

City of San Diego Strategic Plan

City Mission

Opportunity in every neighborhood, excellent service for every San Diegan.

City Vision

Every day we serve our communities to make San Diego not just a fine city, but a great City.

Operating Principles

Customer Service	We value our residents, customers, and employees by designing solutions and services that put people first.
Empowerment & Engagement	We value a “Culture of Yes” where we empower employees to creatively solve problems and offer solutions.
Equity & Inclusion	We value equity by taking intentional action to create equal access to opportunity and resources.
Trust & Transparency	We value transparency by using data to make better-informed decisions, answer questions, and build trust with the public.

Priority Areas

Create Homes for All of Us	Ensuring every San Diegan has access to secure, affordable housing.
Protect & Enrich Every Neighborhood	Connecting communities to safe public spaces that offer opportunities to learn, grow, and thrive.
Advance Mobility & Infrastructure	Offering high-quality infrastructure and mobility options that are efficient, safe, and convenient.
Champion Sustainability	Creating livable, sustainable communities for all San Diegans, now and in the future.
Foster Regional Prosperity	Promoting economic growth and opportunity in every community, for every San Diegan.

Outcomes: Create Homes for All of Us

- 1 San Diegans benefit from a diversity of different housing types, with homes that are affordable to everyone in all communities.
- 2 The City helps San Diegans find ways to build housing cheaper, faster, and easier.
- 3 San Diegans live in vibrant communities with healthy homes and access to opportunity.
- 4 San Diegans experiencing homelessness have access to long-term housing with supportive services.

Outcomes: Protect & Enrich Every Neighborhood

- 1 San Diegans in all communities are connected to neighborhood assets that anchor community life, foster interaction, and promote well-being.
- 2 Every San Diegan has access to arts and culture opportunities on their own terms. Visitors are able to discover and experience local culture.
- 3 San Diegans benefit from accessible, convenient, safe, and comfortable recreational spaces in their communities.
- 4 San Diegans have equitable access to a network of libraries, including robust digital services and programming, that are tailored to local needs and interests.
- 5 San Diegans benefit from public safety services that encompass the diverse needs of residents and communities.

Outcomes: Advance Mobility & Infrastructure

- 1 San Diegans in all communities, of all ages and abilities, can efficiently get from point A to point B with mobility options that are safe, affordable, and sustainable.
- 2 San Diegans travel on high-quality infrastructure that creates safe and comfortable spaces for people to walk, roll, ride, or drive.

Outcomes: Champion Sustainability

- 1 San Diegans have equitable access to high-quality, healthy, preserved open spaces.
- 2 The City of San Diego provides a built environment that best sustains our natural environment and public health.
- 3 A resilient San Diego that can adapt to, recover from, and thrive under changing climate conditions.
- 4 San Diegans benefit from diligent, innovative waste management.
- 5 The City of San Diego leads by example with zero emission vehicles, net zero emission facilities, and resilient and efficient delivery of services.

Outcomes: Foster Regional Prosperity

- 1 San Diego residents and businesses are supported by a strong local economy, with well-paying jobs, economic activity, and opportunities in every community.
- 2 San Diego businesses benefit from programs and funding opportunities that are accessible and equitably distributed.
- 3 San Diegans have economic opportunity from relations with Mexico as a binational trade partner.
- 4 The San Diego region benefits from a thriving, skilled, and educated workforce capable of tackling the challenges and opportunities of tomorrow.
- 5 San Diegans benefit from a passionate, engaged City workforce that provides the highest level of customer service and represents the San Diego community.
- 6 City employees enjoy a culture of great leadership, appreciation, and acknowledgement, with opportunities for learning and development.
- 7 The City provides a clear, unified pathway for career growth and development.

TACTICAL EQUITY PLAN



Department Name:

Department Director:

Deputy Chief Operating Officer:

Department Mission

To provide healthy, sustainable, and enriching environments for all.

A mission statement articulates the department's purpose (why it exists).

Department Vision

To connect all to the City's diverse, world-class park system.

