

Recreation Assessment Report

San Francisco Recreation and Park Department

Summary Report

Prepared for:



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Recreation Assessment Report

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To provide enriching recreational activities, maintain beautiful parks, and preserve the environment for the well-being of our diverse community.

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Executive Summary

The San Francisco Recreation and Park Department has a strong history of providing municipal recreation for over 80 years. One would be hard pressed to find a major modern city in the United States that still has summertime field trips on Fridays, free programs citywide all year long, an annual field day started to honor the late, great father of recreation, Joseph Lee, and a recreational teen employment program that dates back to the 1950's, long before many cities ever dreamed of the importance of citywide youth employment, especially one that blends municipal recreation and essential work skills into a program, and hence the name: workreation.

In addition, due to the strong commitment of the late, visionary Josephine Randall, the first Superintendent of Recreation in the City of San Francisco, the City was on the forefront of developing the nexus between environmental learning as it relates to recreation and began the process to identify land for a recreational junior museum now called the Randall Museum. In essence, one of the reasons that the City of San Francisco is so special is because of its strong, proud tradition of supporting municipal recreation. These are just a few examples of the far reaching impact municipal recreation has had here in San Francisco. A child who grows up in this City will undoubtedly be a lifetime user of the services offered by the San Francisco Recreation and Park Department. For all these reasons, it is important that the City invest in assessing the long term strategic direction of the Recreation Division of the San Francisco Recreation and Park Department. This will help to insure that it will continue to hold a principal role providing recreation programming to San Franciscans now and in the future.

From the findings of this Report, it is evident that the citizens of San Francisco enjoy the recreation services they are receiving. Sixty-

eight percent (68%) of respondent households rated the quality of customer service they have received as either excellent (24%) or good (44%). But as the vision of our Assessment Report, the Department will strive for excellence in everything we do.

This Recreation Assessment Report (Recreation Assessment) is the culmination of a nine month planning effort and process to evaluate the recreation needs of residents and to ensure the future direction of recreation within the San Francisco Recreation and Park Department. This assessment pieces together the critical issues, challenges and opportunities facing the Department. This assessment is the first such report developed solely for recreation in the Department's over 100 year history. In addition, the assessment includes: *core values* that the community embraces for recreation services; *goals* that describe the outcomes to be produced; *strategies* and *tactics* that describe how the Department will achieve its goals; and *performance measures* that evaluate the success in achieving the desired results.

The Recreation Assessment was initiated as a key recommendation of the Department's Strategic Recreation and Parks Plan completed in 2002. The Recreation Assessment takes a broader and deeper review of the Recreation Division's organization and culture, its approach to providing recreation facilities and services based on community need, and how it collects baseline information from which to make decisions. The Recreation Assessment is an action/implementation plan. This Recreation Assessment provides suggestions and recommendation that will serve as a road map for the Mayor, Board of Supervisors, Recreation and Park Commission, and staff to follow to improve the delivery of recreation programs, facilities, and services.

The scope and goal of the Recreation Assessment was to identify key issues the community felt needed to be addressed over the next five

years. To determine what the key issues were, a series of public input processes were conducted by the Consulting and Project Teams. These included nineteen public and staff focus groups, a citizen's mail and phone survey to 1,000 households, and a community and staff vision workshop. In addition the Consulting Teams conducted a staff survey, evaluated and conducted a core program assessment, conducted a facility assessment, conducted a competition assessment of other service providers, developed a benchmark survey of five other cities, and developed nine service area maps that evaluated equity of access to services and facilities provided by the Department.

The combination of the assessment reports identified the key issues and framed the recommendations and strategies to address them as part of the Recreation Assessment Report with an overall objective of improving operations.

Strategic Objective

The San Francisco Recreation and Park Department's Strategic Plan published in 2002 proposes seven Strategic Objectives for enhancing parks, facilities, and the recreation programs they offer. This plan also proposes a framework for organizational change to support the suggested improvements, the employees implementing them, and the community benefiting from them.

The driver behind this plan rests in one of the Strategic Objectives:

- **Comprehensive Recreational Programming** - Create a flexible system that provides cutting edge recreation and promotes fitness and well being through responsive programming.

This objective lays the foundation for this Recreation Assessment.

Core Recreation Values

The core values are the values that residents desire for the recreation services and facilities offered by the Department. These values are embodied in the goals and strategies of this Recreation Assessment.

These core values include:

- Effective Facility Management
- Effective Pricing of Services and Affordability
- Leadership
- Creativity
- Professional and Quality Staff
- Quality Communication
- Partnerships
- Accountability

The key leadership within San Francisco Recreation and Parks intend for this Recreation Assessment to inspire those concerned about recreation facilities, programs, and services. When applied, the recommendations of this report will work to unite neighborhoods, ethnicities, ages, and issues to remake San Francisco into the country's leading Recreation City for residents of all ages well into the future.

Conclusion and Recommendations

In the next five years, the San Francisco Recreation and Park Department must leverage this Recreation Assessment and implement the strategies. The Recreation Assessment includes a wide range of proposed strategies to improve recreation facilities, programs, and services in the City of San Francisco. These strategies will not be accomplished easily. The current culture within the Department needs to embrace change.

The Mayor, Board of Supervisors, Recreation and Park Commission, and Community Advocacy groups must help the Department to

implement the recommendations. Performance measures were developed to track the City's progress toward the goals and strategies. By tracking a consistent set of goals and measurements, the City will be able to assess the effectiveness of its investment in recreation facilities, programs, and services.

The residents of the City will be energized by the results of implementing this assessment and it will create a more balanced recreation and park system.

The Recreation Assessment Report identifies where the San Francisco Recreation and Park Department needs to focus its energies and resources as it applies to the Recreation Division and recreating the legacy of high quality recreation facilities and program services for the citizens of San Francisco. This will require the Mayor, Board of Supervisors, Recreation and Park commission, Community advocacy groups and Staff to embrace the Recreation Assessment Report.

There are five key major goal recommendations that must be implemented.

- Develop consistent core programs and facility standards across the city so all participants and users receive a quality recreation experience.
- Recreation services will meet community needs through effective use of demographic data and increased marketing and promotional efforts to inform users of services.
- Recreation facilities will be valued Community assets by upgrading and maintaining all indoor and outdoor facilities in need of major repair over a ten year period to create a quality user experience and positive image for the city.
- Update existing and create new partnership agreements to extinguish balance and equity of each partner's investment, creating trust and eliminating entitlement.

- Reposition Recreation services as a viable city service by developing an outcome based management culture that focuses on accountability and exceeding the needs of users while building an efficient and productive organization that operates in a proactive manner.

With effective policy implementation and direction, appropriate resources and leadership, and an energized and committed staff that is willing to change their work culture, the Recreation Division is capable of delivering the recreation facilities and services the community desires.

Section 1

Introduction and Planning Process

In October 2002, the San Francisco Recreation and Park Department retained Leon Younger and PROS, LLC, Greenplay, LLC, and Leisure Vision to develop a five-year Recreation Assessment Report for the City of San Francisco. Since the inception of the San Francisco Recreation and Park Department there has never been a Recreation Assessment Report (Recreation Assessment) developed. There have been numerous master plans completed, with elements of recreation programs and services included, but not a stand-alone recreation planning document that focused strictly on the recreation needs of citizens and the operational issues facing the Recreation and Park Department. The Recreation Assessment process involved many key elements, that when combined together, helped to frame and guide the development of the Recreation Assessment. The development of the assessment was coordinated with the Consulting Teams and several key members of the City.

The Department thanks all those that made this Recreation Assessment possible. This includes staff, community groups and partners, advisory committees and groups, organized user groups, other city agencies, professional counterparts in neighboring communities, the consultants, and most importantly, the general public that uses our services and facilities

The planning process included the following:

- Staff Focus Groups
- Public Focus Groups
- Citizen Mail and Phone Survey
- Staff Survey
- Core Program Assessment
- Recreation Facility Assessment
- Competition Assessment of other Service Providers

- Benchmark Survey of Other Cities
- Service Area Mapping Development
- Community and Staff Visioning Workshop
- Vision, Mission, and Goals Development
- Strategies, Tactics, and Performance Measures
- Final Report

From these key planning processes, a Findings and Observations Report was prepared that summarized each element completed by the Consulting Team. Once the Findings Report was completed and summarized, the Consulting Team conducted a Community and Staff Visioning Workshop to review the findings and observations and establish the future vision, mission, and goals to address the key issues identified through the assessment processes.

This Recreation Assessment Report presents a comprehensive direction for the delivery of recreation facilities, programs, and services in San Francisco. This report includes a summary of findings and observations, goals and supporting strategies and tactics, and performance measures to move the Department forward. The appendices contain four sections with supporting detail information.

Section 2

Key Findings and Observations

The San Francisco Recreation and Park Department has been offering recreation services for more than eighty years through its Recreation Division, but has never undertaken a recreation plan to the level and magnitude of this project. The Consulting Team worked with a dedicated group of recreation and park professionals who have a good understanding of the Recreation Division to help guide the Consulting Team in the discovery process. The findings phase of the project was performed over an eight month period. The Recreation Division is complicated in its organizational design based on how they deliver services and provide facilities. Recreation facilities are neighborhood, community, and regional based. Recreation services as well are neighborhood and community-wide based. Services are not delivered consistently across the city making it difficult to determine effectiveness and quality of delivery. Identifying and gathering baseline material was challenging and drew out the development of the report.

From the findings and observations, key issues were identified that needed to be resolved in order to frame the Recreation Assessment. The assessment summaries provide information to identify the key issues in order to meet the community's needs and desires, provide management direction that focuses on best practices in the industry, and the creation of a highly productive Recreation Division within the Department. Following are findings for specific areas including:

- Citizen Focus Group Results Summary
- Staff Focus Group Results Summary
- Staff Survey Results Summary
- Citizen Survey Summary
- Core Recreation Program Inventory
- Service Area Maps and Service Standards
- Other Service Providers Assessment Summary

- Recreation Facilities Assessment Summary
- Benchmark Analysis Summary

Citizen Focus Group Results Summary

Citizen focus groups were conducted in July and September, 2003. A total of 19 focus groups took place with approximately 120 individuals involved. A focus group is a random or selected group of 10-15 individuals selected by staff and the Consulting Team. The Consulting Team met with staff to review a set of established questions that are given consistently to each group that focus on recreation facilities and program services to determine key issues that need to be dealt with. Focus group sessions lasted approximately one to two hours in length. From the information gathered, the Consulting Team developed the citizen survey instrument to validate the level of the issues identified. This provided both qualitative data and quantitative data to draw key conclusions from to help frame the Recreation Assessment. These focus groups included individuals representing a cross section of special interest groups, neighborhood leaders, existing partners and other agency leaders who help provide recreation services in the City. The focus group participants had varying degrees of institutional knowledge and the syntheses of their comments were used to develop these summaries.

Department Strengths

Space and Facilities - The community focus groups perceive the Department's strengths as recreation facilities (both indoor and outdoor), open space, existing programs, staff involved in delivering programs, and staff facility management. Many focus group participants identified that existing space offered the greatest strength and potential for the future. Participants commented that in a City so dense, it is a great asset to have the number of recreation

facilities and open space available. Citizens involved in the focus groups expressed a sense of stewardship for their community recreation facilities and wanted to have a voice in their facility's operations. This shows a commitment on behalf of the citizens to be willing to volunteer to help their recreation facility succeed.

Programs - Throughout the responses from public focus groups, it was evident citizens believe the programs and activities being offered are good. Activities such as adult programs, senior centers, day camps and tiny tots were programs that were mentioned as meeting the need in the community. It seemed to be the consensus of the focus group attendees that programs were undervalued, but they also indicated the importance of not pricing the programs/activities to exclude low income families from participating.

Leadership - In those facilities where staff leadership is strong, the community seems to have a stronger connection and takes pride in the upkeep of the facility. Citizens made comments that demonstrate the impact quality staff has on the Department, such as pride in their facility, a desire to listen to the needs of the community, and an overall commitment to increasing the quality of the programs offered by the Department.

Department Weaknesses

Facility Conditions - Although there is a benefit to the community to have a good number of recreational facilities and program space, it is equally important to assure the facilities are kept in good condition and inviting. Many comments were made about the deteriorating conditions found at the recreation facilities. These conditions were cited as a reason recreation facilities are not used or perceived as unsafe. The Department is at a point where it can no longer reduce maintenance. There was not a sense that the recreation facilities had

to be state-of-the-art, but repairs needed to be made to keep the facilities inviting. Issues identified included drab paint, dim lighting, no bathroom doors and lack of cleanliness, which led to a feeling of lack of pride by the City and recreation staff in their facilities.

The focus group participants did not understand that the 2000 voter approved bond funds were limited in their capability to improve recreation facilities in a selected few sites. They also were not aware that the City does not have an on-going capital improvement budget to address deferred maintenance needs.

Programs - In the area of programming, the focus group participants commented on the need for consistent standards when operating programs/activities. It was noted that having baseline standards would allow for consistency among programs and assure quality control, while still allowing Directors to have program flexibility. Seniors, adults, and teens were the most often mentioned groups identified as needing more programming. Another area mentioned as needing attention was arts and cultural programs. In addition, health and exercise to address obesity and fitness issues was identified. The participants' comments indicated a need to establish programs/activities that would tackle these areas.

Partnerships - Schools and community-based organizations said they would like to partner more with the recreation centers and staff, but need a more effective means of working with them. However, community members identified some existing partnerships that are working and were meeting the community needs.

Communications - External communication was identified by focus group participants as an area needing attention. The public is sometimes unaware of recreation activities being provided. Participants commented that they gained information about programs from flyers and the website. However, they believed the Department

could do a better job marketing their programs and themselves to the community. There was wide support for a program guide to be made available to the community that is published three or four times a year.

Planning - An issue intertwined throughout responses from focus groups was the lack of planning conducted by the Department. Focus group participants were supportive of the Recreation Assessment process and were happy to be able to provide input. However, there were concerns the assessment might not receive support and follow through by some staff and key leadership.

Staff Focus Group Results Summary

Six staff focus group sessions were conducted in July and September, 2003. The staff focus groups were a cross-section of middle managers, facility managers and program staff. The focus group sessions focused on current operational practices and the working culture in place. These sessions were important for the Consulting Team to gain a good understanding on how facilities and program services are managed to determine the quality of delivery of services, barriers to overcome, and internal readiness of an organization to change.

The general perception expressed by staff is that recreation facilities are run down and not maintained well. It was noted that a direct correlation exists between quality of staffing and quality of programs and facilities. Programs are well accepted, but are driven by staff personality and interest, not the needs of the community. A basic lack of training exists that influences operations significantly. In addition, a “push and pull for resources” creates a culture that makes it difficult to collaborate and partner. Overall, staff expressed a need to re-establish a positive reputation with the community.

Operationally, staff noted that a lack of communication exists and no standards are in place to evaluate programs. The mission for the recreation centers need to be broadened. Significant need to collect better baseline data was expressed. Staff feels threatened by collecting baseline data, concerned that it will be used against them versus helping them to make better decisions and to demonstrate why they need the resources to be successful in their jobs. An operational handbook is needed for employees to better understand how the recreation system works.

The groups expressed the need for a program assessment tool, to evaluate which programs should continue. Staff supports sports leagues, but other programs have low support. Statements expressed during the sessions included no cohesion among core programs and a need to make programs customized based on the demographics of neighborhoods.

Community outreach and marketing were clearly identified as an issue. There are limited materials in place to let people know what is being provided, particularly in low income neighborhoods. This is compounded by some latch key programs being discontinued due to the community’s choice to not pay the higher fee. It was noted that people will not pay attention to outreach if staff can not deliver what is promised in that outreach.

Staff perceives that partnerships are not equitable. Staff fear partnerships and believe that if partners are brought in, they will lose their jobs to the partner. It was expressed that staff does not always see networking with partners as positive. It is clear the staff need to understand what partners want and expect. Opportunities for partnering include: the school system where limited physical education or recreation programs exist, and City College which has people, but limited access to facilities. In addition, staff believes the role of neighborhood groups should be better defined. Staff

identified this group as a resource, but not one that should oversee staff.

Strengths of the Department include space, location of sites, and good and affordable programs. Staff dedication and perseverance was clearly noted and they believe they do the best they can with the funds they have.

Weaknesses identified include bureaucracy and lack of operational and capital funds. Management was noted as a weakness, stating they were not connected with the field staff and internal and external communications needed improvements. Some staff has low morale and poor attitudes and are resistant to new ideas, while some have a positive outlook. Staff believes actions are dictated by politics based on the hot topic of the moment, instead of identifying the needs of the community.

Staff expressed a need to be consistent throughout the Department. Certain program areas receive favoritism which creates no balance of investment in programs and facilities. It was expressed that there was a need for staff training along with a need for written operational policies. If administration takes a more active role in defending the Department, staff feels the City could better prioritize community needs and increase the Department's budget.

Overall, recreation programs are not market driven. Market driven means that programs are developed based on the neighborhood and community demographics, programs of other services providers, the recreation trends for San Francisco, and the size of total market by activity. In San Francisco there are 88 neighborhoods. Recreation staff needs to develop recreation programs, facilities, and services that are customized to each neighborhood but are based on consistent standards of delivery. The new recreation organization design that is based on neighborhoods with in an overall district and focuses on

district needs first, and individual neighborhood needs second, is a good plan. This should help provide program consistency against established standards, while reducing competition between recreation facilities and still customizing certain programs to neighborhood needs.

Staff believes the community recreation mandates include:

- Safe, accessible services
- Clean facilities
- Equal access throughout the City
- Trained staff
- A system of accountability

Staff has a vision to:

- Provide busy vibrant places that people can escape to
- Engage the community in a meaningful way that serves families and properly utilize recreation facilities
- An organizational culture that meets the needs of the community

Staff Survey Results Summary

An informal questionnaire was sent out to 180 employees involved in recreation programming. This was sent as a mandatory task from the Department. The Consulting Team received 103 responses (57%). Seventy percent (70%) of the responses were submitted by Recreation Directors and Assistant Recreation Directors. The average number of years of the respondents working as a recreation professional is 15.8 years. Over 40% of the employees required to fill out the survey did not submit a response indicating that there is a “disconnect” within the Department regarding the mandatory requirement.

The following are major themes that were brought forth from the staff survey.

- Review of the results indicates a driving motivational force for programming is an internal desire by staff to serve the community, particularly youth. Most questionnaire comments indicate employees love their jobs, and they love working with the public.
- Employees of the Department appear to seek informal input from participants already involved in programs; however this is inconsistent across the system. Traditional methods of seeking input (i.e. program evaluations, consistent tracking of participant numbers and attendance, etc.) are not consistently used by the Department.
- The Recreation Division lacks technology support to track baseline data. Currently what little tracking that is done, is done by hand with no historical tracking performed. For the size of the Recreation Division it is imperative that technology resources are made available for staff to track input consistently and allocate resources where needed most.
- Survey results indicate the decision to program at a particular location relies heavily on staff at a particular site. There does not seem to be coordination among locations so as to eliminate unnecessary duplication or to fill gaps in programming. Coordination, at least on a regional basis, would be desirable.
- It appears that the identification of program outcomes is left up to individual employees rather than being driven by the mission of the Department or established performance measures such as participation targets, user retention, and revenue or cost recovery targets.
- Advertising and marketing is determined by individual employees or Directors and lacks an overall theme or image that could be helpful to the Department in terms of consistency and dynamics. There is a lack of an overall marketing strategy for seeking and distributing information to the community regarding the services provided by the City.
- Lack of staff accountability for program services is identified as one of the top three reasons why programming efforts are “not working.” There does not appear to be adequate or consistent standards for programming to provide direction and to track measurable outcomes.
- Seeking input from citizens who are not already attending programs is not a high priority for staff and there are no established methods to seek this input.
- A desire to reach as many people as possible may be diluting the staff programming effort. Staff may be doing too much based upon their own personal drive to initiate and keep programs of personal interest rather than using a market-driven approach. Market specific information is lacking including who lives in the service area; what is the best way to reach the residents; and what are their recreation interests and needs.
- Recreation trends are not used as a proactive programming motivator. Staff develops programs based on what is familiar, inexpensive and keeps current participants coming back.

- Inadequate maintenance and cleanliness of facilities is indicated as one of the three biggest concerns regarding where programs are held. This can be controlled by the Department through quality maintenance standards.
- Budget decisions and fees are influenced mostly by the Recreation and Park Commission or Board of Supervisors and supervisory personnel. Communications with staff and the community regarding fees or cost recovery needs to improve. The application of fees is somewhat inconsistent.
- All other programming decisions come primarily from individual employees, influenced by the community (which is generally the population of current participants.)
- Staff ranked the quality of staff delivering programs as very high. Lack of centralized support in terms of training, standards, guidelines, policies, procedural information, and staff accountability were viewed as major factors in what is “not working” regarding programming.
- During the survey, staff indicated a desire for more exposure and marketing of programs, working as a team, having more inviting facilities and taking personal responsibility for the quality of the programs as opportunities for improvements.

Staff ranked participant attendance over time as the most heavily relied on performance measure. This appears to be somewhat intuitive as consistent tracking records were not available. Other performance measures used were primarily regarding current customers and their return rates to programs provided, but the tracking process was not available for the consultant’s review.

Citizen Survey Summary

A Community Attitude and Interest Survey was conducted during May and June, 2004 to help establish priorities for the future development of recreation and park facilities, programs and services within the community. A profile of respondents and detailed survey findings are included in *Appendix A* of this report. The survey was designed to obtain statistically valid results from households throughout the City of San Francisco. The survey was administered by a combination of mail and phone.

The survey was filled out primarily by adults who were responding to their needs as the needs of their family. San Francisco has a much higher adult population to youth population in the city in comparison to other large metropolitan urban cities of similar size. Because of this high adult to youth ratio, the survey shows much stronger support for adult activities and programs versus youth. The consulting team recognizes this and has made adjustments in their recommendations based on cross-tabs where high concentrations of youth live to sort out their needs against the survey as a whole.

The Consulting Team worked extensively with San Francisco Recreation and Parks officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In May, a six-page survey (*Appendix A*) was mailed to a randomly selected sample of 5,000 households in the City of San Francisco. A total of 251 surveys were returned by the post office as undeliverable. Approximately two weeks after the surveys were mailed residents who received the surveys were contacted by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain at least 1,000 completed household surveys. This goal was accomplished, with 1,035 household surveys being completed, including 720 by mail and 315 by phone. The results of the random sample of 1,035 households have a 95% level of confidence with a precision of at least +/-3.0%.

The following pages summarize major survey findings:

Quality of San Francisco Recreation and Park Department Programs

Respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to rate the quality of the programs they have participated in.

Of the 1,035 household surveys completed, 26% indicated they had used Recreation Services in the past 12 months. This 26% is below normal. Normally residents partake in some public recreation program or activity at 35%. In San Francisco the public uses parks at a much higher level than Recreation Centers.

Seventy-six percent (76%) of respondent households rated the quality of programs they have participated in as either excellent (28%) or good (48%). An additional 12% rated the programs as fair and 2% rated the programs as poor. The remaining 10% indicated “don’t know”. (Figure 1)

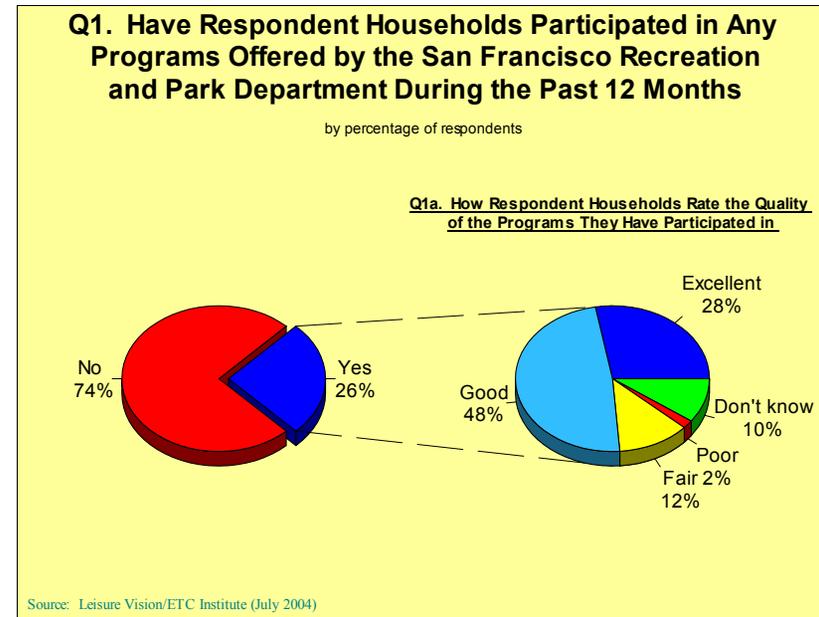


Figure 1 – Rating of Quality of Programs Participated In

Ways Respondents Learned About Programs

From a list of 13 options, respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to indicate all of the ways they have learned about the programs.

Word of mouth (62%) is the most frequently mentioned way that respondents have learned about programs. There are two other ways that over 30% of respondents have learned about programs: newspaper (39%); and visited or called a recreation and parks office (31%). (Figure 2)

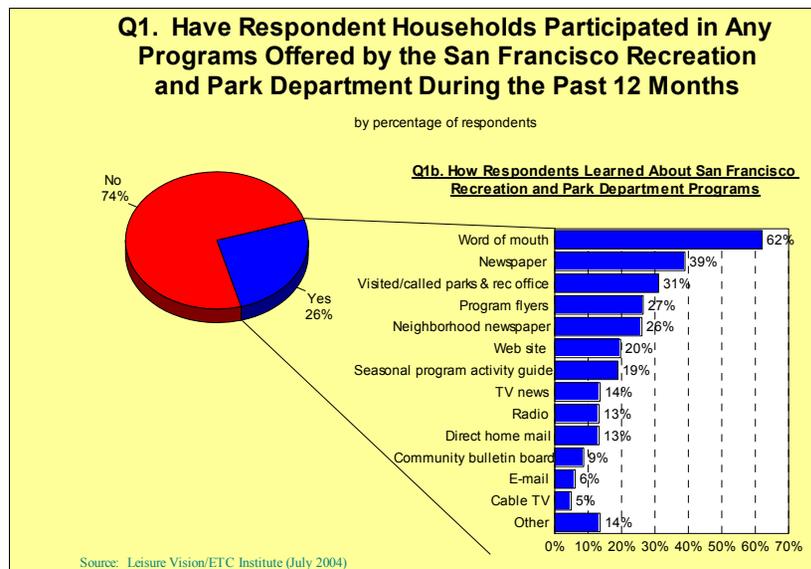


Figure 2 – Ranking of How Respondents Learn About Programs

Ways Respondents Most Prefer to Learn About Programs

From the list of 13 options, respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to select the four ways they most prefer to learn about the programs.

The newspapers including neighborhood and regional publications had the highest percentage (44%) of respondents select it as one of their four most preferred ways to learn about programs. There are two other ways that over one-third of respondents selected as one of their three most preferred ways to learn about programs: program flyers (35%); and seasonal program activity guide (35%). It should also be noted that the newspaper had the highest percentage of respondents select it as their first choice as their most preferred way to learn about programs. (Figure 3)

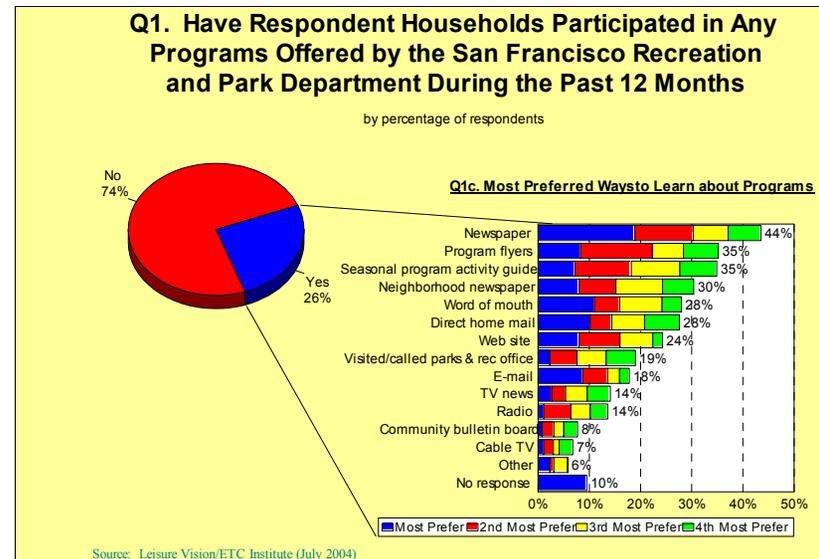


Figure 3 – Most Preferred Ways to Learn About Programs

Quality of Customer Service Received from Programs

Respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to rate the quality of the customer service they have received in the programs they have participated in.

