff must continue to submit Daily Attendance Data or a new reporting process, if so deemed by the New Recreation Programs Committee.
  - (b) Immediately, upon completion of a class, evaluation cards are to be distributed to participants to solicit feedback.
  - (c) Within two weeks after the completion of each class, session and/or season, the evaluation portion of the Recreation Program Form must be completed and submitted to the 3289 Recreation supervisor or the 3287 Assistant Recreation Supervisor.
  - (d) Following each activity/event, all city-wide program coordinator must submit activity reports.
  - (e) 3289 Recreation Supervisor and 3287 Assistant Recreation Supervisors will meet with their respective Asst. Superintendent or 3291 Principal Recreation Supervisor to review and evaluate all reports, following each class, session and/or season.
  - (f) 3289 Recreation Supervisor and 3287 Asst. Recreation Supervisors will recreation staff to review program evaluations.
  - (g) Asst. Superintendents and 3291 Principal Recreation Supervisors will update their respective Superintendent, as appropriate.

*Expected Result:* Staff will be accountable for providing recreation programs. A mechanism will be established to evaluate the effectiveness of programs in meeting each community's needs.

*Assigned To:* 3291 Principal Recreation Supervisor, 3289 Recreation Supervisor, and 3287 Asst. Recreation Supervisor.

*Requested Resources:* Recreation Staff - 3284 Recreation Directors and 3280 Assistant Recreation Directors

*Reward/Consequence:* Accurate tracking of employee performance, increased equity in employee work responsibilities, accurate data collection, standardized method of evaluation to determine the effectiveness of recreation programs conducted.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	10/9/2003	1/31/2006		

**BUDGET**

Recreation Program Planning & Evaluation

DRAFT ACTION PLAN OUTLINE - CYCLE 4

VII. Programs, Services and Facility Use

COST ANALYSIS

"NEW RECREATION PROGRAMS COMMITTEE" composition

CLASS	TITLE	HOURLY RATE	# HRS. PER MTG.	SALARY COST PER MTG.	# MTGS. PER YEAR	ANNUAL TOTAL
3291	Principal Recreation Supervisor	\$36.91	3	\$110.73	8	\$885.84
3287/3289	Recreation Supervisor/Asst. Rec. Supervisor	\$32.05	3	\$96.15	8	\$769.20
3287/3289	Recreation Supervisor/Asst. Rec. Supervisor	\$32.05	3	\$96.15	8	\$769.20
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
3280/3284	Recreation Director/Asst. Rec. Director	\$22.68	3	\$68.04	8	\$544.32
<b>TOTAL SALARY COSTS</b>				<b>\$915.39</b>		<b>\$7,323.12</b>

REPRODUCTION COSTS FOR RECREATION PROGRAM FORMS

	# to be printed	Approx. Cost	Approx. Postage Cost	TOTAL COST
Program Request/Evaluation Forms (2-sided) for staff	10,000	\$500.00		
Evaluation Cards for Participants	5,000	\$450.00	\$1,000.00	
<b>TOTAL REPRODUCTION COSTS</b>		<b>\$950.00</b>	<b>\$1,000.00</b>	<b>\$1,950.00</b>

**GRAND TOTAL** **\$9,273.12**

# Recruitment Guide

**Team** Organizational Development -- Staffing Resources  
**Goal** Maintain adequate staff to perform Department functions and meet customer needs.

**Strategy** **Improve all phases of employee hiring practices and recruiting to better serve the needs of the Department.**

**Performance Measure:** Hiring practices reviewed and written to inform supervisors and staff on steps to take to obtain new staff or replace staff that has left. Includes guidelines on how to maximize applicant pool.

**Comments:** The Strategy: Improve all phases of employee hiring practices and recruiting to better serve the needs of the Department.

Performance Measure: Create a Recruitment Reference Guide by July 1, 2003. The way it is now: Recreation and Park Supervisors must piece together the many parts of the hiring puzzle by asking procedural questions of the Human Resources staff. By providing this guide, staff may assess the procedures and eliminate much of the repetitive questions. As staff becomes more familiar with the hiring procedures, the process becomes more streamlined and efficient.

The Human Resources Division has created a Draft Recruitment Reference Guide to aid supervisors in the hiring of staff. This guide details the key areas that must be considered, including:

- Creating a job announcement.
- Recruiting candidates.
- Reviewing applications.
- Developing interview questions.
- Conducting interviews.
- Making a selection and processing the paperwork.

## ACTION PLAN:

**Supporting Strategy** **1 Improve all phases of employee hiring practices and recruiting to better serve the needs of the Department.**

**Performance Measure:** Create a Recruitment Reference Guide by July 1, 2003 to educate and inform supervisors and staff about essential practices for recruiting and hiring qualified personnel in a timely manner.

**Step No** **Action**

**1** **The Human Resources Division will:**

**Develop the various sections of the Reference Guide (i.e. How to Initiate a Recruitment, Developing a Job Announcement, Identifying Recruitment Sources, Reviewing Applications, Developing Interview Questions, Conducting Interviews, Making a Selection, Extending Offer of Employment, etc.).**

2. **Research Civil Service Rules, Collective Bargaining Agreements and the Department of Human Resources Policies and Procedures to format the Reference Guide.**
3. **Gather other recruitment and selection reference material,**
4. **Compose a draft of each section.**
5. **Submit drafts for internal review by Human Resources staff,**
6. **Provide final draft to senior management by June 1, 2003 and make necessary changes by July 1, 2003,**
7. **Send completed Reference Guide to reproduction by July 15, 2003,**
8. **Distribute to all (approx. 125) supervisors by the end of August 15, 2003,**
9. **Provide new supervisors with the Reference Guide at the new employee orientation, and**
10. **Coordinate with the Management Information System Division to make the Reference Guide available on the Departmental Intranet.**

*Expected Result:*

*Assigned To:* Human Resources Division

*Requested Resources:* research Civil Service Rules, Collective Bargaining Agreements and the Department of Human Resources Policies and Procedures to format the Reference Guide.

*Reward/Consequence:*

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	9/10/2003	7/15/2003		

# Improved Signage

<b>Team</b>	Park & Facility Design & Development
<b>Goal</b>	Enhance communication, information, and responsiveness between the Department and the community.
<b>Strategy</b>	<b>Standardize public signage for park and recreation facilities.</b>

**Performance Measure:** Standardized signage designed, approved and installed in 30% of Dept. facilities in Fiscal Year 01-02; additional 45% in Fiscal Year 02-03; 60% in Fiscal Year 03-04.(pgs.27-31) Following review, this Performance Measure was organized into two Supporting Strategies and related Performance Measures as outlined below and elaborated in the following pages:

1. Signage
2. Bulletin Board (The design standards mentioned above are being developed by the Capital Division as a project in FY 02-03.)