A vision statement articulates the desired future state of the department.

Parks and Recreation Department Goals

Goals

Goals are broad, multi-year, department-wide areas of priority and focus.

Goal 1

Provide access to clean, safe, and well-maintained parks.

Goal 2

Ensure access to enjoyable, fulfilling recreational opportunities to all.

Goal 3

Foster employee-centric sustainable growth and development.

Goal 4

Cultivate a diverse, equitable, and inclusive environment for our employees and the public.

Goal 5

Implement Climate Action Plan goals including fossil fuel use reduction, natural resource management, preservation, restoration, and tree planting.

Parks and Recreation Department Objectives and Activities



Objectives

Objectives are attainable, mid-term achievements that help to accomplish goals. If each objective is successfully completed, then it should lead you to accomplishing your higher-level goal as well.

Department Goal	Objective	Activities	Equality Standard (Future State)	Disparities (Current State)	Measure(s) of Success	Partner(s)	Strat Plan Priority Area	Strat Plan Op Principle	Notes
Which of your goals does this objective apply to?	List the objective.	What specific activities that will help you achieve this objective?	What is the universal equality standard that supports this objective?	Who is that equality standard not true for?	How will you know if you are moving in the right direction or making progress?	Who can help you accomplish this objective?	What area of the strategic plan does this objective apply to?	What operating principles does this objective apply to?	Please any additional notes, comments, or needs (data needs, questions, metric calculations, support needs, etc.)
1	Provide well-maintained parks.	Conduct maintenance activities such as mowing, trimming, edging, tree care, playground repairs, building system repairs, open space preservation and restoration, etc. in all parks following the 2018 park maintenance standards.	San Diegans deserve high-quality park assets that meet their recreation needs and preservation requirements.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index.	San Diegans and visitors have access to well-maintained parks, buildings, shorelines, beaches, and open spaces as measured by the annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Planning, General Services, Engineering and Capital Projects, Transportation, Stormwater, Environmental Services, Development Services, San Diego Police Department, Fire-Rescue, Lifeguard Services	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, and (5) Climate Equity Index.
1	Provide clean parks.	Conduct cleaning activities such as litter removal, trash can emptying, restroom cleaning, building cleaning, blowing, sweeping, excrement removal, power washing, etc. in all parks following the 2018 park maintenance standards.	San Diegans deserve clean park assets that have little litter, no illegal dumps, empty trash cans, sanitized restrooms, and gymnasiums and community spaces free of trash and debris.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index.	San Diegans and visitors have access to well-maintained parks, buildings, shorelines, beaches, and open spaces as measured by the annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Planning, General Services, Engineering and Capital Projects, Transportation, Stormwater, Environmental Services, Development Services, San Diego Police Department, Fire-Rescue, Lifeguard Services	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, and (5) Climate Equity Index.
1	Provide safe and enjoyable access to parks.	Focus on safety by inspecting all parks daily for any safety risks, repairing damaged or unsafe park equipment per the 2018 park maintenance standards, building the park ranger program to promote education and interpretation of the park system, working with law enforcement to address illegal activity, and ensuring staff and park patrons feel safe in the park system.	San Diegans deserve a park where everyone can recreate freely without concern about personal safety.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index.	San Diegans and visitors have access to well-maintained parks, buildings, shorelines, beaches, and open spaces as measured by the annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Planning, Race and Equity, General Services, Engineering and Capital Projects, Transportation, Stormwater, Environmental Services, Development Services, San Diego Police Department, Fire-Rescue, Lifeguard Services	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, and (5) Climate Equity Index.
2	Serve areas in and around Climate Equity Index communities of concern ("service area") by reducing impediments to program participation.	Reevaluate the fee waiver program to ensure programs are accessible to people at all income levels.	San Diegans participate in programs without worrying about user fees and other financial constraints.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index. Many San Diegans cannot afford the department's fee and thus do not register or participate in recreation programming.	No one is turned away from participating in programs at recreation facilities as measured by: (1) the change in number of program participants year-over-year, (2) the change in number of San Diegans participating in the fee waiver program, and (3) annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Planning, Department of Information Technology, Purchasing and Contracting, Non-Governmental Entities such as Price Philanthropies and San Diego Parks Foundation	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, and (5) Climate Equity Index.