Sixty-eight percent (68%) of respondent households rated the quality of customer service they have received as either excellent (24%) or good (44%). An additional 16% rated the customer service as fair and 3% rated it as poor. The remaining 13% indicated “don’t know”. (Figure 4)

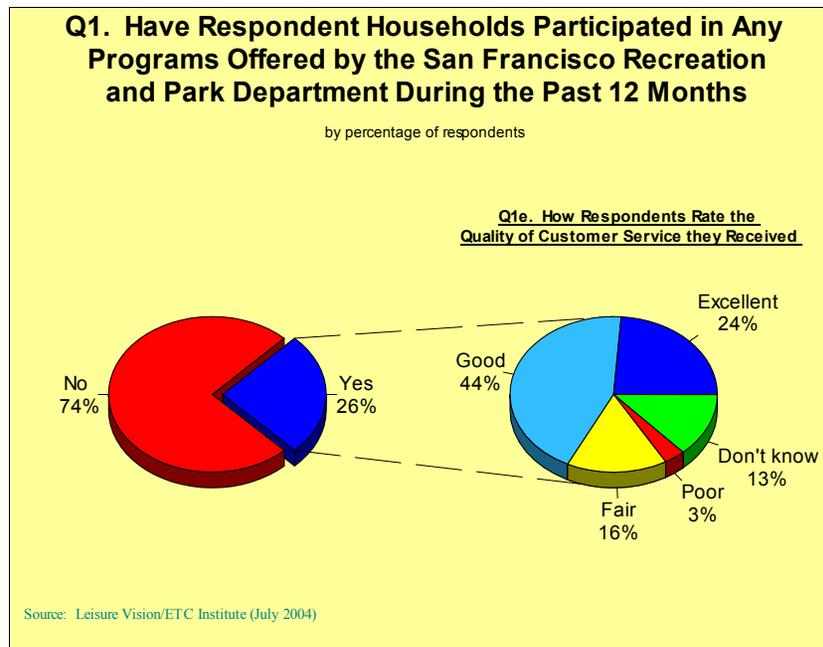


Figure 4 – Rating of Quality of Customer Service Received

Need For Recreation Facilities in San Francisco

From a list of 19 recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. Five of the 19 recreation facilities had at least 45% of respondent households indicate they have a need for it. The facilities that the highest percentage of respondent households indicated they have a need for include: walking and biking trails (76%); pools (52%); community gardens (47%); running/walking track (46%); and indoor exercise and fitness facilities (45%).

Figure 5 summarizes the number of households calculated from these percentages as having a need for various recreation facilities in the City of San Francisco, based on 337,710 households in the City.

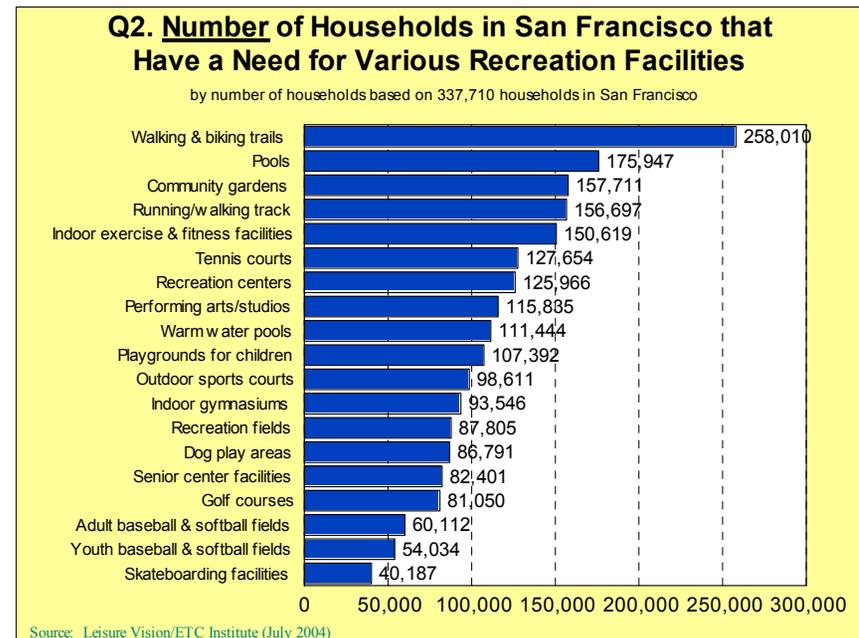


Figure 5 – Rating of Need for Recreation Facilities

Most Important Recreation Facilities

From the list of 19 recreation facilities, respondents were asked to select the **four** that are most important to them and members of their household. **Figure 6** indicates that walking and biking trails (55%) had, by a wide margin, the highest percentage of respondents select it as one of the four most important facilities to them and their household. There are four other facilities that over 20% of respondents selected as one of the four most important, including: pools (27%); indoor exercise and fitness facilities (22%); running/walking track (22%); and community gardens (21%). It should also be noted that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important facility.

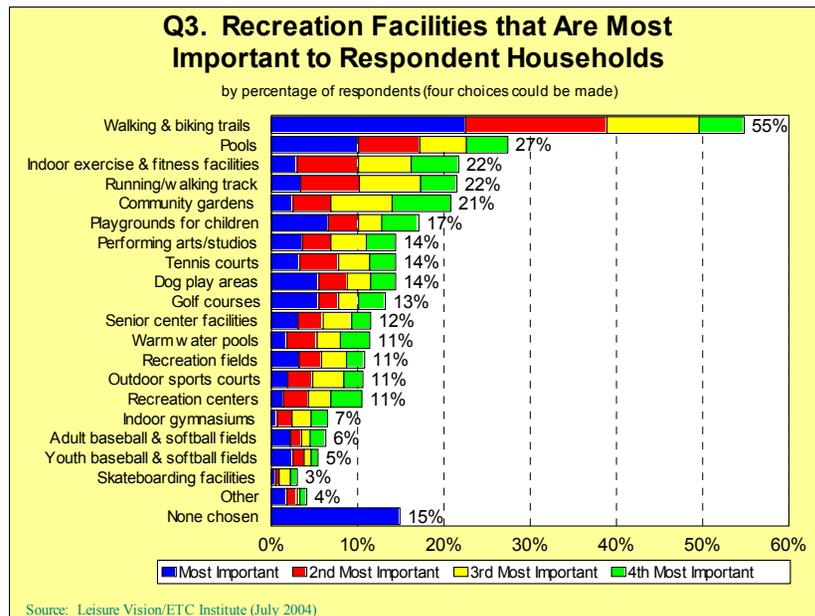


Figure 6 – Most Important Recreation Facilities

Current Participation of Various Programs and Activities

From a list of 26 various programs and activities available to City of San Francisco residents, **Figure 7** presents the percentage of respondent households that currently have at least one person in their household participate in each program and/or activity.

Three of the 26 programs and/or activities had over 50% of respondents indicate that at least one person in their household currently participates in them. The programs and/or activities that the highest percentage of respondent households participates in include: running or walking (67%); visiting nature areas (61%); and attending live theater/concert performances (57%).

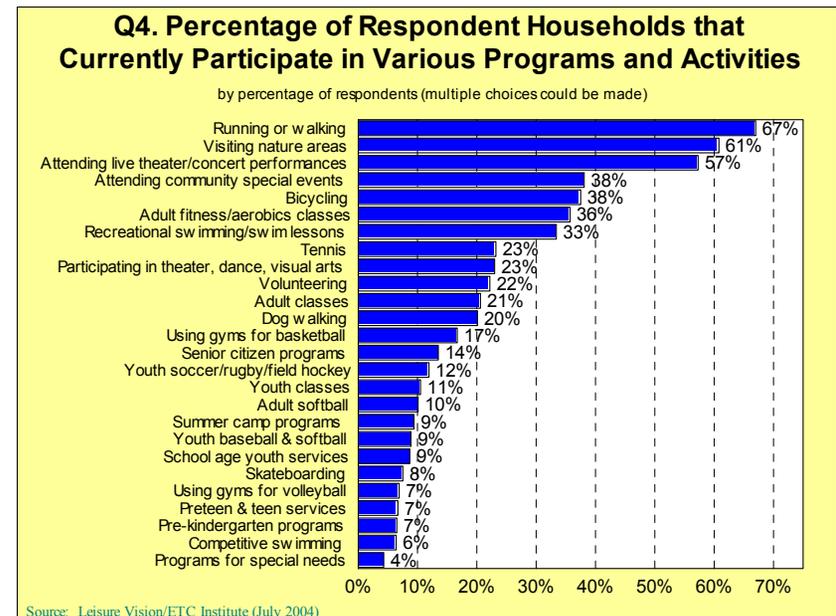


Figure 7 – Current Participation of Various Programs and Activities

Programs and Activities Respondents Would Participate in More Often

From a list of 26 various programs and activities available to City of San Francisco residents, respondents were asked to select the **four** that they and members of their household would participate in more often if more programming was available by the City. **Figure 8** depicts that running or walking (28%) had the highest percentage of respondents select it as one of the four programs and/or activities they would participate in more often if more programming were made available by the City. There are five other programs and/or activities that at least 20% of respondents selected as one of the four they would most participate in more often, including: visiting nature areas (24%); attending live theater/concert performances (24%); adult fitness/aerobics classes (22%); and recreational swimming/swim lessons (20%). It should also be noted that running or walking had the highest percentage of respondents select it as their first choice as the program and/or activity they would participate in more often if more programming was available.

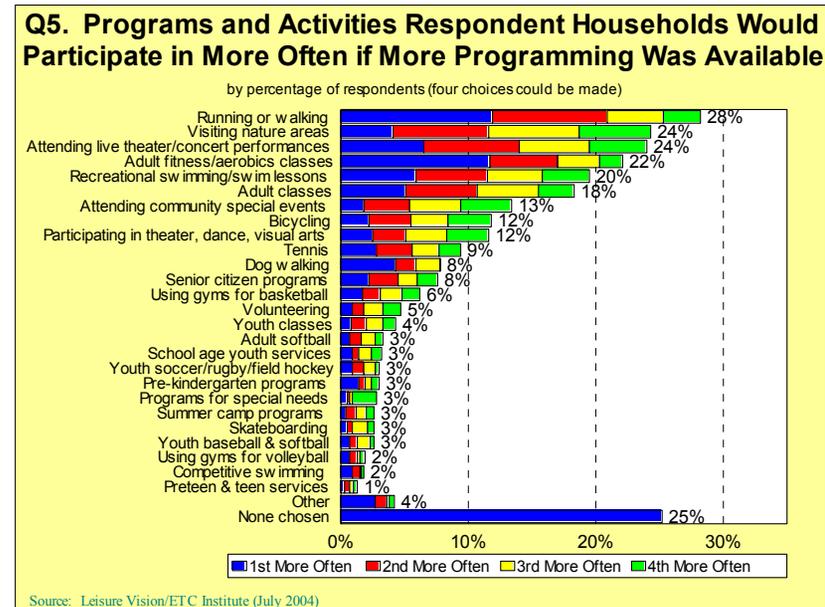


Figure 8 – Programs/Activities Households Would Participate in

How Often Respondent Households Would Use Indoor Recreation Facilities

From a list of 12 various indoor recreation facilities that could be renovated or developed by the San Francisco Recreation and Park Department, respondents were asked to indicate how often they and members of their household would use each facility. (Note: The graph does not show the percentage of respondents who indicated “less than once/month” or “seldom or never”.)

Figure 9 demonstrates that thirty-seven percent (37%) of respondent households indicated they would use aerobics/fitness space at least once a month. There are two other indoor recreation facilities that at least 30% of respondent households would use at least once a month, including: weight room/cardiovascular equipment area (36%); and fine arts center (30%). It should also be noted that a weight room/cardiovascular equipment area (14%) is the facility that the highest percentage of respondent households indicated they would use several times per week.

The majority of activities are listed as adult activities. Because of the high population of adults to children in the city the activity priorities can be expected to be more adult driven.

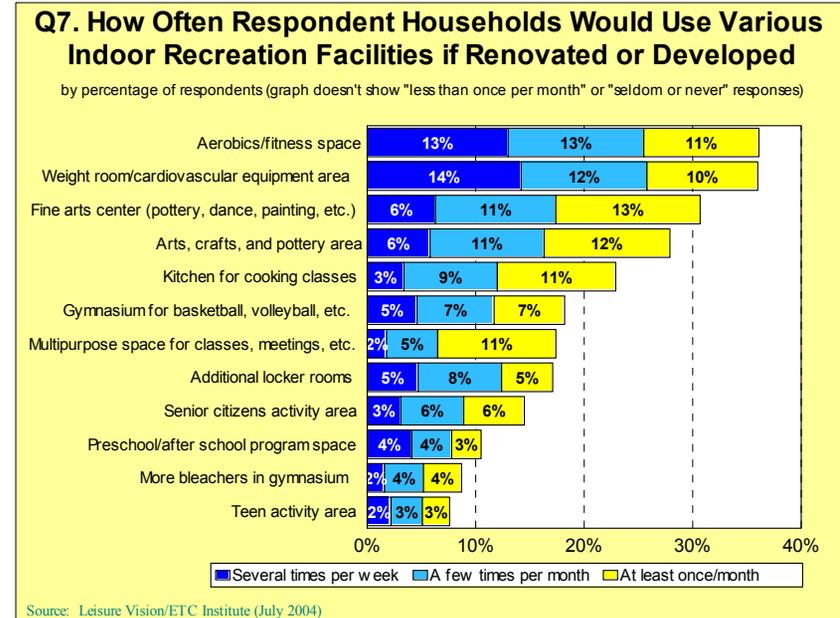


Figure 9 – How Often Households Would Use Indoor Recreation

Indoor Recreation Facilities Respondents Would Be Most Willing to Fund with Tax Dollars

From the list of 12 various indoor recreation facilities that could be renovated or developed by the San Francisco Recreation and Park Department, respondents were asked to select the **four** that they and members of their household would be most willing to fund with their tax dollars.

A fine arts center (31%) had the highest percentage of respondents select it as one of the four indoor recreation facilities they would be most willing to fund with their tax dollars. There are three other facilities that over one-fourth of respondents selected as one of the three they would be most willing to fund with their tax dollars, including: aerobics/fitness space (27%); senior citizens activity area (26%); and weight room/cardiovascular equipment area (26%). **(Figure 10)** It should also be noted that aerobics/fitness space had the highest percentage of respondents select it as their first choice as the facility they would be most willing to fund with their tax dollars.

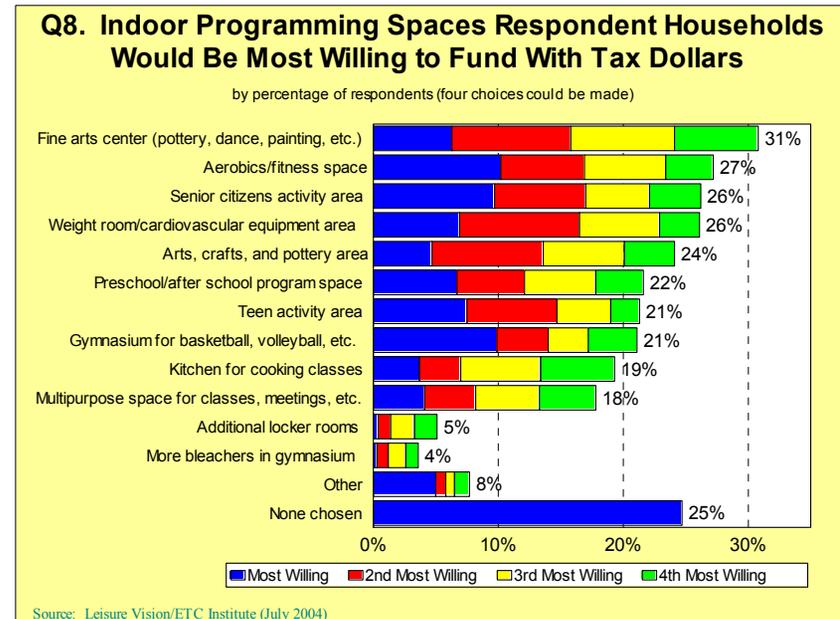


Figure 10 – Indoor Recreation Facilities Willing to Fund with Tax Dollars

Times Households Most Prefer to Use San Francisco Programs and Services

From a list of 10 various times when respondents could use San Francisco programs and services, respondents were asked to indicate which three times persons in their household would most prefer to use programs and services. Saturday mornings had the highest percentage with 44% followed by Sunday afternoons (37%); Saturday afternoons (37%); and weekday evenings before 9pm (33%). It should also be noted that weekday morning had the highest percentage of respondents select it as their first choice as the time they most prefer to use programs and services. (Figure 11)

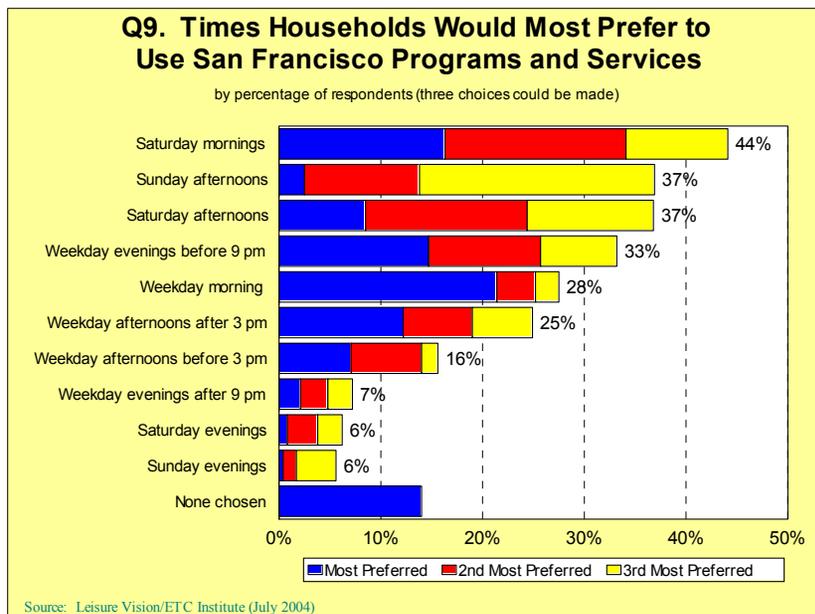


Figure 11 – Times Households Would Prefer to Use Recreation Programs and Services

Reasons Preventing the Use of Programs More Often

From a list of 17 reasons, respondents were asked to select all of the ones that prevent them and members of their household from participating in San Francisco Recreation and Park Department programs more often.

“I don’t know what is being offered” (56%) is the reason that prevented the highest percentage of respondent households from participating in programs more often. There are two other reasons that prevented at least one-third of respondents from participating in programs more often, including: “I do not know locations of programs” (37%); and “we are too busy or not interested” (33%). Figure 12 presents these findings.

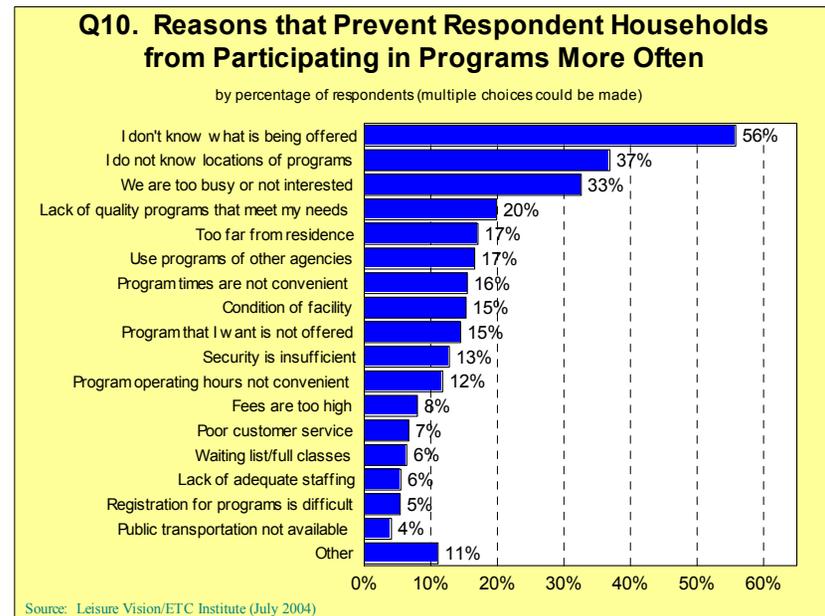


Figure 12 – Reasons Preventing Use of Programs

Most Supported Options for Saving Tax Dollars in Providing Services

From a list of two options, respondents were asked to indicate which one they would most support in saving tax dollars in providing services.

Fifty-one percent (51%) of respondents selected “increase user fees, and don’t reduce programs and services” as the option they would most support. An additional 32% selected “reduce some programs and services, and don’t increase user fees” as the option they would most support. Seventeen percent (17%) of respondents did not provide an answer. (*Figure 13*)

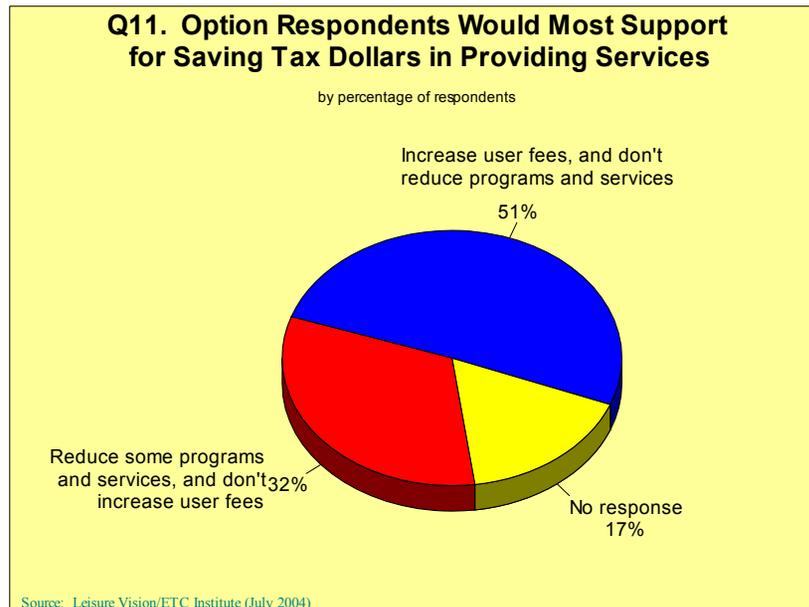


Figure 13 – Options Respondents Would Most Support for Saving Tax Dollars

Core Recreation Program Inventory Matrix Summary

The Consultant Team researched and prepared a baseline inventory of core and non-core programs currently offered by the San Francisco Recreation and Park Department. Following is a summary of the core programs with full documentation included in Appendix D of this Report. The process included:

- A process with the Recreation Assessment Team to begin to confirm current core programs
- The creation of an inventory of programs offered was developed by limited informal facilities tours, discussions with staff, review of website and available program flyers
- Review and revision of the inventory matrix by project team staff
- Informal programming staff survey to access how programming occurs in the Department
- Description and categorization of programs by type, geographic service area and intended service target areas by ages in a matrix format (*See Appendix D*). Information also includes whether the program requires pre-registration, sessions offered, and fees.

Key elements that establish what a core service can include are, but not limited to:

- Having a deep history of being provided by the Department,
- Wide demographic appeal
- Consumes a large portion of the budget (typically 5% of total recreation budget)
- Provided three to four seasons a year
- Tasks provide on a daily, weekly or monthly basis
- Program is expected to be provided by the public
- The program area has the ability to create a lifetime user by offering tiered levels of activity and high quality facilities
- Control a significant percentage of the market

Based on this criterion, the core inventory matrix identifies the following categories of programs offered by the San Francisco Recreation and Park Department. See *Appendix D - Core Program Matrix* for a listing of specific programs provided under each area identified. These are not ranked in order of importance.

- Adult Athletics
- After School Programs/Day Camps
- Aquatics
- Cultural Arts
- Outdoor Education
- Permits/Reservations/Rentals
- Pre-K programs/Tiny tots
- Senior Activities
- Special Facilities
- Special Populations
- Teen Services
- Youth Athletics

The Recreation Division offers a host of non-core services that do not meet the criteria for a core program. Non-core programs do not mean they are not essential. These non-core programs are specialized activities that are seasonal in nature. Many of the non-core services are localized to a special recreational and park or facility and are available on a citywide basis. Typically non-core services are programs or activities that could be partnered with another service provider.

Many programs are open to participation throughout the community regardless of where the program is offered (categorized as CW or citywide). However, this does not imply the programs are offered in all parts of the City.

The assessment review indicates the decision to program at a particular location relies heavily on staff at a particular site. Limited coordination among locations is evident, creating unnecessary duplication and gaps in programming. Improving coordination on a regional basis would be a desirable improvement.

The Board of Supervisors and the Recreation and Park Commission influence the establishment of fees. With their direction, the Department appears to have fees well below market rates. The department does have a scholarship program for individuals and families with limited incomes.

A desire to reach as many people as possible may be diluting the staff's programming efforts. Staff may be doing too much based on their own personal drive to initiate and keep programs they choose rather than using a market-driven approach.

Service Area Maps and Service Standards

Service area maps help staff and key leadership to assess where services are offered, how equitable the service delivery is across the city and how effective the service is as it applies to participation levels overlaid against the demographics of where the service is provided. In addition to facility standards against population, recreation needs based on the current trends for the city by activity allows the Division to assess gaps in service, where facilities and programs need to be located or where an area is over saturated. This allows the city to develop appropriate capital improvement priorities in order to make decisions on what level of contributions they will make against what other service providers are providing.

The service area maps presented in this report compare the current status of sites to national standards (*Figure 14 on the following page*), current attendance and/or base census information on the

population of San Francisco. With this information, the San Francisco Recreation and Park Department can visually portray sites and identify if an area is being over utilized, under utilized, lack of facilities based on a guideline or need to re-evaluate how facilities are used across the City.

Facility Type	City of San Francisco Current Inventory	San Francisco's Current Service Level Based on City's Inventory	National Guideline Service Level	Recommended Standard	Surplus/ Deficit
Baseball/Softball Fields	66	1 field/11,640	1 field/5,000	1 field/8,000	Need 30 Fields
Multi-use/Soccer Fields	41	1 field/18,735	1 field/5,000	1 field/10,000	Need 35 Fields
Tennis	156	1 court/4,925	1 court/5,000	1 court/5,000	Meet Standard
Outdoor Basketball	82	1 court/9,370	1 court/2,500	1 court/5,000	Need 72 courts

Figure 14 – Facility Standards

Nine maps were developed and identified the following areas for review.

1. Ball fields serving baseball and softball service areas to population
2. Multi-use/soccer pitch fields service areas to population
3. Pool capacity and attendance
4. Recreation Center total attendance compared to population density
5. Pre K program total attendance compared to Pre K population density (ages 5 and under)
6. School age services total attendance compared to school age population density (ages 6 to 12)

7. Teen services total attendance compared to teen population density (ages 13 to 18)
8. Outdoor basketball courts service area
9. Outdoor tennis courts service area

After review and interpretation of the data on the maps, the following interpretations were developed.

- **Ball Fields** – RPD’s current inventory allows 1 field per 11,640 people. The national guideline is 1 field per 5,000 people. It is the Consultant’s recommendation that the standard be 1 field per 8,000 people. The identification of this standard level was based on the information provided by staff and the density levels of the City. To achieve the recommended standard, the City would need 30 fields either by developing new sites or redeveloping current areas.
- **Multi-use/soccer** - RPD’s current inventory allows 1 field per 18,735 people. The national guideline is 1 field per 5,000 people. It is Consultant’s recommendation that the standard be 1 field per 10,000 people. The identification of this standard level was based on the information provided by staff and the density levels of the City. To achieve the recommended standard, the City would need 35 fields either by developing new sites or redeveloping current areas.
- **Pool Sites** – Pool capacity was calculated by multiplying the pool’s square footage by the NRPA national guideline for pools. The result is the number of people a facility should be able to serve. Pool attendance was provided to the Consultant by the Recreation Division from fiscal year 2002-2003 records. Based on the national guideline, the capacity of 3 pool sites are under utilized (Martin Luther King Pool, Coffman Pool, and Balboa Pool), 2 sites are serving at

capacity (Hamilton Pool and Mission Pool), and 3 sites are exceeding capacity (Garfield Pool, Rossi Pool and Sava Pool). Note: North Beach was under utilized due to renovation project.

- **Recreation Centers** – The base shape used for the population represents the total population for San Francisco per the 2000 Census. The consultant organized the recreation facilities into two classifications - Clubhouses/schools and Recreation Centers - primarily using the criterion of total facility size. Each classification was assigned a typical square footage of 5,000 sq. ft. and 15,000 sq. ft., respectively. (This is a simplified way of classifying the San Francisco Recreation and Park Department's recreation facilities which vary in size and magnitude: recreation centers, activity centers and arts studios, clubhouses, fieldhouses, or programmed school yards). Based on the assigned average size, which was approximated but not actual, a service area was determined for each facility. Using the available attendance records, site magnitude and location compared with population density, gaps in services were identified across the City. Some under served areas within Districts 4, 5, 7 and 11, including South of Market, Rincon Hill and South Beach areas of District 6, should be initial areas for the Department to review existing sites for expansion or additional sites.
- **Pre K Programs** – The base shape used for the population represents the Pre K population (ages 5 and under) per the 2000 Census. The Recreation Division provided the consultant attendance information per site based on fiscal year 2002-03. The Recreation Division should initially evaluate the location and distribution of programs based on facility design and surrounding Pre K population. Districts

5, 7 and 11 appear to have low program attendance, but have densely populated areas of youth within these districts.