NOTE: The strategy Bulletin Board Standards has been re-written slightly in the proposed Action Plan to accommodate the separate bullet point.

**Comments:** (This strategic Goal was move from Park & Facility, Design, Development and Maintenance to External Communications)

In the past, the Recreation and Park Department provided signage and information as part of the development of the Recreation and Park system. The need for signage at the establishment of the system was simpler than that need is today. As the system developed, additional signage was included within Recreation and Park facilities to accommodate an ever-changing need established by legislation or use. As a result, the system has suffered from an uncoordinated aesthetic, not necessarily pleasing to the visitor. In some cases, the number and arrangement of signs can be confusing and objectionable.

The Operations Team did some initial research into the current practice of signage use, design styles, and procurement practice. The results indicated a drastic need for a more coordinated effort for all parks and facilities. Signs were provided in different styles, materials and manufacturing methods (often produced by the recreational staff, on paper by hand), with different messages for similar activities or restrictions. The result is a system that looks confusing, unattractive and not exemplary of the great park system we provide. The purpose of this Operations Action Plan is to develop a systematic solution to the design of the Park signage, the use of language and graphics, and a plan for implementation and installation of all future signs in the Recreation and Park system. It anticipates a process involving the Recreation and Park Staff, the

Community and professional designers to determine the direction and aesthetic for the future. It will also outline the administrative measures necessary to plan for the replacement and/or rehabilitation of the existing signage system in all Recreation and Parks facilities.

**ACTION PLAN:**

**Supporting Strategy 1** Develop standards for uniform design and placement of Department signage.

**Performance Measure:** Department Signage Standards developed, reviewed, and in place by December 31, 2003.

- | <b>Step No</b> | <b>Action</b>   |
|----------------|---|
| <b>1</b>       | <b>Review existing Department signage standards.</b>  |
| <b>2</b>       | <b>Investigate number and condition of all historic signs in Park system. Make recommendations regarding the continued use of that sign type or replacement with a new alternative.</b>   |
| <b>3</b>       | <b>Evaluate the existing Department signs at various park and recreation sites for graphic consistency, legibility, durability and vandal resistance. Some signs will require flexibility to respond to changes, if necessary. Provide pictorial.</b>           |
| <b>4</b>       | <b>Develop a list of information types to be communicated through signage.</b>  |
| <b>5</b>       | <b>Develop a list of issues and concerns regarding signage to be used in the development of the RPD signage standards.</b>  |
| <b>6</b>       | <b>Develop a minimum signage checklist for each facility type as part of the standards.</b>   |
| <b>7</b>       | <b>Provide the list to members of PROSAC for review and input.</b>  |
| <b>8</b>       | <b>Develop standard language for signs where appropriate.</b>   |
| <b>9</b>       | <b>Review sign installation and maintenance requirements with structural maintenance, custodial, gardening, and recreation staff.</b>   |
| <b>10</b>      | <b>Research and compile catalog of positive examples of park and open space signage, interpretive signage, building, facilities, way-finding, and regulatory signage. Incorporate the use of universal symbols where appropriate into new signage standard.</b> |
| <b>11</b>      | <b>Investigate signage requirements of other agencies for signs located within RPD parks and recreation areas (e.g. Muni, DPT, etc.)</b>  |
| <b>12</b>      | <b>Hire a graphic designer to develop a manual of consistent, identifiable template for various RPD signs. Include recommendations on the incorporation of traffic and other agency signs at parks.</b>   |

- 13 Investigate the possibility of distinctive traffic signage or support structures in parks to differentiate park roads from City streets.**
- 14 Determine appropriate park and recreation sites for entrance maps.**
- 15 Develop review process for RPD staff input to signage standards**
- 16 Develop review process for community input to signage standards. Include members of the disabled community in the review process.**
- 17 Investigate manufacturing and production methods and determine the feasibility of centralized sign production.**
- 18 Investigate costs of current RPD signs, and develop a budget for the implementation of RPD sign standards.**
- 19 Develop a policy to review and regulate donor signage.**
- 20 Coordinate the efforts of the graphic design consultant with the branding and marketing consultants hired by the Department.**
- 21 Provide an implementation strategy for the Department.**

*Expected Result:* Consistency in information and signage systems. Application of universal graphic symbols to reach a diverse public. Way-finding and interpretive signage for information at parks. Improved aesthetic appearance at all RPD facilities. A consistent, recognizable identity at parks. Improved signage materials and durability. Ease and expedience of maintenance

*Assigned To:* Capital Program Manager

*Requested Resources:* Staff time estimated at \$50,000 to develop standards and manage consulting contracts and \$200,000 for consulting services. Funding would come from capital project fund sources.

*Reward/Consequence:* The reward for development and implementation of this action plan is enhanced communication between the department and the community as indicated by the strategy.

The consequence for failure to implement the action plan and the resulting change in departmental operations will be continuation of a haphazard policy of signage and information which has been the subject of complaint for many years.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
9/23/2003	12/31/2003			

**Supporting Strategy 2** Install bulletin boards in appropriate areas in parks and facilities and list hours, events, safety rules, and department and community information.

**Performance Measure:** Bulletin Board standard designed, reviewed and in place by December 31, 2003.

**Step No** Action

- 1** Inventory existing Department bulletin boards.
- 2** Determine typical standard location for bulletin boards.
- 3** Review bulletin board installation and maintenance requirements, durability and vandal resistance, with Structural Maintenance Yard, recreation, gardening and custodial staff, and compile requirements for bulletin board design.
- 4** Assign a staff-person to design standard bulletin boards for indoor and outdoor applications.
- 5** Determine budget for construction and installation of bulletin boards throughout appropriate recreation and park sites.
- 6** Author policy for posting and department and community information on bulletin boards.
- 7** Provide initial draft of signage action plan by March 25, 2003.

*Expected Result:* Consistency in information and signage systems. Application of universal graphic symbols to reach a diverse public. Way-finding and interpretive signage for information at parks. Improved aesthetic appearance at all RPD facilities. A consistent, recognizable identity at parks. Improved signage materials and durability. Ease and expedience of maintenance

*Assigned To:* Capital Program Manager

*Requested Resources:* Staff time estimated at \$50,000 to develop standards and manage consulting contracts and \$200,000 for consulting services. Funding would come from capital project fund sources.