Parks and Recreation Department Objectives and Activities



Objectives

Objectives are attainable, mid-term achievements that help to accomplish goals. If each objective is successfully completed, then it should lead you to accomplishing your higher-level goal as well.

Department Goal	Objective	Activities	Equality Standard (Future State)	Disparities (Current State)	Measure(s) of Success	Partner(s)	Strat Plan Priority Area	Strat Plan Op Principle	Notes
Which of your goals does this objective apply to?	List the objective.	What specific activities that will help you achieve this objective?	What is the universal equality standard that supports this objective?	Who is that equality standard not true for?	How will you know if you are moving in the right direction or making progress?	Who can help you accomplish this objective?	What area of the strategic plan does this objective apply to?	What operating principles does this objective apply to?	Please any additional notes, comments, or needs (data needs, questions, metric calculations, support needs, etc.)
2	Serve areas in and around Climate Equity Index communities of concern ("service area") by marketing programs to San Diegans.	Develop a strategic marketing and communication plan to effectively communicate programs and activities to all residents, regardless of race, age, ethnicity, gender, and language preference.	San Diegans have access to information regarding recreation programs and activities in a comprehensive format.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index. Many San Diegans with language barriers, limited access to or unfamiliarity with technology, or without transportation are especially impacted by the lack of communication and marketing of programs.	San Diegans attend desired recreation programs and events, and the Department's offerings match those expectations. This is measured by: (1) the change in number of program participants year-over-year, (2) the change in number of San Diegans participating in recreation programs, (3) the change in number of people following social media accounts owned by the Department, and (4) annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Planning, Department of Information Technology, Purchasing and Contracting, Non-Governmental Entities such as Price Philanthropies and San Diego Parks Foundation	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, and (5) Climate Equity Index.
2	Serve areas in and around Climate Equity Index communities of concern ("service area") by identifying and closing gaps in services between various recreation facilities.	Develop and implement a resource allocation model to (1) evaluate disparities between recreation facilities, (2) ensure programmatic offerings meet community needs, and (3) identify required funding infusions.	San Diegans can enjoy programs that meet their needs and relate to their preferred recreation activities, including but not limited to sports activities (including clinics and team competition); exercise classes; cultural programming; visual arts such as painting, ceramics, photography, etc.; and performing arts such as music, theater, and dance.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index. Many recreation centers have had limited recreation opportunities due to a decentralized model of offering programs over the past 40 years.	San Diegans attend desired recreation programs and events. They are not turned away due to lack of financial resources, lack of communication, and/or programs that do not match their recreation needs. This is measured by: (1) the change in number of program participants year-over-year, (2) the change in number of San Diegans participating in recreation programs, (3) the change in number of people following social media accounts owned by the Department, and (4) annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Planning, Department of Information Technology, Purchasing and Contracting, Non-Governmental Entities such as Price Philanthropies and San Diego Parks Foundation	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, (5) Climate Equity Index, (6) Opportunity Fund Council Policy (under development).
2	Connect all San Diegans with their local park by understanding and offering desired community recreation activities, programs, and events.	Conduct a needs assessment for each community to understand desired recreational opportunities of interest with a goal of engaging both San Diegans who regularly use City parks and those who do not.	Every community has a voice and feels their needs are represented at their local recreation center, community center, swimming pool, and park.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index. Many recreation centers have had limited recreation opportunities due to a decentralized model of offering programs over the past 40 years. No recreation programming needs assessment has been completed to date.	San Diegans attend desired recreation programs and events they are identified in a community-specific recreation programming needs assessment. They are not turned away due to lack of financial resources, lack of communication, and/or programs that do not match their recreation needs. This is measured by: (1) the change in number of program participants year-over-year, (2) the change in number of San Diegans participating in recreation programs, and (3) annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Planning, Race and Equity, Purchasing and Contracting, Non-Governmental Entities such as Price Philanthropies and San Diego Parks Foundation	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, (5) Climate Equity Index, (6) Opportunity Fund Council Policy (under development), and (7) Recreation Program Needs Assessment (under development).