- **School Age Services** – The base shape used for the population represents the school age population (ages 6 to 11) per the 2000 Census. The Recreation Division provided the Consultant attendance information per site based on fiscal year 2002-03. The Division has adequately distributed the school age services based on the surrounding school age population.
- **Teen Services**– The base shape used for the population represents the Teen population (ages 13-18) per the 2000 Census. The Recreation Division provided the Consultant attendance information per site based on fiscal year 2002-2003. The Division should evaluate the location and distribution of teen programs within densely populated youth areas in District 7. Districts 2 and 8 also appear to have low program attendance. These districts do not show outstanding teen demographics according to the 2000 Census, however, they need to be monitored for changing demographic trends among youths.
- **Basketball** - RPD's current inventory allows 1 court per 9,370 people. The national guideline is 1 court per 2,500 people. It is Consultant's recommendation that the standard be 1 court per 5,000 people. The identification of this standard level was based on the information provided by staff and the density levels of the City. To achieve the recommended standard, the City would need 72 courts either by develop new sites or redevelop current areas.
- **Tennis** - RPD's current inventory allows 1 court per 4,925 people. The national guideline is 1 court per 5,000 people.

It is Consultant's recommendation that the standard be 1 court per 5,000 people. The identification of this standard level was based on the information provided by staff and the density levels of the City. The City is close to achieving the standard recommended and has facilities well distributed. However, District 4 should be initial areas for the Department to review existing sites for expansion or additional sites.

Overall, the San Francisco Recreation and Park Department does a reasonable job in providing recreation facilities and programs across the City. Historically, the City would distribute resources following its denizens, springing from its highly developed and populated areas in the north-east and center and then moving toward fringes, as real estate and people move. The City's demographic makeup has been fairly stable in the past two decades. Exceptions to this perceived stability are emerging high-density pockets in the east, south-east, and south due to cheaper or newly built real estate, as well as culturally-specific population migrations in the center and in the west.

The City should continue monitoring its demographics, facility and program distribution, as well as market trends in service areas, so limited resources are allocated toward where they are needed most, not necessarily where they were historically placed. The provided maps are a tool to this evaluation. Recommendations in this section refer to supervisorial or electorate districts which are compared in terms of provision of facilities and programs. Yet, given the demographic and topographical peculiarities of San Francisco, greater consideration should be given to more specific under served areas, such as neighborhoods, with densely populated areas and changing population trends.

The service area maps are included in *Appendix B* of this report.

Other Providers Assessment Summary

An assessment of other service providers was conducted by the Consulting Team through informal discussions with staff and not-for-profit agencies. The review included schools, public health agencies, libraries, police, YMCA, Boys and Girls Clubs, City College, and community based sports organizations. The majority of these organizations lack the land and number of facilities of the Department. Typically, these other providers want to use City facilities, whenever possible.

The staff is reluctant to partner with other service providers because in the past there have not been equitable partnerships with the Department in both funds provided and expectations. However, Recreation staff did not believe they were in competition with the other service providers, but scheduling of facilities was a challenge.

The perception of the other service providers is that the Department is not willing to partner or collaborate. The participants would like to partner and collaborate more with the Department. There appears to be a need to partner and work more closely with the school district since there is a limited physical education program in place. The school district and the department must work more closely together. Fitness and wellness of youth in the City is a problem that can be addressed with the Department and school district staff working together. It is important that as recreation facilities are being improved, redeveloped or renovated, that both agencies work to support each other is recreation or sport needs in these capital improvement efforts.

The Department also needs to work with these other providers to develop a formalized youth network to better track who is providing what type of services, to what age groups, and where. Competition for funds to support community based organizations is high. The Department seems to work well with some agencies like the PAL

clubs in the delivery of baseball, and other clubs like soccer are improving their relationship with the Department. As for the YMCA, the organization is willing to collaborate on programs and does not see the Department as competition. The Boys and Girls Clubs, which provide a host of after school activities, only see the Department as another provider and not as competition.

The other service providers believe the Recreation and Park Department must improve their outside partnering and collaborate on future activities and services. By improving these relations, the Department can build alliances and broaden their presentation support at budget hearings. Internally, these providers would like to see a partnership group within the Department with one or two key individuals they can work with on a consistent basis. In addition, the development of consistent program delivery standards by the Department will need to be addressed and is expected from other service providers when they use Department facilities. The other service providers see the results of the Recreation Assessment as a resource to help guide them with their future programming.

The city needs a strong Recreation Partnership Policy that delineates how to address equity in the partnership as it applies to public/public partnerships and public/not-for-profit partnerships. The majority of the partnerships the city has are not equitable as it applies to the level of resources both parties are putting into the partnership. Written working agreements are not in place nor measurable outcomes to hold each partner accountable.

Recreation Facilities Assessment Summary

An assessment of recreation facilities was conducted by the Consultant Team based on preliminary comments made by the community in citizen and staff focus groups. The comments varied greatly, with the majority having a negative undertone due to

concerns of cleanliness, outdated image, dim lighting, poor restrooms, or inadequate infrastructure maintenance. Overall, the perception of recreation centers is that they are rundown and have limited and, in certain cases, outdated maintenance standards.

Most other cities have neighborhood recreation centers that range from 10,000 to 40,000 square feet and regional recreation centers that are 75,000 square feet to 100,000 square feet. The most efficient are the regional recreation centers because of their ability to recover operations through daily fees and monthly passes. Many San Francisco Recreation facilities are small and are referred to as Club Houses. Club Houses are single program focused and are the most inefficient from an operational cost perspective.

Many of the outdoor sports fields are overused and poorly maintained, especially as it applies to soccer, baseball, and softball. An unhealthy condition exists where dog owners are not picking up after their pets on sports fields used by kids. Certain sports groups limit field use by others because they feel they are entitled to the field for their own league's exclusive use and will not share field space or open non-scheduled time with other groups needing the space, in fear of losing their exclusivity. The City needs a new field allocation policy that addresses exclusive use at the expense of other groups and criteria that allocates fields based on appropriate level of games and practices per team.

Key recreation facility issues at some Recreation Centers are as follows:

- Lack of personnel on site to make users feel safe and secure
- Lack of ADA accessibility for people with disabilities
- There is a need for improved street signage to help the community identify with the Recreation Center

- Recreation centers and pools lack administrative equipment such as faxes or computers, and recreational programming tools
- The majority of recreation centers have limited capability to offset operating costs due to their size limitations.
- Friends groups are limited in raising operational dollars for their neighborhood recreation center

Recreation centers need to be designed to support recreation program needs. The programs that these facilities were designed for no longer fit the programs of today. Every recreation facility, either outdoor or indoor, needs set outcomes they must strive to achieve. If the center is not achieving the desired outcomes, then a strategy needs to be put in place to make that occur. Programs drive design of recreation facilities and as the City renovates facilities, they must redesign these facilities so as to support the program services desired by the community. Nationally, most agencies can obtain additional operating funds through a friends group associated with the recreation center. In contrast, the City of San Francisco has restrictive laws in place limiting raising these additional operating funds.

Benchmark Analysis Summary

A benchmark analysis summary was conducted by the Consulting Team to determine how well the San Francisco Recreation and Park Department is managed and how close they are to becoming the best-managed park system in the United States. The summary of the findings is as follows:

Core Programs - The San Francisco Recreation and Park Departments Recreation Division currently offers 12 core programs. A matrix presenting details on these core programs is located in *Appendix D*. All of the programs currently offered by the

Recreation Division are appropriate and consistent with best practices in the field. Compared to best practice agencies, the only noticeable core programs needing to be expanded by the Recreation Division include fitness and wellness programs, City-sponsored special events, and family programs.

The Recreation Division is currently in the process of developing and using new program standards. The current standards are generally limited in scope and need to be enhanced to become more effective. Best practice agencies have written operational program standards to ensure a quality experience for participants who are adhered to and focus on learning outcomes, instructor/student ratios, equipment and supplies needs, length of classes, number of sessions, certification needs of program leaders, facility space requirements, pricing of services, consistent performance measures, and customer feedback processes.

While performance measures are tracked and submitted as part of the annual budget process, the information is limited and not presently used to manage core programs. Best practice agencies have a variety of performance measures in place to track customer satisfaction and demonstrate the program's overall value to the community. Section 5 of this Report presents recommended performance measures.

The Recreation and Park Department has a variety of formal and informal pricing policies in place, but lacks a unified and comprehensive approach to establishing fees. All new fees should be set based on established program cost recovery goals. Fees are reviewed annually and any increases require the approval of both the Recreation and Park Commission and the Board of Supervisors. Modest fee increases occur annually based on the Consumer Price Index (CPI). Larger fee increases are periodically mandated by the Board of Supervisors based on the financial resources of the City and County. However, many San Francisco advocates closely watch

how funding priorities are set and limit the possibilities available to the Department. In fact, strategic decisions to change fees are often prevented by local politics and advocacy groups.

By comparison, best practice communities have written pricing policies that focus on the true cost of providing a service against an established tax subsidy rate. Subsidy rates are set for each core program and typically vary by activity, age group, and location based on the community's needs and values. Revenue goals are established annually through the budgeting process, with prices adjusted accordingly based on actual costs. Recreation services overall in best practice urban recreation and park agencies are typically 35-40% self supporting. This is not possible due to San Francisco City policies which prevent the Department from reaching such a self-support goal, but the policy should be changed.

In many of the core program areas, the Department appears to control a significant portion of the market. Best practice agencies know the size of the market for each activity provided. This is accomplished by tracking participation trends in agency programs, as well as locally, regionally, and nationally. In addition to more closely following recreation trends, the Department should continue to utilize citizen surveys and existing participation rates to determine the market size for each core program and its effectiveness in meeting the market's needs as it has in the past.

Responsibility for tracking recreation trends currently lies with the various Recreation Supervisors. Supervisors make programming decisions based on participation trends and available staffing levels, while considering liability and safety issues. Management at best practice agencies closely watch trends that could impact participation growth or decline in existing programs. Other service providers are also tracked to see how they are responding to the market's needs. Decisions to add a new service, adapt an existing program, or

eliminate a program entirely are made proactively based on market trends.

The Department offers numerous innovative programs that are well received by the community. Some of these programs include: Assisted Services and Project Insight which are designed to meet the needs of residents with disabilities; environmental programs offered at the Randall Museum; Young Peoples Teen Musical Theatre; Adult Community Free Theatre; The Workrecreation Program; a Teen Advisory Council; in addition to free summer concerts, building of a skateboard park, and various cultural art classes. Best practice agencies are continually looking to provide recreation activities to market segments not served by current offerings. Where needed, partnerships are developed to deliver new and innovative programs.

Currently, outside program instructors either pay the City a flat fee of \$25 per class for a commercial entity or no fee per class if the organization is a local community group, in addition to other applicable rental fees. Best practice agencies typically pay 50-70% of program revenues to instructors, depending on the actual cost of providing the program. Clearly, the Department needs to **charge** all outside groups appropriately and have written contracts with all instructors based on a set amount per person in the class.

Recreation Facilities - The Department does not currently use facility guidelines established by the National Recreation and Park Association (NRPA) as a basis for determining the number of facilities needed by type based on the community's population. Best practice agencies establish customized recreation facility standards based on participation trends, frequency level of users, program lifecycle, NRPA guidelines, and citizen satisfaction with the availability of current facilities. The City needs to adopt facility standards allowing staff to manage these programs in the most appropriate manner to be successful in the area they serve.

The Department is in the midst of a ten-year capital program, which began in 2000 and was partially funded by a \$110 million general obligation bond also approved in the same year. The majority of this bond has been committed to date. Best practice agencies develop a capital improvement program based on at least a 3% annual investment of the total asset value of the park system. Approximately 60% of capital improvement funds are dedicated to maintaining and extending the functional life of existing facilities. The remaining 40% is used to build new facilities and amenities. Currently the Department operates many types of facilities which include recreation centers, clubhouses (playgrounds) and swimming pools.

Recreation centers operate 6-7 days, 20-83 hours per week. Clubhouses have a 5-7 day operating week for 20-83 hours per week depending on the site. All of the pools but one are year-round operations and operate 6-7 days, 55-93.5 hours per week. Best practice agencies operate neighborhood centers 55-70 hours per week, community centers 70-90 hours per week, and regional recreation centers 100-110 hours per week. Hours of operations need to be tied to current demographics surrounding the facility. Based on the household survey, the best times to offset programs are Saturday mornings (44%), Saturday afternoons (37%), Sunday afternoons (39%), and Weekend evenings before 9:00 p.m.

Other Management Practices - A reorganization of the recreation division is being implemented by the Department. Under the reorganization, the Recreation and Park Department is divided into two sections: Citywide Services and Neighborhood Services. Citywide Services is comprised of program areas, such as Athletics, Teens, Seniors, Day Camps, etc. Neighborhood Services includes all recreation centers and playgrounds grouped into four quadrants, each comprised of 2-3 Supervisory Districts. The Department is to be

commended for this proposed change which aligns with best practice agencies who organize the recreation division by area and function. **Figures 15** and **16** present the Citywide Services Organization and Neighborhood Organization, respectively.

While the Department has Memorandums of Understanding or Agreement (MOU's or MOA's) with various community partners, it lacks a standardized partnership policy. Best practice agencies have separate policies for partnerships with public agencies, not-for-profit organizations, and private entities. Policies dictate that each partnership has a work plan to manage by, be reviewed annually, and has measurable outcomes for each partner.

With guidance from a steering committee organized by the Office of Environmental Health and Safety, several staff training programs have been implemented, including customer service and child abuse awareness training. The Department also provides annual weeklong Latchkey training, annual First Aid/CPR training and re-certification for staff. In addition to the Department's current training practices, best practice agencies also provide training on marketing, setting and

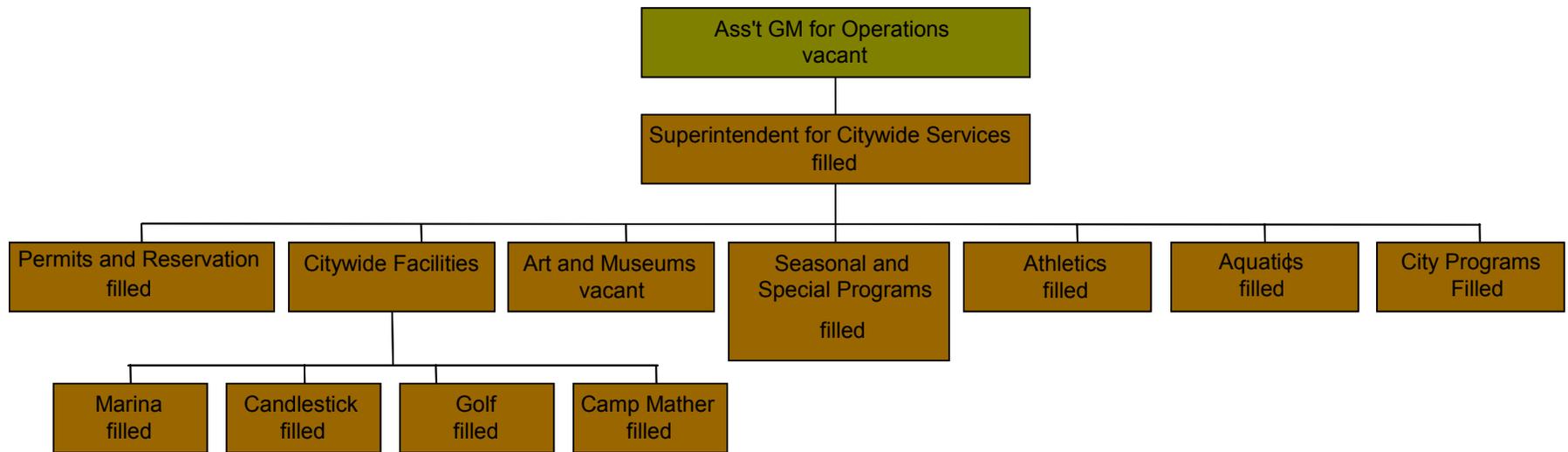


Figure 15 – Citywide Service Organization

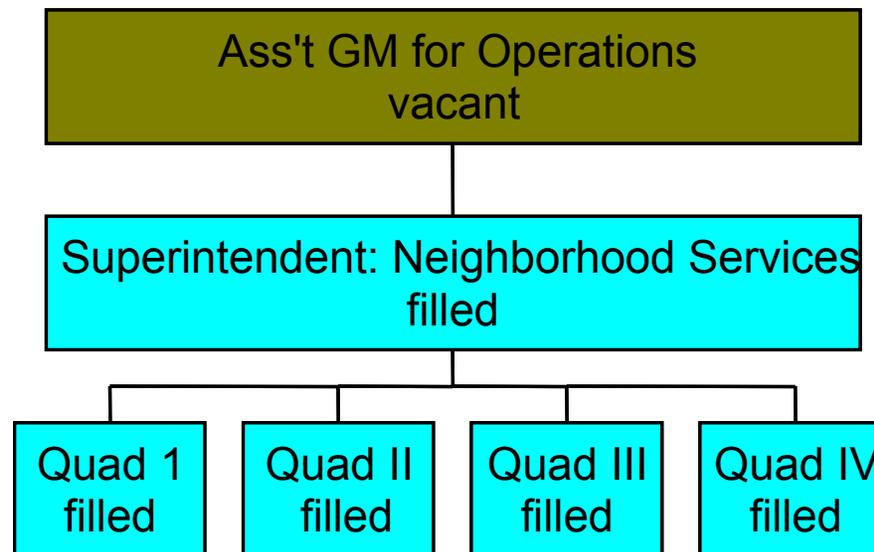


Figure 16 – Neighborhood Services Organization

tracking performance measures, program management, and volunteer management.

Marketing Practices - To obtain feedback, the Department relies significantly on the Annual Citizens Survey conducted by the Controller's Office. As part of the Department's organizational planning efforts, massive attempts have been taken to solicit citizen input and opinion over the past five years. Many recreation staff also utilize post participation surveys and general comments to assess customer satisfaction with programs and services. It is the Department's long term goal to standardize a customer service feedback mechanism. Similar to the San Francisco Recreation and Park Department, best practice agencies seek feedback through pre and post participation surveys, focus groups, user surveys, random citizen surveys and mystery shoppers. The results are benchmarked and compared on an annual basis.

To better identify market areas being served, the Department has attempted to track program registrants by address. Because drop-in participants are not required to register, the process is incomplete. Best practice agencies register all participants, even drop-in participants, to effectively measure the volume of users, distance traveled to participate, and age of participants being served. Using GIS technology, this information can help illustrate market segments and areas being served or underserved.

To promote programs and services, the agency has used a variety of methods. Methods have included seasonal brochures, flyers, bill boards, commercials, local radio and television interviews, municipal bus ads, hotlines, updates to the websites, district specific brochures, etc. In the past, ads in the papers were used, but budget shortfalls have limited various forms of marketing. All the facilities issue some form of flyers on programs offered which supplement the Citywide schedules such as the aquatics, tiny tots, senior

services/activities, citywide special events, and the latchkey schedules.

In addition, the Department is currently in the process of assessing how to best streamline and make cost effective the information the public receives and how to improve their access to programs and services. The website is the most efficient mechanism at this time; however, people still want paper brochures and flyers or, as the survey indicates, regional and neighborhood newspaper information. Best practice agencies publish a citywide program catalog 3-4 times per year, along with district program guides and individual program brochures for large core program areas like day camps, aquatics, etc.

The Department currently allows participants to register in programs by mail, walk-in, and "one day" registration. The Department is working with the MIS office to incrementally implement online registration via the website. The Department clearly sees this need; however, it is limited by annual funding support. Best practice agencies provide online registration, as well as registration by mail, walk-in, phone, and on-site.

Key Issues Identified

Through the planning and assessment processes, key recreation issues were identified by the community, staff and Consulting Team for the Recreation Division. These key issues address the needs of citizens for improved recreation services and for improved management and productivity efficiencies to meet those citizen's needs.

Community

The following key recreation issues were identified by the *community*:

- There is a lack of consistent program and facility management standards in place across the Recreation Division
- The Recreation Division does a poor job in managing the infrastructure needs of their indoor and outdoor recreation facilities
- There is no consistency in pricing recreation services
- There is a lack of marketing and promotion of recreation services provided by the Recreation Division
- Safety perception is an issue in recreation facilities
- There is inconsistency and lack of accountability by staff in their approach to partnering with other agencies in developing and delivering services
- The registration system needs to be updated and computerized
- The hours of operations at recreation centers and pools need to be increased
- Staffing levels are not adequate at recreation centers
- There is too much special interest entitlement built into the system which doesn't allow for fairness for other groups in accessing facilities or for new programs to use City owned facilities
- The equity balance of locations of recreation facilities and programs is not distributed fairly throughout the City
- Programs need to be customized to the needs of neighborhoods
- Seniors, adult, teens, and fitness programs are needed most as identified by focus groups
- More arts and cultural programs are needed

- The maintenance of sports fields does not meet the community's expectation due to over use and abuse including dogs
- There is a lack of vision and leadership in the Department as it applies to the future of recreation services

Consulting Team

The following key recreation issues were identified by the *Consulting Team*:

- Core businesses criteria were difficult to define by the Recreation Division's staff
- The Recreation Division is not balanced in terms of their approach to managing programs, facilities, people, partnerships, money, pricing, and marketing and promotion of services
- The Recreation Division manages in a very defensive and victim-like manner
- Policies and procedures are extremely limited and those in place are not consistently applied
- The operating budget is poorly crafted with little program staff input into the development process
- Line staff accountability for budget control is limited
- Compared to best practice agencies, there is very little baseline information to make decisions as they apply to: participation rates; retention of users; cost per experience; capacity levels of programs and facilities; life cycle management of programs; inventory of programs provided; customer satisfaction levels; or goals achieved.
- There is no cost of service assessment done by staff on what the direct and indirect costs are to deliver a service. Many programs could operate on a self sustaining basis but are not priced correctly
- There is a lack of accountability of staff to achieve any level of measurable outcomes due to the civil service nature

of jobs and the culture that exists within the system for holding people accountable. Program outcomes are left to individual employees versus across the board performance measures.

- Very little recreation trend tracking is done by the staff to drive new energy into program services
- There is a need for regular program assessments to evaluate which programs should be continued
- Community participation levels are low for recreation services provided, but user satisfaction levels are good
- Age segment program management is not monitored or tracked by staff to build a lifetime user. Base market information is not available for staff to draw on.
- There is a lack of community advocacy for recreation services in the city. Most residents of the City appreciate the value of parks first over recreation services and park advocates are often more vocal.
- Re-instating Recreation Specialists on a citywide basis is needed
- Purchasing supplies and equipment is a major issue that needs to be addressed
- Budget decisions on recreation services are politically driven versus market driven
- There is a lack of coordinated planning conducted by the Department as a whole as it applies to recreation facilities and program services
- Internal communications of services is lacking within the Recreation Division
- Many recreation facilities are small and do not always fit the program it was designed for. Club Houses are single focus versus multi-focused due to square footage and these facilities are not outcome driven.
- Recreation centers and pools lack administrative equipment such as fax machines, computers, and other appropriate equipment
- Some recreation facilities are overused while many others are underused
- There is not enough training for gardeners on proper field maintenance care
- Each recreation center mission needs to be defined
- There is a lack of practice facilities available
- Insufficient personnel is on-site to manage the programs offered and the site appropriately
- Restrictive City policies are in place limiting Recreation Division's staff ability to use earned income to support operational costs
- Internal repairs on recreation facilities are needed. There is no on-line work order system in place for staff to view the status of work requests
- There is very little community outreach performed by some staff resulting in many staff not knowing what patrons want
- There is a need for training for supervisors and managers
- Management is a weakness and disconnected with the field leadership resulting in a lack of trust
- Some staff has low morale and poor attitudes and many staff fear losing their jobs
- An updated operational hand book is needed specific to programs and facilities
- There is some competition between staff for resources
- Networking between staff is difficult to accomplish
- There needs to be an effective check and balance on staff's input ability to prioritize public input. Staff often does not feel their opinions matter or their recommendations are overridden by policies.

- Staff recognition is ad hoc and not formal. Staff do not feel appreciated by the key leadership of the Department or the public.
- There is a lack of a sense of ownership by staff for programs, facilities, and services
- Staff training is lacking in program development, developing standards, incorporating activity based costing into pricing of services, marketing and outcome management
- There is a lack of mobility by staff to move through the system to create new energy
- There is no recruitment tool in place
- There is a lack of a strong commitment by staff to build a strong volunteer base or to use volunteers effectively
- The image and perception of many of the recreation facilities is that they are in need of a major infrastructure update
- Recreation facility signage and street signage is lacking in many areas of the City to identify recreation facilities
- The Recreation Division earned income levels to offset recreation services operational costs are very low in comparison to other cities
- The equipment and supply budgets are very low for recreation centers and program services on a per site basis
- Competition to support community based organizations is high

residents support recreation and parks services which is a positive to draw on. As capital dollars become available, many facility improvements are needed to support recreation programs. Change is needed and strong leadership to implement the change is also needed. The time is now to build on the direction established from the recommendations of this Recreation Assessment Report.

The Recreation Division and the Department have numerous issues to address identified in this Recreation Assessment Report. Addressing these key issues will start with collecting good operating data, managing to performance measures, and creating strong advocacy. The organizational culture needs to change in the Recreation Division to achieve these key management directives. The Recreation Division has a long history that is worth saving. The

Section 3

Recreation and Park Department Strategic Plan Summary

The San Francisco Recreation and Park Department's Strategic Plan published in 2002 proposes Strategic Objectives for enhancing parks, facilities, and the recreation programs they offer. This plan also proposes a framework for organizational change to support the suggested improvements, the employees implementing them, and the community benefiting from them.

For over 100 years, the purpose of San Francisco's Recreation and Park system was to provide respite for the community. The Strategic Plan underscores the need to realize the original vision of the creators of this incredible recreation and park system. Major elements of the Strategic Plan follow.

Mission

"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."

Core Values

In examining the mission statement and other ideals expressed in the plan, the following core values emerged.

Working Well Together - Working well together embodies having respect for our co-workers, our community and our environment; valuing each other's professional opinions, expertise, and collaboration in order to deliver the best parks and programs.

Great Customer Service - Great customer service includes a caring and considerate attitude by Department staff. It reflects honest, professional, effective and efficient communication to both co-workers and the community.

Always Dependable - Being consistently dependable allows the community and staff to count on the Department. This includes reliably accurate information, transparent communication and unquestionable safety standards.

Inspiring Innovation -Inspiring innovation brings great riches to all that we do. It encourages respect for the diverse creativity and dynamic environment in which we live and work, and it puts San Francisco at the forefront of many communities.

Excellence in Everything- In supporting our mission, values, vision and the objectives that follow, we will bring excellence to everything that we do.

Strategic Objectives

The Strategic Plan is built around seven Strategic Objectives. Each one sets forth strategies supported by a tactical list of specific actions to accomplish it.

Excellent Parks and Facilities - Create a model recreation and park system that provides first quality parks, recreation facilities and programs that are used widely by residents and visitors alike.

Organizational Excellence - Create a recreation and park organization that is a national model for excellence and efficiency.

Comprehensive Recreational Programming - Create a flexible system that provides cutting edge recreation and promotes fitness and well being through responsive programming.

Maximize Resources - Maximize all available resources to support the delivery of beautiful, safe recreation and parks facilities with a rich array of services that creatively utilize partnerships.

Environmental Sustainability - Create a park system that demonstrates a national model for sustainable management as it applies to the protection and management of open space, natural areas and parks. Key elements include appropriate landscape materials and techniques, as well as effective use of water, electricity, composting, integrated pest management and the development of green building.

Community Participation - Create a recreation and parks system that invites all residents to participate in planning, designing, and advocating for parks and recreation.

Community and Customer Service - Provide the highest level of user-friendly community and customer service that consistently supplies precise, complete and up-to-date information and assistance.

This Recreation Assessment is a direct result of the Strategic Plan, supporting its values and objectives to bring excellence to everything that the Department does.

Section 4

Recommendations and Implementation Strategies

The Consulting Team, through their analysis and findings reports, developed a series of recommendations and implementation strategies for the Recreation Division staff to implement over the next five years. These implementation strategies focus on resolving the key issues associated with each goal. An Implementation Matrix is included in *Appendix C* of this report and clearly outlines each goal and the strategies and tactics needed to achieve the outcomes and to eliminate the associated issues.

The following is a summary of the goals, associated issues, and strategies.

Goal 1 - Develop consistent core programs and facility standards across the City so all participants and users receive a quality recreation experience.