*Reward/Consequence:* The reward for development and implementation of this action plan is enhanced communication between the department and the community as indicated by the strategy.

The consequence for failure to implement the action plan and the resulting change in departmental operations will be continuation of a haphazard policy of signage and information which has been the subject of complaint for many years.

Date	Added	Target	Status	Completion
	9/23/2003	12/31/2003		

# Staff Training & Development

<b>Team</b>	Organizational Development -- Staff Training and Development
<b>Goal</b>	Provide innovative, timely and equitable training and development opportunities for staff to allow them to refine and develop their job skills and better meet the needs of the community.
<b>Strategy</b>	<b>Develop and promote specific training opportunities and requirements for programs and services.</b>

## Performance Measure:

1. Department Wide Training Plan developed and scheduled for progressive implementation by end of Fiscal Year 03-04.
2. Quarterly issuance of Training Catalog to all supervisors both on-line and by mail to include listings of both required and optional classes, City and non-City training resources, and a description of how to register for training by end of Fiscal Year 03-04.
3. 100% of staff and supervisors progressively completed required training defined in the Department Wide Training Plan by end of Fiscal Year 05-06.

**Comments:** Procedures for safety training and regular interactive employee safety programs have been recently developed and implemented. Existing programs include Safety Awareness Meetings and safety specific training as listed in the Recreation and Park University Course Catalogue. Procedures are already established in the Supervisor Safety Handbook and Safe Work Practices. These procedures are designed to follow the fundamental requirement that staff be trained how to avoid and minimize hazards to themselves before being assigned to perform a task involving that risk.

Issues: Safety awareness meeting implementation begins its third year in FY 02-03. Participation has increased from the first year, FY 00-01 with a participation rate of 9%, to a participation rate of 33% in FY 01-02. Need to continue increasing participation. Time to do a continuous improvement process with staff that uses it. Evaluate current status and improvement options in the needs assessment. Courses, type and number, need to be increased so that required training be completed for all staff. As part of needs assessment, re-evaluate required safety training's, method of prioritizing which course will be offered first and how to implement them.

Existing safety courses:

Periodic Inspection  
How to conduct a safety awareness meeting  
Confined space (Entry, Rescue)  
Field Ergonomics (Turf (one time), Natural Areas Pilot)

**ACTION PLAN:**

**Supporting Strategy 1 Training Development Committee organized & begins meeting by 6/30/03.**

**Performance Measure:** Training Development Committee to organize and begin meeting by June 30, 2003.

**Action Comments:**

Supporting Strategy #1: Develop Training Development Committee to: Represent each of the following employee functional areas: Recreation, Gardeners, Structural Maintenance, Supervision, Administration, and Custodial.  
Meet quarterly.  
Provide input for prioritizing classes, and for allocating resources across disciplines while considering the following questions:

How do we define "innovative"?  
How do we measure "effective"?  
What results do we need to produce to better meet the needs of the community?  
At what level are we meeting the needs now?  
Do we know the needs?  
How do we define community?  
What do "equitable" development opportunities look like? (1 each?)  
Why is this important?  
How do we define "opportunities" (access? attendance?)?  
How do we measure opportunities?  
To what extent is this a communications issue?  
To what extent is this not a communications issue?  
How can we effectively refine and develop job skills?  
What is the level of current skills?  
How do we maximize skills/knowledge transfer from the training room to the job?  
Are there other factors like mentoring that affect this goal?  
How is "refine" defined?  
Advocate for the discipline they represent.  
Identify possible funding sources for training.  
Provide input for timing and scheduling of training.  
Incorporate respect and courtesy training (referred to in Supporting Strategy #6).  
Consider including a problem definition for each supporting strategy. Evaluate the effectiveness of each supporting strategy and overall Goal.  
Consider an additional supporting strategy of "developing high performance teamwork".  
Improving the parts (individual training) is more likely to be effective when it all works together (organization).

**Step No Action**

- 1 Determine members of the Training Development Committee and determine the Chair; Set schedule of meetings and agenda for Committee.**

*Expected Result:* In addition, the expected impact on Departmental results is that all RPD staffs have the required knowledge and skills to perform at the highest levels possible and this will improve all departmental products and services. Also, that our expected impact on customers is that all RPD staff will provide consistent quality products and services to each other and the public.

*Assigned To:* OEHS, will also utilize Training Development

*Requested Resources:* Staffing representative of all concerned parties to develop Plan.

*Reward/Consequence:* Plan of action for implementing Department wide

Date	Added	Target	Status	Completion
		6/30/2004	quarterly	

**Supporting Strategy 2 Training Plan developed and scheduled for progressive implementation by end of Fiscal Year 03-04.**

**Performance Measure:** Training Plan developed and scheduled for progressive implementation by end of Fiscal Year 03-04.

**Action Comments:**

Supporting Strategy #2: Develop Department Wide Training Plan to:

- Recommend what training will be required for RPD staff Conduct a Needs Assessment to identify other topics needed and/or desired.
- Include the evaluation of Competency Based Training established on an understanding of the basic competencies required for each position in the department as established by Human Resources.
- Another result of the needs assessment should indicate the recommended level and justification for staffing this program.
- The assessment and plan should include the use of existing programs (i.e. SFSU Park Management Certificate, CPRS, NRPA, etc.) in meeting prioritized needs.
- Conduct an extensive cost vs. benefits analysis, which differentiates between mandatory and desirable training.
- Determine training requirements for specific job codes numbers and classifications.
- Develop a method for prioritizing classes, and for allocating resources across disciplines.
- Secure resources for each class.
- Determine who will develop, review and implement the training curriculum for each required training class.
- Determine a schedule for implementation of each class.
- Implement classes.
- Evaluate effectiveness to ensure continuous improvement.

**Step No Action**

- 1 Current proposed training is for:**

- A. Essentials of Good Management**
- B. Recreation best practices (Child and adolescent development, drug**

- abuse, family service education, and specialty areas).
- C. Safety best practices
- D. Diversity Training
- E. Customer Service
- F. Landscape best practices (Ecological values and landscaping techniques)
- G. Equipment maintenance
- H. Disability awareness
- I. Consider any other categories?

