

CORRESPONDENCE

Parks and Recreation Commission

Wednesday, June 5, 2019
5:30 P.M.

San José City Hall
W118/119
200 E. Santa Clara St.
San Jose, CA 95113



District 1	Daphna Woolfe, Vice Chair
District 2	Charles Dougherty Jr.
District 3	Lawrence Ames
District 4	Kelly Snider
District 5	Gregory Lovely
District 6	John Callison
District 7	Trami Cron
District 8	Chet Mandair
District 9	Rudy Flores, Chair
District 10	Brian Quint
Citywide	George Adas

Councilmember Maya Esparza,
Council Liaison

Jon Cicirelli, Acting Director, PRNS

May 31, 2019

Parks and Recreation Commission
City of San Jose
Attn: Melrose Hurley, Staff Specialist
200 E. Santa Clara St.
San Jose, CA 95113

Dear Parks and Recreation Commissioners:

RE: San Jose Green Stormwater Infrastructure Plan

Thank you for the opportunity to comment on the Green Stormwater Infrastructure Plan (GSI). The GSI Plan has been described as a guide for the “City’s implementation of green stormwater infrastructure, which uses vegetation, soils, and natural system to manage water and create healthier urban environment.” It is also intended to contribute toward goals for improving water quality and preventing flooding set in the Envision San Jose 2040 General Plan and Climate Smart San Jose through green streets, low impact development, and regional projects.

Our request is that the GSI Plan should expressly acknowledge and include natural green infrastructure, as part of the “natural system.” Natural green infrastructure, like open space, is inherently a water quality and flood prevention system, and the Plan would be incomplete without it. The GSI Plan should expressly describe the natural and working lands at a minimum as an essential part of the context for the green stormwater infrastructure. While we recognize that the City’s primary focus is on the developed spaces of San Jose, it would still be a mistake to forget the context of the protection derived from natural and working lands. As Save the Bay’s comment letter states, the City must “prioritize inter-departmental green street planning and open space protection to achieve a truly climate-ready and sustainable city.”

Additionally, we join with Save the Bay in urging you to prioritize inter-departmental green street planning and open space protection to achieve a truly climate-ready and sustainable city.

Open Spaces are Natural Green Infrastructure Solutions

As recognized by Climate Smart San Jose, open space provides natural green infrastructure solutions including flood protection and water filtration. In particular, Coyote Valley is our city’s largest natural green infrastructure systems. According to the Santa Clara Valley Open Space Authority, Coyote Valley annually provides \$1.15 million in ecosystem services, including drinking water filtration and flood protection.

Coyote Valley contains a drinking water aquifer that acts as a natural filtration system, protecting groundwater from contamination. Additionally, Coyote Valley provides flood protection. During storm events, the valley’s natural

wetland habitat serves as a floodplain, easing the flow from Coyote Valley Creek to prevent downstream flooding into homes and neighborhoods. Santa Clara Valley Open Space Authority estimates that Coyote Valley can prevent 450 acre feet of water from entering Coyote Creek's flow in one storm event.

San Jose Values Natural and Working Lands as Green Infrastructure

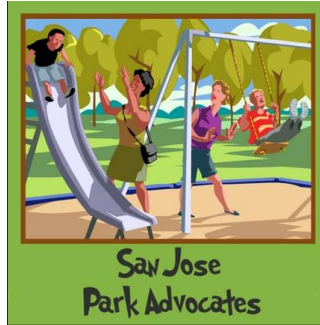
The GSI Plan should include open space because it also reflects the values and direction of San Jose citizens. In 2018, an overwhelming majority of San Jose voters passed Measure T, which could invest up to \$50 million on green infrastructure projects in Coyote Valley. This is a clear sign that San Joseans recognize Coyote Valley as an existing drinking water and flood protection system, and that voters want to see this resource enhanced and protected for future use.

We applaud the City's initiative in creating this Green Stormwater Infrastructure Plan. We will work with you to support this future-looking document that is inclusive of both urban and open space green infrastructure resources.

Sincerely,

Kiyomi Honda Yamamoto
South Bay Regional Representative, Greenbelt Alliance

Alice Kaufman
Legislative Advocacy Director, Committee for Green Foothills



May 15, 2019

Ms. Kerrie Romanow
Director, Environmental Services
City of San Jose
Via email
GSI@sanjoseca.gov

Dear Ms. Romanow,

Thank-you for the opportunity to comment on the Green Infrastructure Plan. We note that this Stormwater Infrastructure Construction Plan is separate from the city's government mandated Stormwater Management Plan.

San Jose Parks Advocates is an all-volunteer group of park passionate neighborhood leaders and adopt a park participants from throughout the city. Our Mission is to bring parks into the public political consciousness, to make parks an issue in all discussions of civic priorities, neighborhood services, and community interactions with the City of San Jose. We envision a City where quality parks and trails for all of its residents is universally supported as a core City service. Civic leaders will develop, enhance, and maintain these spaces as a source of civic pride and essential to the health and quality of life of the residents, workers, and visitors.

Members of our group attended your outreach meeting earlier this year. These comments are a compilation of their reactions to your Green Infrastructure Plan.

Background

Our understanding is that this project is the result of the Baykeeper Lawsuit and Consent Decree of 2016 and is not a Climate Change project. As a result of the lawsuit, the Baykeeper organization is included as an approver of the plan. The Baykeeper lawsuit originated from a two-year research project measuring the fecal indicator bacteria (FIB) in San Jose's watersheds. Many residents asked for Baykeeper's help in dealing with the homeless encampments, their toileting and garbage-making in the creeks. In the Baykeeper Consent decree, the city is asked to reduce the Fecal indicator bacteria(FIB) and repair sewers as well as clean up the load. The

settlement also includes a December 31, 2020 deadline to identify \$100 Million in funding. Only \$25M from Measure T is identified so far. The Consent decree indicates the City is not allowed to “negatively cite” the Baykeeper lawsuit as the cause of any fee or tax increase as the result of the lawsuit. The consent decree requires a reduction in water reaching the bay as a strategy to reduce FIB. Repairs to sewers and modest investments in habitat and clean-up are also included in the consent decree.¹

Positions

Stormwater management is a responsible activity and all rainwater that falls on a park should be actively managed within the park. However, Parks are not the place to manage contaminated gutter water—especially if it impacts current or future recreational plans, violates master plans, limits future opportunities and exposes users to contamination..

The Baykeeper consent decree should be acknowledged and key features included in the plan publication, with a link to the complete language. The Baykeeper organization and consent decree drives this plan, sets the standards and budget. They determine the suitability of the plan. Under the best practices of Open Government and Transparency as well as the “Sunshine Reforms of 2009”, the driving motivation should be revealed to readers of the plan.

Large Fecal filtration systems and trash collection devices do not belong in parks. They must be maintained and have access points that disrupt recreational users. For example, there are about ten large manhole covers in a large circle providing access to an underground trash collection facility in the roadway adjacent to Rosemary Gardens Park. If the facility had been placed within the park, those ten access points would be spread through the park, limiting design and impacting active recreation—children can’t play tag or soccer on turf with manholes. Further, large trucks are needed to clean these facilities and their access needs substantially limit design choice of the lands above the structures. Finally, we observed that the City Manager of Palo Alto cancelled plans to put filtration systems within their parks when Palo Alto’s highly educated residents highlighted the risks associated with cleaning the underground filtration systems. Residents successfully argued that the contaminants were incompatible with residential neighborhoods *and* the use of the park by developing youth, vulnerable seniors, and those with health conditions. San Jose should learn from Palo Alto.

We oppose any reduction in recreational opportunity now or in perpetuity. It is inappropriate to select sites based on current configuration. The choice of sites was based on current status and not on the opportunity that the sites represent into the future. Trees die, recreational preferences change, communities evolve.²

¹ https://baykeeper.org/sites/default/files/press_release/Baykeeper-San%20Jose%20Stormwater%20suit%20settlement%20agreement.pdf

² Page 52 “To verify the availability of space and ensure current use was not impacted, several criteria were evaluated including estimated driplines of mature trees, surrounding land use, park size, recreational use types, and current understanding of community needs”

The placement of large scale underground infrastructure and collection basins prevents the parks facilities from being redesigned or reconfigured to meet the recreational needs of future residents. These structures permanently configure the park so that no large trees certain other amenities can have be built where the structures are located. The permanently impair the parks' intended use as a recreational facility. All assessments should include what opportunities are permanently lost when considering the installation of permanent structures.

The described projects will not provide beautification nor amenities that compensate for opportunity lost, with the exception of River Oaks basin. The projects may provide modest mitigation for what is lost and for the various impacts to the public but no true “community serving” amenities are indicated. The report provides the example of River Oaks basin where a fence will be removed. This is the only gain of all regional projects because currently it is NOT a park. Renderings show that users will be allowed to walk around a barren site with a pond. The pond likely will be filled with algae by mid-March—just as in the Water District’s Morgan Hill stormwater demonstration pond this March 30, 2019 in the photo below. In addition, ponds located at other park sites will be wet year-round, not just seasonally, providing a source of mosquitos. Bushes and trees will not compensate for the loss of recreation value and the loss of opportunity.



The Park Condition Assessment (PCA) scores are inappropriate measure to identify parks for one of these projects. The PCA is a measure of maintenance, not amenities. A low score may mean the turf has been damaged, the bathrooms vandalized, and the picnic tables tagged. The PCA does not identify which park needs another amenity.

“The Park Condition Assessment (PCA) score was used to identify parks that could benefit from a project that could provide an amenity or that could be coupled with additional park improvements.” (page 52)

The Prioritization Chart on page 36 is incomprehensible, and makes no sense. It should be rewritten and clarified. For example, headings are changed midway through the table. It

makes no sense to identify Parks and Open Space with $80 \leq x \leq 100\%$ Impervious pavers. We do not agree that these projects as described bring community benefits to the parks.

Table 5-3. Regional, LID, and Street Project Prioritization Methodology

Metric	Points						W
	0	1	2	3	4	5	
REGIONAL PROJECTS							
Parcel Land Use			School/Golf Course	Public Building	Parking Lot	Park/Open Space	
Impervious Area (%)	$X < 40$	$40 \leq X < 50$	$50 \leq X < 60$	$60 \leq X < 70$	$70 \leq X < 80$	$80 \leq X < 100$	2
Parcel Size (acres)	$.25 \leq X < .5$	$.5 \leq X < 1$	$1 \leq X < 2$	$2 \leq X < 3$	$3 \leq X < 4$	$4 \leq X$	
Hydrologic Soil Group		C/D		B		A	
Slope (%)		$10 > X > 5$	$5 \geq X > 3$	$3 \geq X > 2$	$2 \geq X > 1$	$1 \geq X$	
Proximity to Storm Drain (ft)	$X < 1,000$	$1,000 \geq X > 500$		$500 \geq X > 200$		$200 \geq X$	
LID RETROFIT PROJECTS							
Parcel Land Use			School/Golf Course	Park/Open Space	Public Building	Parking Lot	
Impervious Area (%)	$X < 40$	$40 \leq X < 50$	$50 \leq X < 60$	$60 \leq X < 70$	$70 \leq X < 80$	$80 \leq X < 100$	
Hydrologic Soil Group		C/D		B		A	
Slope (%)		$10 > X > 5$	$5 \geq X > 3$	$3 \geq X > 2$	$2 \geq X > 1$	$1 \geq X$	

The scoring system punishes communities of concern aka poor people. It takes advantage of their limited education, time and language skills. The prioritization chart awards 5 selection points for “community enhancement” to neighborhoods of concern. Poor people will suffer the negative impacts of these stormwater projects and the permanent loss of future opportunity to improve their park in exchange for a few bushes, trees or benches described in the projects. It has the appearance that the rigged system is designed so that these disadvantaged people will be less likely to protest the negative impacts to their park.

Barriers to using park land are barely acknowledged and should be more explicitly addressed. The report acknowledges the City Charter Section 1700 (ie Article XVII). These large scale long-term non-recreational projects violate the provisions of Section 1700 and would require a charter amendment. The promised bushes or trees or benches do qualify as “community serving amenity” as used by the parks department in their materials and reports. In addition, no mention is made of State or County law that may preclude using these parklands due to restrictions from grants. For examples, many park lands along Coyote Creek were purchased with State park bond money. The repurposing of the lands may require state legislative approval or one for one acreage replacement. County and OSA grants may come with the same restriction.

Maintenance expense and responsibility is inadequately addressed in the plan. The appendix highlights the required complex maintenance and describes the scoring system but nowhere does it indicate which department it is going to do the work nor how the work will be paid for. Pictures in the report show lovely recently planted small projects or projects maintained by other cities or private developers. What is not shown is the state of disrepair of the facilities maintained by the City’s inadequately funded park department. With funding levels averaging one person working one hour per week for every one acre of park and civic facility, the stormwater facilities cannot receive the attention they need to complete the biofiltration. Does

the plan suggest that PRNS simple re-allocate personnel away from maintaining the rest of the facilities, will the City/taxpayer be providing additional money, will Environment Services maintain the sites, or will they fail into disrepair as with this site at Cambrian Library?



City maintained Cambrian Library



Privately maintained land from staff report

Public Opinion Surveys about financing “stormwater” should be transparent and reveal that this is NOT about flood control or Climate Change. The actual cost should be revealed. Friends have received telephone surveys that led them to believe that the City planned to address Climate Change with these projects.

Fecal indicator bacteria levels would be lowered more effectively by addressing the SOURCE of the pollution rather than cleaning up gutter water. We believe the City should request a modification of the consent decree to address the SOURCE—human feces in creeks and streets. We applaud the City’s and Water District’s actions to address homelessness and homeless encampments in the creeks. We applaud the Water District’s decision to fund police patrols once every other week and their longtime commitment to ranger patrols. We appreciate the clean-ups by the community and the outreach to the unhoused residents to collect their trash. We support increased efforts by the Housing Department and others to reduce the number of persons living on the streets and in the creeks, providing the source of Fecal Indicator Bacteria. We believe that more efforts should be made on addressing the SOURCE of the problem—human feces.

PROJECT SPECIFIC COMMENTS

Kelley Park Golf Course

The catchment basins proposed for the 7.8 acres of the first 9 holes of the Disc Golf Course are wholly incompatible with the recreational use and the concept of a park. Multiple catchment basins would be surrounded by new berms and the disc golf players would be restricted to the levees. All existing trees would be removed. Disc Golf is played with the intent of playing around the trees—that is what makes a good course. A straight line course along a berm would be undesirable as a place to play. Few shots go in a straight line and many throws go astray. Are golfers expected to climb down into the ponds to retrieve the stray discs? Or will they be told that they must leave them---at a cost of \$30 to \$60 apiece? These ponds that drain storm sewers are expected to be damp year round in lower spots. The rest will dry and the dust will contain contaminants. How is that expected to affect sensitive receivers?

Additionally, the ponds will drain 500 acres of industrial land populated with older buildings and chemically laden businesses. Stormwater routinely flows into storm drains off from private land built prior to stormwater rules, bringing the chemical soup with it. The ponds will serve to concentrate the chemical soup. What will be done to keep children, and pet dogs from swimming and running in this chemical soup?

The original Kelley Park master plan called for this area to be an orchard. A new master plan process was stopped by the City during the last Great Recession. The disc golf course is an interim use built by volunteers. Recently, the leader of the Disc Golf Club estimated that over 300 people and 3000 hours built the course. They have contributed hundreds of hours to remove downed wood that was being used for transient fires. They maintain the facility. Prior to its construction, the area was full of encampments. Destruction or diminishment of the

usability of the disk golf course would led to fewer users and fewer volunteers. Potentially, encampments and fires would return.

The Disk Golf group has volunteered to formally partner with the City but the City has stalled pending the Master Plan that is stalled.

The installation of these catchment basins would prevent the construction (by volunteers and donors) of a premier disc golf course. It would preclude the originally planned orchard.

During discussion of the installation of the Disc Golf course, environmentalists highlight the number of wildlife using the area. If catchment basins were constructed serving this highly contaminated area, how would that affect the wildlife? Would we expect to see an increase in birth defects among birds or other desirable wildlife?