Issue

During the community and staff focus group meetings, several comments were made that the Recreation Division is not consistent in their application of how programs are delivered and that indoor and outdoor facility maintenance standard are not consistent. This became very evident when the Consulting Team was developing the core program matrix and discovered how inconsistently programs are designed, named and the quality provided. In the citizen survey, 15% of the survey respondents indicated their dissatisfaction with the condition of facilities and grounds maintenance. Safety standards are also an issue with both the public and the staff, which deters their participation in programs and use of City facilities. In addition, signage standards are inconsistent on the street to identify parks,

recreation facilities and on buildings themselves. There is inconsistency in recreation facilities hours of operation and staffing levels, which the community feels is unacceptable. Also, the community and staff identified inconsistency in how various policies and procedures are enforced and managed. Pricing of services is inconsistently applied across the Recreation Division and the communication on how prices are set is inconsistent with the community. Finally, recreation facilities (both indoor and outdoor) and programs are not equitably distributed.

The new Planning Division needs to work directly with the Recreation Division in planning Recreation programs based on geographic information system maps available and available current demographics. They also need to work closely with the Capital Improvement Division on where capital dollars are spent to consistently put equity as a key principle in design along with the principle that programs drive design of facilities.

This is evident in evaluating the Service Area Maps prepared by the Consulting Team. The Service Area Maps demonstrate gaps and overlaps in where facilities and programs are offered.

Strategies

1.1 – Create consistent program design standards for all core programs as it applies to staff-to-user ratios, hours, program content by level of activity, activity outcomes and equipment access.

1.2. – Prepare written maintenance standards for all indoor and outdoor recreation facilities with training for staff to meet those standards.

1.3 - Develop safety standards for all indoor and outdoor recreation facilities with adequate staffing levels.

1.4 – Price programs based on the true cost of services and a tax subsidy levels desired for each core program area based on the level of benefit received and community values supported.

1.5 – Update all program and facility policies and train staff on how to enforce and manage the policies.

1.6 - Balance access to facilities and programs equitably across the City as new sites are developed, existing sites renovated, or new are program offered.

Goal 2 – Recreation services will meet community needs through effective use of demographic data and increased marketing and promotional efforts to inform users of services.

Issue

During the community focus group meetings with the consultants, marketing and promotion of services was a key issue identified by the community. This was also a significant issue with the community as reflected in the citizen survey, where 62% indicated they found out about recreation and parks services by word of mouth. The current registration system is outdated. On-line registration is desired by the users through the Department’s website. Currently the Department does not have marketing plans in place for core program services or facilities. The Department provides individual program flyers at each recreation center but does not have seasonal program brochures, which 35% of the community desires. The Recreation Division needs a marketing theme and operational dollars to create an effective promotional and communication strategy to encourage people to use the services provided.

The staff also feels very strongly that a more consistent overall promotional strategy, with seasonal brochures and themes is necessary to support program development.

Strategies

2.1 - Print three seasonal brochures and distribute citywide.

2.2 - Update program registration process to provide on-line registration within the next two years.

2.3 - Develop individual marketing plans for all core programs and recreation facilities.

2.4 - Develop program themes to help build promotional strategies.

2.5 - Train staff on marketing principles, how to use GIS mapping, and read trend reports on developing programs and strategies to increase participation levels.

2.6 – Incorporate marketing costs into the price of programs so marketing dollars are available to promote recreation services.

Goal 3 – Recreation facilities will be valued as community assets by upgrading and maintaining all indoor and outdoor facilities in need of major repair over a ten year period to create a quality user experience and positive image for the City.

Issues

During the community input process and staff focus groups, many negative comments were made by the public on the lack of infrastructure improvements made to the recreation centers and pools by the City. The lack of capital improvements to indoor facilities has decreased over a number of years, as well as the public’s desire to

use the facilities. In addition, many comments were made about the poor quality of game fields and maintenance levels that occur on the fields. This same information was supported by the citizen's survey with 46% indicating that sports fields do not meet their needs. The inability to secure the game fields due to over use or unscheduled use is a problem throughout the City. Many community members and staff indicated how unclean the recreation facilities are due to a lack of appropriate custodial care. Indoor equipment needed for recreation classes needs to be updated. The Recreation Division needs to develop a new image for all recreation centers through improved color paint schemes to brighten up buildings and improve lighting and customer control points.

The recreation facilities that are most desired are:

- 76% - Walking and Biking Trails
- 52% - Pools
- 47% - Community Gardens
- 46% - Running and Walking Track
- 45% - Indoor Exercise and Fitness Facilities
- 38% - Tennis Courts
- 37% - Recreation Centers

Strategies

3.1 - Evaluate issuing an additional bond to upgrade existing recreation centers, pools, and sports fields, and modernize all sites for completion over a ten year period.

3.2 – Develop a new field allocation policy for scheduling and using facilities with appropriate security measures in place to eliminate inappropriate use.

3.3 – Develop an equipment replacement fund through increasing prices for recreation services to replace outdated and inappropriate equipment.

3.4 - Increase the frequency and quality of custodial care at recreation centers and pools to make users feel better about their experience.

3.5 - Upgrade the image of all recreation facilities and pools with fresh paint and appropriate color schemes to enhance the public perception of the facilities provided by the City while they are waiting for infrastructure improvements.

Goal 4 - Update existing and create new partnership agreements to establish balance and equity of each partner's investment, creating trust and eliminating entitlement.

Issues

Partnering is a key issue with staff within the Recreation Division. The staff believes that partnering with other service providers has never been equitable and the staff has a fear that the partner will eliminate their jobs or take their programs over. The partners involved in the assessment process sense and feel this resistance. There are many partners who would like to do more partnering with the Recreation Division but have not been able to do so. The Recreation Division does not have written partnering policies or guidelines in place as it applies to public/public partnership policies, public/not-for-profit policies and public/private policies, which would help in managing equity and tracking measurable outcomes between both partners. The Recreation Division does have some partnerships that are working, but they are limited. The Recreation and Park Department does not have a partnership office or staff dedicated to developing and managing partnerships. There are only

a few partnerships that are written, most are relationships and do not have annual work plans for both partners to work toward.

Volunteers provide more than 40,000 hours annually. The Recreation Division needs to continue to work more closely with volunteers and volunteer organizations to supplement staffing levels and add quality to the programs they work in. Greater community advocacy can be created through enhanced partnering and volunteer development, if managed correctly. Partnerships need to focus on recreation and parks where both seem to be out of balance.

Strategies

4.1 - Update all partnership agreements and measure the level of equity investment each partner is contributing and adjust to a 50/50 percent level for each partner.

4.2 - Adopt partnership policies for public/public partnerships, public/not-for-profit partnerships and public/private partnerships.

4.3 - Develop a Partnership Division and hire a Partnership Coordinator to oversee and manage new and existing partnerships and train staff on how to work with partners.

4.4 – Add an additional Volunteer Coordinator to recruit, train and place volunteers in recreation programs and facilities to support existing staff and create added value for the participant.

4.5 - Recruit new partners to assist the Recreation Division in delivery of recreation services to maximize the City’s resources and to assist in developing or renovating recreation facilities.

4.6 - Create measurable outcomes for all partnerships and evaluate on a semi-annual basis and post results.

4.7 - Train partnering agencies and volunteers on how to advocate for recreation services and facilities with key City leadership.

4.8 – Continue to create advisory groups to support staff in meeting the recreation needs of the neighborhood.

Goal 5 – Reposition recreation services as a viable City service by developing an outcome based management culture that focuses on accountability and exceeding the needs of users while building an efficient and productive organization that operates in a proactive manner.

Issues

The Recreation Division is very reactive versus proactive in their management approach to their core businesses. This is primarily due to politics dictating priorities, as well as health and safety considerations. Also, due to a lack of good baseline data to support decision making that will serve as a foundation for consistent policies. Currently, the Recreation Division staff does not know what it costs to produce a service or maintain an indoor or outdoor recreation facility or pool. The staff wants responsibility, but does not want to be accountable. There is very little performance measurement in place to hold staff accountable, primarily due to the civil service system. This leaves little ability to allow supervisors to hold staff accountable to follow through on tracking baseline information or measuring how effective and efficient a person is in the job they perform.

Recreation staff provides programs based on what they think the community will respond to or what they personally want to be involved in. Recreation programmers do not track the life cycle of the programs provided. They do not develop programs based on activity trends that respond to various age segments in the population

they serve. This creates some programs that are stale or outdated and low response rates from the community.

The Recreation Program staff is not involved in establishing their own budget to base operations upon. Very little outside earned income is created or encouraged to offset operational budgets. Earned income includes grants, sponsorships, community fundraisers, adopt-a-program partnerships, special events, fees, permits, and a park foundation that focuses on raising money for needed recreational facility improvements. Fifty-one (51%) percent of respondents selected “increase user fees, and don’t reduce programs and services” as the option they would most support.

The Recreation Division lacks vision and leadership throughout. There is some excellent committed staff that wants to do the right thing. However, they are limited by the existing culture that doesn’t allow good staff to advance through the system easily. There needs to be a new culture created that focuses on proactive management, creativity, and trained staff who are committed to their community, not to just keeping their job.

The new organizational chart that focuses on district management and citywide programs will help in making the cultural shift required. Strong leadership must also be created throughout all levels of the organization. Recreation budgets need to be created with staff input. Under-achieving programs and incompetent staff should be eliminated. The cultural shift to accountability will not be easy, but with the right leadership and training it is achievable.

Strategies

5.1 - Establish performance measures for all core programs and facilities and evaluate and post results quarterly.

5.2 - Create and maintain baseline data on all core programs and facilities. Track monthly and share with all recreation staff.

5.3 - Develop an activity based costing program for all core programs and facilities to track unit costs and help to establish appropriate fees.

5.4 - Train all staff on how to use and read demographic and trend reports to target recreation services to the age segments desired.

5.5 - Manage all recreation programs based on life cycles and modify programs to maintain a growth mode as needed.

5.6 - Allow staff to have input into their operating budgets and allow them to manage to those budget outcomes while holding them accountable for the revenues expected and expenses incurred.

5.7 - Allow staff to create earned income opportunities and retain a percentage of their money earned in the targeted program.

5.8 - Create a San Francisco Recreation and Park Department Leadership Institute to teach, train and help park and recreational professionals to grow into leadership positions within the Department.

5.9 - Fully implement the new organizational changes including the addition of a Partnership Division, a Recreation Marketing Division, and a Revenue Division.

5.10 - Recreation staff must be held accountable to meet the highest level of professional standards as it applies to implementing the recommendations of this Recreation Assessment.

Detailed tactics for each of these strategies are located in *Appendix C – Implementation Matrix* at the end of this report.

Section 5

Performance Measures

The San Francisco Recreation and Park Department has not managed recreation services based on a set of measurable outcomes that are tied to the budget process. The Consulting Team is recommending the following performance measures to the Recreation and Park Commission and the General Manager to review on a quarterly basis. This will demonstrate how the staff is performing on implementing these key elements of the Recreation Assessment.

- Customer satisfaction levels will be 90% satisfied for all core programs. This percentage level is based on the staff or instructor ratios to participants of 1 to 8 to 1 to 12 per class or activity.
- Participant enrollment levels will be 70% of capacity against protected capacity levels of the core programs offered. This means that programs will meet minimum participant levels of at least 70% capacity met. This keeps the tax subsidy levels down to reasonable levels on a cost per experience basis.
- The number of programs offered versus those held will be 70% based on meeting a set minimum of enrollment. This performance measure demonstrates how closely the staff is tracking market trends against participant needs.
- Staff will track cost per experience on 25% of classes or activities offered per season or quarterly basis and will include direct and indirect costs. This will indicate to staff the level of tax investment versus the level of benefit received.
- Ninety (90%) percent retention of users in existing classes. This is based on people staying with the program through the duration of the program with out dropping out. This measures the effectiveness of the instructor and program content.
- Sixty-five (65%) percent of capacity of recreation centers and pool space will be achieved based on total hours open a week and separated out by each program room in the building.
- Partnership agreements will have 100% written working agreements in place on what each partner is required to do on a monthly, seasonal or yearly basis with measurable outcomes. The agreements will be updated annually.
- Twenty-five (25) new partnerships will be created yearly with performance work plans to help offset operating costs.
- All revenues and expenses will be tracked by core program area and facility against projected outcomes.
- Customer feedback processes will be implemented on 25% of classes and activities offered quarterly. This will include pre and post evaluation for all core programs.
- Earned income created above operational costs will be 5% annually of total Recreation Division budget.
- Staff training will reach 25% of the Recreation staff on a quarterly basis and include the same percentage for all levels in the Recreation Division. Training will focus on meeting the goals and strategies outlined in the Recreation Assessment Report.
- All new positions outlined in the Recreation Assessment Report that are needed will be filled with in three years.
- All core program classes and activities will track where they are in their life cycle, and programs in decline will be repositioned or eliminated.
- Five (5) policies will be rewritten annually to allow the Recreation Division to manage in a more proactive manner.
- Twenty (20) new program classes will be offered annually that address new program trends in core programs.
- On-line registration will be available by the end of 2006.

- A citywide seasonal program guide will be developed in 2005 and distributed in 2006 on a three times per year basis and will be funded through user fees.
- Ten recreation centers will be updated annually to include painting, lighting, restrooms, deep cleaned, signage updates, landscaping, furniture, fixtures and technology equipment added to help staff at that site meet the needs of residents.
- Each recreation center will seek a 10% increase in volunteer hours spent annually assisting staff in programs or managing recreation facilities.
- Customer complaints will be dealt with on a satisfactory level within 48 hours after the complaint was received and documented. Complaints will be less than 2% of total registration participants.
- Program standards will be instituted in all classes and activities by the end of 2005.
- Customer satisfaction levels for indoor recreation facilities will be at 50% before updating and 65% after being updated.

Section 6

Implementation Approach

The San Francisco Recreation and Park Department is at the crossroads in determining where recreation services fit into the City's overall vision for these services. The Department as a whole has lacked a clear vision of where recreation services fit into the quality-of-life services offered by the Department.

There have been numerous issues associated with recreation services over the last twenty years that have resulted in a lack of good baseline data to support management decisions. Recreation services by nature are consumptive and can consume a significant amount of City resources with very little accountability on how well these resources were spent.

This Recreation Assessment Report outlines a clear approach for changing the organizational culture to hold staff accountable. This will take strong leadership at the General Manager level and at all staff levels within the Recreation Division to achieve the Recreation Assessment goals over the next five years. Also, a commitment by the Mayor, Recreation and Park Commission, and Board of Supervisors will be necessary for the achievement of ultimate success.

The public desires access to quality recreation programs and facilities. The San Francisco Recreation and Park Department led the nation eighty years ago in recreation services and facilities providing a high quality of life for its residents. This stature is no longer in place due to many political, budget and leadership issues. The only way to revive the recreation system is to invest in it and put in a management and staffing structure that is accountable. The time is now to embrace this Recreation Assessment Report and advocate for its successful implementation.

The five major moves the Department must incorporate for the Recreation Division to be successful include the following:

- Develop consistent core programs and facility standards across the city so all participants and users receive a quality recreation experience.
- Recreation services will meet community needs through effective use of demographic data and increased marketing and promotional efforts to inform users of services.
- Recreation facilities will be valued Community assets by upgrading and maintaining all indoor and outdoor facilities in need of major repair over a ten year period to create a quality user experience and positive image for the city.
- Update existing and create new partnership agreements to establish balance and equity of each partner's investment, creating trust and eliminating entitlement.
- Reposition Recreation services as a viable city service by developing an outcome based management culture that focuses on accountability and exceeding the needs of users while building an efficient and productive organization that operates in a proactive manner.

If the proper resources and priorities are applied to implementing the recommendations of this report, the San Francisco Recreation and Park Department will advance its efforts of achieving their Strategic Plan and achieving its vision of excellence.

Appendices

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Appendix A

Community Attitude and Interest Survey

Executive Summary of Citizen Survey Results

Overview of the Methodology

The San Francisco Recreation and Park Department conducted a Community Attitude and Interest Survey during May and June of 2004 to help establish priorities for the future development of recreation and park facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of San Francisco and was administered by a combination of mail and phone.

Leisure Vision worked extensively with San Francisco Recreation and Park Department officials, as well as members of the Leon Younger and Pros project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In May, a six-page survey was mailed to a randomly selected sample of 5,000 households in the City of San Francisco. A total of 251 surveys were returned by the post office as undeliverable. Approximately two weeks after the surveys were mailed, residents who received the surveys were contacted by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain at least 1,000 completed surveys. This goal was accomplished, with 1,035 surveys being completed, including 720 by mail and 315 by phone. The results of the random sample of 1,035 households have a 95% level of confidence with a precision of at least +/-3.0%.

The survey is included on the following pages followed by a summary of major survey findings.

The San Francisco Recreation and Park Department would like your input to help determine recreation programming priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. We greatly appreciate your time.

Are you a resident of the City of San Francisco?

- (1) Yes [Please continue with the survey.]
- (2) No [Please discontinue the survey. The survey is only for San Francisco residents.]

1. Have you or other members of your household participated in any programs offered by the San Francisco Recreation and Park Department during the past 12 months?

- (1) Yes [please answer questions #1a, #1b, #1c, #1d, & #1e]
- (2) No [please go to question #2]

1a. How would you rate the quality of the programs you and other members of your household participated in?

- (1) Excellent (3) Fair (5) Don't Know
- (2) Good (4) Poor

1b. Please check ALL the ways you learned about San Francisco Recreation and Park Department programs.

- (01) Newspaper (08) Neighborhood newspaper
- (02) Program flyers (09) Seasonal program activity guide
- (03) Word of mouth (10) Radio
- (04) Web site (11) Community bulletin board
- (05) Cable TV (12) Direct home mail
- (06) E-mail (13) TV news
- (07) Visited or called a parks/recreation office
- (14) Other: _____

1c. Which FOUR of the ways from the list in Question #1b do you most prefer to learn about recreation programs? [Please write in the numbers below for your 1st, 2nd, 3rd, and 4th choices using the numbers in Question #1b above, or circle 'NONE'.]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

1d. Please select the THREE ways you would prefer to register and pay for recreation classes. [Use the letters by the options to designate your selections.]

1st: _____ 2nd: _____ 3rd: _____

- (A) Fax (E) Mail
- (B) Interactive Internet/Credit Card (F) Prepaid activity cards (Script ticket)
- (C) Phone (G) Other: _____
- (D) Walk-in

1e. How would you rate the quality of customer service you received in the program(s) you have participated in?

- (1) Excellent (3) Fair (5) Don't Know
- (2) Good (4) Poor

2. Please indicate if **YOU or any member of your HOUSEHOLD** has a need for each of the recreation facilities listed below by circling the YES OR NO next to the recreation facility.

If YES, please rate the following recreation FACILITIES on a scale of 1 to 5, where 1 means "Completely Meets" and 5 means "Does Not Meet" the needs of your household.

IF YES, HOW MUCH FACILITY MEETS NEEDS

Does your household have a need for:

	100% Meets Needs	50% Meets Needs	100% Does Not Meet Needs		
(A) Adult baseball and softball fields Yes No	1	2	3	4	5
(B) Youth baseball and softball fields Yes No	1	2	3	4	5
(C) Recreation fields (soccer, rugby, football, etc.) Yes No	1	2	3	4	5
(D) Golf courses Yes No	1	2	3	4	5
(E) Performing arts/studios Yes No	1	2	3	4	5
(F) Pools (indoor and outdoor) Yes No	1	2	3	4	5
(G) Recreation centers Yes No	1	2	3	4	5
(H) Tennis courts Yes No	1	2	3	4	5
(I) Walking and biking trails Yes No	1	2	3	4	5
(J) Indoor exercise and fitness facilities Yes No	1	2	3	4	5
(K) Indoor gymnasiums Yes No	1	2	3	4	5
(L) Skateboarding facilities Yes No	1	2	3	4	5
(M) Outdoor sports courts (i.e. basketball) Yes No	1	2	3	4	5
(N) Running/walking track Yes No	1	2	3	4	5
(O) Dog play areas Yes No	1	2	3	4	5
(P) Senior center facilities Yes No	1	2	3	4	5
(Q) Playgrounds for children Yes No	1	2	3	4	5
(R) Community gardens Yes No	1	2	3	4	5
(S) Warm water pools Yes No	1	2	3	4	5
(T) Other: _____ . Yes No	1	2	3	4	5

3. Which FOUR of the recreation facilities from the list in Question #2 are most important to your household? [Please write in the letters below for your 1st, 2nd, 3rd, and 4th choices using the letters in Question #2 above, or circle 'NONE'.]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

4. Listed below are various programs and activities available to City of San Francisco residents,

either within the City of San Francisco limits or in nearby communities. For each program or activity, please indicate how many members of your household currently participate in the program or activity and approximately how often you currently participate in the program or activity. [If more than one person in your household participates in the program or activity, record the average frequency that all members of your household participate.] If you do not participate in a program or activity, write "0" for the # of household users.

How many persons in your household Currently Participate in:	# of household users	IF YOU PARTICIPATE-- HOW OFTEN?				
		Seldom or Never	Less than Once/Month	At Least Once/Month	A few times Per Month	Several times Per Week
(A) Adult fitness/aerobics classes, weight training.....	_____	1.....	2.....	3.....	4.....	5.....
(B) Running or walking.....	_____	1.....	2.....	3.....	4.....	5.....
(C) Using gyms for basketball.....	_____	1.....	2.....	3.....	4.....	5.....
(D) Using gyms for volleyball.....	_____	1.....	2.....	3.....	4.....	5.....
(E) Attending live theater/concert performances.....	_____	1.....	2.....	3.....	4.....	5.....
(F) Youth soccer/rugby/field hockey.....	_____	1.....	2.....	3.....	4.....	5.....
(G) Youth classes, e.g. dance, art, etc.....	_____	1.....	2.....	3.....	4.....	5.....
(H) Adult softball.....	_____	1.....	2.....	3.....	4.....	5.....
(I) Recreational swimming/swim lessons.....	_____	1.....	2.....	3.....	4.....	5.....
(J) Summer camp programs.....	_____	1.....	2.....	3.....	4.....	5.....
(K) Bicycling.....	_____	1.....	2.....	3.....	4.....	5.....
(L) Competitive swimming.....	_____	1.....	2.....	3.....	4.....	5.....
(M) Adult classes, e.g. art, cooking, gardening, etc.....	_____	1.....	2.....	3.....	4.....	5.....
(N) Tennis.....	_____	1.....	2.....	3.....	4.....	5.....
(O) Youth baseball and softball.....	_____	1.....	2.....	3.....	4.....	5.....
(P) Attending community special events.....	_____	1.....	2.....	3.....	4.....	5.....
(Q) Senior citizen programs.....	_____	1.....	2.....	3.....	4.....	5.....
(R) Visiting nature areas.....	_____	1.....	2.....	3.....	4.....	5.....
(S) Participating in theater, dance, visual arts.....	_____	1.....	2.....	3.....	4.....	5.....
(T) Skateboarding.....	_____	1.....	2.....	3.....	4.....	5.....
(U) Preteen and teen services.....	_____	1.....	2.....	3.....	4.....	5.....
(V) School age youth services (after school programs).....	_____	1.....	2.....	3.....	4.....	5.....
(W) Pre-kindergarten programs.....	_____	1.....	2.....	3.....	4.....	5.....
(X) Programs for special needs.....	_____	1.....	2.....	3.....	4.....	5.....
(Y) Dog walking.....	_____	1.....	2.....	3.....	4.....	5.....
(1) Volunteering.....	_____	1.....	2.....	3.....	4.....	5.....
(2) Other:.....	_____	1.....	2.....	3.....	4.....	5.....

5. Which **FOUR** of the programs and activities listed in Question #4 would you and members of your household participate in more often if more programming was available by the City? [Please write in the letters and/or numbers in the space below for your 1st, 2nd, 3rd, and 4th choices by using the letters and/or numbers from the list in Question #4 above.]

1st More Often 2nd More Often 3rd More Often 4th More Often

6. Have you or members of your household visited any of the San Francisco Recreation and Park Department facilities during the past year?

- ___ (1) Yes [please answer questions #6a]
- ___ (2) No [please go to question #7]

6a. Which **three (3)** San Francisco Recreation and Park Department facilities do you visit the most often? [Please write in the names of the facilities.]

- 1) _____
- 2) _____
- 3) _____

7. The San Francisco Recreation and Park Department is renovating and/or developing new indoor recreation facilities. For each of the spaces listed below, please indicate approximately how often you and members of your household would use each of the spaces.

	Seldom or Never	Less than Once/Month	At least Once/Month	A few times Per Month	Several times Per Week
(A) Gymnasium for basketball, volleyball, etc.....	1.....	2.....	3.....	4.....	5.....
(B) Teen activity area.....	1.....	2.....	3.....	4.....	5.....
(C) Multipurpose space for classes, meetings, etc.....	1.....	2.....	3.....	4.....	5.....
(D) Aerobics/fitness space.....	1.....	2.....	3.....	4.....	5.....
(E) Senior citizens activity area.....	1.....	2.....	3.....	4.....	5.....
(F) Weight room/cardiovascular equipment area.....	1.....	2.....	3.....	4.....	5.....
(G) Preschool/after school program space.....	1.....	2.....	3.....	4.....	5.....
(H) Arts, crafts, and pottery area.....	1.....	2.....	3.....	4.....	5.....
(I) Fine arts center (pottery, dance, painting, etc.).....	1.....	2.....	3.....	4.....	5.....
(J) Additional locker rooms.....	1.....	2.....	3.....	4.....	5.....
(K) More bleachers in gymnasium to watch as spectator.....	1.....	2.....	3.....	4.....	5.....
(L) Kitchen for cooking classes.....	1.....	2.....	3.....	4.....	5.....
(M) Other:.....	1.....	2.....	3.....	4.....	5.....

8. Which **THREE** of the indoor programming spaces listed above would you be most willing to fund with your tax dollars? [Please write in the letters below for your 1st, 2nd, and 3rd choices using the letters from the list in Question #7 above.]

1st Most Willing 2nd Most Willing 3rd Most Willing 4th Most Willing

9. What would be the THREE times that persons in your household would MOST prefer to use San Francisco programs and services? [Use the letters by the options to designate your selection.]

1st: ___ 2nd: ___ 3rd: ___

- (A) Weekday morning
- (B) Weekday afternoons before 3 pm
- (C) Weekday afternoons after 3 pm
- (D) Weekday evenings before 9 pm
- (E) Weekday evenings after 9 pm
- (F) Saturday mornings
- (G) Saturday afternoons
- (H) Saturday evenings
- (I) Sunday afternoons
- (J) Sunday evenings

10. Please CHECK ALL the reasons that prevent you or other members of your household from participating in San Francisco Recreation and Park Department programs more often.

- ___ (01) Security is insufficient
- ___ (02) Lack of quality programs that meet my needs
- ___ (03) Too far from our residence
- ___ (04) Waiting list/full classes
- ___ (05) Fees are too high
- ___ (06) Program times are not convenient
- ___ (07) Program that I want is not offered
- ___ (08) Public transportation not available
- ___ (09) Use programs of other agencies
- ___ (10) Lack of adequate staffing
- ___ (11) Poor customer service
- ___ (12) I do not know locations of programs
- ___ (13) We are too busy or not interested
- ___ (14) I don't know what is being offered
- ___ (15) Program operating hours not convenient
- ___ (16) Registration for programs is difficult
- ___ (17) Condition of facility
- ___ (18) Other: _____

11. Which ONE of the following options would you most support for saving tax dollars in providing services? [Check ONLY ONE]

- ___ (1) Increase user fees, and don't reduce programs and services.
- ___ (2) Reduce some programs and services, and don't increase user fees.

12. Please CHECK ALL of the following organizations whose recreation services you use.

- ___ (01) YMCA/YWCA
- ___ (02) Boys and Girls Clubs
- ___ (03) Churches
- ___ (04) JCC
- ___ (05) Private clubs
- ___ (06) Libraries
- ___ (07) Schools
- ___ (08) Other: _____
- ___ (09) None, do not use any recreation services

Demographics

13. What is your home zip code? _____

14. What is your age? _____

15. How do you identify yourself? ___ (1) Male ___ (2) Female

16. What is your household income? [check one]

- ___ (1) \$1-\$20,000
- ___ (2) \$20,001-\$30,000
- ___ (3) \$30,001-\$40,000
- ___ (4) \$40,001-\$50,000
- ___ (5) \$50,001-\$70,000
- ___ (6) \$70,001-\$100,000
- ___ (7) \$100,001 and over

17. Counting yourself, how many people live in your household? _____

18. How many persons in your household (counting yourself) are?

- Under 5 years ___ 20 - 24 years ___ 55-64 years ___
- 5 - 9 years ___ 25 - 34 years ___ 65+ years ___
- 10 - 14 years ___ 35 - 44 years ___
- 15 - 19 years ___ 45 - 54 years ___

19. Do you own or rent your residence? ___ (1) Own ___ (2) Rent

20. Are you or other members of your household of Hispanic, Latino, or Spanish ancestry?

- ___ (1) Yes ___ (2) No

21. How would you describe your race/ethnicity? [please check all that apply]

- ___ (1) Asian/Pacific Islander
- ___ (2) White
- ___ (3) American Indian or Alaskan Native
- ___ (4) Black/African American
- ___ (5) Other: _____

22. How many years have you lived in San Francisco? _____ years

23. Do you or other members of your household speak a language other than English as the primary language in your home? (Check one)

- ___ (1) Yes *If Yes, which language?* _____
- ___ (2) No

This concludes the survey; Thank you for your time.