Consider the following for all proposed training:

- A. Are the benefits worth the cost?
  - B. Would RPD staff be enthused about receiving this training?
  - C. Who will develop, review, and implement the curriculum?
  - D. Will the training be mandatory or optional?
  - E. If mandatory, for what job classes?
- 2 Develop preliminary proposal to present to GM to determine if funding and staffing is available to implement proposal.
  - 3 Once funding is secured, work with those assigned to develop, review, and implement curriculums to set schedule for implementation.
  - 4 Finalize Department Training Plan to include matrix showing which job classification numbers are required to attend each training and schedule for implementation.
  - 5 Present Department Training Plan to staff via memo, RAP, and Catalog.
  - 6 Monitor enrollment and track expenses.
  - 7 Establish evaluation method and implement the system

*Expected Result:* In addition, the expected impact on Departmental results is that all RPD staffs have the required knowledge and skills to perform at the highest levels possible and this will improve all departmental products and services. Also, that our expected impact on customers is that all RPD staff will provide consistent quality products and services to each other and the public.

*Assigned To:* OEHS, will also utilize Training Development

*Requested Resources:* Staffing representative of all concerned parties to develop Plan.

*Reward/Consequence:* Plan of action for implementing Department wide.

	<i>Date Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	6/25/2003	6/30/2004		01/15/04

- Supporting Strategy** 3 Quarterly issuance of Training Catalog to all supervisors both on-line and by mail to include: Listings of required and optional training. City and non-City training resources. Description of how to register for training.

**Performance Measure:** Inform staff of required and optional training, City and non-City training resources, and how to register for training.

**Step No Action**

- 1 Submit first draft RPU catalog template to include a mission statement, an introduction letter from Elizabeth and Jeffrey, procedures for enrolling, Table of Contents, courses provided by Department, other city agencies, and how to enroll in outside vendor classes, calendar of Department and City Courses.**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003			

- 2 Review first draft RPU Catalog template**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	1/19/2003		

- 3 Submit final draft RPU Catalog template**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	2/2/2003		

- 4 Submit first draft of complete RPU catalog including content (1st quarter 2003-2004).**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	2/24/2003		

- 5 Review first draft of RPU complete catalog.**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	3/16/2003		

- 6 Review first draft of RPU complete catalog (Take this to the Steering Committee?)**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	4/6/2003		

- 7 Submit final draft of complete RPU catalog.**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	4/27/2003		

- 8 Distribute paper catalog.**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	5/11/2003		

- 9 Post catalog online.**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	5/11/2003		

- 10 Submit first draft of complete RPU catalog (2nd qtr 03-04)**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	7/26/2003		

- 11 Review first draft of complete RPU catalog (2nd quarter)**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	8/9/2003		

- 12 Review 1st draft of catalog (2nd quarter)**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	8/16/2003		

- 13 Submit final draft of catalog (2nd quarter)**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	8/23/2003		

- 14 Distribute paper catalog (2nd quarter 03-04)**

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	7/11/2003	9/3/2003		

<b>15</b>	<b>Post course catalog (2nd quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	9/4/2003		
<b>16</b>	<b>Submit first draft of catalog (3rd quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	10/18/2003		
<b>17</b>	<b>Review first draft of catalog (3rd quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	11/1/2003		
<b>18</b>	<b>Review first draft of catalog (3rd quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	11/8/2003		
<b>19</b>	<b>Submit final draft catalog (3rd quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	11/15/2003		
<b>20</b>	<b>Distribute paper catalog (3rd quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	11/22/2006		
<b>21</b>	<b>Post course catalog on intranet (3rd quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	12/2/2003		
<b>22</b>	<b>Submit first draft RPU catalog (4th quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	1/10/2004		
<b>23</b>	<b>Review first draft of catalog (4th quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	1/17/2004		
<b>24</b>	<b>Review first draft of catalog (4th quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	1/24/2003		
<b>25</b>	<b>Submit final draft of catalog (4th quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	2/21/2004		
<b>26</b>	<b>Distribute paper catalog (4th quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	2/28/2004		
<b>27</b>	<b>Post course catalog on intranet (4th quarter 03-04)</b>				
	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
		7/11/2003	3/3/2004		

*Expected Result:* Online and Hard-Copy Quarterly Training Catalog issued at least 3 weeks prior to each quarter.

*Assigned To:* OEHS

*Requested Resources:* Clerical Support

*Reward/Consequence:* Staff well informed about both required training as well as training available to advance in the Department and who process training requests efficiently vs. A staff that is unevenly and sporadically trained and who do not process training requests efficiently.

**Supporting Strategy 4 Provide supervisors of all classifications with a training track on the “Essentials of Good Management”. [Core (mandatory) and Elective]**

**Performance Measure:** Essentials of Good Management included as Training Requirement in Department Training Plan. 100% of all Supervisors completed Essentials of Good Management by end of Fiscal Year 03-04.

**Step No Action**

- 1 Review existing DHR Supervisor Training.
- 2 Determine what, if anything, can be deleted and what should be added to express RPD values and policies.
- 3 Review suggested edits with DHR.
- 4 DHR drafts Essentials of Good Management based on existing Supervisor training and suggested edits including PowerPoint slides and student
- 5 RPD reviews and edits draft.
- 6 DHR submits final draft.
- 7 RPD contracts with DHR OR OTHER RESOURCE to perform all training.
- 8 Schedule training dates for all supervisors based on Customer Services scheduling model.
- 9 Schedule training locations for all training dates.
- 10 Advertise training by memo, RAP, flyers, catalog and e-mail.
- 11 Make reminder calls to all attendees two days in advance of each class.
- 12 On-going: Provide trainers with all needed supplies and equipment, including certificates, rosters, projectors, markers, snacks, workbooks, and writing surfaces.
- 13 On-going: Log all attendance rosters in database.
- 14 Every two months, develop list of non-attendees. Request reason for non-attendance in writing. Forward results to EG and Area Superintendents.
- 15 Reschedule non-attendees.
- 16 Hold quarterly Lessons Learned meetings with trainers.
- 17 Develop mandatory supervisor refresher courses and offer bi-annually or annually.

*Expected Result:* Supervisors trained and more confident in their

management skills.

*Assigned To:* OEHS

*Requested Resources:* Money to hire DHR or other resources to develop and perform training and for supplies. Staffing to review and edit draft training, schedule classes, track attendance, coordinate trainers and sites, and reschedule staff as needed.