Vinci Park

Placing the underground structure at this park will do little to reduce the fecal indicator bacteria that triggered the lawsuit since the park is located far from major encampments. The park will suffer the access points required, the required truck access and the regular maintenance and cleaning of contaminated filtration equipment. It is adjacent to a school yard. Based on the research in the City of Palo Alto, this is an incompatible use adjacent to residences and a school yard. The park is surrounded by older apartment buildings. The “enhancements” of bushes, trees and sidewalk are minimum compared to the lost opportunity.

Butcher Park

Little reduction in fecal indicator bacteria (FIB) will occur at this park as a result of the underground structure. It is far from major contamination sources. The park will suffer the access points required, the required truck access and the regular maintenance and cleaning of contaminated filtration equipment. Based on the research of the City of Palo Alto, this is an incompatible use adjacent to residences. The park is surrounded by older apartment buildings and subsidized housing. The “enhancements” of buses and trees are minimum compared to the lost opportunity. The document indicates that the construction would be staged so that play could continue on one of the two fields. However, there is only ONE field at the park.

Kelley Park Stables

The area suggested by the plan is used by the horses for walking exercise. Has the tenant been evicted? Are the plants compatible with the digestion of horses? Many plants are not. The issue of maintenance is paramount as well. Who will maintain and make sure that horse toxic plants and weeds do not invade the stormwater facility? Since it will be draining 613 acres of gutter water and concentrating the contaminants, toxic dust can be expected. Horses are delicate creatures (Really!) and difficulties could result. Does this plan propose evicting the tenant? Then how will the area stay activated and the presence of homeless/transients be reduced? Is this plan compatible with the Water District’s plan to reconfigure part of the Coyote River in this area? Does the City own access from the east side? Or is eminent domain required?

The detailed description indicates access will be part of Coyote trail, does that mean Coyote trail will have to share the same road? Is it expected that trail grant money be expended to build this access.

River Oaks Basin

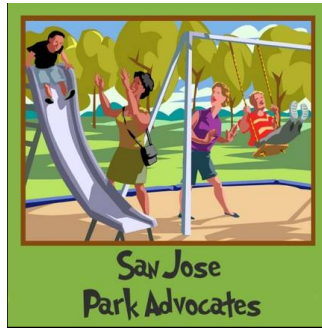
This land is not a park. Any increased access is a win for the park system—even though it is passive recreation and not able to be used flexibly. Will PRNS be required to maintain it? How will algae blooms be managed (or not managed)? How will algae blooms affect the efficacy of the FIB removal? What about Mosquitos? Some of the Water District’s percolation ponds experience substantial swimming of people and dogs. Considering the water will be contaminated gutter water, how will the project be designed to discouraged the exposure of people and dogs to these contaminants?

Thank-you again for the opportunity to comment.

Sincerely,

s/Jean

Jean Dresden
Coordinator
San Jose Parks Advocates



May 31, 2019

Honorable Chairman Rudy Flores and Parks Commissioners:
City of San Jose
Via email

RE: Park Commission Agenda Item VI D2

Dear Commissioners

Please find attached our comment letter on the City's stormwater plan which we submitted in response to the release of the draft last month.

Here's the link to the report which we note that Environmental Services Division and Public Works chose not to give you. If you are pressed for time, please read the Appendix to learn about the specific projects in this first phase.

<http://www.sanjoseca.gov/index.aspx?NID=5722>.

We recommend that you reject the report and give reasons why.

Some questions you may wish to ask

This plan is driven by the consent decree from the Baykeeper lawsuit to get fecal bacteria out of the creeks. The city is required to find \$100 Million. The consent decree mentions a funding measure, ie bond issue. Ask what happens if the bond issue fails.

These first non-Measure T projects are estimated at \$126M. Ask for a "wild-assed guess" (WAG) for the total cost to meet the total numbers mentioned in the report. Our WAG is between 41 billion and 410 billion in current dollars.

Ask how many parks will be needed to meet the goals in the study? Not just the parks mentioned in this first phase, but instead how many sites overall? 5? 10? 30? 100? Please press for an estimate. Our folks couldn't get an answer from City staff. Maybe you can. Please note the street curb capture systems contribute very little to the total compared to the large proposed capture systems on or under parks?

Ask how the maintenance will be funded? The report gives specifics on scoring the maintenance quality of the biofiltration sites. It is very complex. However, there is NO mention of how the maintenance will be funded? Will it come from the General Fund? Will the rest of

the parkland be downgraded to maintain these biofiltration habitats? Or will they just not be maintained properly? Biofiltration only works if there are the right plants and no weeds. If it's not the right composition, the area just becomes a place for contaminated stormwater to sit and soak into the ground.

Ask staff to tell you anywhere within the City where Parks staff is properly maintaining stormwater filtration landscaping according to the standards in the Appendix. We can tell you of many places where the stormwater landscaping has died or become weed infested because the Parks Department is inadequately funded for this level of work. Ask what the hours per acre would be and how does that compare to the city's current standard for parks of one hour per week for one person for every one acre. Is it five times as much? Ten times? And where is the budget to replace the plants when they die (and they do).

Ask them to tell you about Raleigh Linear park where they placed a stormwater pond like the one proposed for Kelley Park's disc golf course. It was supposed to provide the community with an amenity for casual soccer play. Instead they got cat-tails, weeds three feet tall, and a muddy swamp year round. After adjustments with the nearby neighborhood, the soil remains contaminated with an inappropriate pH for good turf. It is NEVER played on. Ask them about the catchment facilities in South San Jose near Morgan Hill that were assessed for soccer fields and how the years of catchment use has affected the soil so it CAN'T be planted with playing turf. They'll probably tell you about the biofiltration system at Luna Park, but they may not mention that the adjacent HOA cares for the facility—not parks.

Take a look at the pictures in the presentation—ask yourself whether you have ever seen anything maintained so nicely in San Jose? Ask about those pictured sites and those towns. What are their financial situation? How much do they spend on parks maintenance? How many acres of parkland per thousand people are there?

Ask why they chose the "Parks Condition Assessment" PCA scores to identify the worst parks. The Commission has already criticized the PCA's for its sensitivity to simple measures such as whether the garbage can was empty. Is that an appropriate way to pick parks?

Ask why they are awarding five bonus points for selection in poor neighborhoods? What amenities are they offering in exchange for damaging the park? Note only short trees can be planted on top of these underground structures. And ask who will maintain these short trees and bushes? And replace them at the end of their lifespan in 15 years.

Ask about the access points for the underground structures and whether concrete or manhole covers will reach the surface and how will that affect the recreational value of the park? For example, in DaVinci park they are proposing the taking of the ONLY turf play area. If man-holes or concrete are installed, play won't be possible and turf management will be harder.

Ask how the disc golf course volunteers will be compensated for losing a lovely wooded and shady playing area to a large muddy flat area where play is confined to the top of a hot unshaded berms/levees. How will they get their discs that fly off course—wade through the mud? And if the users stop coming, who will replace all the volunteers for the disc golf organization who maintain and clear out the wood and debris that the homeless leave behind and burn? Will ESD hire help to replace those volunteer hours? Where else will the City offer land to this group so they may have a disc golf course?

Ask about how they will handle all the chemicals that will come to Kelley Park from the industrial park—the recycling centers, the auto shops, the metal plating facility. How will they keep all that filth away from park users who could walk through it? Will they fence it off?

Ask about how they made the decision to push the horse people out of Kelley Park considering there is no master plan for Kelley Park? (The revision process was suspended almost ten years ago). How did they decide whether the biofiltration plants are healthy for the horses that graze there? And if the horse people are gone, who will help keep the area from becoming over-run with encampments>

Ask about other cities and their prioritization methods. For example, Palo Alto's recent stormwater report prioritizes parking lots NOT recreation land. The big underground project at Bol Park near Stanford University was abandoned after neighbors pushed back over contamination concerns.

Why not place these structures UNDER Parking lots or streets? There is an underground debris catching structure on the **street** next to Rosemary Park. Why not parking lots or streets?

What outreach is planned to the community? How will it be noticed? Will ESD or Public Works follow Council Policy 6-30 from Planning or the weaker Parks Outreach Plan? Or will they follow their own departmental plans, if any?

Will Environmental documents be written for each plan? Or the totality of the stormwater plan? EIR or Initial Study?

We are concerned that once these underground structures are installed, the parks can never be redesigned or repurposed to meet changing needs. Never. That's a long time.

Sincerely,

Jean Dresden
Coordinator San Jose Parks Advocates

cc.

Jon Cicerelli
Nicolle Burnham
Justin Long

ActivateSJ Strategic Plan

2019

City of San José Department of Parks, Recreation and Neighborhood Services

Draft – May 20, 2019

The Department is nearing completion of Phase I Outreach, which involved sharing portions of the draft strategic plan at community meetings. During Phase II Outreach, an initial draft of the document will be presented to the Parks and Recreation Commission, the Neighborhoods Commission, our foundations and partners, and the Greenprint Update Steering Committee in June 2019. Prior to Phase III Outreach, comments from the Phase II Outreach will be incorporated and the document will undergo professional editing and graphic layout. The final draft document will then become available for public comments in July 2019. All Department of Parks, Recreation and Neighborhood Services staff will have the opportunity to review the draft document during both Phase II and Phase III Outreach. Upon reflection and incorporation of public and staff comments, the document will be finalized and presented to City Council for approval in fall 2019.

LETTER FROM THE DIRECTOR

Placeholder

DRAFT

INTRODUCTION

Welcome to ActivateSJ. This ambitious strategic plan will ensure that over the next 20 years our neighborhood parks are a favorite and nearby destination, our regional parks represent the best of San José, our community centers are true hubs for community life, and that we continue to provide safer, cleaner neighborhoods.

As a result of community and staff outreach, we refined our mission and vision and established guiding principles to provide focus and clarity to our work. Through community input, we identified guiding principles that will frame our day-to-day work and champion future project and program delivery.

OUR VISION - Healthy Communities that Inspire Belonging.

OUR MISSION - Connecting People through Parks, Recreation and Services for an Active San José.

Our Guiding Principles

Public Life	Public spaces for a fun and healthy San José
Identity	A premier system of parks, recreation and neighborhood services
Equity & Access	Welcoming all ages, neighborhoods and abilities
Nature	Protect, preserve and promote
Stewardship	Take care of what we have and move forward

ActivateSJ offers a vision of a Department that is adaptable and able to meet our future challenges while serving our community. The plan is a final product and has been written as a tool to guide our future work. We know that our community will change, perhaps dramatically, over the course of a 20-year period so we will provide updates every five years. We will evaluate our progress against our benchmarks, measure our success, and refine or adjust our benchmarks to meet the changing needs of our community.

The result is a new kind of plan. That plan is ActivateSJ.

1. PUBLIC LIFE

PUBLIC SPACES FOR A FUN AND HEALTHY SAN JOSE

Connect people to people

Connect people to places

Provide opportunities for active living

Provide fun places to play

DRAFT

WHY PUBLIC LIFE?

San Joséans value community and connection. Strengthening neighborhood vitality is core to San José's vision. Our activation events are well received and residents frequently ask for more. But great cities also focus on everyday life, offering opportunities in every neighborhood for people to connect.

WHERE WE ARE

Viva CalleSJ is our flagship one-day open streets event and continues to grow each year. It brings together over 125,000 people. In 2019, for the first time, we will hold two Viva CalleSJ events in one year. Viva CalleSJ encourages people to slow their pace to walk, bike, skate, and play throughout the City. Regardless of scale, public life events can break neighborhood barriers and bring disparate communities together.

Plaza de Cesar Chavez Park is a focal point downtown and is the site for events and activities throughout the year. The Guadalupe River Park's open space vendors draw large audiences, and walks and marathons fill its trail system. Similar activations at St. James Park create a thriving downtown core.

Outside of downtown, regional parks like Lake Almaden draw episodic, large scale events, while the Viva Parks Neighborhoods series provides opportunities for people to connect at their local neighborhood park. Last summer, over 9,000 neighbors joined together to activate 17 different parks. Community centers host the *Neighbor Nights* series to support neighborhood interaction.

Each year, over a million people attend events offered by PRNS and private vendors at San José parks. With opportunities for picnic sites, sports field reservations and exercise classes, we provide multiple opportunities for the community to connect. Over 50,000 people access close to 4,000 classes at our community centers, and approximately 88% of San José residents have visited a San Jose park in the past year¹.

Our system provides recreational opportunities for current and prospective employees. Every year residents enjoy access to reduced or no-cost recreational opportunities (estimated at \$51.2 million), and our open space, clean air and water, and abundant opportunities for outdoor recreation often attract skilled workers to San José².

Public life plays an integral role in boosting our economy. Approximately 7.7% of people who visit San José come to see our parks, trails and community centers. By visiting our amenities and joining our events, visitors contribute \$120 million annually to the local economy and generate close to \$5 million in local tax revenues³.

WHERE WE ARE HEADED

We will connect San José's unique and diverse neighborhoods. We will activate spaces for a vibrant public life, but will also develop spaces that accommodate everyday activities. We will be the first choice

¹ City of San Jose – Annual Report on City Services 2017-18

² The Trust for Public Land, *The Economic Benefits of the Park & Recreation System in San José, California* (2016).

³ The Trust for Public Land, *The Economic Benefits of the Park & Recreation System in San José, California* (2016).

for community members seeking a fun and active lifestyle, whether that means participating in a community center program or sharing a park bench with a friend.

OPPORTUNITIES AND CHALLENGES

Increased focus on how we design and arrange our spaces is needed to enhance everyday activities. This may include opportunities for coffee shops, beer gardens or night markets. Or it may mean designing spaces that invite the community to gather for events that are important for them, without the influence of vendors. Connecting people to places means providing spaces where the community feels welcome. As we continue to envision these uses of our facilities, there are policy changes to consider, including those around alcohol and how and when vendors might use our public spaces.

We must design spaces that can sustain the impacts of events and still serve daily users. San José lacks large-scale and flexible festival sites, especially in the downtown area. Events that do occur can often place stress on our park facilities and limit their use for months afterward.

Sustained improvement in our Public Life will require sustained efforts. These efforts will require coordination with various city departments and partners and PRNS is the natural leader for this coordination.

We know that 42% of our city's 1,050,000 residents have used a recreation or community center within the past year.⁴ We have heard that our services are valued, but that we could be better at telling our story.

The results of recent intergenerational program offerings have inspired us. We must broaden our programs and connect our youth and older adults to the many services available at our hub community centers. We recognize we cannot achieve this by ourselves; together, with our partners we can offer a holistic recreation experience for all generations.

MOVING FORWARD

We aspire to:

Connect our diverse neighborhoods to strengthen San José pride and unity

Develop spaces that build bridges and transcend neighborhood boundaries

Provide opportunities to connect and play

Provide safe places for people to gather, create memories and make friends

⁴ City of San José – Annual Report on City Services 2017-18

2. IDENTITY

A PREMIER SYSTEM OF PARKS, RECREATION AND NEIGHBORHOOD SERVICES

Great places to visit, play and celebrate our cultures

Leaders in parks, recreation and neighborhood services

One of the nation's healthiest cities

DRAFT

WHY IDENTITY?

San Joséans want to welcome people to a city that is instantly recognizable by its venues and events. At the same time, preserving and protecting the unique character of individual neighborhoods cannot be ignored as the city grows and develops. The City's General Plan calls for San José to possess a stronger identity, and the parks and recreation system offers some of the best opportunities for that identity.

WHERE WE ARE

San José has over 200 parks that provide neighborhood, community and regional recreational opportunities. Alum Rock Park has its history, Guadalupe River Park and Gardens has its central location and scale, Happy Hollow Park & Zoo offers unique education and play opportunities, and the San José Municipal Rose Garden is known for its beautiful precision.

The City's 11 hub community centers and 39 re-use buildings offer recreational programs and community services within structures of varying quality. At our community centers, we provide inclusive and high quality programs and services. From early childhood to active aging, we serve the whole community. Our intervention programs serve youth and young adults, providing life-changing educational and recreational opportunities. Thanks to the efforts of our PRNS team and our community partners, San José has achieved the World Health Organization's (WHO) designation of an Age Friendly City. This designation signals San José's commitment to provide physical and social environments that promote healthy aging.

With over 61 miles of trails, we are well on our way to building one of the nation's largest urban trail networks. Our trail network welcomes users with "gateway" features reinforcing each trail system's identity. By weaving through all areas of the City, our trails unite our community. Realizing the goal of the 2000 Greenprint to build 100 miles of trail is within striking distance.