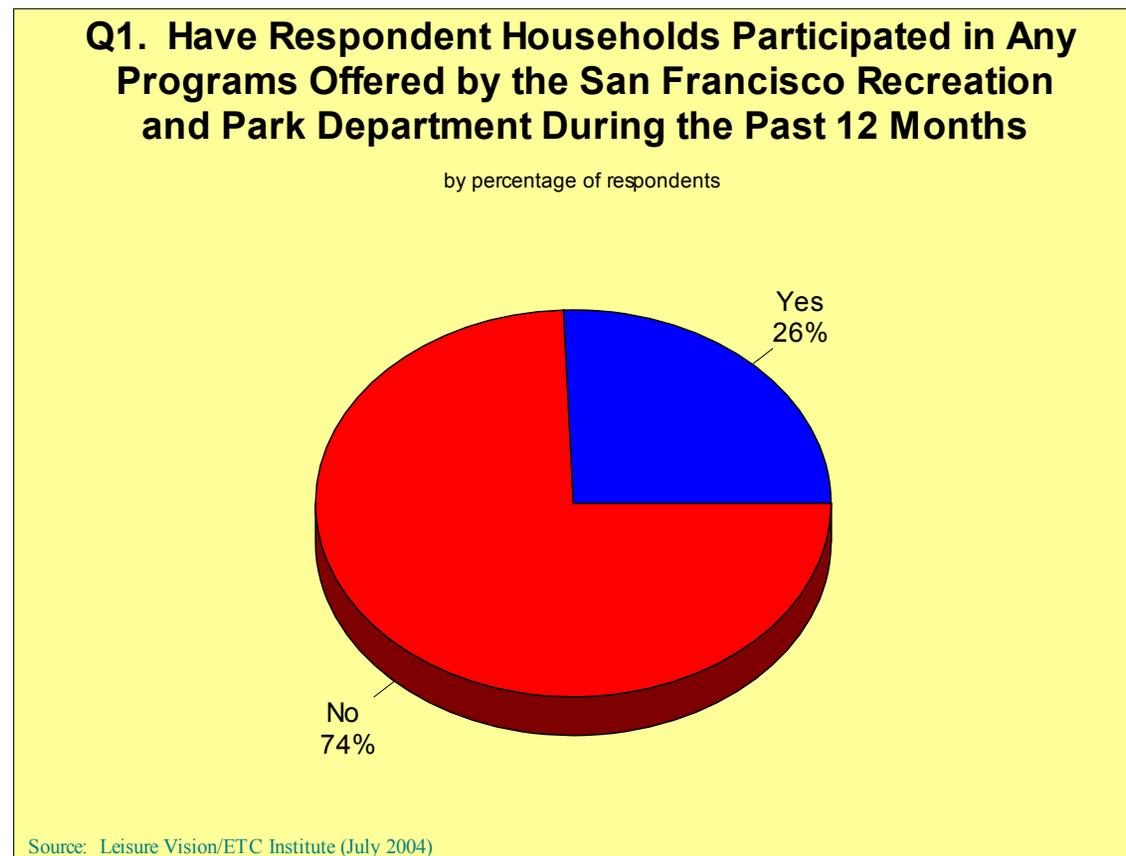
Please Return Your Completed Survey in the Enclosed Return-Reply Envelope Addressed to:

Citizen Survey
 San Francisco Recreation and Park Department
 McLaren Lodge, Golden Gate Park,
 501 Stanyan Street
 San Francisco, CA 94117

Participation in San Francisco Recreation and Park Department Programs

Respondents were asked if they or other members of their household have participated in any programs offered by the San Francisco Recreation and Park Department during the past 12 months. The following summarizes key findings:

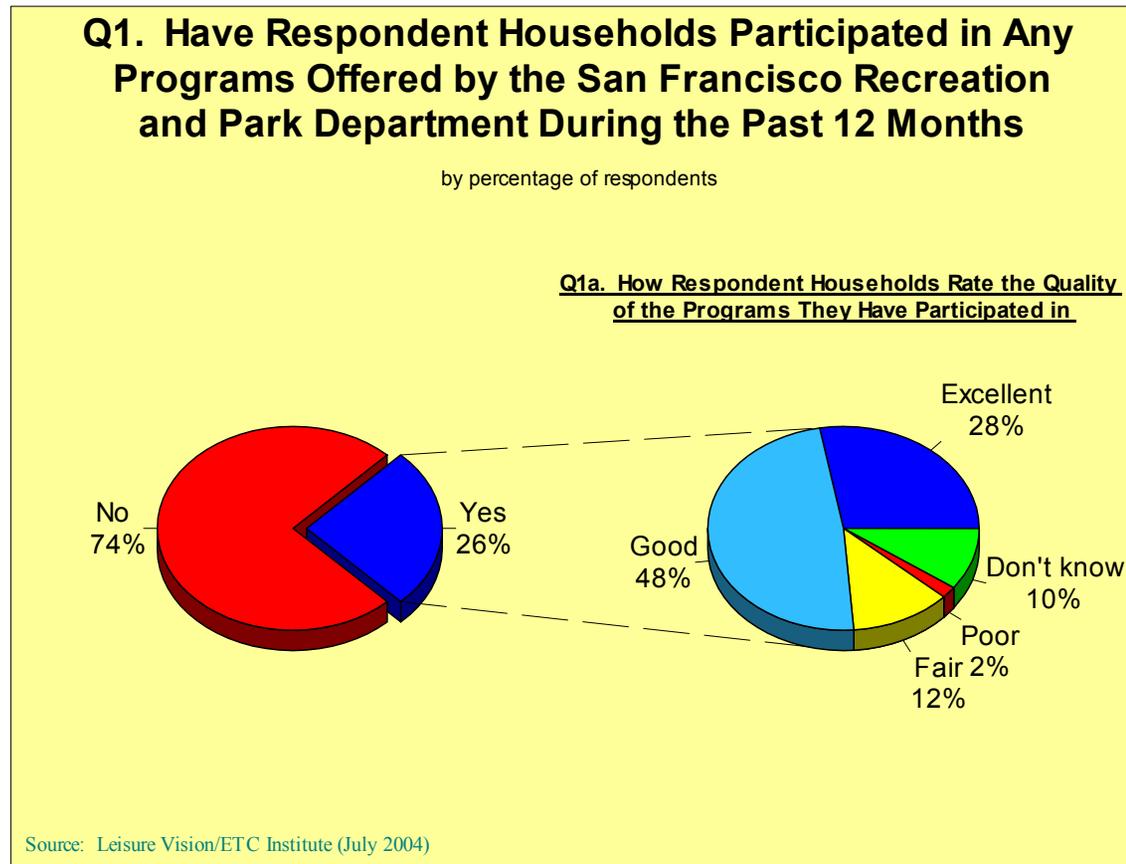
- Twenty-six percent (26%) of respondent households have participated in programs offered by the San Francisco Recreation and Park Department during the past year.



Quality of San Francisco Recreation and Park Department Programs

Respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to rate the quality of the programs they have participated in. The following summarizes key findings:

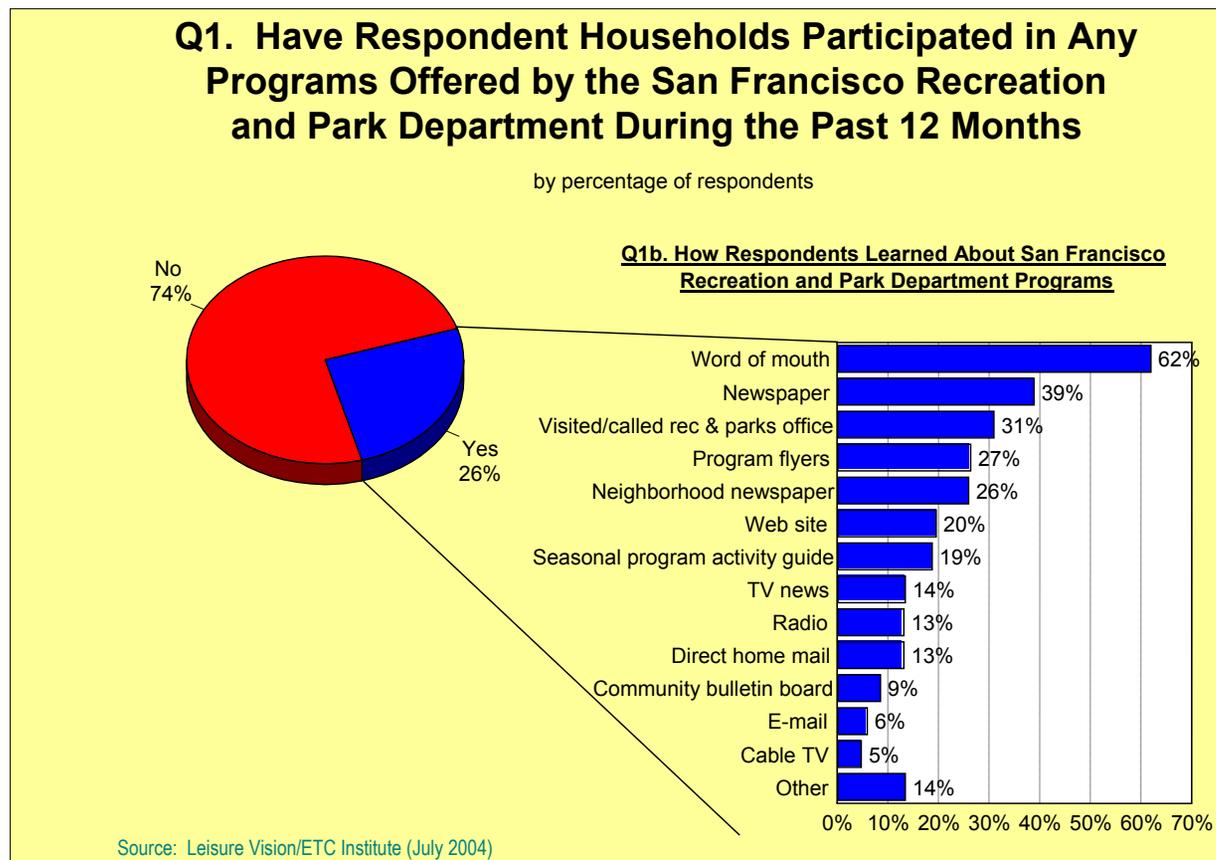
- Seventy-six percent (76%) of respondent households rated the quality of programs they have participated in as either excellent (28%) or good (48%). An additional 12% rated the programs as fair and 2% rated the programs as poor. The remaining 10% indicated “don’t know”.



Ways Respondents Learned About Programs

From a list of 13 options, respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to indicate all of the ways they have learned about the programs. The following summarizes key findings:

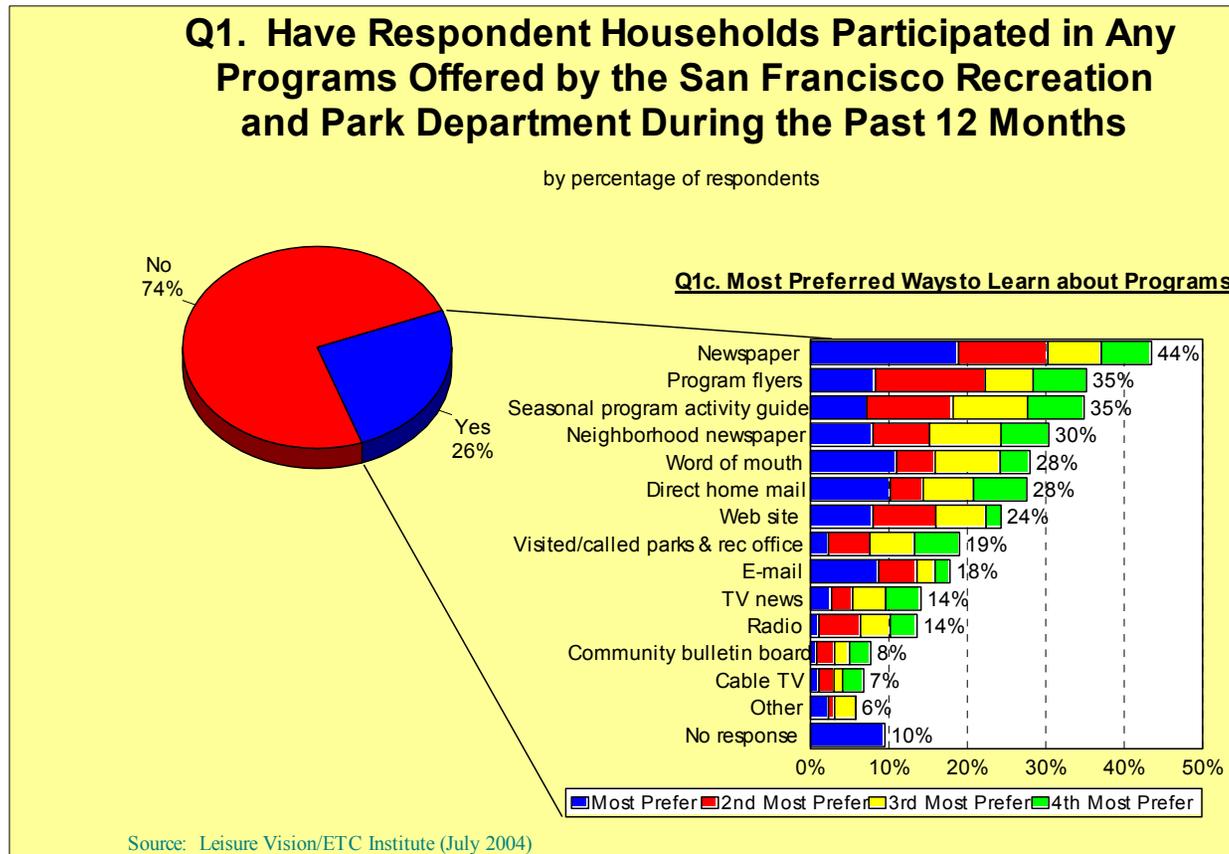
- Word of mouth (62%) is the most frequently mentioned way that respondents have learned about programs. There are two other ways that over 30% of respondents have learned about programs: newspaper (39%); and visited or called a recreation and parks office (31%).



Ways Respondents Most Prefer to Learn About Programs

From the list of 13 options, respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to select the four ways they most prefer to learn about the programs. The following summarizes key findings:

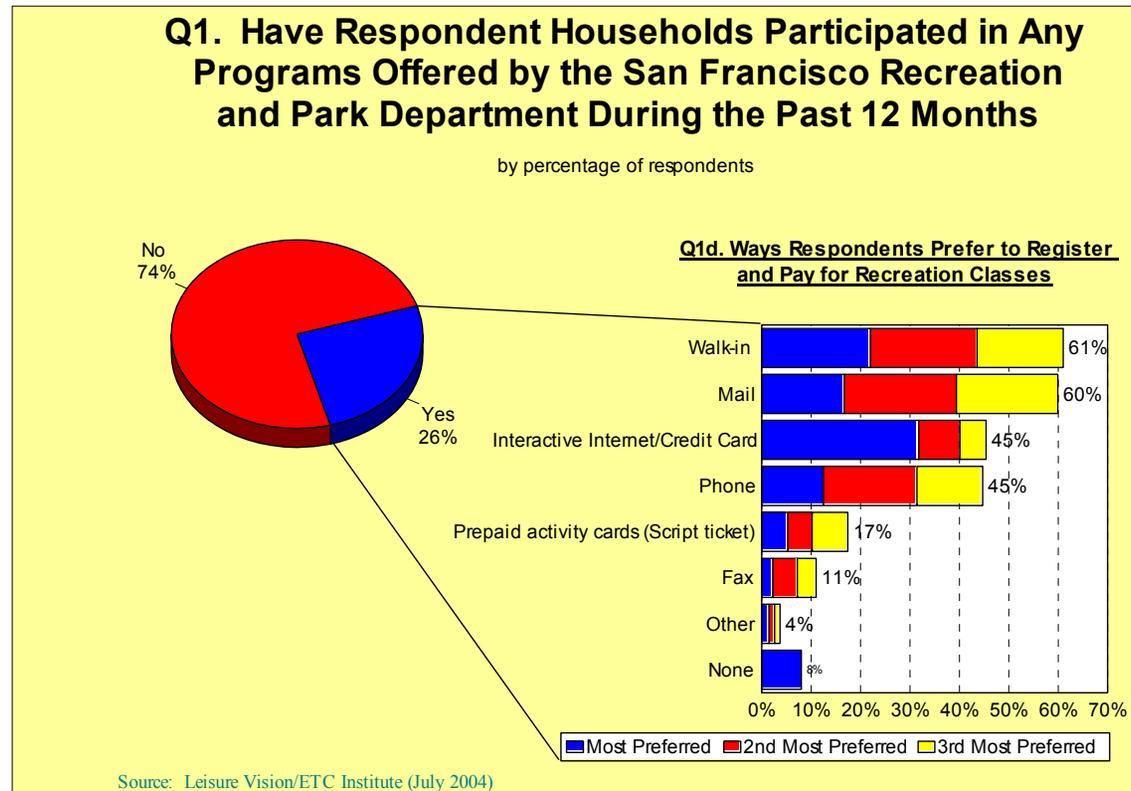
- The newspaper (44%) had the highest percentage of respondents select it as one of their four most preferred ways to learn about programs. There are two other ways that over one-third of respondents selected as one of their three most preferred ways to learn about programs: program flyers (35%); and seasonal program activity guide (35%). It should also be noted that the newspaper had the highest percentage of respondents select it as their first choice as their most preferred way to learn about programs.



Ways Respondents Most Prefer to Register and Pay for Recreation Classes

From a list of five options, respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to select the three ways they most prefer to register and pay for recreation classes. The following summarizes key findings:

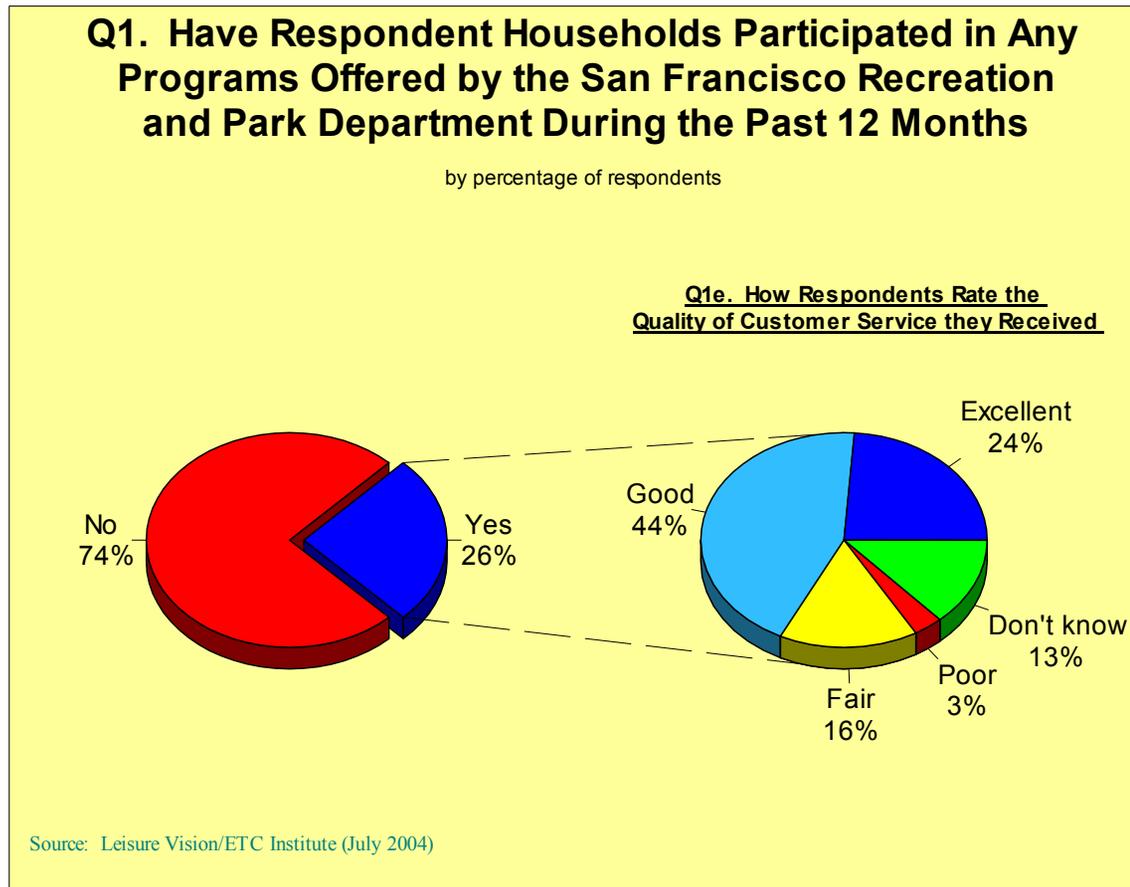
- Sixty-one percent (61%) of respondents selected walk-in as one of the three ways they most prefer to register and pay for recreation classes. There are three other ways that over 40% of respondents selected as one of their three most preferred ways to register and pay for classes: mail (60%); Interactive Internet/Credit Card (45%); and phone (45%). It should also be noted that the Interactive Internet/Credit Card had the highest percentage of respondents select it as their first choices as their most preferred way to register and pay for classes.



Quality of Customer Service Received from Programs

Respondent households that have participated in programs offered by the San Francisco Recreation and Park Department during the past 12 months were asked to rate the quality of the customer service they have received in the programs they have participated in. The following summarizes key findings:

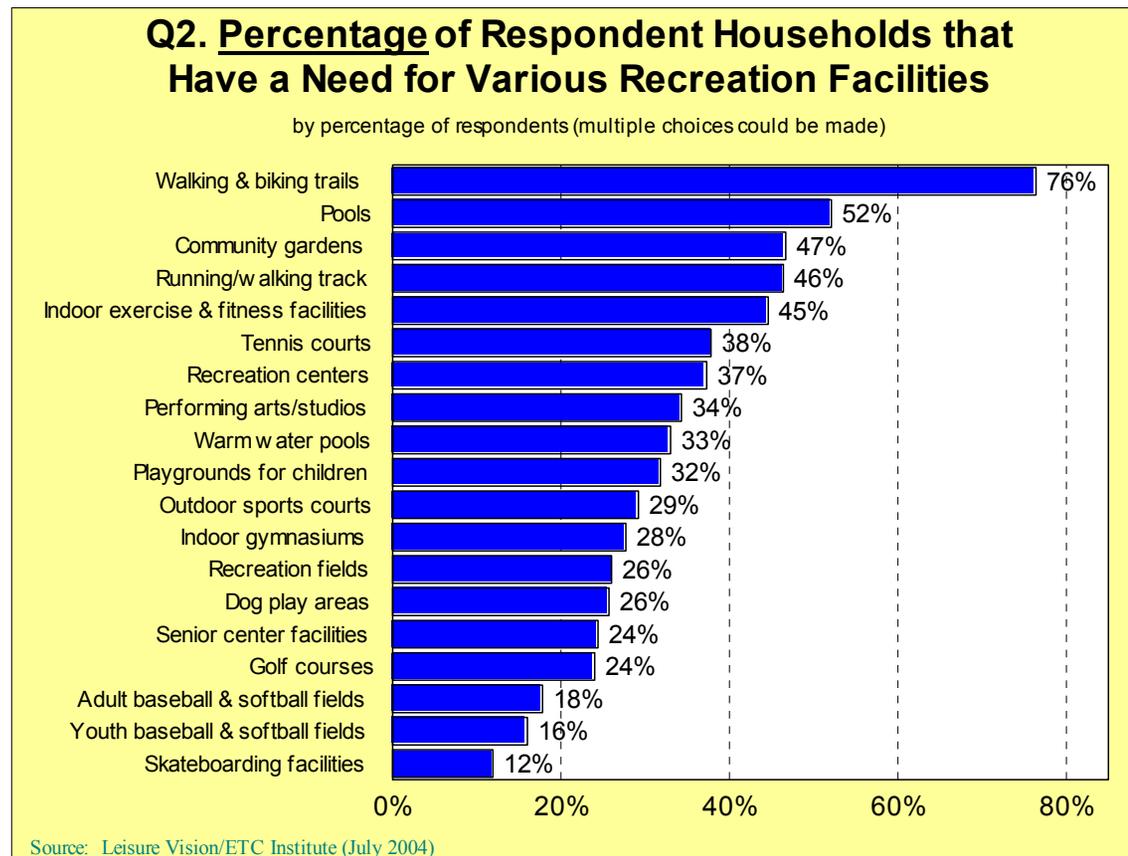
- Sixty-eight percent (68%) of respondent households rated the quality of customer service they have received as either excellent (24%) or good (44%). An additional 16% rated the customer service as fair and 3% rated it as poor. The remaining 13% indicated “don’t know”.



Need for Recreation Facilities

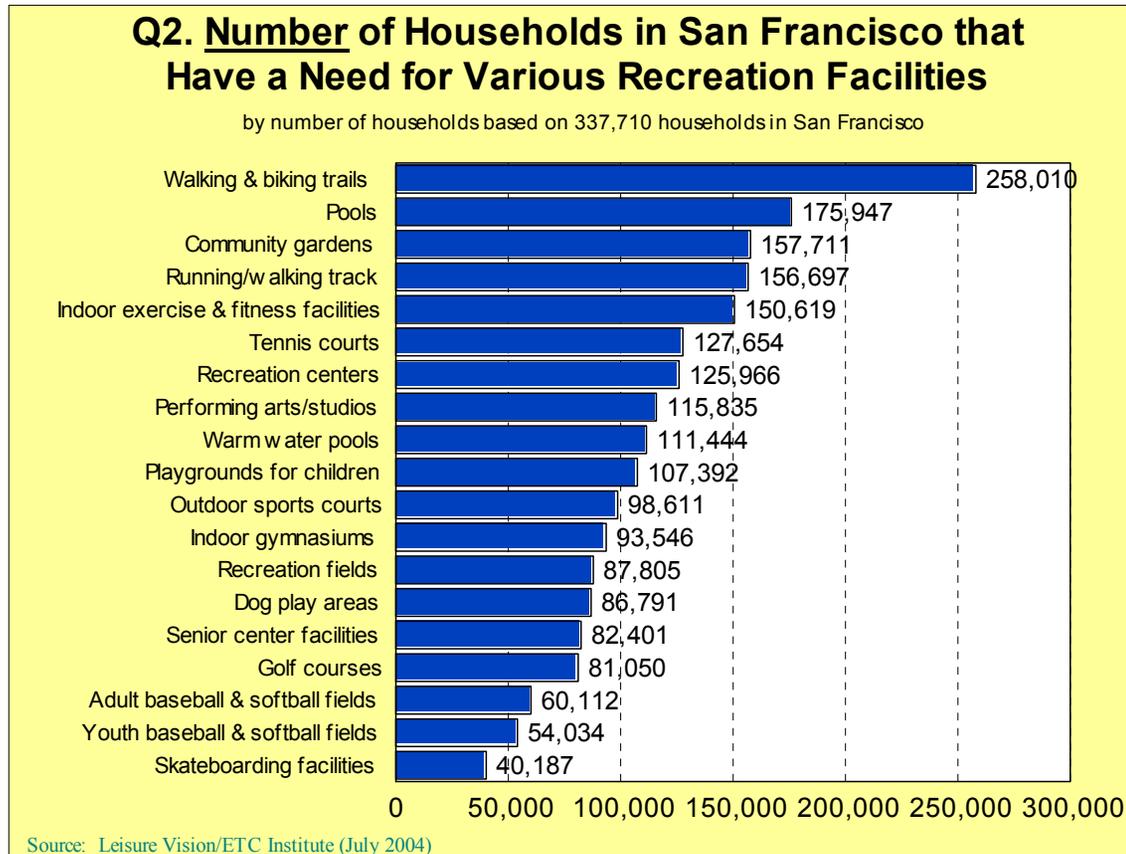
From a list of 19 recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Five of the 19 recreation facilities had at least 45% of respondent households indicate they have a need for it.** The facilities that the highest percentage of respondent households indicated they have a need for include: walking and biking trails (76%); pools (52%); community gardens (47%); running/walking track (46%); and indoor exercise and fitness facilities (45%).