*Reward/Consequence:* Supervisors trained in management skills and more smoothly functioning organization vs. untrained supervisors.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
7/11/2003	6/30/2004	1/15/04		

**Supporting Strategy 5** **Develop guidelines and provide training on how to develop and offer programs and services to meet current community needs and issues. Implement combined training between recreation staff and park staff. This team interprets this strategy as follows: To train staff on how to define and survey community markets, to determine current trends, issues and needs.**

**Performance Measure:** Increasing attendance and/or revenue.

**Step No Action**

**1 SEE TARGET DATES**

*Expected Result:* Staff that is trained to identify community needs and develop programs to meet those needs. Community survey information can be used as the starting point for discussion. As specific needs are identified as part of these discussions, specific program and/or training proposals can be developed.

*Assigned To:* n/a

*Requested Resources:* n/a

*Reward/Consequence:* n/a

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
7/15/2003	6/30/2004	1/15/04		

**Supporting Strategy 6** **Provide diversity training that encourages respect and courtesy to all San Francisco residents. Include skills that train supervisors to manage diverse groups. Enable staff to handle participant gender-related issues and program needs, considering alternative sexual orientations. This team recommends this supporting strategy to be addressed by the Training Development Committee to ensure that universal skills of respect and courtesy are encompassed in our training opportunities.**

*Expected Result:* Staff that is trained to identify community needs and develop programs to meet those needs. Community survey information can be used as the starting point for discussion. As specific needs are identified as part of these discussions, specific program and/or training proposals can be developed.

Assigned To: n/a  
 Requested Resources: n/a  
 Reward/Consequence: n/a

Date	Added	Target	Status	Completion
7/15/2003	6/30/2004	1/15/04		

**Supporting Strategy 7** Provide staff with recognition and referral training to deal with issues related to child and adolescent development, drug abuse, and supportive family service education. This team recommends this supporting strategy to be addressed by the Training Development Committee to be considered in the larger context of Recreation curriculum.

**Performance Measure:** The performance measure for this strategy will be the development and the Training Development Committee specifies implementation of the training at whatever level.

**Step No Action**

- 1 Contract with EAP and DHR to develop and implement training.
- 2 Review existing EAP training, if any, on topics named in this strategy.
- 3 Determine what, if anything, can be deleted and what should be added to express RPD values and policies.
- 4 Review suggested edits with DHR, EAP and CPS (Child Protective Services).
- 5 DHR works with EAP to draft training based on existing training and suggested edits. Include PowerPoint slides and student workbooks.
- 6 RPD reviews and edits draft.
- 7 DHR submits final draft.
- 8 RPD contracts with DHR or EAP to perform all training.
- 9 Schedule training dates for desired audience.
- 10 Schedule training locations for all training dates
- 11 Advertise training by memo, RAP, flyers, catalog and e-mail.
- 12 Make reminder calls to all attendees two days in advance of each class.
- 13 On-going: Provide trainers with all needed supplies and equipment, including certificates, rosters, projectors, markers, snacks, workbooks, and writing surfaces.
- 14 On-going: Log all attendance rosters in database.
- 15 Periodically develop list of non-attendees. Request reason for non-attendance in writing. Forward results to EG and Area Superintendents.

16 Reschedule non-attendees.

17 Periodically hold "Lessons Learned" meetings with trainers.

*Expected Result:* Staff trained and more confident in identifying child, adolescent, drug abuse and family issues and provision of higher level of service to public with regard to these issues.

*Assigned To:* OEHS

*Requested Resources:* Money to hire DHR/EAP/CPS or other vendor to develop and perform training and for supplies. Staffing to review and edit draft training, schedule classes, track attendance, coordinate trainers and sites, and reschedule staff as needed.

*Reward/Consequence:* Staff trained and more confident in identifying child, adolescent, drug abuse and family issues and provision of higher level of service to public with regard to these issues vs. staff untrained in these issues.

	Date	Added	Target	Status	Completion
7/15/2003	6/30/2005		1/15/05		

**Supporting Strategy 8** Develop a Department program to educate staff about ecological values and landscaping techniques. Train all employees to be land stewards in all their practices to promote waste reduction and enhance the ecology of parks and all San Francisco Recreation & Park facilities. This team recommends this supporting strategy to be addressed by the Training Development Committee.

**Performance Measure:** The performance measure for this strategy will be development and the Training Development Committee specifies implementation of the training at whatever level.

**Step No Action**

- 1 Consider this as a potential topic for the best practices forums.
- 2 Determine who is qualified to develop the curriculum and who is qualified to review it.
- 3 Determine who will present training.
- 4 Develop training. Include PowerPoint slides, student workbooks, and hands-on training exercises as appropriate.
- 5 Review and edit.
- 6 Schedule training dates for desired audience.
- 7 Schedule training locations for all training dates.
- 8 Advertise training by memo, RAP, flyers catalog and e-mail.
- 9 Make reminder calls to all attendees' two days in advance of each class.

- 10 On-going: Provide trainers with all needed supplies and equipment, including certificates, rosters, projectors, markers, snacks, workbooks, and writing.
- 11 On-going: Log all attendance rosters in database.
- 12 Periodically develop list of non-attendees. Request reason for non-attendance in writing. Forward results to EG and Area Superintendents.
- 13 Reschedule non-attendees.
- 14 Periodically hold "Lessons Learned" meetings with trainers.

*Expected Result:* Staff trained in ecological values and techniques. Higher level of recycling, re-use, and preservation of existing resources. Higher level of public pride and stewardship in our parks and all Department facilities.

*Assigned To:* OEHS

*Requested Resources:* Staffing to develop and perform training, and for supplies. Also, staffing to review/edit draft training, schedule classes, track attendance, coordinate trainers and sites, and reschedule staff as needed.

*Reward/Consequence:* Staff trained in ecological values and techniques vs. untrained staff. Higher level of recycling, re-use, and preservation of existing resources vs. low level of recycling, re-use, and preservation. Higher level of public pride and stewardship in our parks and all Department facilities vs. lower level of public pride and stewardship.

Date	Added	Target	Status	Completion
	8/7/2003	6/30/2005		1/15/05

**Supporting Strategy 9 Train staff on maintenance related issues including Department needs policies and procedures, and standard practices. Train staff in basic equipment service skills. Coordinate with the Equipment Action Plan.**

**Performance Measure:** Each job class has its own equipment maintenance training, where appropriate. Consider building on information already in Code of Safe Work Practices regarding equipment maintenance. Consider including the topic in the Best Practices Forum. The performance measure for this strategy will be development and the Training Development Committee specifies implementation of the training at whatever level.

**Step No Action**

- 1 Determine who is qualified to develop the curriculum and who is qualified to review it.
- 2 Determine who will present training.
- 3 Develop training: Add to the UC Cooperative Program a class that includes the maintenance and proper use of equipment. Include PowerPoint slides, student workbooks, and hands-on training exercises as appropriate.
- 4 Review and edit.