A vital part of our identity is our PRNS workforce. We have five key and distinct divisions within our Department: The Administrative Services Division, the Capital Improvement Program, the Office of Communications, the Parks Division, and the Recreation and Community Services Division. Identity means investing in our PRNS team and ensuring we are equipped to be nationally recognized leaders in our profession.

WHERE WE ARE HEADED

We will contribute to the City's identity by creating memorable destinations, enhancing neighborhood connections, and providing quality programs that promote a healthy lifestyle. We will celebrate the diversity, culture and history that strengthen San José. By investing in our PRNS team, we will welcome innovation and new approaches to best serve our San José community.

OPPORTUNITIES AND CHALLENGES

San Jose's suburban character is transitioning to a more urban form, with taller buildings, denser housing options and smaller park sites. This is particularly evident in our downtown core, where high rise development has created interest in iconic destinations. We recognize that downtown needs to be a focal point for visitors, but we must simultaneously invest in public spaces in all areas of San José. The urban village planning currently underway will establish distinct neighborhoods that need open spaces.

We need to look at our parks and recreation system holistically, identifying existing resources and assets within various regions – North San Jose, for example – and outline a plan that identifies and allocates future park needs and ensures our facilities reflect the history of the neighborhood while meeting the changing needs of the community.

Securing well-sized spaces, can be challenging given land cost and availability. Strategically planning the location of new parks to ensure all our residents have access to outdoor space is critical and we must maintain its role in community planning to ensure park acquisition is prioritized. Increasing urbanization may, in some cases, necessitate embracing the concept of smaller spaces, so called “pocket parks” to provide quality spaces for our community.

Creation of a memorable parks system will require attention to design details that embrace San José’s history and culture. The WHO Age Friendly designation encourages the development of standards for design and programming that meet the needs of the growing population of aging adults. As we expand our reputation for innovative programming and facilities, we need to develop the communications resources that tell our story.

We cannot ignore that the presence of unhoused community members has impacted our parks, community centers and trail network. Our parks and trails serve as de facto encampment sites, with maintenance staff addressing cleanliness in ways that exceed requirements of normal park operations. Use of our community centers as overnight warming locations and their parking lots as safe parking sites has generated safety concerns from staff and community members alike. We believe wholeheartedly that our facilities must serve all members of our community, but our inability to meet the specialized needs of the unhoused impacts our Department’s identity.

MOVING FORWARD

We aspire to:

Welcome and celebrate San Jose’s diversity, culture and history

Create memorable and iconic destinations that provide exceptional experiences

Develop and cultivate a workforce that reflects the community we serve

Embrace the innovative spirit of San José to serve the community

Advance our reputation as one of the nation’s healthiest cities

3. EQUITY & ACCESS

WELCOMING ALL AGES, NEIGHBORHOODS AND ABILITIES

Include the community in decisions

Provide quality, affordable programs for all

Promote healthy communities

DRAFT

WHY EQUITY AND ACCESS?

San Joséan's, – no matter the color of their skin, age, income, or ability – want their lives and neighborhoods great. Access to the opportunities offered by a robust parks and recreation system improves health and wellness and connects people to places and to each other.

WHERE WE ARE

San José is home to a diverse and vibrant population that is experiencing the challenges of an increasingly densified community, struggling with growing income disparity and unhoused population. A recent report on City Services shows we are 36% Asian, 32% Hispanic/Latino, 26% White, and 3% African-American. And, 58% of residents speak a language other than English at home and 25 % speak English less than 'very well.' About 17% of San José residents are not U.S. citizens⁵. The high cost of living in our area means that many families and older adults struggle to find housing or meet their daily living expenses.

Through programs like Project Hope, we facilitate neighborhood development and leadership. Our Mayor's Gang Prevention Task Force is a national model for youth intervention services. Together, with our committed volunteers, our Anti-Graffiti / Anti-Litter team fights blight through the removal of an estimated two million square feet of graffiti and 4,000 cubic yards of litter each year. Therapeutic services provide opportunities for adults with cognitive disabilities and those with mental illness. Our community centers serve as shelters and safe parking for our community members in need.

Our 11 hub community centers are intended to serve the needs of large regions of the city at one location. This hub community center model does not meet the needs of residents that are transit-dependent or low-income. These residents are not isolated to specific zip codes. There is need throughout our city. Our scholarship program awards over one million dollars annually to low-income families, but demand routinely outpaces available funding.

Currently, we have access to more than 40 non-profit organizations through our Administrative Services Division's Strategic Partnership Unit. The team funds organizations who work with seniors, at-risk youth and their families in neighborhoods where health and social inequities affect the quality of life.

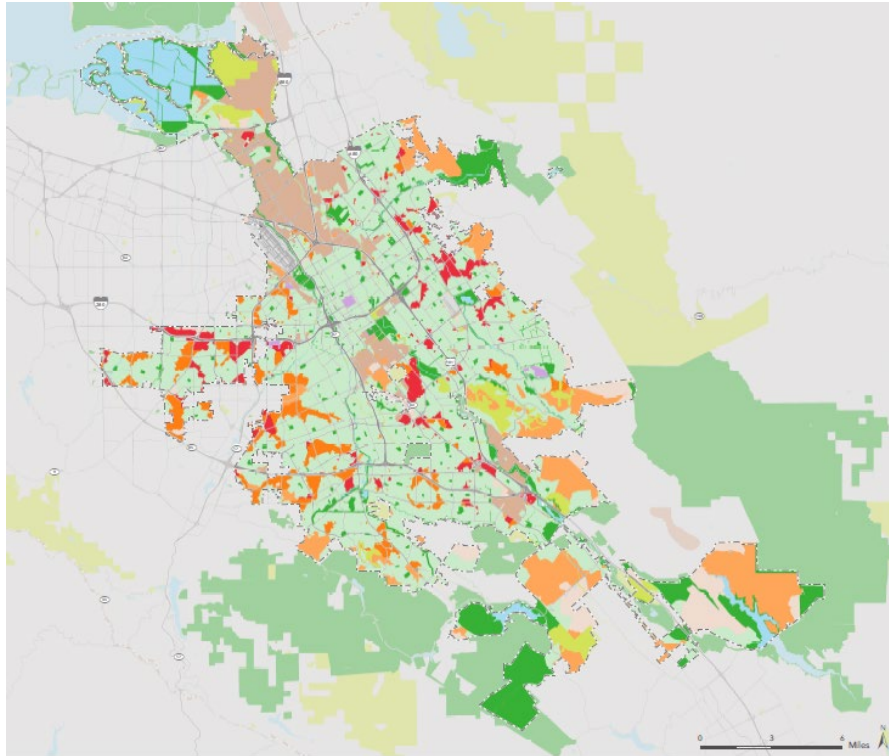
Lowering from number 27 in 2018, we are now the 33rd best Park City per the Trust for Public Lands survey of the 100 largest cities. Over 3/4 of San Jose residents have good access to parks based on a 10-minute walk to a park. Yet, there are several areas that have a *Very High Level of Park Need* (metric set by Trust for Public Land)⁶.

We work hard to engage all our communities in meaningful and authentic ways as we develop new programs and design new facilities. In 2018, PRNS staff attended or hosted approximately 65 community meetings to discuss new programs, parks and initiatives. This is in addition to sharing over 4,600 social media posts through our 30 social media channels.

We have begun the journey towards equity, but we recognize that we have a long way to go. An Equity Metrics Mapping Tool is in development to identify the City's most vulnerable neighborhoods.

⁵ City of San José Annual Report on City Services 2017-18

⁶ Trust for Public Land 2019 Park Score



The Trust for Public Land 2019 *ParkScore*® index

SAN JOSE, CALIFORNIA

The Trust for Public Land *ParkScore*® index analyzes public access to existing parks and open space. The analysis incorporates a two-step approach: 1) determines where there are gaps in park availability, and 2) constructs a demographic profile to identify gaps with the most urgent need for parkland. Park gaps are based on a dynamic 1/2-mile service area (10-minute walking distance) for all parks. In this analysis, service areas use the street network to determine walkable distance - streets such as highways, freeways, and interstates are considered barriers.

Demographic profiles are based on 2018 Forecast block groups provided by Esri to determine park need for density of youth,

density of individuals in households with income less than 75% of city median income (San Jose less than \$75,000), and population density (people per acre).

The combined level of park need result shown on the large map combines the three demographic profile results and assigns the following weights:

50% = population density (people per acre)
 25% = density of youth age 19 and younger
 25% = density of individuals in households with income less than \$75,000



WHERE WE ARE HEADED

We will continue to invest in high quality programs for all ages, neighborhoods and abilities. We will ensure all residents are within a 10-minute walk to a quality park. We will develop a workforce culture that embraces and understands the value of equity. We will prioritize investments in neighborhoods of the greatest need. We will welcome and engage our San José community to partner with us for a parks, recreation and neighborhood services system that is adaptable to changing needs.

OPPORTUNITIES AND CHALLENGES

Our programs are vital to the overall well-being of our community, and we believe in the right of every person to participate in health and wellness programs. People with disabilities and learning differences, especially those who are low-income continue to need the City's support and safe, welcoming environments, and our fee based model for programs creates barriers to participation.

While the City has built a strong fabric that celebrates our diversity, we recognize there have been systemic inequities. We cannot undo the past, but we can create a more equitable future by enhancing key prevention and intervention programs and implementing policies that support increased access for

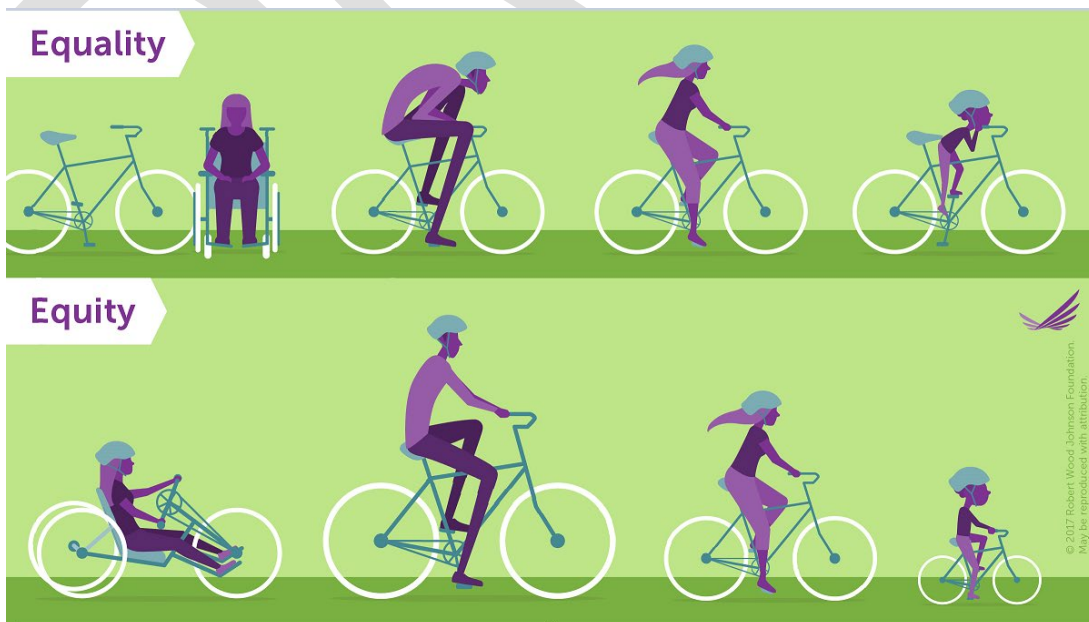
our most vulnerable populations to our system of parks, recreation programs and neighborhood services.

We are committed to the implementation of high quality programs, services and workforce development to meet the needs of a variety of age groups. The City Council’s adoption of Early Education and Expanded Learning quality standards through the Education and Digital Literacy initiative is key to producing positive results for the children of San Jose.

The expansion of our Citywide Sports Program and the increase in demand for the use of these fields is prompting an evaluation of the operating model for these essential community facilities. With Arcadia Softball Complex coming into operation in 2019 and the Police Activities League (PAL) complex formally coming under our operations and adding to our current inventory of 68 reservable fields, updated and expanded operating models may be needed.

We develop and enhance our park system by assessing Residential Development Fees and Construction & Conveyance Taxes. Our current financial model and the City’s rapid development influences the inequity in our system. The growth of high-rise residential development has provided Downtown and North San Jose with fee collections to support new park construction, while older and established neighborhoods in east, west and south San Jose see fewer developments and hence, fewer new park resources. Our financial resources, which are tied to new development and limited geographically, continue to sustain the inequitable distribution of the parks system.

We will learn from the City’s involvement in the Governing Alliance for Racial Equity (GARE) and adopt and apply equity tools to meet the needs of those most marginalized and benefit the entire City. We will train our workforce to understand the historic context of parks and recreation systems and how to address health inequities in their respective roles. We will develop and adopt authentic community engagement practices and improve our abilities to communicate in our communities’ languages.



2017 Robert Wood Johnson Foundation

MOVING FORWARD

We aspire to:

Be a trusted partner through inclusive decision-making

Provide exceptional experiences for all people in San Jose regardless of age, ability, income, or neighborhood

Improve community health in partnership with others

DRAFT

4. NATURE

PROTECT, PRESERVE, AND PROMOTE

Connect all people to nature

Favor California landscapes

Provide space and resources for nature

DRAFT

WHY NATURE?

San Joséans value nature. Access to nature and open space encourages early childhood development, reduces stress, and promotes socialization among neighbors. Supporting wildlife corridors, providing tree canopy, and sustaining our waterways can offset our human impacts to the environment. As the park provider of a rapidly urbanizing city, we must embrace our role and set our intentions around the importance of providing access to nature throughout our city.

WHERE WE ARE

San Jose is fortunate to have over 3,500 acres of parkland⁷ in our city, plus additional nearby areas managed by the county and open space authorities. Our regional parklands are important, but we cannot overlook the value of neighborhood parks. Neighborhood parks play a critical role in providing everyday access to nature.

Accessing your local or regional park can lead to increased physical activity, generating measurable health benefits. By using our parks, trails and community centers, 24,000 adult residents engaged in sufficient physical activity to receive an annual medical cost savings of \$28.3 million⁸.



The natural amenities in parks, including trees and shrubs, promote cleaner air by removing pollutants that harm human health and reducing pollution control costs by \$1.18 million each year⁹. San José Parks aid in storm water management by collecting precipitation and lowering the amount of water that enters the storm water system, providing a benefit of \$6.43 million annually¹⁰.

We have developed a pilot program for “Color Meadows” by seeding native wildflowers to encourage habitat. Our Adopt-A-Park program has coordinated with community champions to install and maintain California landscapes in parks throughout the city.

Our regional parks offer a range of nature based programming. Kelley Park offers beekeeping classes and fee based Zoo Education Programs focused on science and nature. Our Park Ranger Team, in coordination with Happy Hollow Park & Zoo and the Santa Clara County Open Space Authority, lead

⁷ 2018 Department of Parks, Recreation and Neighborhood Services Fast Facts

⁸ The Trust for Public Land, The Economic Benefits of the Park & Recreation System in San José, California (2016)

⁹ The Trust for Public Land, The Economic Benefits of the Park & Recreation System in San José, California (2016)

¹⁰ The Trust for Public Land, The Economic Benefits of the Park & Recreation System in San José, California (2016)

sunset walks and a series of educational events. These free programs often attract more than 150 people per event and provide opportunities for star gazing and nature based education with the added benefit of making S'mores over a campfire. Emma Prusch Farm Park, another one of our regional destinations, offers summer camp programming and seasonal classes on the basics of farm life, caring for farm animals and gardening.

Happy Hollow Park & Zoo (HHPZ) engages 10,000 participants each year in its education program. With a focus on conservation and care for species in need, HHPZ participated in 16 species survival plans and raised \$120,000 last year under the Quarters for Conservation program.

Our trail network includes 13 miles of scenic rural trail through our Guadalupe Oak Grove Park and regional Alum Rock Park, the oldest municipal park in the state of California. The ability for the community to recreate on these trails is special and unique.

Recently celebrating its 50-year anniversary, our most unique nature based opportunity is Family Camp at Yosemite. Reaching nearly 5,000 campers each year, Family Camp affords families who might not otherwise experience the Sierra Nevada Mountains a curated, safe camping opportunity.