Need For Recreation Facilities in San Francisco

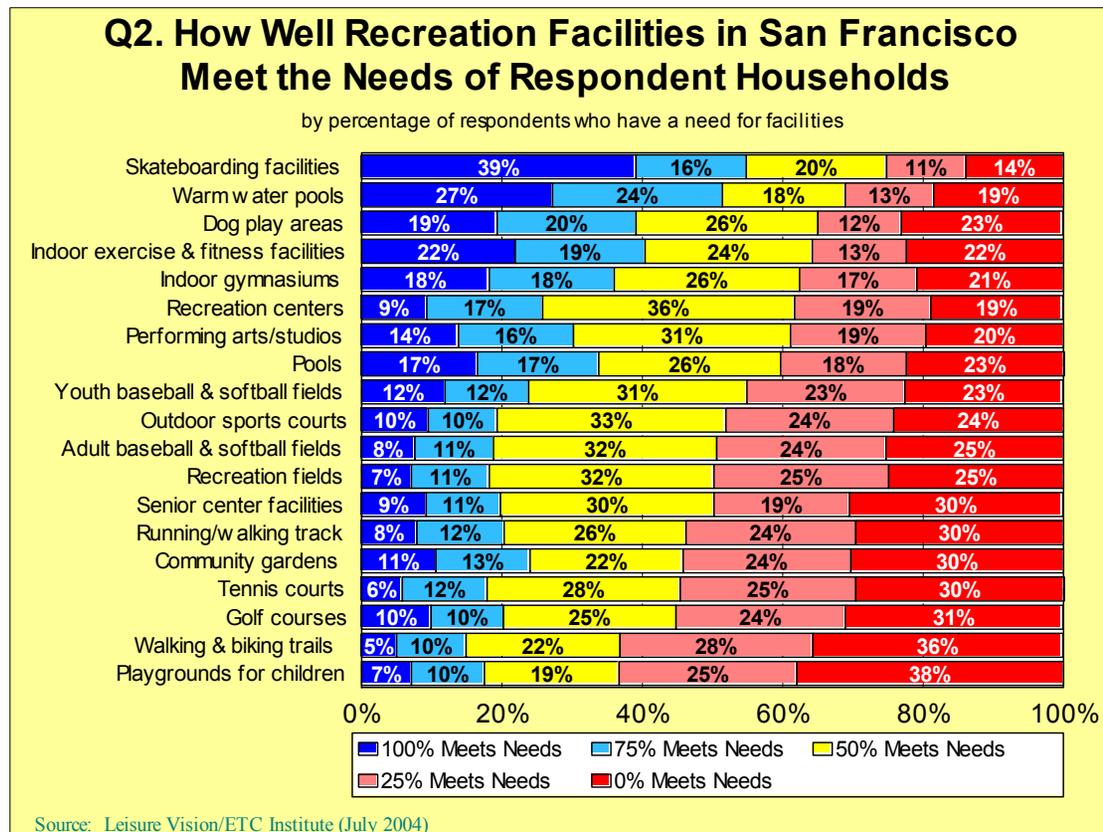
From the list of 19 recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The graph below summarizes key findings on the previous page by the number of households having a need for various recreation facilities in the City of San Francisco, based on 337,710 households in the City.



How Well Recreation Facilities Meet Needs

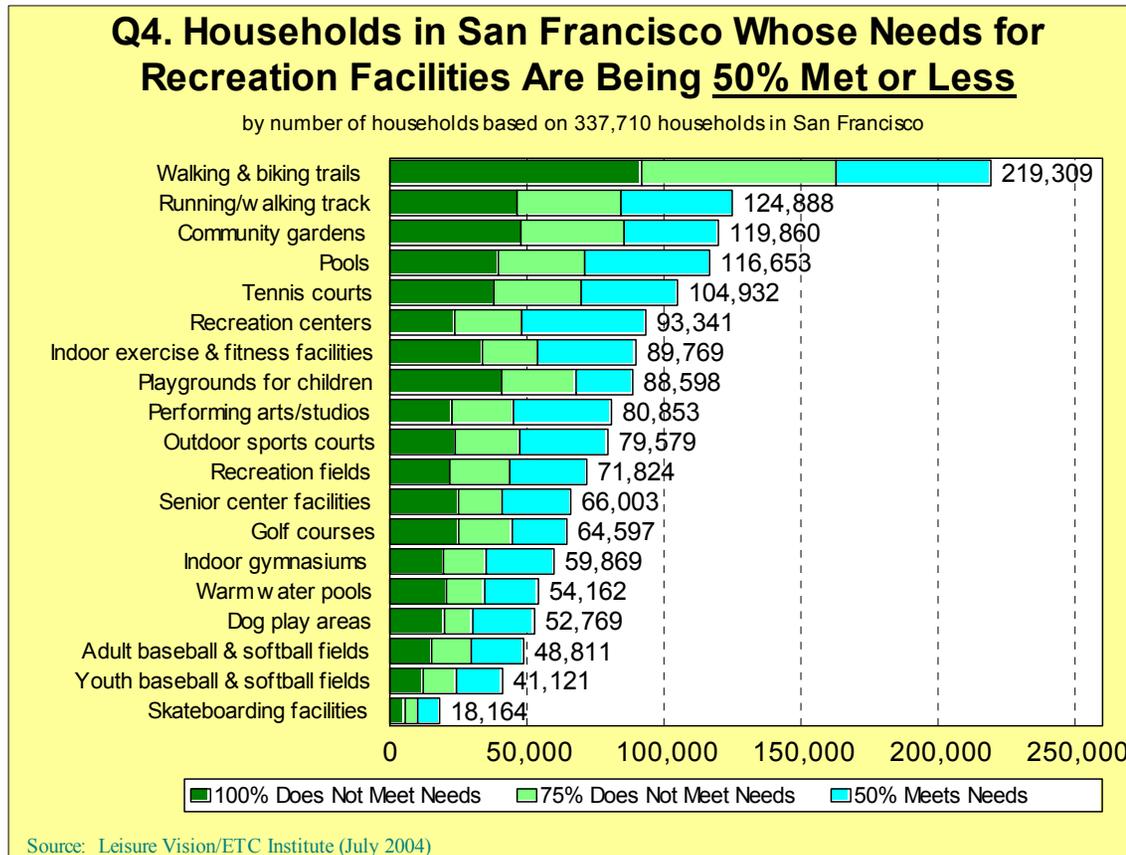
From the list of 19 recreation facilities, respondents were asked to indicate how well each one meets the needs of their household. The following summarizes key findings:

- Three of the 19 recreational facilities had over 20% of respondents indicate that the facility 100% meets the needs of their household.** The facilities that had the highest percentage of respondent households indicate that the facility 100% meets their needs includes: skateboarding facilities (39%); warm water pools (27%); and indoor exercise and fitness facilities (22%). It should also be noted that all 19 facilities had less than 40% of respondent households indicate that their needs are being 100% met by the facility.



Households in San Francisco with 50% or Less of their Needs Being Met

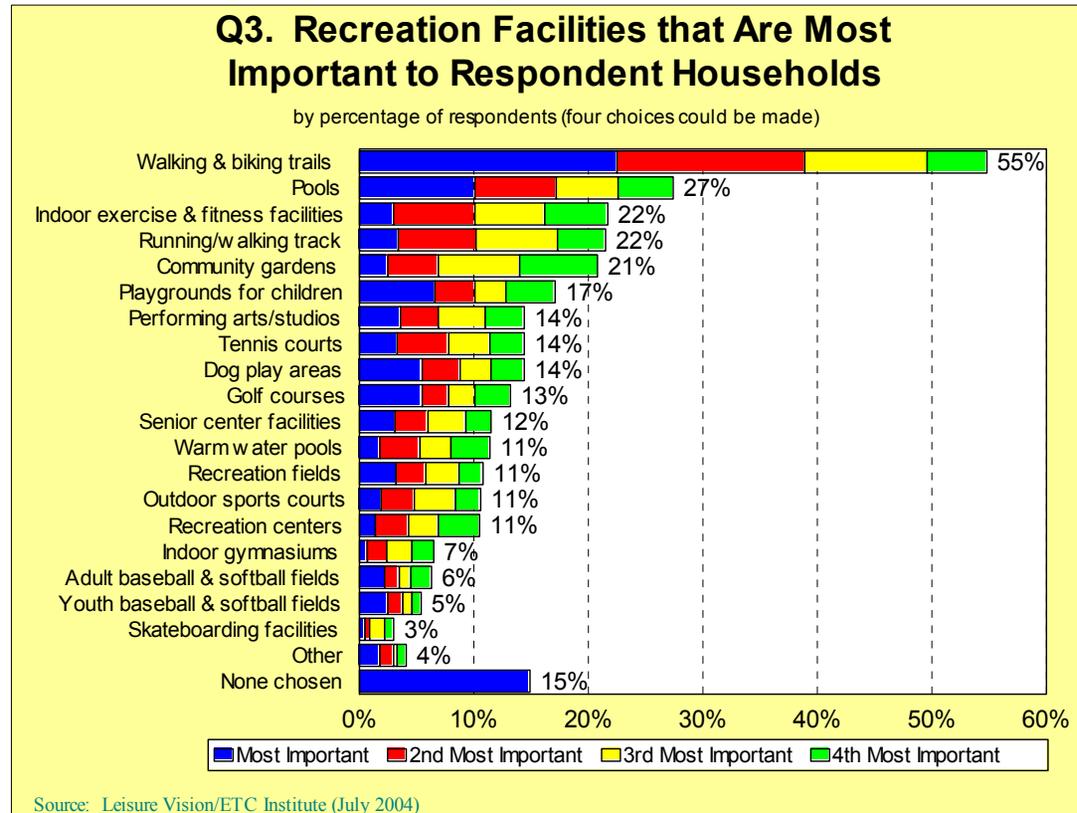
From the list of 19 recreation facilities, respondents were asked to indicate how well each facility meets the needs of their household. The graph below shows the number of households in the City of San Francisco with 50% or less of their needs being met, based on 337,710 households in the City.



Most Important Recreation Facilities

From the list of 19 recreation facilities, respondents were asked to select the four that are most important to them and members of their household. The following summarizes key findings:

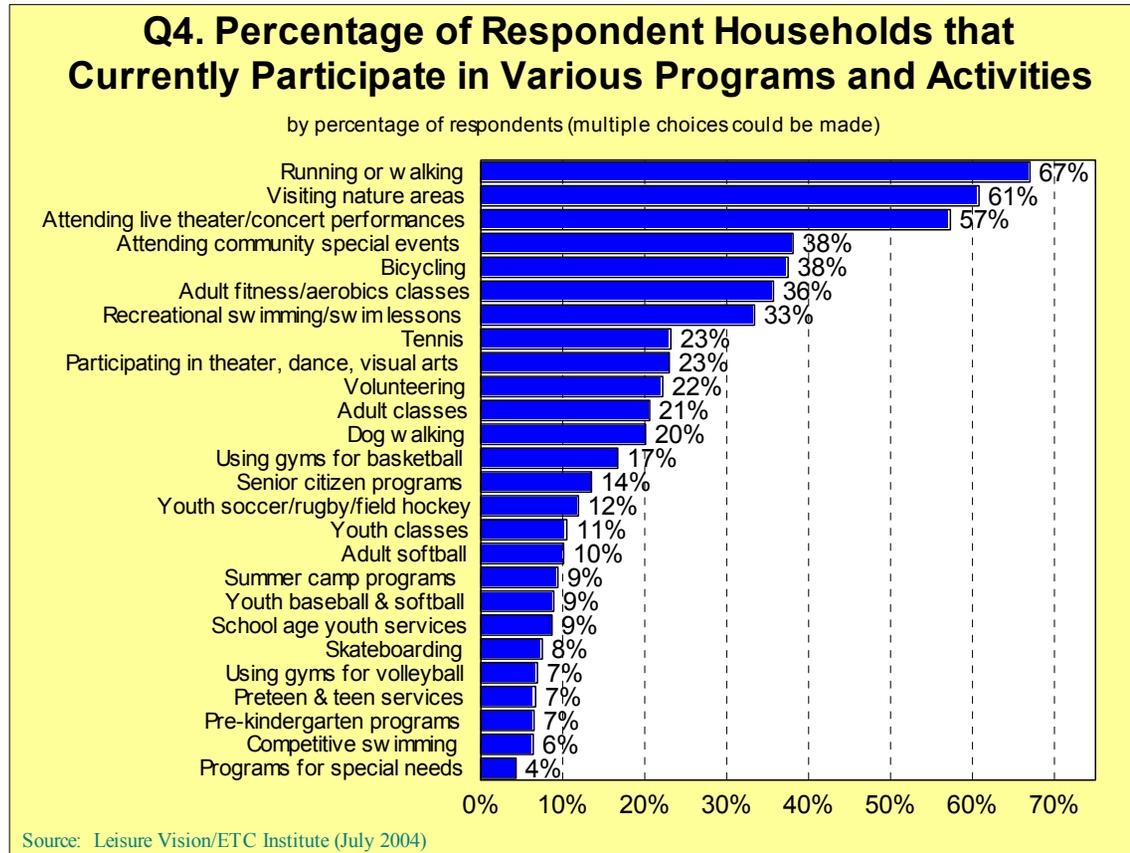
- Walking and biking trails (55%) had by a wide margin the highest percentage of respondents select it as one of the four most important facilities to them and their household.** There are four other facilities that over 20% of respondents selected as one of the four most important, including: pools (27%); indoor exercise and fitness facilities (22%); running/walking track (22%); and community gardens (21%). It should also be noted that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important facility.



Current Participation of Various Programs and Activities

From a list of 26 various programs and activities available to City of San Francisco residents, listed below are the percentage of respondent households that currently have at least one person in their household participate in each program and/or activity. The following summarizes key findings:

- **Three of the 26 programs and/or activities had over 50% of respondents indicate that at least one person in their household currently participates in them.** The programs and/or activities that the highest percentage of respondent households participate in include: running or walking (67%); visiting nature areas (61%); and attending live theater/concert performances (57%).

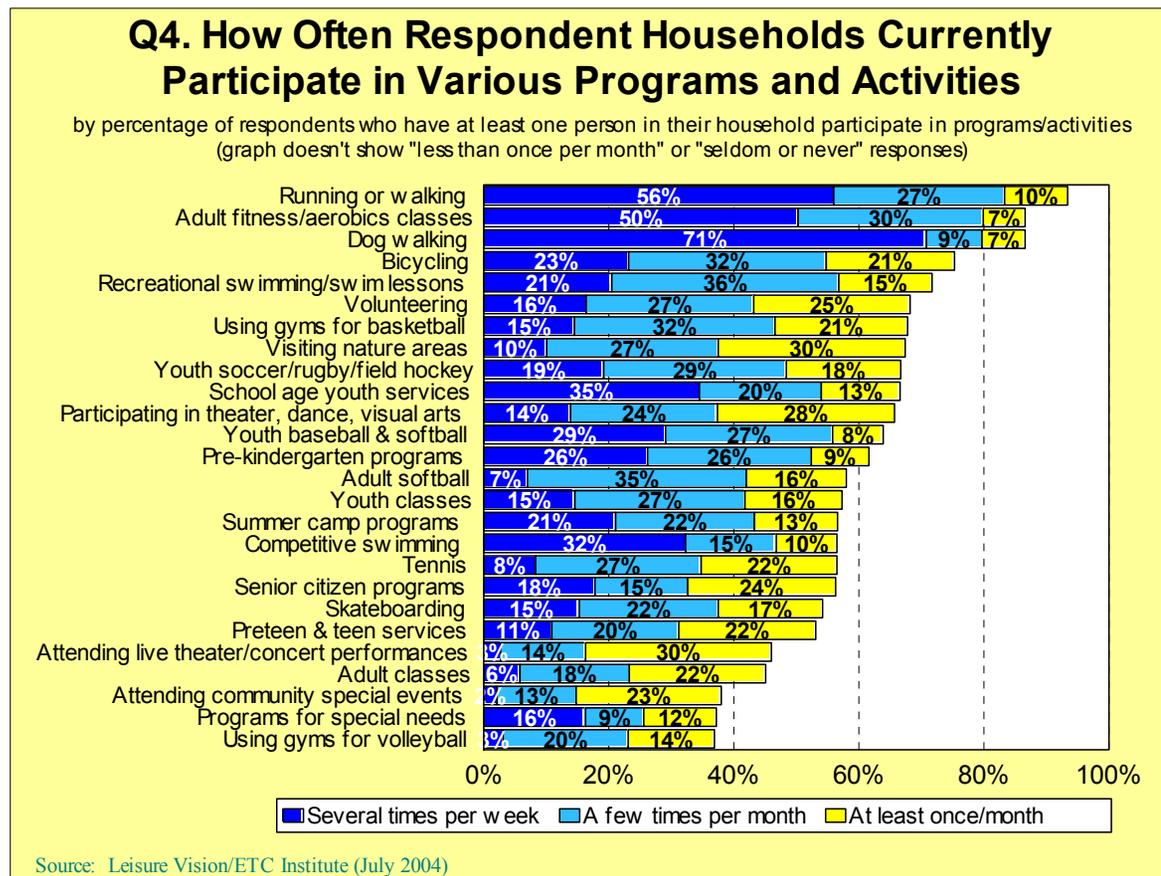


Frequency of Use of Various Programs and Activities

From the list of 26 various programs and activities available to City of San Francisco residents, respondents who have at least one person in their household participate in programs or activities were asked to indicate how often they participate in each one. The following summarizes key findings:

(Note: The graph below does not show the percentage of respondents who indicated “less than once/month” or “seldom/never”.)

- Ninety-three percent (93%) of respondent households who participate in running or walking indicated they currently participate in it at least once per month.** There are four other programs and/or activities that over 70% of respondent households currently participate in at least once a month, including: adult fitness/aerobics classes (87%); dog walking (87%); bicycling (76%); and recreational swimming/swim lessons (72%). It should also be noted that dog walking (71%) is the program and/or activity that the highest percentage of respondent households currently participate in several times per week, based on those households who have at least one person in their household participate in programs/activities.

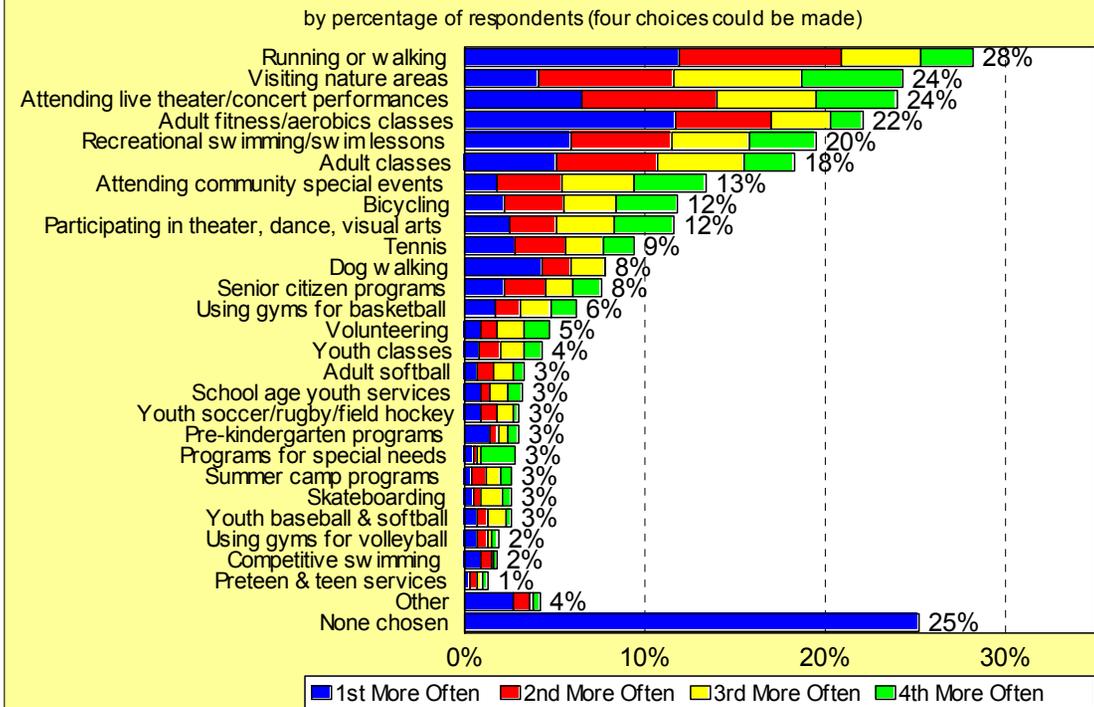


Programs and Activities Respondents Would Participate in More Often

From the list of 26 various programs and activities available to City of San Francisco residents, respondents were asked to select the four that they and members of their household would participate in more often if more programming was available by the City. The following summarizes key findings:

- Running or walking (28%) had the highest percentage of respondents select it as one of the four programs and/or activities they would participate in more often if more programming were made available by the City.** There are five other programs and/or activities that at least 20% of respondents selected as one of the four they would most participate in more often, including: visiting nature areas (24%); attending live theater/concert performances (24%); adult fitness/aerobics classes (22%); and recreational swimming/swim lessons (20%). It should also be noted that running or walking had the highest percentage of respondents select it as their first choice as the program and/or activity they would participate in more often if more programming was available.

Q5. Programs and Activities Respondent Households Would Participate in More Often if More Programming Was Available



Source: Leisure Vision/ETC Institute (July 2004)

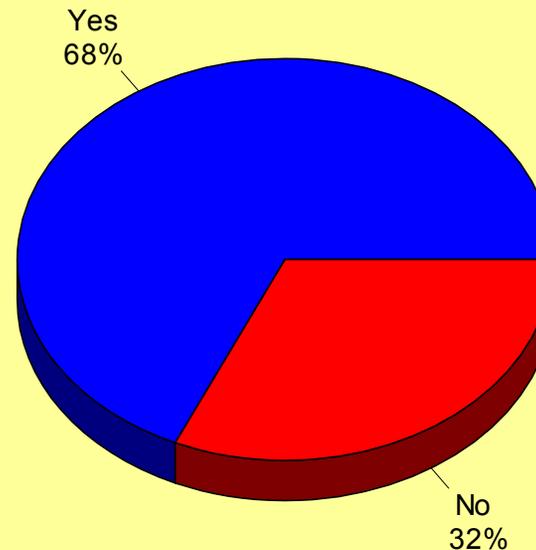
Visitation of Facilities During the Past Year

Respondents were asked if they or members of their household have visited any San Francisco Recreation and Park Department facilities during the past year. Respondent households that have visited facilities during the past year were asked to indicate which three facilities they visit most often. The following summarizes key findings:

- **Sixty-eight percent (68%) of respondent households have visited San Francisco Recreation and Park Department facilities during the past year.**
- **Golden Gate Park is the San Francisco Recreation and Park Department facility that was visited by the highest number of respondent households during the past year.** Other facilities visited by a high number of respondent households over the past year include Dolores Park and Crissy Field.

Q6. Have Respondent Households Visited Any San Francisco Recreation and Park Department Facilities in the Past Year

by percentage of respondents



6a. Facilities visited most often
 Golden Gate Park
 Dolores Park
 Crissy Field

Note: Crissy Field is not an RPD facility

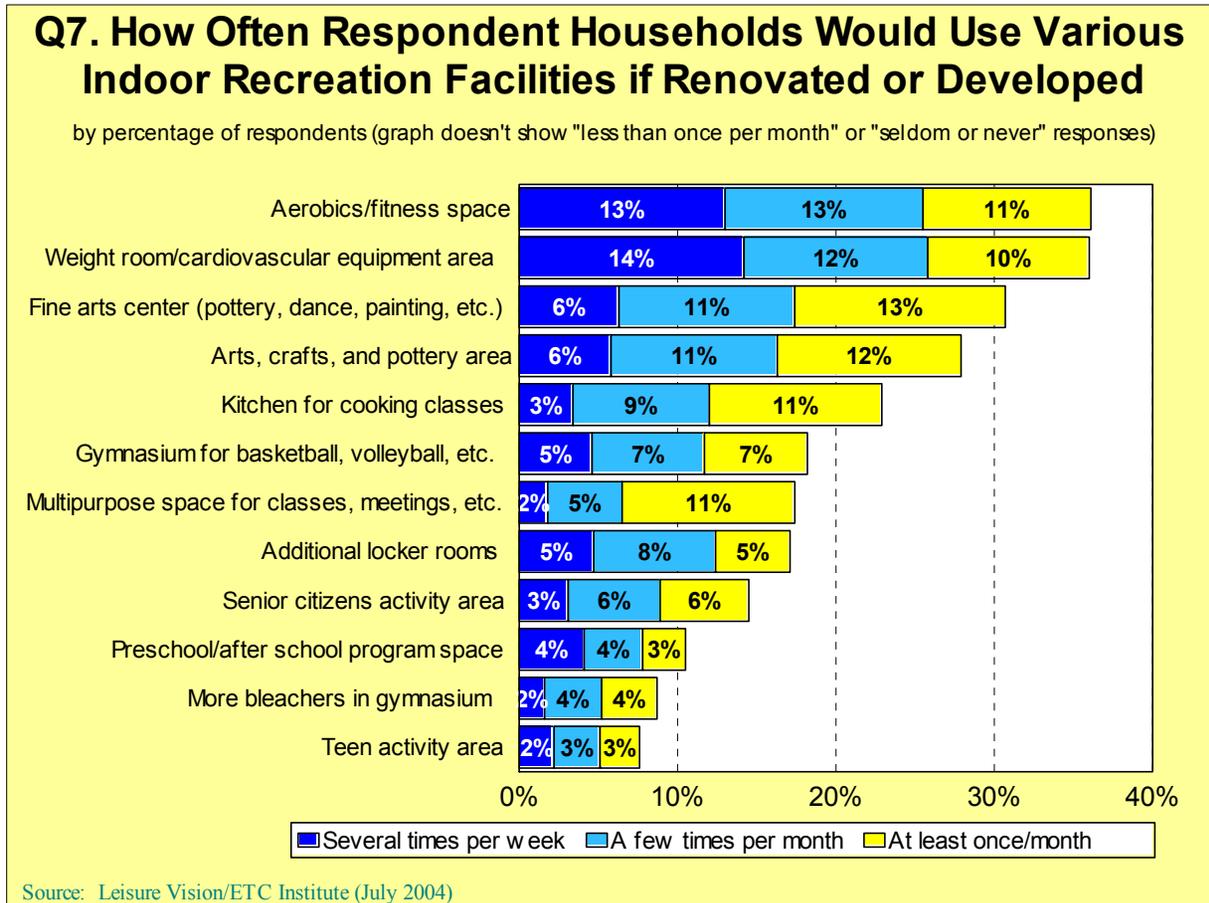
Source: Leisure Vision/ETC Institute (July 2004)

How Often Respondent Households Would Use Indoor Recreation Facilities

From a list of 12 various indoor recreation facilities that could be renovated or developed by the San Francisco Recreation and Park Department, respondents were asked to indicate how often they and members of their household would use each facility. The following summarizes key findings:

(Note: The graph below does not show the percentage of respondents who indicated “less than once/month” or “seldom or never”.)

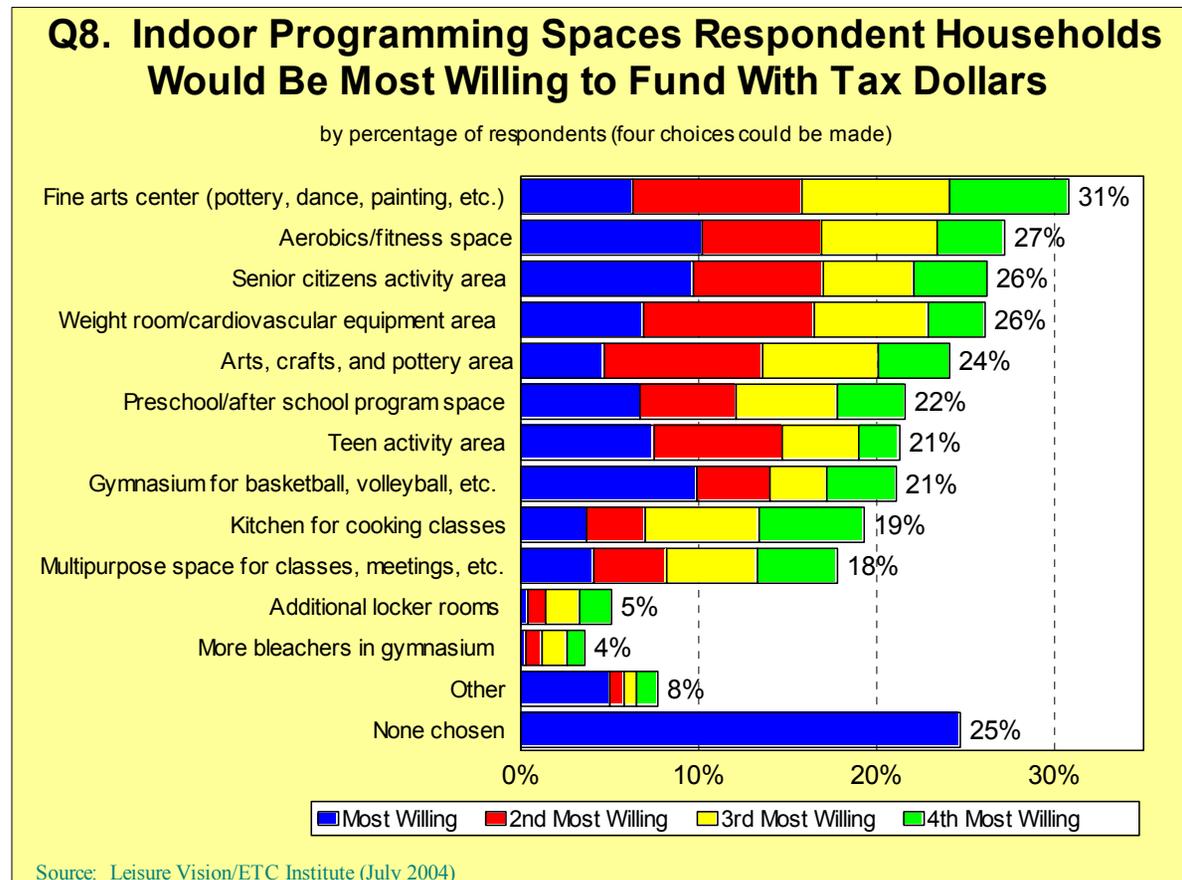
- Thirty-seven percent (37%) of respondent households indicated they would use aerobics/fitness space at least once a month.** There are two other indoor recreation facilities that at least 30% of respondent households would use at least once a month, including: weight room/cardiovascular equipment area (36%); and fine arts center (30%). It should also be noted that a weight room/cardiovascular equipment area (14%) is the facility that the highest percentage of respondent households indicated they would use several times per week.