- 5 Schedule training dates for desired audience.**
- 6 Schedule training locations for all training dates.**
- 7 Advertise training by memo, RAP, flyers, catalog and e-mail.**
- 8 Make reminder calls to all attendees two days in advance of each class.**
- 9 On-going: Provide trainers with all needed supplies and equipment, including certificates, rosters, projectors, markers, snacks, workbooks, and writing surfaces.**
- 10 On-going: Log all attendance rosters in database.**
- 11 Periodically develop list of non-attendees. Request reason for non-attendance in writing. Forward results to EG and Area Superintendents.**
- 12 Reschedule non-attendees.**
- 13 Periodically hold Lessons Learned meetings with trainers.**

*Expected Result:* Staff trained in equipment maintenance and appropriate use. Work performed more efficiently due to greater amount of equipment in service. Reduction of injuries because machines are doing work instead of staff. Reduction of service cost and frequency of repairs.

*Assigned To:* OEHS

*Requested Resources:* Staffing to develop and perform training, and for supplies. Also, staffing to review and edit draft training, schedule classes, track attendance, coordinate trainers and sites, and reschedule staff as needed.

*Reward/Consequence:* Staff trained in equipment maintenance vs. untrained staff. Work performed more efficiently due to greater amount of equipment in service vs. performing more work manually or inefficiently or not at all due to more equipment being out of service. Reduction of injuries because machines are doing work instead of staff vs. greater number of injuries due to equipment not functioning properly or staff having to perform work manually. Reduction of service cost and frequency of repairs.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	8/28/2003	6/30/2006	1/15/2006	

**Supporting Strategy 10** Train staff to be more responsive to public safety issues. This team interprets this strategy to mean: To train staff to recognize the types of hazards, their relative priority and how to facilitate appropriate response to public safety issues. This team recommends this supporting strategy to be addressed by the Training Development Committee.

**Performance Measure:** This team recommends that the Safety and Security Strategy Team develop the content of this training. Once that is defined, the curriculum and performance measure for this strategy will be the development and the Training Development Committee specifies implementation of the training at whatever level.

**Step No Action**

**1 Train staff to be more responsive to public safety issues.**

*Expected Result:* n/a

*Assigned To:* Training Development Committee, to coordinate with the Safety and Security Strategy Team

*Requested Resources:* Staffing to develop and perform training, and for supplies. Also, staffing to review/edit draft training, schedule classes, track attendance and coordinate trainers and sites, and reschedule staff as needed.

*Reward/Consequence:* Decrease in injuries; decrease in claims requests, safer parks and facilities; increase in public good will; increase in morale. Dates: FY'03-'04 for content development; FY'04-'05 for implementation.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	8/28/2003			

**Supporting Strategy 11** Develop procedures for safety training and institute regular interactive employee safety programs.

**Performance Measure:** For FY02-03: Increase percent participation of required safety awareness meetings to 40 percent with an ultimate goal of 100%. Continuous improvement evaluation and report completed on all three Issues bullets and included in results of needs assessment.

**Step No Action**

**1 SEE STRATEGY COMMENTS**

*Expected Result:* Increased participation, better classes, more classes, needs assessment and issues for improvement.

*Assigned To:* OEHS, Training Development Committee

*Requested Resources:* Staff to advise on construction and completion of needs assessment, write report of lessons learned, options to correct and recommendations on best actions to implement.

*Reward/Consequence:* Decrease in injuries; decrease in "claim" requests, safer parks and facilities; increase in public good will; increase in morale.

<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>
	8/28/2003			

**Supporting Strategy 12 Enhance public relations/awareness of the Department by requiring staff training in customer service, conflict resolution, communications and human relations.**

**Performance Measure:** Twenty (20) employees completed train-the-trainer customer service program in FY00-01 and conducted training for 350 staff in FY01-02 and for 500 staff by FY02-03.

**Step No Action**

<b>1</b>	<b>Finish phase one of customer service training by June 30, 2003.</b>										
	<table border="0"> <tr> <td><i>Date</i></td> <td><i>Added</i></td> <td><i>Target</i></td> <td><i>Status</i></td> <td><i>Completion</i></td> </tr> <tr> <td></td> <td>8/29/2003</td> <td>6/30/2003</td> <td></td> <td></td> </tr> </table>	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>		8/29/2003	6/30/2003		
<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>							
	8/29/2003	6/30/2003									
<b>2</b>	<b>Complete project review and lessons learned report by October 31, 2003</b>										
	<table border="0"> <tr> <td><i>Date</i></td> <td><i>Added</i></td> <td><i>Target</i></td> <td><i>Status</i></td> <td><i>Completion</i></td> </tr> <tr> <td></td> <td>8/29/2003</td> <td>10/31/03</td> <td></td> <td></td> </tr> </table>	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>		8/29/2003	10/31/03		
<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>							
	8/29/2003	10/31/03									
<b>3</b>	<b>Identify options to address lessons learned and propose best case recommendations to improve the next class by December 31, 2003.</b>										
	<table border="0"> <tr> <td><i>Date</i></td> <td><i>Added</i></td> <td><i>Target</i></td> <td><i>Status</i></td> <td><i>Completion</i></td> </tr> <tr> <td></td> <td>8/29/2003</td> <td>12/31/2003</td> <td></td> <td></td> </tr> </table>	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>		8/29/2003	12/31/2003		
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	8/29/2003	12/31/2003									
<b>4</b>	<b>Establish a working group to identify the existing course(s) or to create the course(s) to further address customer service, conflict resolution, communications and human relations training needs by March 31, 2003.</b>										
	<table border="0"> <tr> <td><i>Date</i></td> <td><i>Added</i></td> <td><i>Target</i></td> <td><i>Status</i></td> <td><i>Completion</i></td> </tr> <tr> <td></td> <td>8/29/2003</td> <td>3/31/2003</td> <td></td> <td></td> </tr> </table>	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>		8/29/2003	3/31/2003		
<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>							
	8/29/2003	3/31/2003									
<b>5</b>	<b>Create a program proposal and submit to training committee for review, approval and funding allocation by May 31, 2003.</b>										
	<table border="0"> <tr> <td><i>Date</i></td> <td><i>Added</i></td> <td><i>Target</i></td> <td><i>Status</i></td> <td><i>Completion</i></td> </tr> <tr> <td></td> <td>8/29/2003</td> <td>5/31/2003</td> <td></td> <td></td> </tr> </table>	<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>		8/29/2003	5/31/2003		
<i>Date</i>	<i>Added</i>	<i>Target</i>	<i>Status</i>	<i>Completion</i>							
	8/29/2003	5/31/2003									

*Expected Result:* Increased performance and public perception of the Department as a civil service lead through the internalization of our core values:  
 Working well together  
 Customer service  
 Dependability  
 Innovation  
 Excellence

*Assigned To:* OEHS, Customer Service Training Team, and Training Development Committee.