WHERE WE ARE HEADED

We will advance the use of native landscapes to honor the natural environment. We will be creative in connecting all ages, abilities and backgrounds to nature. We will increase community awareness and education on the benefits of nature. Together, we will protect, preserve and promote nature in San José.

OPPORTUNITIES AND CHALLENGES

Incorporating more nature into our existing parks and civic grounds by reducing hardscape, expanding the "Color Meadow" pilot program, and converting select grass areas to native landscape can provide health benefits while simultaneously enhancing bird, bee and butterfly habitat. The addition of native shrubs can frame turf "meadows" and offer a more interesting and varied landscape that draws wildlife. Under-utilized park space can create opportunities for tree planting; providing greater shade, reduced water demand and new and visually-appealing park spaces for our residents that prefer a passive, natural experience.

Our tree canopy is an amazing asset for the city, contributing to reduction in greenhouse gases in the atmosphere and reducing the impacts of climate change. Development of an urban forestry program dedicated to the park system would provide stronger management of this important resource.

Community centers, parks and Family Camp could increase their nature-based programming. For example, the community centers at Roosevelt Park and Mayfair Park are located along creek channels offering opportunities to explore the vital role rivers play as wildlife corridors. Even hiking groups, perhaps coordinated by our Park Ranger team, could offer lessons in our environment and activities like nature-based photography.

MOVING FORWARD

We aspire to:

Enhance opportunities to connect people to nature through programs, scenic facilities and open spaces

Support the community's resiliency and well-being with access to natural, recreational spaces

Reflect our native and historical California landscape to create a sense of place

Honor nature and wildlife through intentional design

Protect, preserve and promote nature for our growing city

DRAFT

5. STEWARDSHIP

TAKE CARE OF WHAT WE HAVE AND MOVE FORWARD

Maintenance Matters

Always Improve

Community is part of the solution

Great community investment

Experts in our field

DRAFT

WHY STEWARDSHIP?

San Joséans shared two themes as we engaged with our community - *take care of what we have* and *invest for the future*. To put our values into action, we must strive for constant improvement, finding better and more effective ways to protect the resources entrusted to our care. We will work diligently to manage expenses and evaluate revenue opportunities, while engaging partners to enhance our service delivery. The values of community partnership and excellence will guide our work as stewards of our parks, recreation and neighborhood services system.

WHERE WE ARE

Our dedicated staff work hard to serve the community. Our recreation programs offer opportunities for health and wellness across all ages and abilities. Our Neighborhood Services team engages disenfranchised community members and engages volunteers through programs like BeautifySJ. Our park maintenance teams work hard to keep our parks clean and green in the face of increasing usage as our population grows. Our whole department team works hard in service to the community and we are proud of the work we do.

The demands on our department are extensive and expectations are high. In addition to maintaining parks and community centers, offering recreation programming, and managing neighborhood serving programs like Project Hope, we serve as the “go to” department of community support in times of disaster. Our community centers serve as shelters during emergency response operations. This is true for major disasters, as well as for smaller localized events like structure fires that displace residents. Planning and staffing for these events can be daunting.

We have taken deliberate steps to support the long-term sustainability of our projects, programs and services. We use Business Intelligence System practices to identify service delivery gaps, map maintenance service areas and prioritize work orders to provide a consistent level of service across the City. Condition assessments support our department with a better understanding of our maintenance backlog and related resource needs.

Data informed decisions are advancing our ability to take strategic actions. Over the past year, our newly funded Strike Team has renovated turf, replaced irrigation and enhanced amenities at 13 parks. Thanks to recent budget additions, park condition assessment scores for 10 parks improved to reach an *Acceptable* level (a score of 3.0 out of 5.0) in 2018, dropping the number of parks below an *Acceptable* level from 63 to 53¹¹.

Our department is responsible for community and re-use centers, plus numerous restrooms, shade structures and ancillary buildings throughout the parks system. The buildings are of varying age and condition and require consistent attention. While our partners in Public Works perform the maintenance and capital improvements for these facilities, they need the coordinated efforts and support of our staff.

¹¹ Sustainable Park Maintenance Memorandum - <https://sanjose.legistar.com/LegislationDetail.aspx?ID=3862907&GUID=C9C73196-C51F-477C-80E1-6DA3AC19C92C>

Our capital team is developing systems and protocols to plan more strategically to reduce our \$341 million infrastructure backlog (as reported in March 2019). Our capital funds are the source of extensive public discourse and debate, but remain inadequate to meet the ongoing demands of our parks and recreation system. Further, as we look ahead to the future of our city we know that the Park Trust Fund is not infinite. As development peaks, revenue into the Park Trust Fund will be greatly reduced.

The \$228M Measure P Capital Improvement Bond has \$20 million remaining that is intended to be spent on soccer fields and a spending plan for this is in development. We operate and maintain 43 soccer fields and serve almost 100 leagues. With a recent addition of the Arcadia Softball Complex and the PAL Complex in the PRNS inventory, our Citywide Sports Program is expanding rapidly.

Our Department generates approximately \$31 million per year in revenue. This includes program fees (\$21,997,230), Construction & Conveyance Taxes (\$5,538,123) and grants (\$3,772,378). The revenue collected supports the City's General Fund by offsetting the costs of providing services. Cost-recovery rates are currently at 36.5%, a 63% increase since 2007 (22.4%). We have increased revenue generation by implementing annual market rate analyses, offering scholarship assistance programs, and altering services based upon customer surveys.

Our non-profit partners support us as valuable stewards of our park and recreation assets. In recent years these groups have completed initiatives like constructing a new playground at the Guadalupe River Gardens, building minor enhancements at Thousand Oaks Park, and supporting construction of new exhibits at Happy Hollow Park and Zoo. Through the efforts of these partners, we have completed important work that could not have been done with City resources alone.

The value of stewardship is reflected in equipping our staff to be leaders in our field and experts in our respective areas. This is shown through our Department's Leadership Principles: *We Are All Leaders*, we are *Service Focused*, we *Lead by Example*, we *Seek Knowledge and Ask Questions*, we *Deliver Quality Results*, we *Act Strategically*, and we *Create a Lasting Impact*. Developed by our team, these principles guide and influence our day to day work as we serve our San José community.

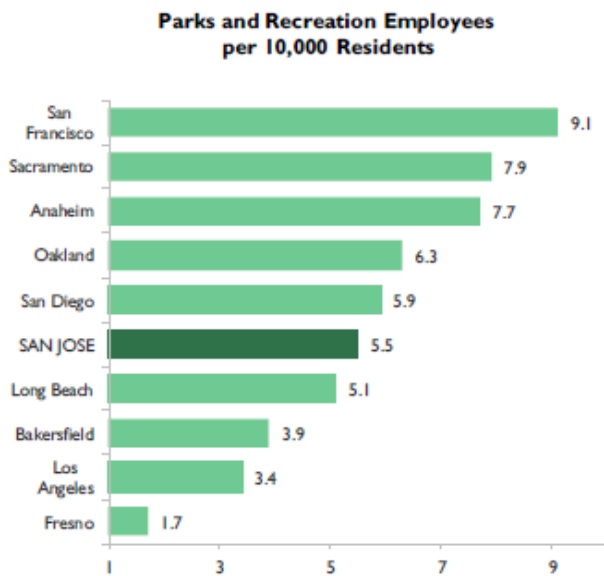
WHERE WE ARE HEADED

We will build and equip our staff to be leaders in our field. We will be bold and forward thinking to create solutions that improve management of our assets, programs and services. We will further develop our partnerships with our community partners, and seek ways to meet the needs of our complex parks and recreation system.

OPPORTUNITIES AND CHALLENGES

We share the community's desire to take care of what we have, yet we face challenges. Our operating budget, supported by the city's General Fund, is vulnerable to "boom and bust" cycles common to the Silicon Valley economy. Our limited capital revenue has proven inadequate to meet the demands of our aging parks and building related infrastructure. Some of our newer hub community centers will soon be about 10 years old, and our smaller centers and re-use buildings are even older than these larger hub centers. We do not have enough community center space to serve all residents in our growing city. Our infrastructure backlog is currently estimated at \$341 million.

Staffing per 10,000 residents varies greatly among California cities, and when compared, San José is among the cities with lower staffing¹². Interestingly, most other cities noted for comparison do not house Neighborhood Services within their Parks and Recreation Departments, suggesting that when comparing other California cities, our parks and recreation staffing level may be overestimated in the chart below.



Source: The Trust for Public Land: [2017 City Park Facts](#)

We have only recently returned to the staffing levels of 10 years ago, while the City’s population has grown by 14%¹³ and our service offerings have been expanding. The Project Hope program was a success when implemented in 2015. The community has requested expansion of this program every year since its inception. In the 2019-2020 Fiscal Year, BeautifySJ, along with some staffing to support this growing program, will formally come under our portfolio.

Since the initial Greenprint in 2000, our parks and recreation system has grown. We have 204 Parks (a 61% growth), approximately 548,000 community center square footage (a 104% growth) and 61 Trail miles (a 144% growth)¹⁴. Contract services to sustain park sites of less than two acres have helped manage the workload, but our larger parks continue to suffer from lack of resources.

Retirements of long time, experienced staff have further contributed to challenges, as is the case in other City departments and government agencies. Engaging and training our next generation of staff is critical to the long term success of our department. We have begun this effort but much work remains, including the development and implementation of standards and norms across all our work.

¹² City of San José Annual Report on City Services 2016-17

¹³ City of San José Annual Report on City Services 2017-18

¹⁴ Department of Park, Recreation and Neighborhood Services (PRNS) 2000 Greenprint and 2018 PRNS Fast Facts Document

The proposed 2019-2020 budget includes, for the first time ever, dedicated capital program staffing to support our Public Works and our Recreation Program staff in managing our buildings. This is a step in the right direction and one that will help alleviate the burden on our recreation staff.

We have heard from our non-profit partners that the complexity of the city presents challenges that can be hard to navigate. City requirements and standards are vitally needed to protect the community's interest, but we must do better at fostering an environment where our non-profit and community partners can assist in our mission. Creating a dynamic where the community is empowered to support our programs and services in meaningful ways can only help San Jose thrive.

In recent years, we have seen increases in our staff-related resources thanks to the City Manager's Budget Office, and in the 2019-2020 Fiscal Year, the proposed budget for our Department adds one-time funding of \$7.3 million, including 48.6 positions¹⁵. Another 17.95 positions are funded ongoing. The limit-dated positions will assist our team in the short-term, but will not provide a long-term solution for staffing needs. Potential long-term solutions will require evaluation of funding sources outside of the City's General Fund.

MOVING FORWARD

We aspire to:

Treasure and enhance our existing parks, programs, community facilities and trails

Be flexible and innovative to continuously improve everything we do

Welcome and engage all members of the community to care for our spaces, resources and programs

Diversify our funding for a sustainable park and recreation system

Build, equip and recognize a workforce that takes pride in their service to the community

¹⁵ 2019-2020 City of San José Proposed Operating and Capital budget

6. THE IMPORTANCE OF FEEDBACK

WHY WE VALUE FEEDBACK?

San Joséans care about their parks and recreation system, and a robust and balanced system is built on the support of our community. Our services are only meaningful if they meet the needs of the community we serve, and we cannot understand those needs without authentic engagement. Our staff care deeply about serving the needs of the community and being part of such an impactful city department.

ActivateSJ is a strategic plan informed by the community and refined by our park and recreation professionals. The plan results from a multi-year process that engaged our residents, stakeholders, partners, City Council, and staff to define a path for a people-focused and leading Parks, Recreation and Neighborhood Services Department.

WHERE WE ARE

ActivateSJ has been developed with significant public and staff input. The input process included community events, presentations at various City commissions, focus groups, stakeholder interviews, a trilingual survey, an interactive mapping tool, involvement of a Steering Committee, and a public comment period of our draft document. Internally, we engaged our staff through numerous meetings and surveys. We involved partner City departments through presentations and a Technical Advisory Group. The process provided us with clarity about the vision and mission of our Department. As a result, we used our findings to develop and frame the guiding principles presented in this plan.

Outreach Background

A. Community Outreach

- Mapita; a crowd-source data collection survey.
 - Over 1,440 responses.
 - Developed in multiple languages
 - Participants were encouraged to “think big” to gain insights beyond normal expectations.
 - Encouraging survey-taking occurred by reaching out in the following manner:
 - Mapita Post Cards Distribution (10 Hub Community Centers, 24 Libraries, 18 floors of City Hall)
 - Mapita Post Card Distribution (In the community; SJSU (Clark Library, Tower Hall, and Student Union, Philz Coffee Shop, Starbucks-Downtown, and "The Coffee Cart" in City Hall’s lobby.
 - Advertising of the survey via Neighborhood Newsletters, Senior Center Brochures, Guadalupe River Park Conservancy Newsletter, and the CD 3 Online Newsletter
 - Social Media: Nine Facebook pages, paid Facebook advertisement, Next Door Neighbor and Twitter (@SJParksandRec, @SanJoseTrails)
 - Mapita findings indicated:
 - Over 500 "Big Ideas" including locations for new parks, trails, recreation programs
 - 1,200 location specific barriers and challenges that must be overcome
 - Thousands of points profiling how people use existing parks, what draws them, how they get there, what they would like to see more of.

- Community-Based Steering Committee
 - 24 members
 - 7 meetings
 - Community Events
 - 26 events
 - 1 in every Council District
 - Focus Groups and Stakeholder Meetings
 - 23 meetings
 - Examples of stakeholders
 - Bicycle Pedestrian Advisory Committee
 - Neighborhood Services and Education Committee
 - Transportation and Environment Committee
 - City School Collaborative
 - Developer's Roundtable
 - Park's Foundation
 - San José Parks Advocates
 - San José School Superintendents
 - Save Our Trails
 - Sports Focus Group
 - SPUR
 - District Leadership and City of San José Commission Meetings
 - 16 meetings
 - Examples of Committee and Commission Public Meetings
 - Parks & Recreation Commission
 - Senior Commission
 - Youth Commission
 - Community and Business Survey (City wide)
 - 1,000+ responses
 - Trilingual survey (English, Spanish and Vietnamese)
- B. Department of Park, Recreation and Neighborhood Services Staff Outreach
- Department Wide Staff Surveys
 - Full time and part time staff
 - 2 surveys / 345 responses
 - Manager & Supervisor Staff Surveys
 - 2 surveys / 41 responses
 - Presentations to work groups
 - 20 meetings
 - Technical Advisory Group
 - Multiple City Departments
 - 5 meetings

Beyond ActivateSJ, from a citywide perspective, our outreach methods continue to develop and grow. Currently, outreach efforts include digital communication, advertisements, media, and community relations. We host community meetings parallel to the planning and design of a facility, park or trail. Most recently, we have developed online surveys that are distributed through all available social media channels which has greatly increased the input we receive, moving from a few people who would attend a community meeting to over 200 online responses for each project.

We are part of the daily life of the countless youth, seniors and adults who participate in our programs and services at community centers and parks. Daily interaction with residents allows us to stay current with community needs and wants. Additionally, we communicate monthly through one newsletter with our customers, and regularly survey our guests and participants regarding programs and services they have received. The current process for programmatic feedback, though invaluable, can improve. We are a Department who strives for constant improvement and staying current with new and emerging trends and the community engagement process is no exception.

WHERE WE ARE HEADED

ActivateSJ is a stream-lined and living document. We will live out our guiding principles by clearly stating goals and setting benchmarks that support our community-inspired guiding principles. The benchmark table included in this document sets measurable goals that will guide and track our progress. These benchmarks will be periodically revisited and adjusted to meet the changing needs of our city throughout the planning cycle.

In working within our department, we will operationalize the document by aligning every division's work plan to the guiding principles and supporting goals. ActivateSJ will have longevity because it will become part of our day to day work. Together, we will advance the same outcomes by aligning individual work plans, projects, programs, and services to the guiding principles.

Our staff, with support from the community has played a vital role in defining what we seek to accomplish with this plan. We will keep stakeholders informed with routine progress reports, on-line dashboards, Community Impact Reports, and an active social media presence. As an on-going practice, staff will conduct targeted surveys to gain useful and actionable data to guide development and operation of projects, programs and services.