Indoor Recreation Facilities Respondents Would Be Most Willing to Fund with Tax Dollars

From the list of 12 various indoor recreation facilities that could be renovated or developed by the San Francisco Recreation and Park Department, respondents were asked to select the four that they and members of their household would be most willing to fund with their tax dollars. The following summarizes key findings:

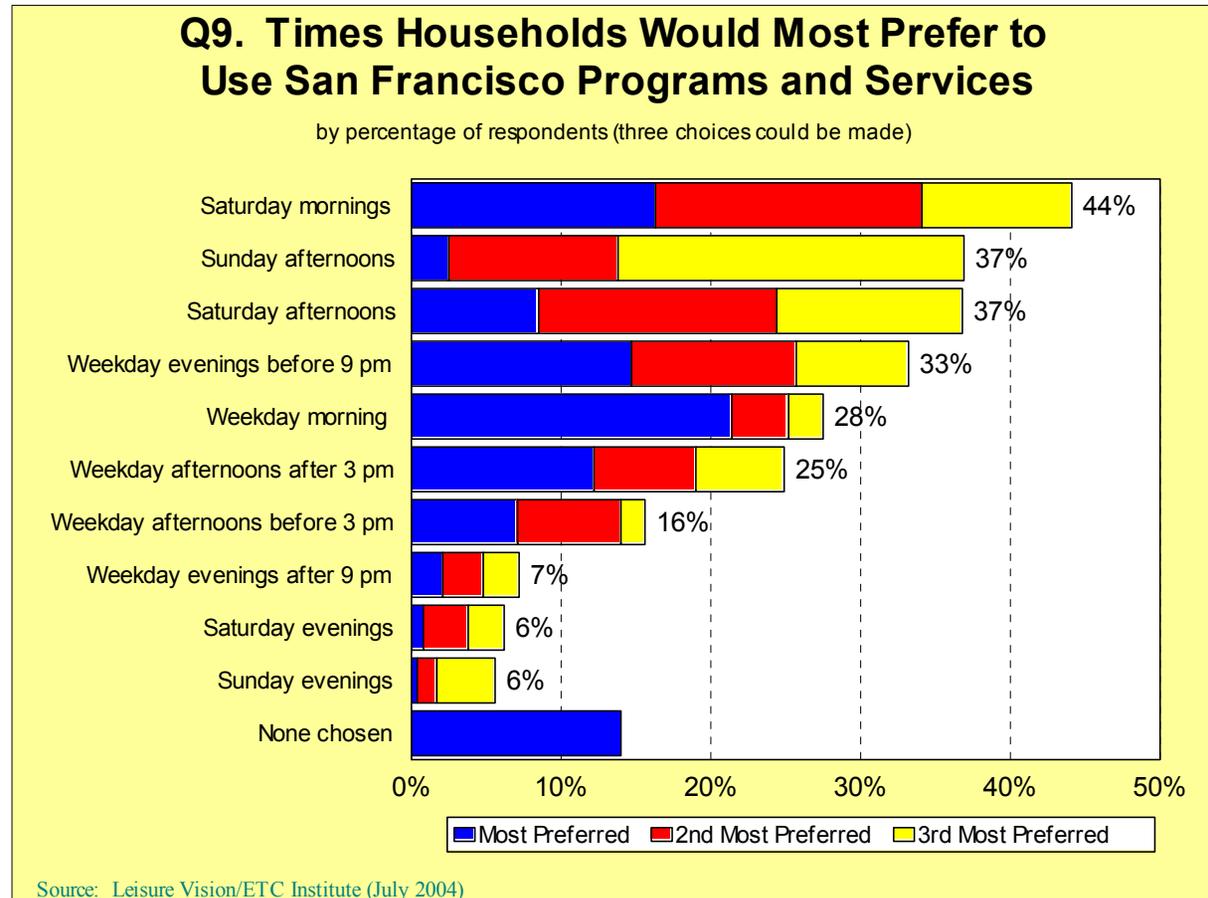
- A fine arts center (31%) had the highest percentage of respondents select it as one of the four indoor recreation facilities they would be most willing to fund with their tax dollars. There are three other facilities that over one-fourth of respondents selected as one of the three they would be most willing to fund with their tax dollars, including: aerobics/fitness space (27%); senior citizens activity area (26%); and weight room/cardiovascular equipment area (26%). It should also be noted that aerobics/fitness space had the highest percentage of respondents select it as their first choice as the facility they would be most willing to fund with their tax dollars.



Times Households Most Prefer to Use San Francisco Programs and Services

From a list of 10 various times when respondents could use San Francisco programs and services, respondents were asked to indicate which three times persons in their household would most prefer to use programs and services. The following summarizes key findings:

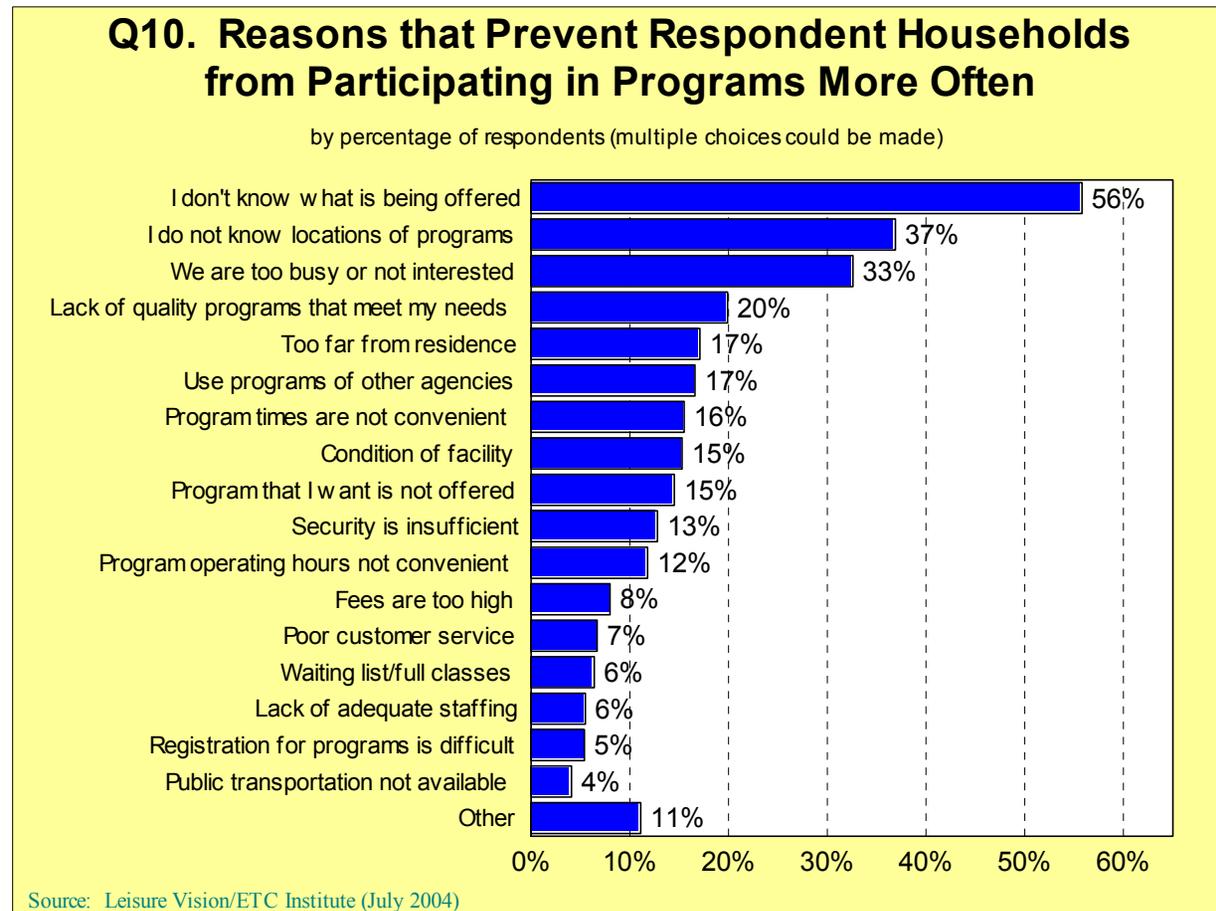
- Saturday mornings (44%) had the highest percentage of respondents select it as one of the three times they would most prefer to use programs and services.** There are three other times that had at least one-third of respondents select it as one of the three during which they would most prefer to use programs and services, including: Sunday afternoons (37%); Saturday afternoons (37%); and weekday evenings before 9pm (33%). It should also be noted that weekday morning had the highest percentage of respondents select it as their first choice as the time they most prefer to use programs and services.



Reasons Preventing the Use of Programs More Often

From a list of 17 reasons, respondents were asked to select all of the ones that prevent them and members of their household from participating in San Francisco Recreation and Park Department programs more often. The following summarizes key findings:

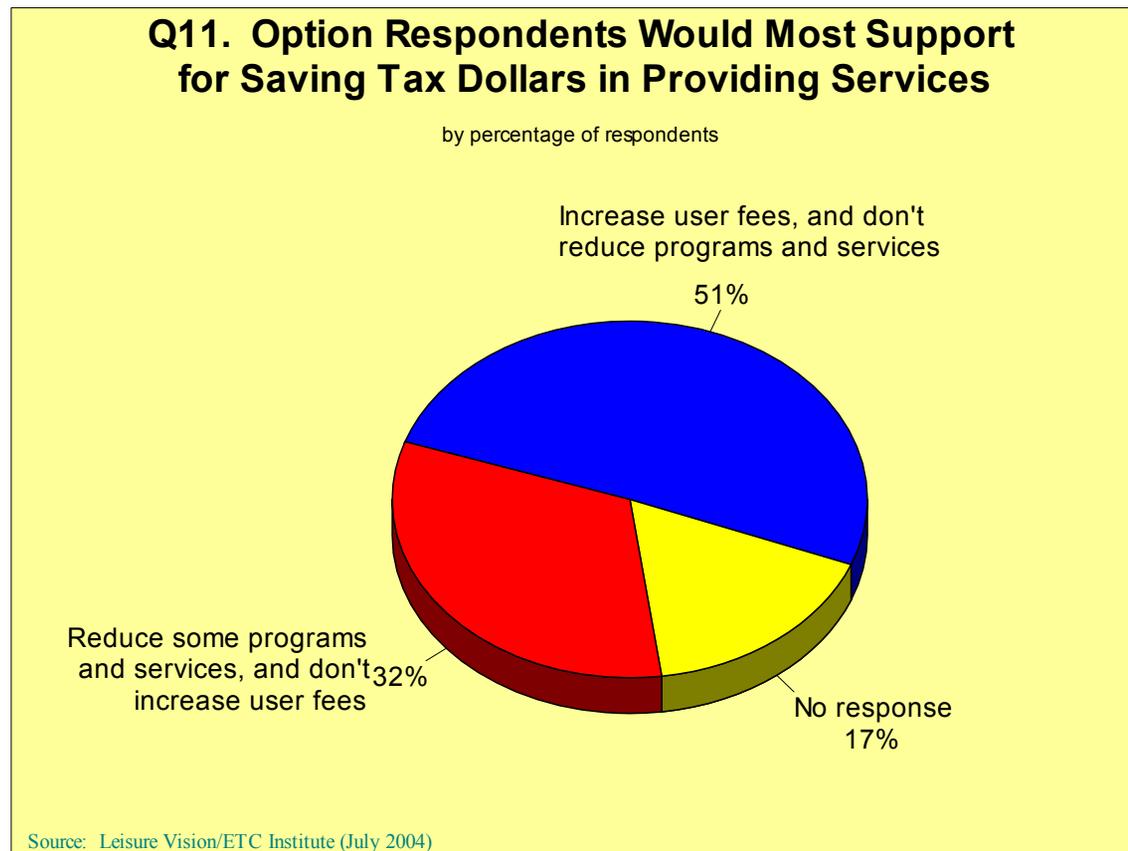
- **“I don’t know what is being offered” (56%) is the reason that prevented the highest percentage of respondent households from participating in programs more often.** There are two other reasons that prevented at least one-third of respondents from participating in programs more often, including: “I do not know locations of programs” (37%); and “we are too busy or not interested” (33%).



Most Supported Options for Saving Tax Dollars in Providing Services

From a list of two options, respondents were asked to indicate which one they would most support in saving tax dollars in providing services. The following summarizes key findings:

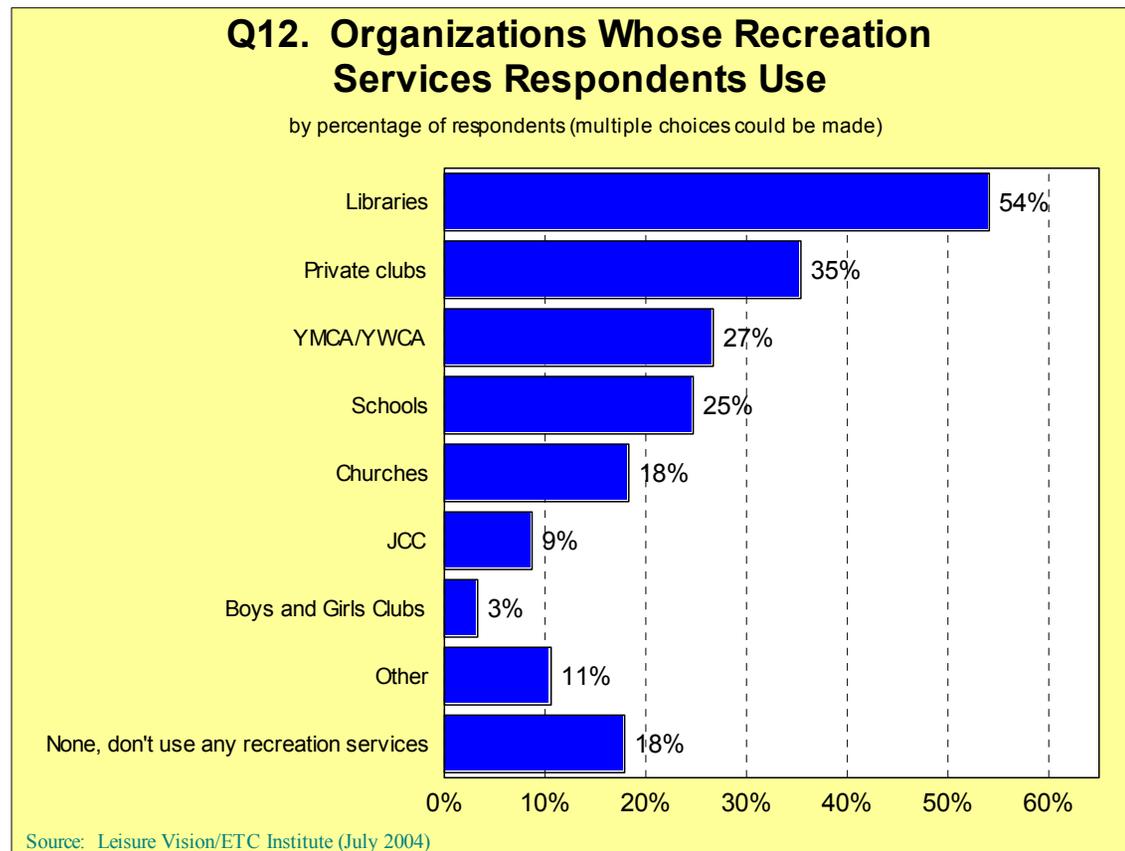
- **Fifty-one percent (51%) of respondents selected “increase user fees, and don’t reduce programs and services” as the option they would most support.** An additional 32% selected “reduce some programs and services, and don’t increase user fees” as the option they would most support. Seventeen percent (17%) of respondents did not provide an answer.



Organizations Used for Recreation Services

From a list of seven options, respondents were asked to select all of the organizations whose recreation services they use. The following summarizes key findings:

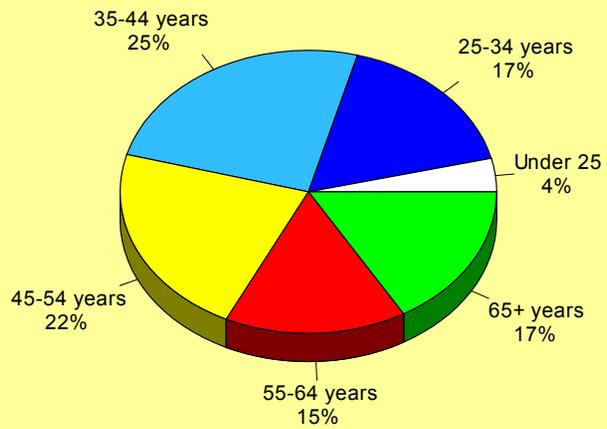
- **Fifty-four percent (54%) of respondents selected libraries as an organization whose recreation services they use.** There are four other organizations whose recreation services at least one-fourth of respondents use: private clubs (35%); YMCA/YWCA (27%); and schools (25%).



Demographics

Q14. Demographics: Ages of Respondents

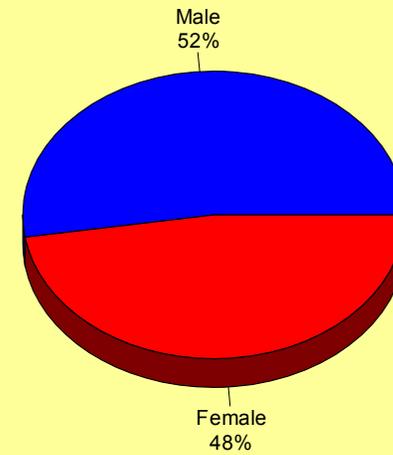
by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2004)

Q15. Demographics: How Do You Identify Yourself

by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2004)

Demographics (Continued)

Q16. Demographics: Household Income

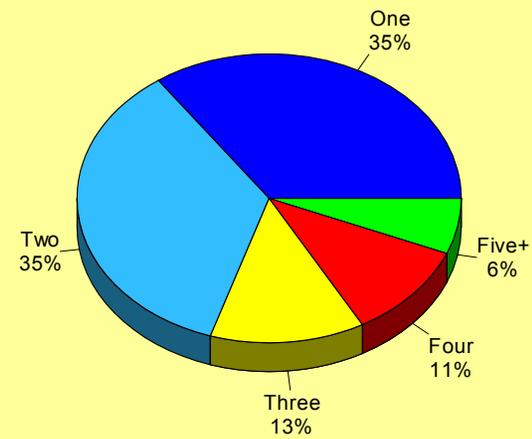
by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2004)

Q17. Demographics: Number of People in Household

by percentage of respondents

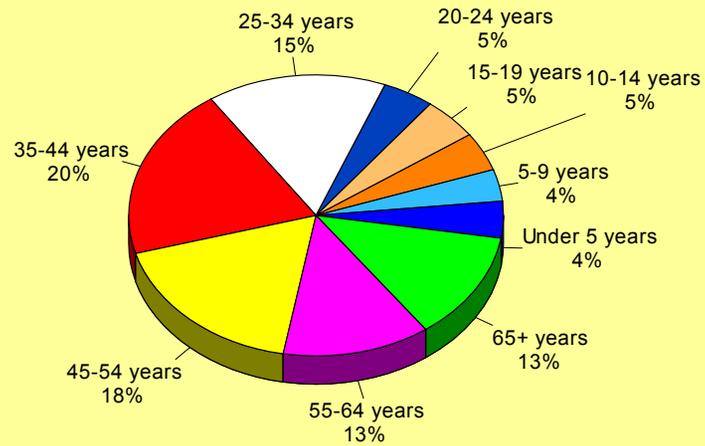


Source: Leisure Vision/ETC Institute (July 2004)

Demographics (Continued)

Q18. Demographics: Ages of People in Household

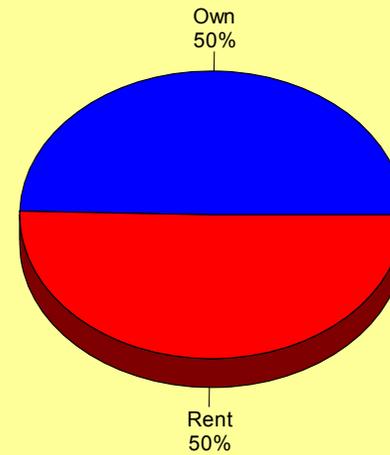
by percentage of household occupants



Source: Leisure Vision/ETC Institute (July 2004)

Q19. Demographics: Own or Rent Residence

by percentage of respondents

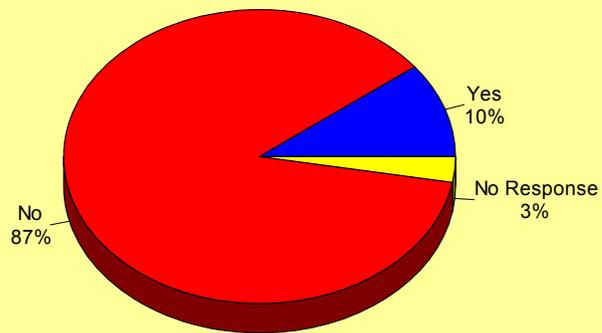


Source: Leisure Vision/ETC Institute (July 2004)

Demographics (Continued)

Q20. Demographics: Are Household Members of Hispanic, Latino, or Spanish Ancestry

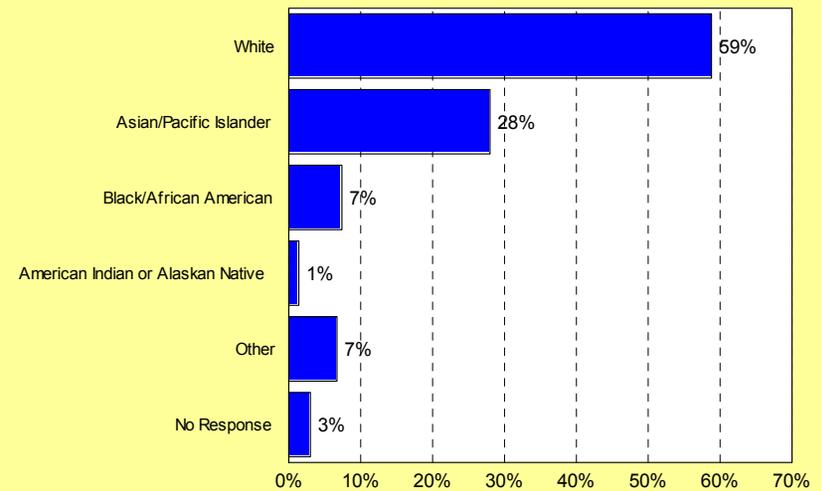
by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2004)

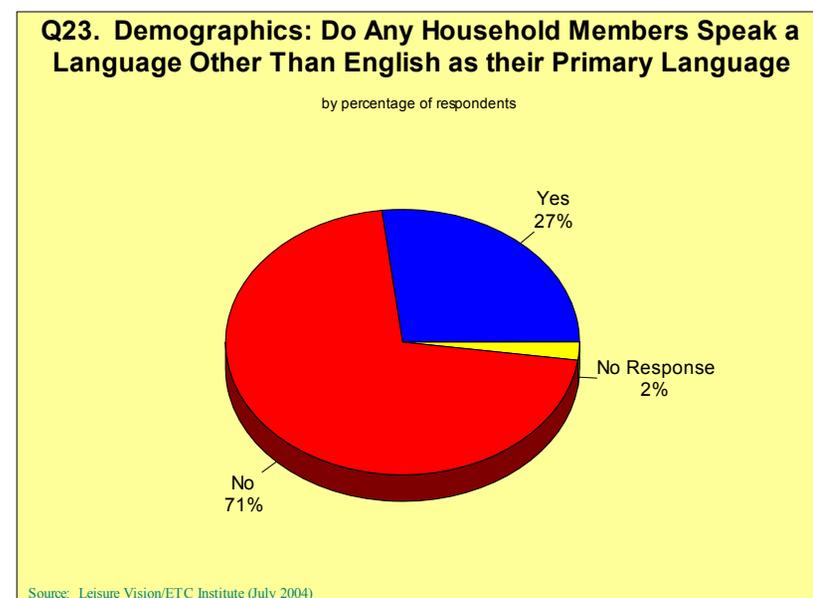
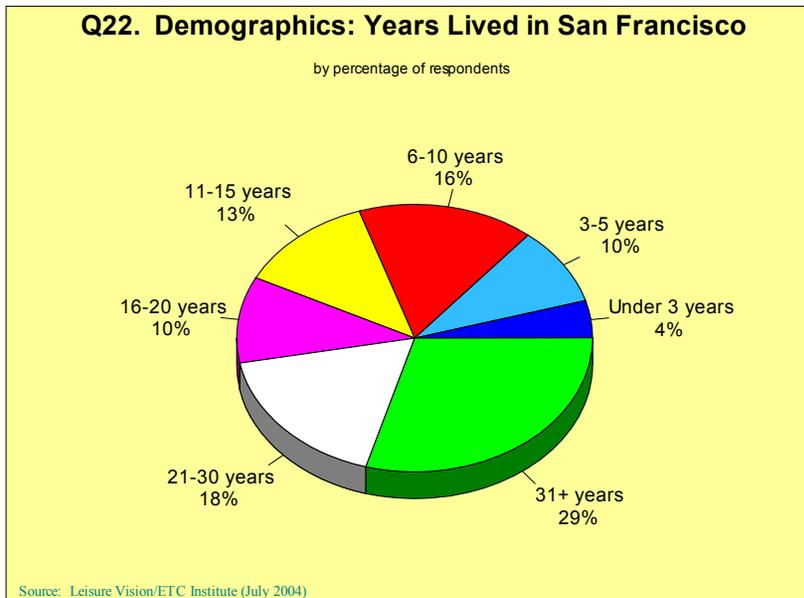
Q21. Demographics: Race/Ethnicity

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (July 2004)

Demographics (Continued)



Appendix B
Service Area Maps

1. Ball fields serving baseball and softball service areas to population

2. Multi-use/soccer pitch fields service areas to population

3. Pool capacity and attendance

4. Recreation Center total attendance compared to population density

5. Pre K program total attendance compared to Pre K population density (ages 5 and under)

6. School age services total attendance compared to school age population density (ages 6 to 12)

7. Teen services total attendance compared to teen population density (ages 13 to 18)

8. Outdoor basketball courts service area

9. Outdoor tennis courts service area

Appendix C
Implementation Matrix

Goal 1 - Develop consistent core programs and facility standards across the City so all participants and users receive a quality Recreation experience.	
Strategies	Tactics
1.1 – Create consistent program design standards for all core programs as it applies to staff-to-user ratios, hours, program content by level of activity, activity outcomes and equipment access.	<ul style="list-style-type: none"> • Establish, with Program Staff, Program Design standards for all core programs over a two year period. • Implement these Design Standards and measure the community’s response to them on a quarterly basis. • Fund the agreed to design standards to the tax level acceptable based on the values of the community. • Price the core services based on the level of exclusivity a person receives above a general taxpayer good. • Train staff on the value of developing design standards and the impact on quality and consistency across the City.
1.2. – Prepare written maintenance standards for all indoor and outdoor recreation facilities with training for staff to meet those standards.	<ul style="list-style-type: none"> • Recreation Staff will work with the Facility Maintenance Staff and Park Maintenance Staff to relate written maintenance standards needed that meet the funding levels available. • Recreation Staff will inform all users of the standards in place and see how well the community responds to these standards through post evaluations. • Training will be performed for all staff on how to meet these standards on an as needed basis.
1.3 - Develop safety standards for all indoor and outdoor recreation facilities with adequate staffing levels.	<ul style="list-style-type: none"> • The Recreation Staff will work with the capital improvement staff, facility maintenance staff and the police department to develop a safety plan for all recreation facilities both indoor and outdoor • A safety budget will be developed to make the necessary improvements to make users and staff feel comfortable
1.4 – Price programs based on the true cost of services and a tax subsidy levels desired for each core program area based on the level of benefit received and community values supported.	<ul style="list-style-type: none"> • The Finance Department, the Information Technology Department and Recreation Staff will implement a cost of service program to track direct and indirect costs. • Once true costs are established for recreation programs and facilities, a pricing plan will be put into place based on an up-to-

	<p>date pricing policy.</p> <ul style="list-style-type: none"> • All new pricing changes will be phased in over a two year period to achieve the targeted subsidy level established.
<p>1.5 – Update all program and facility policies and train staff on how to enforce and manage the policy.</p>	<ul style="list-style-type: none"> • All existing recreation policies will be evaluated for how effective they are and what needs to be changed to give the staff what they need to manage proactively. • Policies that are outdated and no longer apply will be eliminated. • Procedures will have written flow charts on how the procedures should work. Staff will eliminate any unnecessary signatures and pass through to eliminate bureaucracy. • Staff will be trained on how to interpret policies correctly and communicate the policy to users who use the system.
<p>1.6 - Balance access to facilities and programs equitably across the City as new sites are developed, existing sites renovated, or programs offered.</p>	<ul style="list-style-type: none"> • Using GIS maps established as part of the Recreation Assessment Report, the capital improvement staff, planning staff, and recreation staff will consistently evaluate renovation and new capital projects to ensure that efforts are made to create equity of access for citizens. • Programs will be placed on GIS maps to evaluate fairness of program opportunities. These will be evaluated and adjusted on a quarterly basis by staff.