*Requested Resources:* 1.0 FTE training coordinator to develop and implement the program..

*Reward/Consequence:* Improved customer service

**Supporting Strategy 13 Host on-going Department forums to discuss and establish best practices for respective fields.**

**Strategy Notes** If the goal is to establish best practices for a variety of disciplines within the department, then this is not primarily a training initiative. Discussion and the training of staff will not ensure the proper supervision, management and funding to evaluate current practices, identify opportunities for improvement, analyze and recommend the best solutions. What is wanted here is essentially the same as the strategic and operational planning process. Particularly how this program has manifested itself within the department. Although, as we have seen with many solutions crafted through operational plans, training is a part of the solution that communicates the change(s) after and as part of the solution. It is also recognized that good ideas may come out of training sessions. However, training is not the solution in and of itself. Rather it is the method of communicating the solution. It is recommended that this supporting strategy is referred back to the Project Team as the strategic and operational planning program already fulfills this function.

**ACKNOWLEDGEMENTS**

The Operations Planning process was only possible with the enthusiasm and support of staff and community members alike. The Department thanks everyone for their generous support.

**FACILITATORS**

Kimberly	Duckett	Volunteer Coordinator
Lynn	Dyer	Clerk Typist
John	Gallagher	Assistant Recreation Supervisor
Jen	Gee	Recreation Director
Manuel	Fernandez	Recreation Director
Tim	Figueras	Recreation Director
Raul	Hernandez	Area Supervisor (retired)
Jim	Jackson	Recreation Director
Kern	Lee	Recreation Director
Victor	Lee	Recreation Director
Mike	Major	Investigator for Health & Safety (former)
Bob	McDonald	Planner IV (former)
Dan	Mauer	Capital Program Manager
Sean	McFadden	Sr. Administrative Analyst
Bob	Nastor	Park Section Supervisor
Peter	Oquendo	Recreation Director
Carol	Preston	Junior Museum Curator (former)
Marc	Randall	Assistant Recreation Supervisor
Tobias	Wiley	Recreation Director
Marvin	Yee	Landscape Architect

**STEERING COMMITTEE**

Janet	Aguilera	Gardener
Linda	Barnard	Recreation Director
Elizabeth	Gee	Asst. Recreation Supervisor
Paula	Hamilton	Principal Recreation Supervisor
Debra	Holtzman-Pogran	Gardener
Davida	Kapler	Gardener
Mike	Mahoney	Plumber
Eladio	Mateo	Assistant Custodian Supervisor
Dee	Minor	Recreation Director
Mike	Morlin	Asst. Superintendent
Phil	Rossi	Area Supervisor
Ronnie	Scott	Assistant Recreation Supervisor
Lisa	Wayne	Area Supervisor

**PROGRAM MANAGEMENT TEAM**

Valerie	Aiken	Administrative Assistant (former)
Jeffrey	Bramlett	OEHS Manager
Rose	Dennis	General Manager's Office
Angela	Gengler	Principal Administrative Analyst
Lydia	Zaverukha	Senior Administrative Analyst

**OPERATIONS TEAM MEMBERS**

Adela	Baker	Recreation Director
Becky	Ballinger	Public Information Officer (former)
Ellen	Barrett	Gardener
Hugo	Barrios	Custodian
Dominik	Bartosik	Electrician
Marianne	Bertuccelli	Park Section Supervisor
Kristin	Bowman	Director of Volunteer Services
Irvin	Boxer	Cashier Clerk
Dan	Briesach	Park Section Supervisor
Frank	Cassinelli	Principal Recreation Supervisor (retired)
Michael	Cheatam	Recreation Director
Sandra	Choate	Park Section Supervisor
Steven	Cismowski	Park Section Supervisor
Raymond	Coates	Gardener
Denise	Couther-Graham	Cashier Clerk (former)
Mary	Crespo	Gardener
Amy	Dawson	Museum Director (former)
Jon	Deasy	Park Section Supervisor
Norm	Degelman	Gardener
Nancy	Dito	Recreation Director (retired)
Deborah	Dixon	Recreation Director
Julie	Dodd-Tetzlaff	Recreation Director
Erick	Domenichini	Gardener
Gary	Espina	IS Admin II
John	Farley	Park Section Supervisor (retired)
Jaci	Fong	Principal Administrative Analyst
Connie	Fontanilla	Senior Administrative Analyst
Michael	Frank	Director Administration & Finance (former)
Steve	Galan	Painter
Anne	Gallegos	Gardener
Kin	Gee	Senior Departmental Personnel Officer
Larry	Gill	Gardener
Scott	Golde	Recreation Director
Elizabeth	Goldstein	General Manager (former)
Ray	Goodenough	Gardener
Linda	Griffin	Executive Secretary 1 (retired)
Jake	Hall	Recreation Director
Carl	Hathwell	Gardener
Charles	Holmes	Recreation Director
Debra	Holtzman-Pogran	Gardener
Kathy	How	Principal Engineer (former)
Gary	Hoy	Capital Program Manager (former).
Sandra	Htay	Administrative Analyst
Fidel	Joshua	Recreation Director
Davida	Kapler	Gardener
Svetlana	Karasyova	Planner III
Keith	Kawamura	Landscape Architect
LaFraun	Kelly	Public Service Trainee
Dana	Kess	Gardener
Rick	Kimball	Principal Administrative Analyst
Mary	King-Gorwky	Principal Administrative Analyst