OPPORTUNITIES AND CHALLENGES

We see an opportunity for growth in how we implement our engagement practices. We want to tailor our efforts to meet the needs of each particular audience and engage at every level. Through authentic engagement, we can hear the needs of our community and share a conversation on best practices and next steps for our field. We will hold two-way dialogues and not one-way messages.

San José is home to a diverse population with multiple languages. As over half of all San José residents speak a language other than English at home, we are committed to building and equipping our staff to provide translation and interpretation services to ensure all residents have an outlet to participate. Beyond the language access, we will aim to transcreate our messages so that they remain relevant and resonate with the cultures that make San Jose a vibrant city to live in. This will require resources to

assess current areas in need of improvement, training and expanding our current staff, and partnering with specialized agencies to provide these services.

MOVING FORWARD

We recognize that staff and community engagement does not end with the publication of this document. Through this strategic plan update, we have come to better understand the need for robust community engagement in our future efforts. This will include engaging deeply with all park and recreation program users. This will take time, energy and resources to meet people where they are. For example, as we develop new parks or rehabilitate existing parks, and as we change or enhance recreational programs and services we need to go beyond community presentations and social media. We will move toward face to face interactions at the point of service, i.e. the park or center. We will continue to be self-reflective and innovative to continuously improve. As the inspiration behind our guiding principles, we need you – our Department of Parks, Recreation and Neighborhood Services staff and the San José community - to join us in advancing *Public Life, Identity, Equity & Access, Nature, and Stewardship*.

ACKNOWLEDGEMENTS

Placeholder

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ALIGNMENT WITH *ENVISION 2040* CITY OF SAN JOSÉ GENERAL PLAN

Envision 2040 Goal	Public Life	Identity	Equity & Access	Nature	Stewardship
Goal PR-1 – High Quality Facilities and Programs	PR-1.7, PR-1.11, PR-1.15	PR-1.6, PR-1.7, PR-1.16, PR-1.17	PR-1.1, PR-1.2, PR-1.3, PR-1.4, PR-1.9, PR-1.12, PR-1.14	PR-1.10	PR-1.5, PR-1.8, PR-1.13
Goal PR-2 – Contribute to a Healthful Community		PR-2.7, PR-2.10	PR-2.1, PR-2.2, PR-2.3, PR-2.4, PR-2.5, PR-2.6		PR-2.8, PR-2.9
Goal PR-3 – Provide an Equitable Park System			PR-3.1, PR-3.2, PR-3.3, PR-3.4, PR-3.5		
Goal PR-4 – Community Identity	PR-4.5	PR-4.2, PR-4.3, PR-4.4, PR-4.6	PR-4.1		
Goal PR-5 – Grand Parks		PR-5.1, PR-5.2, PR-5.3, PR-5.4, PR-5.5			
Goal PR-6 – Sustainable Parks and Recreation				PR-6.1, PR-6.2, PR-6.3, PR-6.4, PR-6.5, PR-6.6, PR-6.7, PR-6.8, PR-6.9	PR-6.2
Goal PR-7 – Interconnected Parks System	PR-7.1, PR-7.3, PR-7.4		PR-7.1, PR-7.2, PR-7.3, PR-7.4, PR-7.5		
Goal PR-8 – Fiscal Management of Parks and Recreation Resources					PR-8.1 through PR-8.20
Goal TR-1 – Balanced Transportation System			TR-1.4, TR-1.11		
Goal TR-2 – Walking and Bicycling					TR-2.15, TR-2.16
Goal TN-1 – National Model for Trail Development and Use		TN-1.1, TN-1.4, TN-1.6	TN-1.5	TN-1.2, TN-1.3	
Goal TN-2 – Trails as Transportation		TN-2.6	TN-2.1, TN-2.2, TN-2.3, TN-2.5, TN-2.8, TN-2.9, TN-2.12, TN-2.13		TN-2.4, TN-2.7, TN-2.10, TN-2.11
Goal TN-3 – Accessible, Safe, and Well-Functioning Trails			TN-3.1, TN-3.2, TN-3.3, TN-3.4, TN-3.5, TN-3.6		

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
Connect People to People	Connect our diverse neighborhoods to strengthen San José pride and unity	<p>PL1. Create urban spaces that enhance everyday life</p> <p>PL2. Increase neighborhood access and connectivity</p> <p>PL3. Promote arts and cultural events in our parks and facilities that reflect local neighborhoods</p> <p>PL4. Increase opportunities that connect neighbors in underserved communities</p>	<p>PL1a. Create Task Force to coordinate city and privately-initiated events to increase use of parks and facilities in everyday life.</p> <p>PL1b. Develop Public Life “Field Guides” to cultivate and lead “People First” design.</p> <p>PL1c. Revise city policies to support use of our parks and facilities for Public Life (Food service, night events, alcohol service, private events, corporate events).</p> <p>PL1d. Develop a Strategic Marketing Campaign for high community awareness of Public Life events.</p> <p>PL2a. Implement a PRNS branded way-finding campaign that place parks in context of nearby recreational resources, and travel options via trails, transit and bikeways.</p> <p>PL3a. Collaborate with community partners to cultivate self-sustaining neighborhood-centric events that build community pride through sense of place and artist engagement.</p> <p>PL3b. Develop viable and sustainable business model that maximizes facility rental fees while sustaining arts and cultural programs.</p> <p>PL4a. Benchmark PRNS recreation services to determine national standards.</p> <p>PL4b. Identify gaps in opportunities in underserved and growing neighborhoods.</p> <p>PL4c. Establish permanent staff for enhanced or expanded programming to fill identified gaps (e.g., through Viva Parks Program and Neighbor Nights).</p>
Connect People to Places	Develop spaces that build bridges and transcend neighborhood boundaries	<p>PL5. Develop design guidelines and standards that emphasize sense of place</p> <p>PL6. Enhance public safety through park activation</p>	<p>PL5a. Incorporate design principles into Park Design Guidelines that balance contemplative, social and active spaces.</p> <p>PL5b. Host short-term activations at newly opened parks to develop sense of neighborhood ownership.</p> <p>PL6a. Strengthen partnerships with San Jose Police and Fire Departments to support park activations and build a sense of safety during park activations.</p> <p>PL6b. Introduce programs offered by PRNS’s Neighborhood Services into park activations when possible.</p>

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
Provide opportunities for active living	Provide opportunities to connect and play	<p>PL7. Create programs that encourage physical activity, community building, and better health for all residents</p> <p>PL8. Insure adequate programming space is available in all areas of the community</p> <p>PL9. Strengthen community awareness of PRNS parks, programs, and services</p> <p>PL10. Invite all members of the community to access our sport fields and facilities</p>	<p>PL7a. Inventory program offerings across the department.</p> <p>PL7b. Evaluate program offerings against demographic data and identify gaps in programming.</p> <p>PL7c. Make recommendations for program enhancements / expansion to fill identified gaps and increase intergenerational programming.</p> <p>PL7d. Seek funding to support expansion of Viva CalleSJ Program to four activations per year by 2025.</p> <p>PL8a. Using past San José studies, national guidelines, and peer organization benchmarking, develop a target for community center and programming space to serve San José’s residents (e.g., 1 community center per 50,000 residents).</p> <p>PL8b. Inventory existing programming space and compare to benchmarks to identify gaps.</p> <p>PL8c. Using past San José studies, national guidelines, and peer organization benchmarking, develop a target for aquatic facilities and services to serve San José’s residents (e.g., 1 pool per 30,000 residents).</p> <p>PL8d. Inventory existing aquatic space and compare to benchmarks to identify gaps.</p> <p>PL9a. Benchmark peer organizations and industry standards to determine marketing and communications related resources appropriate to support PRNS programming and facilities.</p> <p>PL9b. Using information from PL9a, develop a communications plan for PRNS and identify resources needed to implement.</p> <p>PL9c. Develop staffing and funding requests to execute the communications plan.</p> <p>PL10a. Evaluate and enhance our citywide sport field reservation system to improve transparency and increase access.</p>
Provide fun places to play	Provide safe places for people to gather, create memories and make friends	PL11. Create a built environment that sparks imagination, encourages physical activity, and community interaction	<p>PL11a. Incorporate appropriately scaled “placemaking” features (e.g., Lupe the Mammoth) into design wherever possible.</p> <p>PL11b. Identify opportunities for installation of smaller play features throughout civic spaces to encourage play for all residents.</p>

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
Great places to visit, play and celebrate our cultures	<p>Welcome and celebrate San Jose's diversity, culture and history</p> <p>Create memorable and iconic destinations that provide exceptional experiences</p>	<p>ID1. Increase visitation to the city's regional parks (Almaden Lake Park, Alum Rock Park, Emma Prusch Farm Park, Guadalupe River Park and Gardens, Kelley Park, Lake Cunningham Park, and Overfelt Park and Gardens)</p> <p>ID2. Complete Parks and Facilities Master Planning for regions of the city to insure park, recreation and trail amenities are varied and reflect the culture and history of neighborhoods in which they are located</p>	<p>ID1a. Prioritize resources to maintain, preserve and enhance existing regional parks as the City's Grand Park sites.</p> <p>1D1b. Complete regional park development per master plans as needed and appropriate for existing needs.</p> <p>1D1c. Prepare <i>Regional Park Identity Study</i> to establish a unified and high-quality signage and design guide consistent for San Jose's high-visibility Grand Parks.</p> <p>1D1d. Implement the Alum Rock Park Gateway Study to coincide with the park's 150th anniversary in 2022 (California's oldest civic park).</p> <p>ID1e. Develop priority ranking for implementing master plan improvements (or updating master plans) at regional parks.</p> <p>ID1f. Propose sustainable funding mechanisms for implementing master plan improvements at regional parks, including staffing resources needed to effectively support design, maintenance.</p> <p>1D1g. Conduct interpretive programs by Park Ranger interpretive programs at these high profile facilities.</p> <p>ID1h. Count and survey regional park users to define projects and programs that support increasing use.</p> <p>ID2a. Strengthen the City's urban villages and neighborhood districts by identifying six to ten Sub-Regional Park Master Planning areas and prioritize areas for study.</p> <p>ID2b. Complete at least one Sub-Regional Park Master Plan to guide signature design and optimum allocation of recreational resources. Master planning will include reviewing demographics of the area, existing park, trail and recreation resources and gaps in those resources. New resources (including in Urban Village areas) will be identified.</p> <p>ID2b. Prioritize Sub-Regional Park Master Plans to align with major new or renovated park projects.</p> <p>ID2c. Propose budget resources to manage the additional tasks to prepare Sub-Regional Park Master Plans.</p>
Leaders in parks, recreation and neighborhood services	<p>Develop and cultivate a workforce that reflects the community we serve</p> <p>Embrace the innovative spirit of San José to serve the community</p>	<p>ID3. Cultivate PRNS staff as technical and resource experts</p> <p>ID4. Engage the next generation of parks professionals</p> <p>ID5. Promote a culture of innovation and quality improvement</p>	<p>ID3a. Benchmark peer organizations and review industry standards for park maintenance, programming and administrative staff training.</p> <p>ID3b. Develop training tracks to support staff expertise and leadership in maintenance, planning, development, and operations of park resources.</p> <p>ID3c. Identify and request resources to pursue organizational development.</p> <p>ID3d. Develop and implement Park Design Guidelines.</p> <p>ID3e. Develop and implement Community Center Design Guidelines.</p> <p>ID4a. Leverage existing programs like SJWorks to educate potential new employees on parks and recreation career opportunities.</p> <p>ID4b. Evaluate development of a pilot program to employ unhoused residents in park support activities.</p> <p>ID4c. Develop relationship with local schools for annual "Meet a Parks Professional" to encourage and support career development in the profession.</p> <p>ID5a. Train and cultivate a culture of strategic risk taking and continuous quality improvement.</p> <p>ID5b. Support and cultivate non-profit partners to support park and community center operations.</p> <p>ID5c. Develop high-quality web and mobile content for at least one regional park to engage park users in learning about the history of the park and value of native landscapes.</p> <p>1D5d. Develop high-quality web and mobile content for City's BikeWeb (off-street Trails and on-street Bikeways).</p> <p>ID5d. Identify one-acre site for development of Prototype Park with proposed resources to support on-going testing and evaluation of innovative techniques and products to advance the recreational industry and support reduced operational costs citywide.</p>

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
One of the nation's healthiest cities	Advance our reputation as one of the nation's healthiest cities	<p>ID6. Encourage healthy lifestyles for all</p> <p>ID7. Support the Age Friendly San José designation through programming and facilities</p> <p>ID8. Develop and effectively manage a 100-mile off street trail network</p>	<p>ID6a. Coordinate with Santa Clara County partners to include San José parks into the parks prescription initiative and the Health Parks Healthy People program.</p> <p>ID6b. Identify community partners (e.g., AARP, YMCA, etc.) employ park facilities for healthy activity and positive outcomes.</p> <p>ID7a. Develop design guidelines for Age Friendly park facilities as a national model.</p> <p>ID7b. Evaluate programming for consistency with Age Friendly designation and modify / update as needed.</p> <p>ID7c. Support our non-profit partners in their delivery of programs (e.g., Senior Safari) that support the Age Friendly San José efforts.</p> <p>ID8a. Establish a trail maintenance team.</p> <p>ID8b. Develop and implement a trails specific pavement management system.</p> <p>ID8c. Advance the Trails Program Strategic Plan that was adopted in 2016.</p>

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EQUITY & ACCESS
May 22, 2019

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
Include the community in decisions	Be a trusted partner through inclusive decision-making	<p>EA1. Adopt and implement best practices for community engagement and participatory decision-making (e.g., Groundwork USA/National Park Service)</p> <p>EA2. Establish an equity toolkit to support decision-making across budget process in capital and programmatic investments (e.g., GARE toolkit)</p> <p>EA3. Provide meaningful communication access to persons with Limited English Proficiency (LEP) (e.g., HHS.gov policy/procedures)</p>	<p>EA1a. Inventory and evaluate PRNS practices of community outreach and contracting.</p> <p>EA1b. Research and develop standards and strategies for PRNS community engagement including shared culture and norms and identification of historically underrepresented populations.</p> <p>EA1c. Establish an equity awareness program for employees and stakeholders to understand history and approach for department/City strategy for achieving equity and access.</p> <p>EA2a. Develop and implement an equity plan for capital and programmatic investment based on need.</p> <p>EA2b. Align training and process adoption with City-led GARE initiative.</p> <p>EA2c. Pilot decision-making tool in one to three programs and refine.</p> <p>EA3a. Identify Limited English Proficient persons and languages to prioritize.</p> <p>EA3b. Develop procedures and resources for qualified workforce for interpretations and translations/transcreations.</p> <p>EA3c. Monitor language needs and implementation.</p>
Provide quality, affordable programs for all	Provide exceptional experiences for all people in San Jose regardless of age, ability, income, or neighborhood	<p>EA4. Adopt and implement an outcomes-based, performance management system for all citywide programs and services</p> <p>EA5. Update the Pricing and Revenue Council Policy #1-21 to align subsidies with intended outcomes related to public, merit, and private services</p>	<p>EA4a. Implement evidence-based, best practices and quality standards at all levels of program and services.</p> <p>EA4b. Develop procedures and resources to implement performance management/quality improvement action plans.</p> <p>EA4c. Update infrastructure to collect, analyze and report on the demographics of PRNS customers including race/ethnicity to understand who we serve and identify emerging populations.</p> <p>EA5a. Expand the department-wide scholarship program and funding to meet growing demand.</p> <p>EA5b. Implement updated policy and procedures.</p> <p>EA5c. Develop and market Sponsorship Program to solicit funding.</p>
Promote healthy communities	Improve community health in partnership with others	<p>EA6. Achieve a 10-minute walk to a quality park</p> <p>EA7. Improve neighborhood conditions through sustained efforts to beautify and maintain parks, trails, and facilities (ex. PCA scores)</p> <p>EA8. Reduce health disparities from chronic diseases and injuries for children and young people with partners in education, health care, juvenile justice, and others</p> <p>EA9. Reduce social isolation for older adults and people with disabilities with partners throughout the system of care</p>	<p>EA6a. Using publicly available data and city resources, identify existing neighborhoods that do not meet 10-minute walk criteria.</p> <p>EA6b. Develop strategic acquisition plan.</p> <p>ES6c. Make recommendation to city council that San José sign on to the National Recreation and Parks Association (NRPA) 10-Minute Walk Program.</p> <p>EA7a. Lead the coordination of Beautify SJ, citywide anti-blight service delivery model and report on results of anti-litter, anti-graffiti services.</p> <p>EA8a. Identify health differences among specific populations groups at the city, zip code and neighborhood level through analysis and mapping and determine appropriate investment levels.</p> <p>EA8b. Develop and scale programs and partnerships that promote resilience and reduces risk factors for populations most affected by health differences.</p> <p>EA8c. Implement and scale the Early Education and Expanded Learning Quality Standards.</p> <p>EA9a. Lead and coordinate the citywide Age Friendly initiative.</p> <p>EA9b. Promote policies and programs to support the eight domains of livability as defined by the World Health Organization.</p>