Goal 2 – Recreation services will meet community needs through effective use of demographic data and increased marketing and promotional efforts to inform users of services.	
Strategies	Tactics
2.1 - Print three seasonal brochures and distribute citywide.	<ul style="list-style-type: none"> • The Recreation staff and the marketing division will create a seasonal brochure program plan to establish which program will go into the program guide and how each program will be written • The Registration Division will code and place all programs in the “CLASS” software system. • The Marketing Division will work with the Recreation Staff to create a seasonal theme. • The Marketing Division will bid out printing and distribution of the seasonal brochure. • The Recreation Staff will include the cost of the brochure in their program prices to cover the printing and distribution costs.
2.2 - Update program registration process to provide on-line registration within the next two years.	<ul style="list-style-type: none"> • The Registration Division will work with the IT Department and the “CLASS” software company to provide on-line registration on the City's web site. • The Recreation and Parks Department web site will be updated to allow users to register for programs and with information on how to access all services provided by the City.
2.3 - Develop individual marketing plans for all core programs and recreation facilities.	<ul style="list-style-type: none"> • Staff will be trained on how to write a marketing plan for their respective facility, pool or core program. • Staff will write their own marketing plans • Measurable outcomes will be established for tracking the marketing plan impact on participant use.
2.4 - Develop program themes to help build promotional strategies.	<ul style="list-style-type: none"> • Develop program themes for each year and season. • Promotional ads will be developed along with banners and signage, to build awareness of the theme in the community.
2.5 - Train staff on marketing principles, how to use GIS mapping, and	<ul style="list-style-type: none"> • Recreation Staff training will be conducted on how to use marketing principles in development of recreation programs and

<p>read trend reports on developing programs and strategies to increase participation levels.</p>	<p>program descriptions.</p> <ul style="list-style-type: none">• Recreation Staff will be trained on developing new programs based on reading recreation trends reports and GIS demographic maps to maximize their impact and use by the public.
<p>2.6 – Incorporate marketing costs into the price of programs so marketing dollars are available to promote recreation services.</p>	<ul style="list-style-type: none">• As part of the development of the activity based costing system, marketing costs will be included.• User fees for programs and facilities will include marketing costs for printing and distribution.• The Finance Department will separate these marketing and promotional costs through a direct allocation transfer to the Marketing Division.

<p>Goal 3 – Recreation facilities will be valued as community assets by upgrading and maintaining all indoor and outdoor facilities in need of major repair over a ten year period to create a quality user experience and positive image for the City.</p>	
<p>Strategies</p>	<p>Tactics</p>
<p>3.1 - Evaluate issuing an additional bond to upgrade existing recreation centers, pools, and sports fields, and modernize all sites for completion over a ten year period.</p>	<ul style="list-style-type: none"> • The General Manager of the Recreation and Park Department needs to work with the Mayor’s office and Board of Supervisors to establish a strategy to put a bond issue on the ballot for recreation facilities and pool improvements • The bond issue should be based on accurate costs to bring the existing recreation facilities up to a 2005 level with modern efficiency improvements made. Bond costs should include inflationary numbers.
<p>3.2 – Develop a new field allocation policy for scheduling and using facilities with appropriate security measures in place to eliminate inappropriate use.</p>	<ul style="list-style-type: none"> • The City needs to update its field allocation policy with sports related groups involved in the use of City sports fields. • New security measures and field monitoring procedures need to be put into place that work to keep inappropriate use off of existing fields. • All field use should include maintenance fees for practice and games, to enhance field maintenance needs for grass seed, weed control, aeration and fertilization.
<p>3.3 – Develop an equipment replacement fund through increasing prices for recreation services to replace outdated and inappropriate equipment.</p>	<ul style="list-style-type: none"> • The City needs to allow an equipment replacement fund to be developed for recreation facility and pool needs. • The fund needs to be dedicated and funded from user fees. • The Recreation Staff needs to put together an annual equipment needs list that would provide the users a better quality experience funded from user fees.
<p>3.4 - Increase the frequency and quality of custodial care at recreation centers and pools to make users feel better about their experience.</p>	<ul style="list-style-type: none"> • The custodial service delivery standards need to be reevaluated as it appears there is great staff and the community dissatisfaction is with the level of service in place. • New custodial standards need to be put into place and managed to a much higher cleanliness level.

	<ul style="list-style-type: none"> • Recreation centers and pools need to be allowed to close one week a year for deep cleaning and painting upgrades.
<p>3.5 - Upgrade the image of all recreation facilities and pools with fresh paint and appropriate color schemes to enhance the public perception of the facilities provided by the City while they are waiting for infrastructure improvements.</p>	<ul style="list-style-type: none"> • The City needs to hire an interior facility designer to establish new color schemes inside facilities and pools to enhance the image and make them inviting. • New furnishings and fixtures need to be updated in all facilities • The City should update ten facilities a year for full color enhancements and furnishings.
<p>3.6 – Locate all new recreation facilities in under-served areas of the City to meet the goal of fairness in access based on equity maps prepared in this Recreation Assessment.</p>	<ul style="list-style-type: none"> • The City needs to develop new facility master plans that are program driven to create more productive and efficient recreation facilities. • A facility feasibility study should be developed for each recreation center or pool renovation on how to make the facility more efficient and more revenue producing. • A feasibility study will be created for each new or renovated recreation center or pool to maximize program trends into the design or re-design to maximize efficiency, participant productivity and revenue capacity.

Goal 4 - Update existing and create new partnership agreements to establish balance and equity of each partner's investment, creating trust and eliminating entitlement.	
Strategies	Tactics
4.1 - Update all partnership agreements and measure the level of equity investment each partner is contributing in and adjust to a 50/50 percent level for each partner. This is tied to facility costs, staff time, cash, and in-kind support.	<ul style="list-style-type: none"> • A complete list of all partnerships needs to be established with a matrix on how effective the partnership is. The matrix needs to establish if there is a working agreement in place, when it was last updated, level of contribution each partner is putting into the agreement, staff responsibility and the outcome each partner is to perform.
4.2 - Adopt partnership polices for public/public partnerships, public/not-for-profit partnerships and public/private partnerships.	<ul style="list-style-type: none"> • The City needs to establish a draft policy for each partnership type and seek Commission approval to meet with existing partners to review the new policy and where each partner is in meeting the policy requirements. • All new partnership will be updated to meet the requirements of the policy the partnership falls under by the end of 2006. • All partnership agreements will be brought before the Recreation and Park Commission for approval. • All partnership agreements should be no longer than two years in length.
4.3 - Develop a Partnership Division and hire a Partnership Coordinator to oversee and manage new and existing partnerships and train staff on how to work with partners.	<ul style="list-style-type: none"> • The Recreation Division needs to budget for the development of a partnership division in the 2005 budget. • The Recreation Division needs to hire a proven partnership person who knows how to manage and negotiate partnership agreements. • All staff needs to be trained on the terms of each partnership agreement that affects them. • Quarterly monitoring of the results of the partnership, based on agreed to outcomes, need to be put into place.
4.4 – Work with the Volunteer Coordinator to recruit, train and place volunteers in recreation programs and facilities to support existing staff	<ul style="list-style-type: none"> • The Recreation Division needs to coordinate with the existing volunteer coordinator to ensure that strategies from the Recreation Assessment Report are implemented.

<p>and create added value for the participant.</p>	<ul style="list-style-type: none"> • Train staff on how to work with volunteers. • Track and monitor all volunteer time and outcomes.
<p>4.5 - Recruit new partnerships to assist the City in delivery of recreation services to maximize the City’s resources.</p>	<ul style="list-style-type: none"> • Host a Partnership workshop and invite all potential partners to come to it. Review the partnership policies and seek their future interest in partnering with the City. • Get a major foundation to host and fund the partnership workshop. • Invite public recreation agencies from other cities and their partners that have been successful to review with San Francisco partners their success stories and why it works to build support for the value of partnering.
<p>4.6 - Create measurable outcomes for all partnerships and evaluate on a quarterly or semi-annual basis and post results.</p>	<ul style="list-style-type: none"> • Measurable outcomes for partnerships should include the percentage of outcomes agreed to that have been accomplished, in-kind dollars leveraged, customer satisfaction levels, and capital improvement dollars invested.
<p>4.7 - Train partnering agencies and volunteers on how to advocate for recreation services and facilities with key City leadership.</p>	<ul style="list-style-type: none"> • Teach partners involved with the Recreation Division how to accurately communicate their satisfaction level with the Recreation Division staff based on outcomes achieved. • Involve partners in planning projects, capital improvements and the budget development process so they feel a part of the system.
<p>4.8 - Continue Neighborhood Recreation Councils as advisory groups to help staff manage the recreation needs of the neighborhood.</p>	<ul style="list-style-type: none"> • Establish neighborhood Recreation Advisory Councils that assist the staff at recreation centers in developing programs and managing facilities. These Advisory Councils need to be patterned after successful systems. • Advisory Councils should not be able to collect and hold money • Advisory Councils should not be allowed to dictate how a recreation center is used, but advise staff on areas that need attention. They need to be a support group to the staff.

Goal 5 – Reposition recreation services as a viable City service by developing an outcome based management culture that focuses on accountability and exceeding the needs of users while building an efficient and productive organization that operates in a proactive manner.	
Strategies	Tactics
5.1 - Establish performance measures for all core programs and facilities and evaluate and post results quarterly.	<ul style="list-style-type: none"> • Recreation Staff need to implement three to four performance measures they will track on a yearly basis that demonstrate efficiency and productivity. • Staff needs to be trained on how to track performance measures and report them correctly.
5.2 - Create and maintain baseline data on all core programs and facilities. Track quarterly and share with all recreation staff.	<ul style="list-style-type: none"> • Staff needs to set up five to six baseline tracking areas that will help them make better decisions. • These need to be tracked on a quarterly basis and reported out to get staff and key decision makers involved in how this baseline information should be used to measure staff and program effectiveness.
5.3 - Develop an activity based costing program for all core programs and facilities to track unit costs and help to establish appropriate fees.	<ul style="list-style-type: none"> • Establish three to four programs in each core program area where a full activity based costing system will be put into place and track for six months to a year. • Use the information in setting prices for services and in negotiating partnership agreements.
5.4 - Train all staff on how to use and read demographic and trend reports to target recreation services to the age segments desired.	<ul style="list-style-type: none"> • For all staff involved in developing programs, establish training in the proper way to use trend data and survey data collected in the Recreation Assessment process to support their program decisions. • Teach Staff how to manage age segments to activity to create a life time customer.
5.5 - Manage all recreation programs based on a life cycles and modify programs to maintain a growth mode as needed.	<ul style="list-style-type: none"> • Train staff on how to track and manage program life cycles by age segment to keep people motivated to stay in the program after one or two sessions.
5.6 - Allow staff to have input into their operating budgets and allow	<ul style="list-style-type: none"> • Train staff on the Budget process and how to create program budget sheets that roll up to support program standards and

<p>them to manage to those budget outcomes while holding them accountable for the revenues expected and expenses incurred.</p>	<p>measures.</p> <ul style="list-style-type: none"> • Staff needs to be involved in controlling their own budgets through a review process and a revenue and expense tracking process based on agreed upon outcomes.
<p>5.7 - Allow staff to create earned income opportunities and retain a percentage of their money earned in the targeted program.</p>	<ul style="list-style-type: none"> • Seek the Finance Division’s support in allowing all earned income gained to stay in the program it came from.
<p>5.8 - Seek partners to help in updating capital improvements in recreation facilities.</p>	<ul style="list-style-type: none"> • The recreation staff needs to develop a project by project approach to seek partners support for funding capital Improvements at recreation centers with the support of the Capital Improvement Division of the Department.
<p>5.9 - Create a San Francisco Recreation and Park Department Leadership Institute to teach, train and help park and recreational professionals to grow into leadership positions within the Department.</p>	<ul style="list-style-type: none"> • The General Manager of the Recreation and Park Department needs to work with the staff to develop a leadership institute for the department to grow the next level of leaders in the system. • 25 Staff should be invited to a year long training program with staff involved meeting 12 times over the course of the year.
<p>5.10 - Fully implement the new organizational changes including the addition of a Partnership Division, a Recreation Marketing Division and a Revenue Division.</p>	<ul style="list-style-type: none"> • Seek Budget approval to create these three new divisions to help raise needed operational costs. • Hire proven specialists in each Division who can grow the leadership capacity of the Department in these new areas.
<p>5.11 - Recreation staff will meet the highest level of professional standards as it applies to implementing the Recreation Assessment.</p>	<ul style="list-style-type: none"> • All staff will be trained on the elements of the Recreation Assessment Report that applies to their area of expertise • Staff will be trained in customer service, performance measures tracking, communication with users and partners, standards management and appropriate marketing techniques, to enhance their progress. • Staff will track and report results in a timely basis and maintain good baseline information to support better decision making.

Appendix D
Core Services Matrix

Core Program Matrix

Activity	Type	Geographic Area	Dedicated Facility	Who's Served	Drop-In Or Register	Sessions/Seasons	Fee	Participation
SCHOOL AGE YOUTH SERVICES								
Latchkey-RDASC, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 01	Fulton PG, Richmond PG	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 02	Presidio Heights PG	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 04	South Sunset PG	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 05	Grattan PG, John Muir School	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 07	JP Murphy PG, Junipero Serra PG, Midtown Terrace PG, Miraloma PG, West Portal PG	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 08	Douglass PG, Glen Park RC	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 09	Garfield PG, Mission RC	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 10	Jackson PG, Silver Terrace PG, Visitation Valley School	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
Latchkey, Homework Assistance, Arts & Crafts, Dance, Textiles, & Music	CW	Dist. 11	Alice Chalmers PG, Crocker Amazon PG, Merced Heights PG	6 - 12 yrs.	Register	Afternoon program, except in summer	\$30 per month per child in school year	
PRE-K PROGRAMS								
Tiny Tots	CW	Dist. 01	Argonne PG, Cabrillo PG, Fulton PG, Richmond PG, Richmond RC, Rochambeau PG	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	\$25 per semester	
Tiny Tots	CW	Dist. 02	Cow Hollow PG, Moscone RC, Presidio Heights PG	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	\$25 per semester	
Tiny Tots	CW	Dist. 03	Helen Wills PG, Woh Hei Yuen	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	\$25 per semester	
Tiny Tots	CW	Dist. 04	Sunset RC, West Sunset PG	3 - 5 yrs.	Drop-In	Year-round	\$25 per semester	
Tiny Tots	CW	Dist. 05	Grattan PG	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	Varies	
Tiny Tots	CW	Dist. 06	Hayward PG	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	Varies	
Tiny Tots	CW	Dist. 07	Midtown Terrace PG, JP Murphy PG, Junipero Serra PG, Sunnyside PG, West Portal	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	\$25 per semester	
Tiny Tots	CW	Dist. 08	Christopher PG, Douglass PG, Upper Noe RC, Glen Park RC	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	Varies	
Tiny Tots	CW	Dist. 09	Bernal Heights PG, Mission PG, Mission RC, Rolph PG, St. Mary's RC	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	Varies	
Tiny Tots	CW	Dist. 10	Gilman PG, Jackson PG, Palega RC, Potrero Hill RC	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	Varies	
Tiny Tots	CW	Dist. 11	Alice Chalmers PG, Crocker Amazon PG, Excelsior PG, Merced Heights PG, Oceanview RC	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	Varies	
Kids Gym	CW	Dist. 01	Richmond RC	18 mo. - 4 yrs.	Drop-In	Year-round	\$25 per semester	
Kids Gym	CW	Dist. 02	Moscone RC	9 mo. - 36 mo.	Drop-In	Year-round	\$25 per 10 visits	
Kids Gym	CW	Dist. 04	Sunset RC	1 - 2 yrs.	Drop-In	Year-round	\$15 per 10 visits	
Kids Gym	CW	Dist. 07	JP Murphy PG	1.5 - 5 yrs.	Drop-In	Year-round	Free	
Kids Gym	CW	Dist. 08	Eureka Valley RC, Glen Park RC, Upper Noe RC	9 mo. - 5 yrs. Varies by location	Drop-In	Year-round	Varies	
Kids Gym	CW	Dist. 10	Palega RC	2.5 - 4.5 yrs.	Drop-In	Year-round	\$10	
Kids Gym	CW	Dist. 11	Oceanview RC	1 - 5 yrs.	Drop-In	Year-round	\$5	
Pee Wee Sports								
Micro Sports								
DAY CAMPS								
Pacific Art Camp	Site specific	Varies		4 - 14 yrs.	Register	(5) 2 week sessions	\$153 - \$170 Resident, \$221 - \$246 N/R	
Art In The Park	CW	Dist. 01	Sharon Arts Studio	11 - 15 yrs.	Register	4 sessions in summer	\$68 - \$85 Resident, \$98 - \$123 N/R	
Athletic Day Camp	CW	Dist. 04	Kezar Pavilion	7 - 14 yrs.	Register	(5) 2 week sessions	\$153 - \$170 Resident, \$221 - \$246 N/R	
Pine Lake Day Camp	CW	Dist. 04	Sigmund Stern Grove	6 - 11 yrs.	Register	9 weekly sessions	\$68 - \$85 Resident, \$98 - \$123 N/R	
Silver Tree Day Camp	CW	Dist. 04	Glen Park Canyon	6 - 11 yrs.	Register	9 weekly sessions	\$68 - \$85 Resident, \$98 - \$123 N/R	
Fog City Summer Camp	CW	Dist. 04	West Sunset Playground	11 - 15 yrs.	Register	9 weekly sessions	\$85 per week	
Randall Museum Camp	CW	Dist. 08	Randall Museum	18 & under ?	Register	9 weekly sessions	\$68 - \$85 Resident, \$98 - \$123 N/R	
Camp Gourmet	Site specific	Varies		11 - 14 yrs.	Register	9 weekly sessions	\$68 - \$85 Resident, \$98 - \$123 N/R	
TEEN SERVICES								
Young Peoples Teen Musical Theatre	CW	Dist. 05	Harvey Milk Recreational Arts Center, plus on the road	10 - 14 yrs.	Register	During School Year	Free or nominal cost for programs (varies)	
Young Teens on the Move	CW	Dist. 05	Harvey Milk Recreational Arts Center, plus on the road	10 - 14 yrs.	Register	During School Year	Free or nominal cost for programs (varies)	
Friday Night Fun for Teens	CW	Dist. 05	Harvey Milk Recreational Arts Center, plus on the road	13 - 18 yrs.	Register	During School Year	Free or nominal cost for programs (varies)	
Workrotation Program	CW	ALL	Office at Harvey Milk Recreational Arts Center	14 - 17 yrs.	Register	Year-round	Paid experience	
ADULT ATHLETICS								
SF Adult Softball	CW	ALL	Register through Athletics Office	16 + older	Register	March-July & July - Oct.	\$415 Co-ed & slow pitch, \$455 fast pitch	
Adult Women's Volleyball	CW	Dist. 04	Kezar Pavilion	18 + older	Register	Oct. - Dec., Apr. - June	\$200	
Adult Women's Basketball	CW	Dist. 04	Kezar Pavilion	18 + older	Register	Jan. - March	\$500	
Drop-in Volleyball	CW	Dist. 04	Kezar Pavilion	18 + older, co-ed	Drop-in	Mondays	\$2.00 per person	
Golden Gate Park Tennis	CW	Dist. 01	Golden Gate Tennis	All ages	Reservation	Year-round		

Core Program Matrix

CULTURAL ARTS							
Community Adult Theatre	CW	Dist. 05	Harvey Milk Recreational Arts Center, plus on the road	18 + older	Try-outs	Fall/Winter/Spring	Free
Capoiera	CW	Dist. 05	Harvey Milk Recreational Arts Center, plus on the road	All ages	Register	Year-round	Free
Midnight Music	CW	Dist. 05	Harvey Milk Recreational Arts Center, plus on the road	All ages	Drop-In	Year-round	Free
Ethnic Jazz	CW	Dist. 05	Harvey Milk Recreational Arts Center, plus on the road	All ages	Register	Year-round	Free
Park Sessions							
YOUTH ATHLETICS							
Junior Giants baseball	CW	ALL	Register at Kezar Pavilion	8 - 17 yrs. Girls/boys	Register	sign-up early June; play July-August	Free
S.F. Youth Baseball League	CW	Varies	Register at Kezar Pavilion	4 - 14 yrs. Girls/boys	Register	Teams formed Feb.-Mar.	Free
Girls Volleyball	CW	Varies	Register at Kezar Pavilion	8 - 17 yrs. Girls	Register	Spring/Summer	Free
Junior Warriors - Girls/boys Basketball	CW	Varies	Register at Kezar Pavilion	8 - 17 yrs. Girls/boys	Register	Winter	Free
Track	CW	Varies	Register at Kezar Pavilion	8 - 17 yrs. Girls/boys	Register	Spring	Free
Tennis	CW	Varies	Register at Kezar Pavilion	All ages	Register	Year-round	Free
Girls Softball	CW	Varies	Register at Kezar Pavilion	8 - 14 yrs. Girls	Register	Summer	Free
Table Tennis	CW	Tournament	Register at Kezar Pavilion	8 - 17 yrs. Girls/boys	Register	Summer	Free
Checkers	CW	Tournament	Register at Kezar Pavilion	8 - 17 yrs. Girls/boys	Register	Summer	Free
Punt & Kick	CW	Tournament	Register at Kezar Pavilion	8 - 17 yrs. Girls/boys	Register	Summer	Free
AQUATICS							
Recreation Swim	CW	ALL	All Pools	18 + older	Drop-In	Year-round	\$3.00
Lap swim	CW	ALL	All Pools	18 + older	Drop-In	Year-round	\$0.50 child, \$3.00 adult
Adult swim Lessons	Site specific	Varies	Rossi, Sava, Coffman, MLK, Balboa,	18 + older	Drop-In	Year-round	\$1.50 per lesson
Children's Swim Lessons	CW	ALL	All Pools	12 - 17 yrs.	Drop-In	Year-round	
Senior swim	Site specific	Varies	Rossi, Sava, Hamilton, Garfield, Coffman, Balboa	55 + older	Drop-In	Year-round	\$3.00
Merrionettes	Site specific	Varies	Rossi, Garfield, Balboa	12 - 17 yrs.	Drop-In	Year-round	
Special needs swim	Site specific	Varies	Garfield, Coffman	Persons w/disabilities	Drop-In	Year-round	\$0.50 child, \$3.00 adult
Pre-school swim lessons	CW	ALL	All Pools	Child under 48" w/parent	Drop-In	Year-round	
Masters Swim	Site specific	Varies	Sava, Hamilton	18 + older		Year-round	
Adult Swim-Competitive (Tsunami)	Site specific	Varies	Hamilton	gay & lesbian adults		Year-round	
SPECIAL POPULATIONS							
Assisted Services Division	CW	Dist. 10	Jackson PG, South Sunset PG	Developmentally Disabled			
Project Insight	Site specific	Dist. 4	Wawona Clubhouse	Audio/visually impaired		Year-round	Donation basis
ACTIVITY CENTERS							
Golden Gate Senior Center	Site specific	Dist. 01	Golden Gate SC	55 + older	Drop-In	Year-round	Varies
Sharon Arts Studio	Site specific	Dist. 01	Sharon Arts Studio	ALL	Register	Year-round	Varies
Harvey Milk Recreational Arts Bldg.	Site specific	Dist. 05	Harvey Milk Recreational Arts Building	ALL		Year-round	Varies
Photography Center	Harvey Milk Recreational Arts Bldg.			Year-round	\$200/year		
SF R & P Photography Center	Site specific	Dist. 05	Harvey Milk Recreational Arts Building	ALL	Register	Year-round	pay half price
Randall Museum	Site specific	Dist. 08	Randall Museum	ALL		Year-round	Varies
Camp Mather	Site specific	Yosemite					
Crocker State Park	Site specific						
Boxer Stadium	Site specific						
Kezar Stadium	Site specific	Dist. 04					
Kezar Pavilion	Site specific	Dist. 04					
CITY-WIDE SENIOR ADULT PROGRAMS							
Golden Gate Senior Center	Site specific	Dist. 01	Golden Gate SC	55 + older	Drop-In	Year-round	
Senior Valentine Day Dance	CW	Dist. 01		55 + older		Feb.	Free
Senior Get-Away Camp Mather	CW	Yosemite	Camp Mather	55 + older	Register	2 session/year	\$185.00 per person (55 + older)
Senior Holiday Outing	CW	Varies		55 + older	Register	November	Free
Senior Spring Surprise	CW	Dist. 01		55 + older	Register	Once a year (overnight)	
Senior Prom	CW	Dist. 01		55 + older	Register	spring	
Senior Trekkers	CW	Dist. 01		55 + older	Register	spring/fall	
Senior's Spring Hop & Shop	CW	Dist. 01		55 + older	Register	Once a year	
OUTDOOR EDUCATION							
Volunteer Opportunities	CW	ALL	Natural Areas Bldg, apply at Kezar Pavilion	ALL	Register	Year-round	Free
PERMITS/RESERVATIONS							
Recreation Facility Rentals	CW	ALL	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by class, hourly rate
Picnic Area Reservation	CW	ALL	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by site, group size
Kezar Pavilion	Site specific	Dist. 04	Kezar Pavilion	ALL	Register	4 seasons	Tiered by group, flat rate or % of tixs
Kezar Stadium	Site specific	Dist. 04	Kezar Stadium	ALL	Register	4 seasons	Tiered by group, flat rate or % of tixs
Randall Museum Rental	Site specific	Dist. 08	Randall Museum	ALL	Register	4 seasons	Tiered by room, group size
Boxer Stadium	Site specific	Dist. 11	Boxer Stadium	ALL	Register	4 seasons	Tiered by group, flat rate or % of tixs
Stern Grove Clubhouse	Site specific	Dist. 04	Stern Grove Clubhouse	ALL	Register	4 seasons	Tiered by day of week, hourly rate
Wedding Site Reservation	CW	ALL	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by site, hourly rate
Special Events	CW	ALL	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Athletic Field Reservation	CW	ALL	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by class, activity, lighting
Candlestick Park Stadium	Site specific	Dist. 10 (?)	Candlestick Park Stadium	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
G.G. Park Tennis Complex	Site specific	Dist. 01	Golden Gate Park Tennis Complex	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Camp Mather	CW	Yosemite	McLaren Lodge	Families	Register	Mid-June thru August (10 weeks)	Rate based on cabin/tent size, resident status
PLAZA RENTALS							
Justin Herman Plaza	Site specific	Dist. 03	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Union Square	Site specific	Dist. 06	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Joseph Alioto Piazza (Civic Center)	Site specific	Dist. 06	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Washington Square	Site specific	Dist. 03	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Portsmouth Square	Site specific	Dist. 03	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Music Concourse	Site specific	Dist. 01	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity
Dolores Park	Site specific	Dist. 08	Log Cabin Permits & Reservations Office	ALL	Register	4 seasons	Tiered by event, group size, day of week, activity

Non-Core Program Matrix

REGIONAL PARKS									
Buena Vista Park									
Glen Park Canyon									
Golden Gate Park									
Lake Merced									
McLaren Park									
Stern Grove/Pine Lake									
OTHER RECREATIONAL ASSETS & PROGRAMS									
Bocce Ball									
Crouquet									
Golden Gate Lawn Bowling									
Archery									
Horse Shoes									
Horse Stables									
Anglers Lodge									
Model Yacht Club									
Yacht Harbor									
Zoo									
Arboreteum									
Municipal Golf: Harding, Fleming, Lincoln, Golden Gate, Glen Eagles & Sharp Park									
DeYoung Museum									
Academy of Sciences									
Palace of Fine Arts									
Palace of Legion of Honor									
Conservatory of Flowers									