**OPERATIONS TEAM MEMBERS** (continued)

Deborra	Knotts	Gardener
Gloria	Koch-Gonzales	Park Section Supervisor
Esther	Kwan	Principal Recreation Supervisor (retired)
Sandy	Lee	Assistant Recreation Supervisor
Tony	Leung	Architect
Patrick	Lew	Senior Account Clerk
Darlene	Lockwood	Gardener
Reggie	Love	Recreation Director (former)
Linda	Ma	Assistant Superintendent (retired)
Chris	Mack	Senior Administrative Analyst
Angela	Maestri	Assistant Recreation Supervisor
Mike	Mahoney	Plumber
Candie	Mattson	Park Section Supervisor
Barton	Mayhew	Park Section Supervisor
Karen	McCoy	Recreation Director
Joycilynn	McCree	Custodian
Hugh	McDermott	Gardener
Dan	McKenna	Recreation Superintendent
Joe	Medina	Asst. Recreation Supervisor
Mike	Morlin	Asst. Superintendent-Parks
Frank	Morris	Stationary Engineer
Larry	Nizuk	Operating Engineer
Ben	Oude Kamphius	Recreation Director
Joe	Padilla	Painter Supervisor I
Janelle	Pierce	Assistant Recreation Director
Joan	Pierson	Recreation Director
Elton	Pon	Recreation Director
Carol	Preston	Curator of Natural Science-Jr. Museum (former)
Margarita	Recinos	Personnel Analyst
Roger	Revel	Municipal Stadium Groundskeeper
Rosa	Reyes	Gardener
Nathaniel	Reynolds	Gardener
Jackie	Robinson	Custodian
Bart	Ribotta	Senior Swim Instructor
Gil	Rocha	Assistant Recreation Supervisor
John	Ruppert	Former Head Park Patrol Officer
Janet	Salyer	Administrative Analyst
Helen	Sant	Recreation Director
Marcus	Santiago	Head Park Patrol Officer
Ronnie	Scott	Assistant Recreation Supervisor
Greg	Scott	Senior Swim Instructor
Chuck	Sheehy	Park Section Supervisor
Sean	Smith	Gardener
Howard	Smith	Recreation Director
Marc	Stevenson	IS Adm. III
Sean	Sweeney	Golf Program Director
James	Threat	Assistant Recreation Superintendent
Mary	Tienhen	Landscaper Architect
Jerry	Tilton	Park Section Supervisor
Lucas	Metcalf-Tobin	Recreation Director
Joan	Vellutini	Gardener

**OPERATIONS TEAM MEMBERS** (continued)

Robin	Wadsworth	Recreation Director
Robert	Watkins	Park Section Supervisor
Margaret	Whitten	Recreation Director
Craig	Wiblin	Carpenter
Lea	Williams	Truck Driver
Jerry	Wong	Recreation Director
Linda	Woo	Assistant Recreation Superintendent
Dave	Young	Auto Shop Foreman

**VIDEO COMMITTEE**

Daisy	Austin	Asst. Recreation Director
Linda	Barnard	Recreation Director
Jeffrey	Bramlett	Health & Safety Manager
Rose	Dennis	General Manager's Office
Deborah	Dixon	Recreation Director
Joyce	Dowling	Asst. Recreation Director
Kimberly	Duckett	Volunteer Coordinator
Joe	Ellis	Recreation Director
Tim	Figueras	Recreation Director
Angela	Gengler	Principal Administrative Analyst
Lorraine	Hanks	Asst. Recreation Director
Don	Mailloux	Recreation Director
Kathy	Matias	Senior Swim Instructor
Robert	McDaniels	Recreation Director
Dee	Minor	Recreation Director
Dave	Mitchell	Park Section Supervisor
Ellen	Perieff	Asst. Recreation Director
Brendan	Schneider	Recreation Director
Ronnie	Scott	Asst. Recreation Supervisor
Gary	Siri	Recreation Director
Phil	Sleeper	Recreation Director
Marc	Stevenson	IS Administrative
Lucas	Metcalf-Tobin	Recreation Director
Helen	Vozenilek	Electrician
Robert	Watkins	Park Section Supervisor
Toby	Wiley	Recreation Director
Cheryl	Woljten	Recreation Director

**COMMISSIONERS & MANAGEMENT**

Yomi	Agunbiade	Acting General Manager
Gloria	Bonilla	Commissioner-Vice President
Gordan	Chin	Commissioner
Richard	Guggenhime	Commissioner
Jim	Lazarus	Commissioner
Lawrence	Martin	Commissioner
Margaret	McArthur	Commission Liaison
John W.	Murray	Commissioner-President
Rebecca	Prozan	Commissioner

**COMMUNITY STAKEHOLDERS AND PEER REVIEWERS**

Nancy	Barber	Park, Recreation & Open Space Advisory Committee (PROSAC)
Ed	Barney	Deputy Director, Daly City RPD
Laura	Bowlby	PROSAC
Margaret	Brodkin	Coleman Advocates for Youth
Mary	Burns	Dir, San Mateo Parks & Recreation, former GM SFRPD
Cory	Calandra	SLUG (formerly)
Mike	Casazza	PROSAC
Jim	Chappell	SPUR
P.	Chin	San Francisco Recreation & Park Department
Gordon	Choy	San Francisco Department of Public Works
Sally	Csontos	Csontos, Filan & Associates
Jeanne	Darrah	PROSAC
Martha	Diepenbrock	Team up for Youth
Helen	Doria	Chicago Park District
Caroline	Dowing	DMJM & Harris
Sharon	Eberhart	PROSAC
Jill	Fox	PROSAC
Neil	Gendel	Healthy Children Organization Project
Patrick	Hannan	PROSAC
Tom	Harrison	Local 261
Al	Harris	Neighborhood Safe Program
Joe	Ingenito	The Trust for Public Land
Patricia	Kaussen	Richmond District Neighborhood Center
Deborah	Learner	S.F. Recreation & Park Department (retired)
Michael	Leo	DCYF & Friends of Recreation & Parks (formerly)
Jennifer	Lifshay	Team-up for Youth
Suzanne	London	Neighborhood Safe Program
Franco	Mancini	PROSAC
Ron	Miguel	Planning Association of the Richmond
Richard	Murphy	San Mateo County Parks
Mary	McAllister	PROSAC (formerly)
Mohammed	Nuru	San Francisco Department of Public Works
John	Plummer	Friends of Lake Merced
Carolyn	Rabinowitz	Friends of the Sharon Art Studio
Charles	Rickenbacher	Mgr, Dist. Maintenance - Contra Costa Water Dept.
Liam	Shy	San Francisco Youth Commission
Dr. Ginny	Silva-Jaquith	San Francisco State University (retired)
Jack	Ukeles	Ukeles Associates Inc.
Paul	Van Houten	San Francisco Department of Human Resources
Pat	Vinh-Thomas	SF Department of Children, Youth & their Families
Isabel	Wade	Neighborhood Parks Council, PROSAC
Marybeth	Wallace	Coleman Advocates for Youth
Jessica	Wolin	Team-up for Youth
Helene	York	Friends of Recreation & Parks (formerly)