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2	Expand digital equity by providing Wi-Fi (wireless Internet) in communities.	Provide digital equity to communities by installing free Wi-Fi (wireless Internet) to park facilities.	San Diegans have access to the internet at no cost.	This standard is not true for neighborhoods that were (1) built prior to the creation of current park acreage standards, (2) have a higher park usage rate due to limited park acreage and high population, (3) have fewer access opportunities to parks (per the Parks Master Plan), and/or (4) are communities of concern as identified in the Climate Equity Index. Many areas of the City lack routine access to the Internet, which can aid in job searches, school work, and a wide variety of educational opportunities. Free public Wi-Fi can reduce costs of Internet access for many San Diegans.	San Diegans and visitors have readily available, free, and easy access to wireless internet at all public spaces, including recreation centers and pools. This is measured by (1) number of locations with free wireless Internet and (2) usage data, including number of log-ins to the free public wireless Internet.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Planning, Department of Information Technology, Purchasing and Contracting, Non-Governmental Entities such as Price Philanthropies and San Diego Parks Foundation	Protect & Enrich Every Neighborhood	Empowerment & Engagement	Documents supporting the objective: (1) City General Plan, (2) Community Plans, (3) Parks Master Plan, (4) Park Maintenance Standards, and (5) Climate Equity Index.
3	Compensate employees at rates at or above average for various governmental agencies within San Diego County.	Bring forward special salary adjustments to ensure positions experiencing high turnover, vacancies, and/or poor recruitment are being paid appropriately.	Employees should be paid what they are worth.	This standard is not true for employees who do not understand various Personnel Department processes to advocate for higher wages and for those who do not use English as their primary language.	San Diegans and others seek employment with the Parks and Recreation Department because of high morale, high job satisfaction, competitive salaries, good training opportunities, excellent benefits, low turnover, and low vacancies. This is measured by (1) high employee satisfaction as reported by the employee satisfaction survey, (2) reductions year-over-year in position vacancies, (3) reductions year-over-year in position turnover, (4) increase in number of hours of employee training, (5) increase year-over-year in salary and wage rates.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Human Resources, Race and Equity, Personnel, AFSCME Local 127, Municipal Employees Association	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective include: (1) Civil Service Rules, (2) Personnel Manual, (3) Administrative Regulation on Rewards and Recognition, (4) Salary Ordinance, and (5) Memoranda of Understanding with recognized employee organizations
3	Create innovative ways to recognize and reward exceptional performance and special projects.	Provide numerous opportunities to recognize success and address areas of high turnover/vacancies, including: (1) discretionary leave days, (2) exceptional merit step increases, (3) exceptional merit cash payment awards, (4) employee of the quarter and year, (5) director's awards, and (6) recognition from Mayor and City Councilmembers for a job well done.	Employees need to be validated and thanked for their success.	This standard is not true for hourly employees, employees that don't seek any recognition, employees that don't know how to nominate others, and those who do not use English as their primary language.	San Diegans and others seek employment with the Parks and Recreation Department because of high morale, high job satisfaction, competitive salaries, good training opportunities, excellent benefits, low turnover, and low vacancies. This is measured by (1) high employee satisfaction as reported by the employee satisfaction survey, (2) reductions year-over-year in position vacancies, (3) reductions year-over-year in position turnover, (4) increase in number of hours of employee training, (5) increases year-over-year in use of rewards to recognize and celebrate successes.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Human Resources, Personnel, AFSCME Local 127, Municipal Employees Association	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective include: (1) Civil Service Rules, (2) Personnel Manual, (3) Administrative Regulation on Rewards and Recognition, (4) Salary Ordinance, and (5) Memoranda of Understanding with recognized employee organizations