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
Connect all people to nature	<p>Enhance opportunities to connect people to nature through programs, scenic facilities, and open spaces</p> <p>Support the community's resiliency and well-being with access to natural, recreational spaces</p>	<p>N1. Increase participation in nature based programs</p> <p>N2. Increase and promote usage of rural trails within San Jose Trail Network</p> <p>N3. Provide access to existing undeveloped parkland</p>	<p>N1a. Identify ways to introduce environmental education into existing camps and programs such as partnering with the National Park Service in Yosemite to offer Family Camp Programs.</p> <p>N1b. Develop baseline inventory of current nature based programs and participation rates.</p> <p>N1c. Evaluate baseline data and identify gaps in program offerings.</p> <p>N1d. Create and implement an environmental education program with services offerings at parks, community centers and regional parks.</p> <p>N2a. Develop and implement communication strategies to increase community awareness of existing rural trails.</p> <p>N2b. Identify opportunities to expand the existing rural trail system.</p> <p>N2c. Develop programming that uses the rural trail system to expand community interaction with nature.</p> <p>N3a. Map and evaluate the existing 600 acres of undeveloped parkland.</p> <p>N3b. Prioritize parklands in which to provide public access.</p> <p>N3c. Provide public access to 100 acres of existing undeveloped parkland.</p>
Favor California landscapes	<p>Reflect our native and historical California landscape to create a sense of place</p> <p>Honor nature and wildlife through intentional design</p>	<p>N4. Emphasize use of native landscape in park design</p> <p>N5. Increase acreage of parkland allocated to California-native plantings and habitat</p> <p>N6. Expand riparian zones along creek-side parks</p>	<p>N4a. Develop and implement landscape guidelines that address native (and appropriate non-native) plantings.</p> <p>N5a. Develop baseline mapping and quantify areas of native planting and habitats within San Jose neighborhood parks and civic grounds.</p> <p>N5b. Develop target percentage increase for native planting and habitat in neighborhood parks and civic grounds.</p> <p>N5c. Identify strategies for increasing the native planting and habitat areas within San Jose neighborhood parks and civic grounds.</p> <p>N5d. Pursue Bird City USA designation criteria in collaboration with city and community stakeholders.</p> <p>N6a. Develop baseline mapping and quantify existing riparian zones in creek side parks and trails.</p> <p>N6b. Develop target percentage increase in riparian zones.</p> <p>N6c. Identify strategies for increasing the amount of riparian zones to meet goal N6b.</p>
Provide space and resources for nature	Protect, preserve, and promote nature for our growing city	<p>N7. Coordinate with our partners at Santa Clara County Parks and Open Space Authority to enhance programs and services in open spaces outside the urban core</p> <p>N8. Establish urban forestry program within the San Jose Parks system</p> <p>N9. Increase public participation and sense of ownership to enhance our parkland</p>	<p>N7a. Identify and assign liaison from PRNS to partner agencies.</p> <p>N7b. Support partner agencies in their efforts to preserve and protect the open spaces outside the urban core through cross marketing and policy support.</p> <p>N8a. Quantify and map all trees within the San Jose parks system.</p> <p>N8b. Establish forestry related protocols and standards, including a tree canopy goal, to manage all tree resources.</p> <p>N8c. Develop and implement a dedicated urban forestry team to plan, guide and sustain our tree canopy and increase diversity, habitat value and longevity of our resources.</p> <p>N9a. Develop communication plan to increase awareness of nature based opportunities in San José.</p>

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
Maintenance Matters	Treasure and enhance our existing parks, programs, community facilities and trails	<p>S1. Improve the conditions of all parks, facilities, and trails</p> <p>S2. Maximize the lifespan of all park amenities and buildings</p> <p>S3. Design our facilities to ensure long-term sustainability</p>	<p>S1a. Develop and implement quality control standard for all facilities and programs.</p> <p>S1b. Develop management plans for all grounds, trees, gardens, and golf courses that define maintenance standards and methods.</p> <p>S2a. Develop and implement maintenance standards for all parks and trails.</p> <p>S2b. Working with our partners in Public Works, develop and implement maintenance standards for our buildings and support PW in their efforts to execute maintenance standards.</p> <p>S2c. Establish a tool to assess building facilities conditions for regular reporting and investment.</p> <p>S2d. Develop and implement protocols to strategically evaluate Deferred Maintenance Infrastructure Backlog.</p> <p>S3a. Evaluate new park furnishings and amenities, favoring those that balance cost with long term performance.</p> <p>S3b. Incorporate preferred furnishings and amenities into Park Design Guidelines.</p>
Always Improve	Be flexible and innovative to continuously improve everything we do	<p>S4. Cultivate a culture of change management in all operations</p> <p>S5. Advance data driven project selection and prioritization of all capital projects</p> <p>S6. Seek use of alternative technologies to reduce carbon footprint in our work</p>	<p>S4a. Enhance existing data analytics to assess and evaluate success of operations and programs.</p> <p>S4b. Develop a “PRNS Innovation Lab” to test new technologies and encourage sharing knowledge.</p> <p>S5a. Complete comprehensive Geographic Information System mapping and database of all park and building infrastructure.</p> <p>S5b. Develop, adopt, and implement a prioritization framework for capital projects.</p> <p>S5c. Refine infrastructure backlog data to develop detailed costs and data related to playgrounds, pools, park yards, hub community centers and re-use sites.</p> <p>S6a. Convert vehicle fleet to electric vehicles.</p> <p>S6b. Convert small engines used in field operations from gas powered to electric.</p>
Community is part of the solution	Welcome and engage all members of the community to care for our spaces, resources, and programs	<p>S7. Engage the community in our stewardship efforts</p> <p>S8. Expand the range of volunteer opportunities available for our community</p>	<p>S7a. Using our successful Adopt-A-Park Program as a model, establish and maintain an Adopt-A-PRNS Program for all facility and service types.</p> <p>S7b. Support efforts sponsored by local partners that enhance the management of natural areas, waters, and urban forests within the park system.</p> <p>S7c. Develop BeautifySJ as a PRNS program, incorporating other anti-blight programs such as Anti-Graffiti / Anti-Litter, and evaluate methods of increasing its effectiveness at community engagement.</p> <p>S8a. Promote and support the development of non-profit chapters that promote the use of parks, trails and recreation programs by under-represented community groups (e.g., outdoorafro.com; latinooutdoors.org).</p>
Great community investment	Diversify our funding for a sustainable park and recreation system	<p>S9. Seek sustainable funding mechanisms for our parks and recreation system</p> <p>S10. Strengthen relationships with our non-profit partners</p>	<p>S9a. Choose economically sustainable options for park facilities and amenities, taking into consideration. staff time, resource use, and life span costs with the understanding that initial costs might be greater than other methods.</p> <p>S9b. Establish grants team responsible for identifying and preparing grant opportunities.</p> <p>S9c. Evaluate and seek implantation of additional funding sources to augment general fund resources.</p> <p>S10a. Develop handbook for working with the City as a non-profit partner.</p> <p>S10b. Provide training for key staff in working with non-profit partners.</p>

Value Statements	We Aspire To....	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
Experts in our field	Build, equip, and recognize a workforce that takes pride in their service to the community	<p>S11. Establish and maintain Agency Accreditation from the Commission for Accreditation of Parks and Recreation Agencies (CAPRA)</p> <p>S12. Prioritize training and development of staff</p>	<p>S11a. Develop Accreditation Committee consisting of internal and external stakeholders. S11b. Review and evaluate requirements for CAPRA Accreditation. S11d. Identify gaps in programs and practices and develop work plan to close gaps.</p> <p>S12a. Promote ways to engage employees through education and outreach. S12b. Increase number of staff with National Recreation and Park Association (NRPA) certifications. S12c. Increase number of San Jose expert presenters at State and National conferences. S12d. Identify necessary training programs and increase the number of specialized staff trainings provided.</p>

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Community Impact Report 2018

BUILDING COMMUNITY THROUGH FUN



(left) PRNS and Earthquakes pose with teens from Roosevelt Community Center and Earthquakes Youth Academy. (right) PRNS, NHL and Sharks celebrate Roosevelt Rink Legacy Project.

Major League Partnerships Bring New Amenities to Downtown Parks

The Department of Parks, Recreation and Neighborhood Services established partnerships with San José's two major league sports teams in 2018. This resulted in a new soccer mini-pitch at Arena Green in Guadalupe River Park, sponsored by the San Jose Earthquakes, and a renovation of the skating rink at Roosevelt Park and Community Center, sponsored by the San Jose Sharks.

"As the demand for safe and accessible places to play rises, PRNS and its partners are offering an innovative response. Fostering love for these sports and the City's teams, the new amenities increase San José youth and families' access to safe recreational spaces," explained Neil Rufino, PRNS deputy director.

The mini-pitch and skating rink, both located in

Downtown San José, enhance existing PRNS locations, giving them a fresh update that reflect youth sporting trends.

In January 2019, San José hosted the high-profile National Hockey League All-Star Game, bringing hockey players and fans near and far to the Capital of Silicon Valley. Each year, the NHL and the hosting team fund a charitable All-Star Legacy Project, leaving the host city in better shape than it was before the hockey extravaganza. The NHL and the Sharks selected the skating rink at Roosevelt Park and Community Center as the site of their San José project, providing \$500,000 for renovations, programming, scholarships and staffing.

The rink – where PRNS holds hockey camps and partners with Aloha Roller Rink for summer skate nights – is now outfitted with all-weather removable tiles, three sets of bleachers and updated fencing. The All-Star Legacy Project also funded equipment,

coaching staff and scholarships so that PRNS can expand its hockey and skating opportunities to more San José youth.

The Earthquakes, Major League Soccer's MLS Works program and the U.S. Soccer Foundation sponsored the conversion of a former tennis court into Arena Green's new acrylic-paved soccer mini-pitch; paved surfaces remove the cost of turf upkeep. Its downtown location makes it easy to access for the thousands who live, work and play in the area. PRNS afternoon program participants will enjoy the non-reservable mini-pitch regularly as it becomes part of their afterschool activities. Soccer and futsal lovers across San José can now enjoy this new feature for years to come.

These strategic partnerships between PRNS and the major league teams who call the City home create civic pride and build a safer, more active San José.

DIRECTOR'S MESSAGE:

'We're looking back to move forward'

It's good to be back in the Department of Parks, Recreation and Neighborhood Services! I was previously with PRNS as the Deputy Director of Animal Care and Services, and moved to General Services just as the economic recession started to impact our residents and government. As a City, we continue to recover from the economic downturn. PRNS has proven to be adept at meeting challenges with innovative solutions to move forward.

We offer people of all ages and abilities safe places to play and come together in the form of parks, trails, community centers and programs. PRNS has provided health and wellness resources and kept our community active since the 1930s. This year, we look back to move forward.

During the recession, PRNS introduced the idea of Reuse Centers, a creative response to keep 39 buildings open and provide essential community services while developing relationships with non-profit agencies. The program met these objectives, yet it is time to review the current model to address community challenges. This will be an important area of focus the next few years.

Another top priority will be Mayor Liccardo's #BeautifySJ Campaign – launched in 2017 – which aims to reduce trash, graffiti and other sources of blight in our City. In alignment with our mission, and our anti-graffiti and anti-litter programs, PRNS is at the forefront of these efforts. Last year, we awarded 71 neighborhood groups #BeautifySJ grants for community-led projects.



Jon Cicirelli, acting director of PRNS

Through #BeautifySJ and other programs we are enhancing our partnerships with our community.

We have a strong collaboration with the San Jose Police Department through the Mayor's Gang Prevention Task Force, a national model for youth violence prevention and intervention, to keep our neighborhoods safe. To complement our partnership, we have begun working together to modernize the Police Activities League stadium and programs. Through a series of meetings, we know the community values the interaction between officers and youth and access to sports fields. We look forward to working with our community and SJPD to ensure PAL continues to connect with youth through recreational opportunities.

As a Department with daily community contact, we are a vital component to addressing our City's homelessness crisis. Currently, some community centers serve as Overnight Warming Locations, providing

vulnerable residents with a warm place during potentially life-threatening weather conditions. In 2018, we began to offer a few community center parking lots for a Safe Parking Pilot program, another solution to ensure homeless families have access to safe places at night.

Although we have many challenges ahead, it is important to take stock of our accomplishments. This past year, we opened Lake Cunningham Action Sports Park. Watson Park is now open after a year of repairs following the 2017 flood. Happy Hollow Park & Zoo had a marquee year with a record number attendance and many new zoo animals. And last but not least, our placemaking efforts continue to grow. Viva Parks has activated even more neighborhood parks, and Viva CalleSJ will now make a second appearance in the Spring, opening the City's largest-park-for-a-day twice a year!

I am humbled to lead a Department that offers solutions to community issues through people and public assets. I look forward to seeing you in our parks, trails, community centers and programs.

OUR MISSION:

To build healthy communities through people, parks and programs

OUR VISION:

A national leader in Parks and Recreation in cultivating healthy communities through quality programs and dynamic public spaces

NEW FRIENDS DRAW CROWDS TO HAPPY HOLLOW



Park attendees visit an exhibit where a new black-and-white ruffed lemur was recently born.

Drawing crowds in with new experiences and exhibits is a tradition for Happy Hollow Park & Zoo, whose mission is connecting people to nature through play. Just a few years after the park and zoo first opened in 1961, Happy Hollow began adding new attractions and animals to its ensemble.

In 2018, Happy Hollow reached two exciting milestones, including receiving the prestigious Association of Zoos and Aquariums (AZA) Quarter Century Award for 25 years of continuous accreditation. The Park & Zoo reached a record-breaking achievement, attracting more people than ever to the icon-

ic San José destination with 500,000 visitors in 2018. It also welcomed four new animals, which have been a delight to both staff and guests.

Happy Hollow transforms itself frequently to keep its attractions and exhibits current and meet the highest zoo standards. Conservation, sustain-

ability and safety are paramount to Happy Hollow's operations.

"We take great pride in providing superb and compassionate care, as well as enriching environments for every animal," said Kevin Hertell, zoo manager. "Our diverse collection of more than 150 animals and over 50 different species represent six of the world's seven continents. Happy Hollow also participates in the Species Survival Plan (SSP) programs through AZA to help ensure the survival of select animals, most of which are threatened or endangered in the wild."

In the last year, Happy Hollow welcomed two new animals to its collection. In April, a healthy black-and-white ruffed lemur

was born, marking a victory for this critically endangered species.

The following month, Happy Hollow unveiled a new exhibit for Bayou, an American alligator who was rescued from the Sacramento-San Joaquin River Delta when he was only 12 inches long. In June, Kianto, a 12-year-old male jaguar was relocated from the Lincoln Park Zoo in Chicago as part of the AZA SSP program.

To top off a year of growth, in August, a yet-to-be-named baby Parma wallaby – a near-threatened macropod – made its first appearance.

Happy Hollow Park & Zoo serves as an intergenerational pillar of conservation and wonder for many families in the Bay Area.

HISTORY UNEARTHED AT ALUM ROCK PARK



Excavation of a former lodge structure discovered by Rangers at Alum Rock Park.

Established in 1872, Alum Rock Park is the first municipal park in California. It's also home to abundant natural and cultural history, some still waiting to be discovered. In July 2017, the Lariat Fire in the Alum Rock Hills cleared some areas of vegetation, uncovering the remains of a structure representing a forgotten time in San José's history.

Huy Mac, PRNS senior park ranger, spotted the remains of a stone fireplace in the fire's aftermath. It became clear that he had come across an historic building that park rangers knew about but were previously unable to access due to the overgrown vegetation and poison oak in the area.

"San José park rangers protect our community as well as the natural and cultural resources throughout the city for future generations," said Mac, who, along with other

rangers, used a late 19th century atlas to research the plot of land.

They learned that it once belonged to a Davis Lundy, but discovered little information on his legacy.

Through a partnership between PRNS and West Valley College, more light has been shed on the history of the remains of this structure. Dr. Andrew Kindon from the college's Archeology Department gave his students hands-on experience during this archaeological dig.

"Many of the students participating in this project have gotten really involved in researching this period of the Valley's history now. They are learning things about the area that they grew up in which have largely been forgotten over the last few generations," said Kindon.

Faculty and students carefully mapped the area and excavated the items that had been hidden by brush, including a green glass pendant, a crystal doorknob, a rusted bedspring and a style of brick that was only produced between the years 1905 and 1927. The domestic goods confirmed that the building was a home, while the distinctive bricks, imprinted with the name Pluto, provided a timeframe for the lodge's construction.

"Alum Rock Park is a gem and the history it holds is an important part of the City of San José. I am glad we are able to share it with our community," said Mac.

After the West Valley College team has cleaned and catalogued each of the items excavated from the site, this recovered trove will be displayed in the Alum Rock Park visitor center.

KEEPING UP WITH THE KOI

Japanese Friendship Garden continues to recover with community support



Youth visit koi fish during "Camping with the Koi" event at the Japanese Friendship Garden in July.

Built in 1965 as a tribute to the relationship between San José and its first Sister City, Okayama, Japan, the Japanese Friendship Garden (JFG) has long served as a place of quiet contemplation and natural beauty.

The JFG, located in Kelley Park, is modeled after Korakuen Garden in Okayama, complete with three tranquil ponds, Japanese maple trees and a stunning teahouse. While staff rescued the garden's koi from the muddied February 2017 flood waters, many of the facilities were not as lucky. Recovery from the flood remains active and steady thanks to the hard work and generosity of volunteers, PRNS employees and the San Jose Parks Foundation (SJPF).

"So many residents truly love and value the Japanese Friendship Garden. We have received donations accompanied by letters that really show the emotional connection people have to this unique space," said James P. Reber, executive director of SJPF. "We are so grateful to have such passionate donors."

Submerged in six feet of floodwater, the Teahouse was damaged and the pond filtration systems in the lower areas of the garden were damaged, needing tens-of-thousands of dollars-worth of repairs.

However, JFG benefits from a great amount of community support.

The SJPF quickly launched a fundraising campaign, which has raised over \$24,000 to repair the garden. In June of 2018, SJPF donated two water filtration systems, valued at over \$15,000, to the renovation efforts.

In the wake of recovery efforts, PRNS doesn't simply aim to return the JFG to its original state; the Department plans to expand its presence.

In July 2018, PRNS introduced a pilot camping program in the park: Camping with the Koi. The sell-out success offered families the chance to get in touch with nature and Japanese culture without leaving the City.

"Camping with the Koi's primary intent was to offer an entry level outdoor experience in Kelley Park for economically challenged families. Parents loved having time with their kids independent of cell phones and electronics," said Roger Abe, PRNS park ranger who led the event.

Despite the fundraising progress, much of the pond area is still non-functional, and full repairs will cost millions. The Japanese Friendship Garden's future relies on renovation efforts, community generosity and innovative programming.

LAKE CUNNINGHAM BRINGS MORE ACTION SPORTS

Lake Cunningham's 68,000 square foot skate park, the largest in California, celebrated a 10-year anniversary with an expansion: the unveiling of the 10-acre Lake Cunningham Action Sports Park (LCASP).

The sprawling, 8.5-acre bike park opened on April 14, 2018. It joined the original skate facility, making LCASP the premiere destination for bikers, skaters, scooters and anyone looking to be wowed by extreme athletes or become the next sports superstar trained in a world-class facility.

"On opening day, the park saw 2,000 visitors, with half being bikers and the other half skaters. The park meets its goal of offering something for extreme sport enthusiasts of all riding levels," said Justin Long, PRNS deputy director.

The bike park's 45 diverse elements are spread over seven distinct riding zones. The jumps, drops and wall rides give LCASP the most riding features of any bike park in the nation. These features were opened to the public as bicycle

riders shredded through the ribbon and onto a dirt course.

Since the expanded park opened, over 14,000 extreme sport fans have rolled through the park, a 71 percent increase in visitors from the previous year. LCASP will soon expand its programming, hosting classes and camps for San Joseans interested in improving their skating, scooting and biking skills.



Mayor Sam Liccardo (center-front) leads riders for first ride at new bike park expansion in LCASP.



The opening of Three Creeks Trails resulted in San José crossing the 60-mile threshold in its Trail Network.

CITY'S TRAIL NETWORK REACHES 60 MILES

San José's Trail Network reached a major milestone when the western alignment of Three Creeks Trail opened on Aug. 25, 2018, bringing the total length of City trails to over 60 miles. San José has one of the nation's largest urban trail networks, enjoyed by residents and visitors for bike commuting, health, exercise and exploration.

"San José is highly regarded for the extent and quality of its trail development. We have more Class I off-street trails than cities with strong biking reputations like Portland, Minneapolis and Austin," said Yves Zsuttu, PRNS trail program manager.

The newest addition to San José's impressive trail network, Three Creeks Trail, runs through Willow Glen, offering a paved and landscaped path from Coe Avenue to Minnesota Avenue. The trail's design is unique in its approach to sharing local history, incorporating visual elements and landmarks that recall the neighborhood's agricultural past.

Instead of conventional interpretive signs, architecture, landscape and design details speak to the area's history of agriculture, plant cultivation, the packing industry and rail transportation. The corridor was once owned and operated by the Union Pacific Railroad and supplied transportation services

to local canneries, which processed the harvested produce from the Valley of Heart's Delight.

The trail recalls the water tanks that once supported area canneries with an iconic 30-foot structure at Willow Street. An iris garden honors pioneering San José botanist Ruth Rees who cultivated the celebrated "Snow Flurry" iris on the adjacent property.

While the features along Three Creeks Trail offer a glimpse of an earlier San José, its opening has encouraged many to look toward a future with new trail systems to support a fully interconnected network, linking the City's trails to make them more accessible for transportation and recreation.

FOURTH VIVA CALLESJ IS FULL OF FIRSTS

San José's largest park for a day returned on Sept. 23, 2018 for the fourth-annual signature open-streets event: Viva CalleSJ (VCSJ).

Themed "SoFa to the Streets," the event shut down six miles of roads to motorized vehicles along Monterey Road from Martial Cottle Park to the South of First Area district. VCSJ welcomed more than 125,000 people who walked, biked, skated, rolled and played along one of the City's major thoroughfares that was once part of the famed El Camino Real.

2018's event added a few firsts to its lineup: the Viva CalleSJ 5K fun run, sponsored by AARP; a donation drive through a partnership with "Pokemon GO" creator, Niantic, Inc.; and an inclusive sensory tent.

"Supporting the development of livable and age-friendly communities is deeply rooted in AARP's history, which is why AARP was proud to partner with the City of San José

to present the Viva CalleSJ 5K run," said Fred Buzo, associate state director of community for AARP California. "The run created a safe and friendly open space for people of all ages and abilities. It was heartening to see families over a span of generations participate and enjoy the run."

Nearly 20 percent of inaugural fun run participants were active-adults over the age of 50. The AARP-sponsored 5k fun run, part of the organization's "Age Friendly San José" initiative, started at the Santa Clara County Fairgrounds hub and made its way back to the Fairgrounds.

Through PRNS' partnership with Niantic, "Pokemon GO" trainers were encouraged to donate essential items, such as socks, undergarments, backpacks, feminine hygiene products and diapers to benefit the City's most vulnerable population. The first 2,000 trainers to donate received a limited edition poster. All who donated



Runners of all ages participated in the inaugural 5k fun run at Viva CalleSJ 2018, sponsored by AARP.

were entered for a chance to win a special tour of Niantic's new headquarters in San Francisco.

PRNS' Therapeutic Recreation Services (TRS) team expanded access and created inclusion opportunities for people on the autism spectrum. Prior to the event, the TRS team created an accessibility web-

page to help families prepare for VCSJ. Along the route, the team managed a drop-in sensory tent outfitted with misters, water beads, a comfortable crash pad with pillows and an aromatherapy area – which was enjoyed by more than 300 individuals of all abilities. Additionally, 68 event attendees participated in a wheel-

chair basketball demonstration through one-on-one and small group games.

VCSJ showcases PRNS' model of Building Community Through FUN by activating outdoor spaces, promoting social inclusion and fostering civic engagement in which everyone can participate.

REMEMBERING ‘ONE TIME AT FAMILY CAMP’

ICONIC SUMMER PROGRAM CELEBRATES 50-YEAR MILESTONE



Campers gather around the campfire to make s'mores during an evening at Family Camp.

San José started the #glamping trend way before it was cool, dating back to the 1960s. Decades later, the practice is still going strong for many at Family Camp at Yosemite, the original trend setter.

One of PRNS' most historic experiences, Family Camp celebrated its 50th anniversary in 2018. It has been enjoyed by many who have made it a family tradition.

PRNS hosts thousands of campers every summer. Purchased from the City of Oakland in 1968, the camp is known for its all-inclusive amenities and array of available activities – including bird watching, fishing and archery. The program continues to be an affordable nature destination for Bay Area residents.

The “One Time at Family Camp” anniversary campaign helped families recall their fondest camp memories.

“It was really special,” said Nasario Gutierrez, retired PRNS gerontology specialist, who started going to Family Camp in the mid-1980s. “Usually, we drove in at night. So you’d wake up in the morning and you’d see the

forest. You’d smell it: nice and fresh and clean. You could hear the water running through the Tuolumne River. And then you’d get a nice hot cup of coffee.”

Hesitant at the thought of camping, Gutierrez started going to Family Camp after countless recommendations from his supervisor, spawning an unexpected tradition. At first, it was just him and his sons Antonio and Ernesto. In the 90s, his daughter, Leilani joined the family for their annual Family Camp vacation for serenity and fun. The family continued this tradition for over a decade.

Leilani, a current PRNS employee, also joined the “One Time at Family Camp” campaign. She shared her favorite memories of watching “E.T.” outdoors, eating s’mores while wrapped up in a blanket.

Family Camp continues to be recognized as a popular summer pastime, enabling PRNS to extend its efforts to Building Community Through FUN beyond City limits. Its timeless constants enable families to enjoy a relaxing glamping experience.

TIME CAPSULES UNVEILED AT FUTURE PARKLAND

The past refused to fade away unnoticed during efforts to convert part of the former Agnews Developmental Center – a mental health facility established in 1885 – into parkland. Two buildings, whose last patients moved out in 2009, contained time capsules.

Construction plans from the 1950s revealed the time capsules inside the cornerstones of the hospital and administrative buildings. The City – in collaboration with History San José, Preservation Action Council of San Jose, Santa Clara Unified School District, and the State Department of Development Services – held an official event on Oct. 5, 2017 to reveal the time capsules hidden behind copper vaults. A dozen for-

mer nurses and a few former patients returned to the center for the unveiling, still invested in the site’s history and future.

“The time capsules were a wonderful find and their contents, along with the rich history of the site, will inspire our future park design. We are looking forward to working with the community to develop a new park that honors this,” said Nicolle Burnham, PRNS deputy director.

Among the time capsules’ holdings were two matchbook covers, a 16mm film, Spanish and English patient manuals, a penny, and Oct. 3, 1959 issues

of The Mercury News and the San Francisco Examiner. After the artifacts were revealed, the items were put in the care of History San José.

Conversion of land on the former Agnews campus into parkland began after a 2014 joint proposal by the City of San José and the Santa Clara Unified School District. It allowed for the purchase of part of the 81-acre property from the State of California Department of General Services. The developing park will be 21.6 acres, with the rest of the purchased land set aside for three schools. The Agnews buildings on the National Register of Historic Places were not part of this purchase and will remain intact.



Time capsule items included a 16mm film, patient pamphlets and newspapers from 1959.

Timeline A HISTORY OF PRNS



1872

Alum Rock Park, California’s oldest municipal park, is established.



1942

City Council passes ordinances to create a five-member recreation commission with a department director.



1959

Time capsules are buried at Agnews Development Center.



1961

Happy Hollow Park & Zoo opens its gates for the first time as a City-owned destination.



1966

Leininger Center, San José’s first community center, opens.



1968

San José’s Family Camp at Yosemite opens.



1987

Camden Lifetime Activity Center opens and is the prototype for future PRNS community centers.

CONNECTING PEOPLE TO PARTNERSHIPS

COLLABORATION TRANSFORMS UNDEVELOPED PARKLAND



(Photo credit: Marsey Kahn and Jennifer Roberts.) Thousand Oaks residents celebrate the grand opening of the park's Woodland Area after a year of planning and development.

Nestled at the edge of south San José, Thousand Oaks Park received a huge facelift thanks to a community effort. Through collaboration and perseverance, the Thousand Oaks Conservancy Project – a group of residents from the Thousand Oaks neighborhood – successfully planned and developed the once primitive woodland area of the park into functional parkland for residents to enjoy.

“We are beyond thrilled at how this project has been supported by the neighborhood. This was truly a collaborative effort that has opened doors for other neighborhoods to see that a productive partnership with city

government is possible,” said Marsey Kahn, a resident from the Thousand Oaks community and conservancy co-founder.

The Thousand Oaks Park Conservancy Project, led by Kahn and fellow resident Jennifer Roberts, raised \$80,000 from the community for initial development and future park projects. Resident and environmental contractor Dave Guthridge, created a plan that was approved by the City in May 2018.

Funds have so far been used to implement a park design that includes a meandering trail, several park benches, entrance signs and an interpretive sign that educates the public about the neighborhood's history, the oak woodland and the red-tailed hawks that have nested nearby for over 100 years.

Plans for Thousand Oaks Park's design were originally created in 1985, and the larger parcel of parkland was initially developed. However, budgetary constraints left the remaining portion untouched until construction began in June 2018 by the community group.

Future improvements will include installation of native plant islands, the creation of an oak management plan and nurturing of oak saplings. Each of these projects further ensures restoration and preservation of the oak woodland for future generations.

ROTARY PLAYGARDEN CELEBRATES 500K VISITORS



The Pacific Autism Center for Education is the Rotary PlayGarden's 500,000 visitor.

PRNS is dedicated to providing children of all abilities with safe, fun playgrounds and parks. San José's first all-inclusive playground, the Rotary PlayGarden, operated and maintained by the nonprofit Guadalupe River Park Conservancy (GRPC), has served over 580,000 visitors since it opened in 2015.

Per GRPC Executive Director Leslee Hamilton, “The community's embrace of this park proves that there is tremendous demand for well-designed and well-maintained spaces that enable all to play together.”

The Rotary PlayGarden is a sprawling play area in Guadalupe River Park & Gardens that encourages togetherness and play for all children, surpassing the accessibility mandates of the Americans with Disabilities Act and adapting classic playground amenities like slides, swings and merry-go-rounds for all. Families from near and far have flocked to the

Rotary PlayGarden to experience its unique features.

“Over 10,000 children in Santa Clara County have major disabilities. For several years, PRNS has focused on going above and beyond traditional accessibility requirements to create more inclusive playgrounds,” said Nicolle Burnham, PRNS deputy director.

In May 2018, the PlayGarden welcomed its 500,000th visitor just days before celebrating its third anniversary. The resounding success of this accessible play area bodes well for the planned structures at Lincoln Glen, Emma Prusch Farm and Almaden Lake parks and an expansion of the Rotary PlayGarden. Following the City's procurement of \$4.6 million in grants, San José's new fully accessible playgrounds are scheduled to open in June 2021.

Playgrounds bring children together through the excitement of play, building community without limitations.

GRANTS PROVIDE ACCESS TO SUCCESS

PRNS has granted over \$3.7 million to programs that deliver services and improve public life for residents who need it most, including youth and seniors.

“In 2018, over 141 organizations and more than 10,000 people participated in activities funded by PRNS grant programs,” said Avi Yotam, PRNS division manager. “PRNS has a positive

impact in our community through our partnerships with organizations and individuals.”