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3	Improve recruitment and retention efforts, and create a desirable and attainable workforce.	Highlight job opportunities to the community.	Everyone has an opportunity to work and have a career with the Department. The City is viewed as one of the best employers in the region, and the Department is seen as one of the most desirable places to work in the City.	This standard is not true by those unaware of recruitment and employment opportunities, especially in communities of concern as identified in the Climate Equity Index.	San Diegans and others seek employment with the Parks and Recreation Department because of high morale, high job satisfaction, competitive salaries, good training opportunities, excellent benefits, low turnover, and low vacancies. This is measured by (1) high employee satisfaction as reported by the employee satisfaction survey, (2) reductions year-over-year in position vacancies, (3) reductions year-over-year in position turnover, and (4) increases in number of candidates applying for Department job opportunities.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Human Resources, Personnel, AFSCME Local 127, Municipal Employees Association	Protect & Enrich Every Neighborhood	Trust & Transparency	Documents supporting the objective include: (1) Civil Service Rules, (2) Personnel Manual, (3) Administrative Regulation on Rewards and Recognition, (4) Salary Ordinance, and (5) Memoranda of Understanding with recognized employee organizations
4	Strategize environmental scans to our facilities to ensure that they are culturally inclusive and free of insensitive or racist materials.	Train our employees and the public on culturally sustainable practices focused on equity and inclusion.	Every person deserves a cultural inclusive environment with respect and dignity for all.	This standard is not true for Black people, indigenous people, people of color, ethnic groups, and women.	Employees feel respected, safe, empowered, and heard. This is measured by (1) high employee satisfaction as reported by the employee satisfaction survey, (2) reductions year-over-year in position vacancies, (3) reductions year-over-year in position turnover, and (4) increases in number of candidates applying for Department job opportunities.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Human Resources, Personnel, AFSCME Local 127, Municipal Employees Association	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective include: (1) Civil Service Rules, (2) Personnel Manual, (3) Administrative Regulation on Rewards and Recognition, (4) Salary Ordinance, and (5) Memoranda of Understanding with recognized employee organizations
4	Cultivate a culture of respect in our facilities by following the principles of respect, equity, and inclusion.	Establish and follow the rules of conduct for the park system.	Every person deserves a cultural inclusive environment with respect and dignity for all.	This standard is not true for Black people, indigenous people, people of color, ethnic groups, and women.	San Diegans and visitors feel respected, safe, empowered and heard. This is measured by: (1) the change in number of program participants year-over-year, (2) the change in number of San Diegans participating in recreation programs, and (3) annual customer satisfaction survey.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Race and Equity, Human Resources, Personnel, AFSCME Local 127, Municipal Employees Association	Protect & Enrich Every Neighborhood	Equity & Inclusion	Documents supporting the objective include: Rules of conduct (under development) and Parks Master Plan
5	Reduce fossil fuel usage in buildings by electrification, appliance swaps, and use of new emerging technologies in accordance with Climate Action Plan objectives.	Swap gas appliances (heaters, stoves, ovens, etc.) for electric, and modernize and renovate aging infrastructure.	Every community deserves to have a facility that is energy efficient and does not increase greenhouse gas emissions.	This standard is not true for most park locations, as they were constructed under the idea that natural gas is the best way to heat a building or cook food.	San Diegans achieve 100% renewable electricity for all Park facilities by 2030. This is measured by progress year-over-year in electrifying buildings and other park assets and reduced reliance on natural gas for these types of energy needs.	Mayor, City Council, Chief Operating Officer, Department of Finance, Performance and Analytics, Sustainability and Mobility, Department of General Services, Race and Equity	Champion Sustainability	Equity & Inclusion	Documents supporting the objective include: Climate Action Plan and Parks Master Plan. Other ideas are to shift to walking, biking and transit, reduce waste by 90%, and restore 700 acres of wetlands to promote carbon storage and ecosystem health.