Grant programs include Senior Health and Wellness; #BeautifySJ; St. James and Urban Park Activation; and the Mayor's Gang Prevention Task Force's two grant programs, Bringing Everyone's Strengths Together (B.E.S.T.) and the Safe Summer Initiative Grant (SSIG).

This last summer, a SSIG grant funded the Vietnamese-American Roundtable to provide the Student Engagement

and Education for Development and Success (SEEDS) Youth Program to 20 youth. Students learned about their community's history, issues facing the community and skills to address them; attended field trips to predominantly Vietnamese-American community sites like Little Saigon and the Vietnamese-American Cultural Center; and created a final project to showcase their learning.

The final project, “Co'm back to Vietnam,” is a play on Vietnamese and English language, as “co'm” is the word

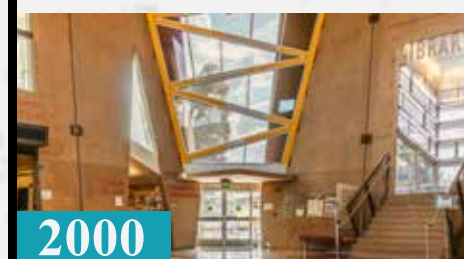
for “rice” in Vietnamese. Over 85 people attended the student-led event and learned about Vietnamese cultural traditions, legends and etiquettes of sharing meals with family.

“SEEDS was absolutely one of the most significant turning points in my life. I learned so much about my culture,” said one program participant. “It has helped me realize that there are people like me who are also passionate about Vietnamese culture and want to create a change within the Vietnamese community.”



1991

Mayor's Gang Prevention Task Force is established.



2000

Measure P Bond approved by voters to improve and construct parks and community centers.



2008

Grand opening of Lake Cunningham Skate Park, largest skate park in northern California.



2015

Viva CallSJ, the inaugural open-streets, event takes place.



2018

- Roosevelt Community Center's 10-year anniversary
- Grand opening of Lake Cunningham Action Sports Park and 10-year anniversary of Lake Cunningham Skate Park.
- Happy Hollow celebrates 25 years of AZA accreditation.
- Family Camp celebrates 50th anniversary.



2019

- The NHL and Sharks provide funds to renovate the hockey rink at Roosevelt Park and Community Center.
- The Warriors Community Foundation updates the Seven Trees Community Center basketball court.

AFTERSCHOOL PROGRAMS PROVIDE LEARNING THROUGH CREATIVITY, COMPETITION



PRNS hosted its second-annual Great Cardboard Race at Mayfair Community Center on June 29, 2018.

Summer camps, afterschool programs and teen centers provide educational experiences while fostering the safe, fun, playful environment kids need to learn. In 2018, participants in PRNS' Out of School Time programs blended education and friendly competition in activities that challenged their skills in science, technology, engineering, arts and mathematics (STEAM).

On April 28, a team from the Baldwin Elementary Recreation of City Kids (R.O.C.K.) afterschool program competed alongside 2,000 Bay Area students in the 31st Annual Tech Challenge at the Tech Museum, "Drop & Dash." Teams were tasked with creating a device able to survive a 10-foot fall, then travel uphill carrying a package. After months of design and preparation, the team of 4th and 5th graders presented their project at the Tech Museum in front of judges, their families and educators from their school.

The fun continued on June 29 when nearly 100 teens from community centers across the City participated in their own splashy design challenge at PRNS' second annual Great Cardboard Race, constructing their own boats entirely out of cardboard and duct tape for a race across the Mayfair Pool.

Each boat had to fit two youth and cross the pool without capsizing. Partners like Santa Clara County Public Health, San José Public Library and Planned Parenthood also attended the race, educating teens about the services they offer and encouraging STEAM learning.

PRNS' Out of School Time programs build community through education, as 9,156 children and teens experienced in 2018. Camps, afterschool programs and teen centers across the City provide extraordinary educational and recreational opportunities to San José youth.

CITYWIDE SENIOR TRIPS PROMOTE SOCIAL INTERACTION

When the bus for a Citywide Senior Trip is on the road, there isn't a dull moment. Instead, there are dozens of adults singing, playing bingo, talking about what they are looking forward to and laughing. Though the attendees change month by month, the lively atmosphere has remained constant since the program's first trip in October 2017.

PRNS organizes day trips for San José seniors, who typically face unique challenges travelling alone, so they can easily visit locations such as the Charles Schultz Museum in Santa Rosa, the Monterey Bay Aquarium and Family Camp at Yosemite. The response has been overwhelmingly positive.

"I didn't know if I would like it, but gosh darn it, it was a lot of fun," Mike Downing, a frequent Citywide Trip attendee said. "Once you go, you'll go again because you enjoy it!"

The numbers agree. In the first 12 trips, the program filled over 440 bus seats.

The trips are more than fun; they actively combat senior isolation, an epidemic that affects nearly 40 percent of seniors, according to a study by University of California, San Francisco. Social isolation is one of the greatest dangers for otherwise healthy seniors, negatively affecting their livelihoods physically, psychologically and financially. Citywide senior trips help expand social networks, addressing one of the AARP Foundation's primary risk factors for isolation.

Citywide Senior Trips help keep seniors engaged with the community with simple acts, such as singing, traveling with a group, exploring new places, and above all, making friends. With these strong relationships, they are also more likely to connect with other adult programs that PRNS offers, such as the Senior Nutrition Program and numerous exercise classes and social clubs. PRNS promotes a healthier, happier Age-Friendly City.



Photo credit: Barbara Crum. Citywide senior trips encourage active adults to have fun with new friends.



The VACC first opened its doors in 2016. Its expansion ceremony featured appearances from community influencers.

VIETNAMESE-AMERICAN CULTURAL CENTER CONNECTS COMMUNITY

Located at the George Shirakawa Senior Center and nestled near two of the City's busiest Vietnamese business districts – Lion Plaza on Tully Road and Little Saigon on Story Road – the Vietnamese-American Cultural Center strives to be the premier gathering place for San José's Vietnamese community, the largest outside of Vietnam.

High interest in the VACC led PRNS to expand the site and create more programming opportunities for the over 50,000 San José residents who have used its services. The center celebrated its expansion on Sept. 29, 2018, a date that falls close to the Mid-Autumn Festival, a major East Asian holiday. In a party for the ages, the VACC celebrated both occasions with a lion dance, live performances, moon cakes and lanterns.

Since 2016, the VACC has hosted 69 community and cultural events. This

includes Mid-Autumn Festival events, alongside celebrations like the Lunar New Year, welcomed with lion dances and lucky red envelopes. These cultural traditions are the biggest Vietnamese celebrations of the year, when families come together with the community to share a meal and enjoy festivities.

Year-round, the center features a broad range of services, including educational, cultural, leisure and senior programs, most of which are free of charge. With the additional space, the VACC plans to provide even more low-cost programming, make the center available for Vietnamese-American groups to discuss challenges in their community and educate San José residents on Vietnamese culture.

Everyone is invited to visit the center and learn about the unique, all-inclusive experiences that it provides.

CONNECTING PEOPLE TO SERVICE

VOLUNTEERS INVEST MILLIONS INTO PARKS

PRNS encourages community ownership of public space by facilitating varied community service opportunities. In 2018, volunteers contributed 169,538 hours to PRNS programs.

The dollar value of volunteer service in California is \$29.09 per hour, bringing the value of these hours to \$4.9 million. This remarkable investment by San José residents is a display of community pride.

The Anti-Graffiti and Anti-Litter programs, part of the Mayor's Gang Prevention Task Force, are popular options for volunteers looking to reduce blight in their neighborhoods. Volunteers gave 50,625 hours of their time to these programs in 2018.

Many San José residents have made long-term commitments to their community by participating in the Adopt-A-Park program and applying for the #BeautifySJ grants.

By adopting a park, individuals and groups commit to one year of service,

with individuals pledging a minimum of eight hours each month and groups pledging at least 16.

#BeautifySJ grants allow community organizations to apply for funding to complete a beautification project in their neighborhood. #BeautifySJ funds were distributed to 71 groups who planted trees, removed litter and painted murals.

For those residents whose busy schedules prevent them from taking on a long-term volunteer project, PRNS offers plenty of single-day opportunities to keep our parks beautiful.

Every Sunday morning, volunteers gather to maintain a park as part of the popular Sunday in the Park series. These events do not require pre-registration, and are the simplest way to volunteer.

PRNS also encourages corporate teams to schedule park clean-up days. Community service activities such as these make for excellent team-build-

ing opportunities. In June 2018, over 550 Google employees volunteered at seven City parks and one community center, donating 1,650 hours valued at almost \$48,000.

As a national leader in quality parks and recreation, PRNS continues to engage Silicon Valley corporations to build healthy relationships with the community and #BeautifySJ.

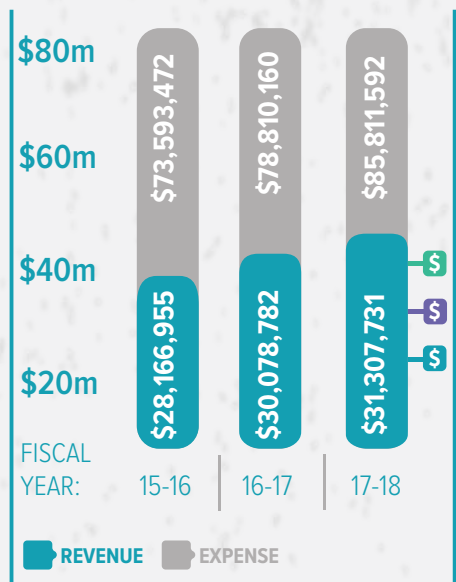


Young volunteers show off the litter they gathered as part of #BeautifySJ anti-litter project.

OUR FINANCIAL PROGRESS

PRNS provides programming and innovative special events utilizing a financially sustainable strategy. PRNS is committed to ensuring affordable access in its service delivery approach while minimizing the impact on the City's General Fund. PRNS is proud of the continued growth of programs, increased revenue and the restoration of services.

FISCAL PERFORMANCE | FY 17-18

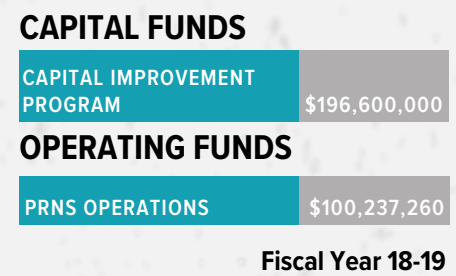


FY 17-18: 36.5% COST RECOVERY

DEPARTMENT REVENUE

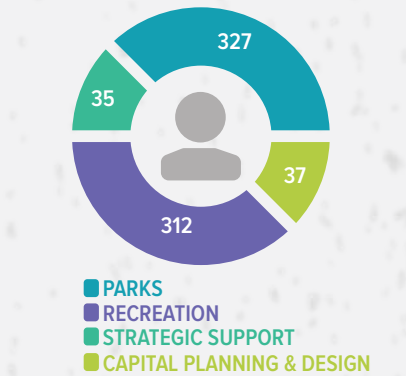
- Program Fees \$21,997,230
- Grants \$3,772,378
- Construction & Conveyance Tax \$5,538,123

OPERATING & CAPITAL FUNDS: \$296,837,260



AUTHORIZED POSITIONS | 710.87

Fiscal Year 18-19



PRNS OPERATIONS | \$100,237,260

Fiscal Year 18-19



2018 SCHOLARSHIPS

TOTAL NUMBER OF SCHOLARSHIPS | **8,837**

TOTAL SCHOLARSHIP AMOUNT USED | **\$884,379**

COMMUNITY IMPACT

SPECIAL EVENTS

VIVA PARKS DOWNTOWN Visitors: 26,000	PARK ACTIVATION BY OTHERS Special events: 1,702 Permits issued: 241 Event attendees: 1,085,772
VIVA PARKS Events held: 52 Attendees: 9,101	VIVA CALLESJ Participants: 125,000 Miles of open streets: 6

HEALTH

FITNESS Memberships: 6,413	ACTIVE ADULTS Memberships: 5,423 Meals served: 219,991	LEISURE CLASSES Participants: 48,308 Classes offered: 4,336
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PLACES

FACILITY RE-USE Participants: 23,000	COMMUNITY GARDENS Gardeners: 984
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FUN

HAPPY HOLLOW PARK & ZOO Admissions: 507,724 Memberships: 34,794	AQUATICS PROGRAM Lesson participants: 2,128 Rec. swim participants: 10,095	SUMMER CAMPS Participants: 15,306	PICNIC RESERVATIONS Booked: 2,258	LAKE CUNNINGHAM ACTION SPORTS PARK Visitors: 14,792
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SERVICE

PARK VOLUNTEER PROGRAM Events: 202 Volunteers: 6,207 Hours: 30,026	COMMUNITY CENTER VOLUNTEERS Events: 154 Volunteers: 1,469 Hours: 88,887	GRANTS Grantees: 141
ANTI-LITTER/GRAFFITI VOLUNTEERS Volunteers: 19,128 Hours: 50,625 Graffiti cleaned: 2,101,804 sq. ft.		

MOVING FORWARD

PRNS is an ever-evolving department that continuously meets challenges with innovative solutions to provide quality parks, trails, community centers and programs to the City's diverse residents. The update to ActivateSJ, formerly known as the Greenprint, will reflect the innovative spirit of the Department and City. It will provide a 20-year vision to move forward, ensuring we meet emerging trends and lead the way with world-class, sustainable parks and facilities that enhance the quality of life of our residents.

Across San José neighborhoods, #BeautifySJ has taken hold. The Anti-Graffiti Program will expand their work with our community to place murals on walls that are graffiti targets. The community-led murals will reflect the neighborhoods' history and spirit, inspiring a sense of belonging and pride while reducing graffiti.

Placemaking efforts – Viva Parks and Viva CalleSJ – will continue to activate parks, providing people of all ages an opportunity to play and explore in a safe place. Viva CalleSJ fans will have an opportunity to freely explore new areas of the City in spring and fall, increasing the event to twice a year.

In 2019, we are looking forward to opening several neighborhood parks and a new world-class sport facility, Arcadia Ballfields. PAL Stadium will see immediate improvements. There will be new drinking fountains, the baseball field's diamond will be re-grated and turf conditions will be improved, providing young athletes a safe place to play.

PRNS will help provide solutions to some of our most pressing challenges. Homelessness is a citywide issue. Our unhoused residents are especially vulnerable, and we intend to be part of the solution, strategically using our assets to ease the burden of those experiencing homelessness.

PRNS continues to be a steady force in the community by providing quality recreation and leisure programs and services; maintaining over 200 parks and 50 community centers; and creating safe and healthy places and public experiences for San José.



PARKS, RECREATION & NEIGHBORHOOD SERVICES EXECUTIVE STAFF

ACTING DIRECTOR	JON CICIRELLI
DEPUTY DIRECTOR	JUSTIN LONG, Parks
DEPUTY DIRECTOR	NEIL RUFINO, Recreation and Community Services
DEPUTY DIRECTOR	NICOLLE BURNHAM, Community Facilities Development

2018 CITY COUNCIL

MAYOR	SAM LICCARDO
DISTRICT 1	CHARLES "CHAPPIE" JONES
DISTRICT 2	SERGIO JIMENEZ
DISTRICT 3	RAUL PERALEZ
DISTRICT 4	LAN DIEP
DISTRICT 5	VICE MAYOR MAGDALENA CARRASCO
DISTRICT 6	DEVORA "DEV" DAVIS
DISTRICT 7	TAM NGUYEN
DISTRICT 8	SYLVIA ARENAS
DISTRICT 9	DONALD ROCHA
DISTRICT 10	JOHNNY KHAMIS
CITY MANAGER	DAVE SYKES

SUPPORT YOUR PARKS, TRAILS AND CENTERS

PRNS provides over 1,000,000 residents with opportunities to maintain healthy, active and social lifestyles. We maintain over 200 parks, 3,518 acres of open space, Happy Hollow Park & Zoo and more than 50 community centers.

You can help support and improve the quality of life for your neighbors and fellow San Joseans. Consider a time or financial contribution. For more information, email supportparks@sanjoseca.gov.

OUR FOUNDATIONS

PRNS foundation and friends provide time and resources to keep our programs invigorated. Their tireless commitment benefits all San José residents. Learn more at sanjoseca.gov/prnspartners.

