



*"We need to develop programs/facilities involving public and private enterprises to serve communities in partnership with the City."*

The City of San José began an interdepartmental strategic planning process in January 1999 to identify future needs for parks, community facilities, and recreation programs and neighborhood services. This strategic plan responds to identified community needs and provides an action plan to ensure the most effective use of community resources.

This report describes the strategic planning framework, including the comprehensive input from residents. It also presents citywide and council district strategies for achieving the community's vision and a framework for action. The strategic plan provides a specific, community-supported action plan to provide for parks, recreation and neighborhood services in San Jose.

### **The Strategic Planning Process**

Providing community services that maintain and enhance community livability in San Jose is the responsibility of several City departments and many neighborhood groups. Other departments, while not directly responsible, are partners in the strategic plan implementation. For this reason, representatives from the San Jose City Council; Parks and Recreation Commission; Parks, Recreation and Neighborhood Services Department (PRNS); Conventions, Arts and Entertainment (CAE); and General Services (GS) launched an innovative, interdepartmental planning process to develop a strategic plan for parks and community facilities and programs. Other City departments and agencies contributing to the development of the strategic plan include Planning, Building and Code Enforcement; Redevelopment Agency; Finance; City Attorney's Office; Housing; Library;

Public Works; and Police. A sixty member Community Advisory Task Force was formed to advise the Parks and Recreation Commission during strategic plan development. This task force has actively participated throughout the planning process.

The strategic planning process included three phases (figure 1):

- Community needs assessment
- Strategy development
- Action plan development

This document summarizes the findings of the planning process and presents recommendations for action.

### **The Planning Area**

The planning area for the project was the City of San José. The City's ten council districts served as sub-areas for the strategic plan.

### **Community Needs Assessment**

To develop a solid foundation for the strategic plan, a community needs assessment was conducted to solicit feedback from residents regarding their needs and preferences. Activities were planned to ensure the participation of a diverse cross-section of the San Jose community. A technical assessment of the City's existing facilities, current programs, and finances also was conducted.

The community needs assessment process included the following:

- A demographic profile of the City of San José;
- A statistically valid telephone survey of 1000 San Jose households;
- Neighborhood workshops in each council district;
- Focus groups to identify the needs of seniors, regional parks and trails, community-based organizations, parents and childcare, adult and youth sports, and major employers;
- A youth/teen workshop;
- A children's activity booth at the San Jose Children's Fair;
- A Parks, Recreation and Neighborhood Services staff workshop;
- A maintenance management workshop;
- A recreation program and service assessment;
- An analysis of San Jose's existing parks and community facilities; and
- A financial analysis by economic planning specialists, identifying funding sources and financing mechanisms.

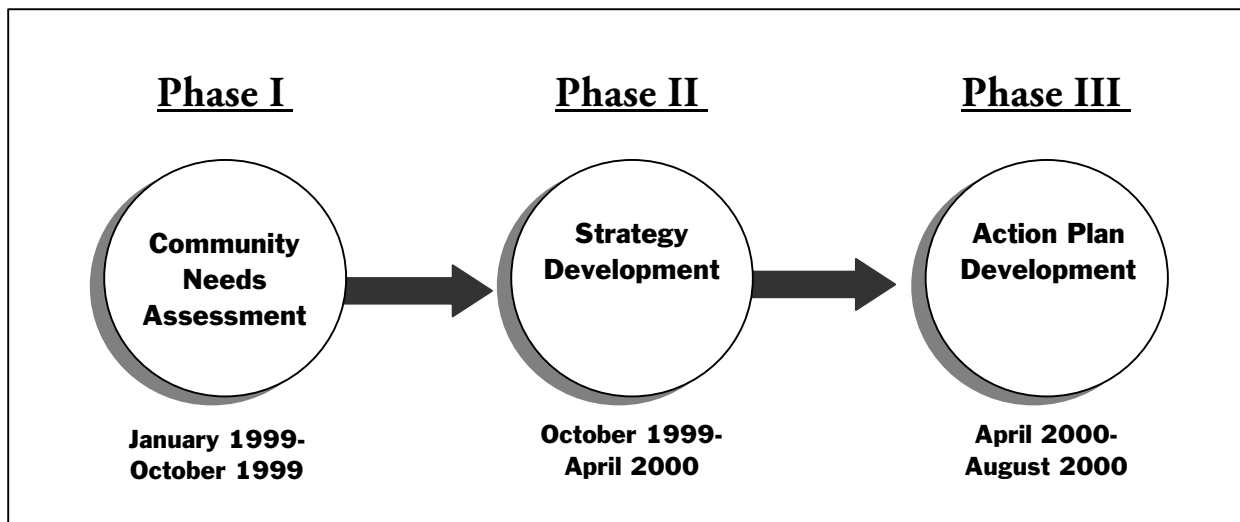


Figure 1: City of San Jose Parks, Community Facilities and Programs Strategic Planning Process

An environmental scan report identified major themes that emerged during the planning process. These themes are:

- Focusing on community image and livability;
- Promoting stewardship and volunteerism;
- Incorporating leisure with today's lifestyles;
- Developing public gathering places;
- Expanding trails and improving accessibility;
- Acquiring and preserving open space;
- Enhancing facilities and programs for all;
- Improving health and wellness;
- Supporting athletic/sports facilities and programs; and
- Prioritizing resources and partnerships.

Complete findings of the community needs assessment are available from the City of San José Department of Parks, Recreation and Neighborhood Services. A summary of these findings is presented in Appendix A.

### Strategy Development

Strategies were designed with input from a broad spectrum of community members. Figure 2 illustrates how the community needs assessment process included community involvement opportunities as well as a technical analysis of facilities, programs, and finances. These findings formed the basis of a community vision and the strategies for parks, community facilities, programs and neighborhood services presented in this document.

Community involvement in the strategic plan included on-going involvement of the Community Advisory Task Force and public review in a series of Community Education Forums. Over 170 residents participated in the three Community Education Forums held in November 1999. Further review by the Task Force and the community took place in March and April 2000. A series of 19 workshops was held to review and refine strategies. These were attended by over 250 community members.

### Report Organization

*The San Jose Greenprint: A Strategic Plan for Parks and Community Facilities and Programs* is organized into eight chapters:

- *Chapter 1: Introduction* describes the purpose of this plan; the planning area; the plan development process; and organization of this document.
- *Chapter 2: Vision* describes the vision, core values, goals, strategies, and performance measures that form the strategic planning framework for parks, recreation facilities, and programs.
- *Chapter 3: Strategy Overview* provides an overview of strategies in each of the strategy areas.
- *Chapter 4: Highlights of Improvements* describes strategic improvements to facilities and programs that will take place within the first 10 years of plan implementation.
- *Chapter 5: Citywide and Regional Strategies* introduces strategies that will improve services to the City and the region.

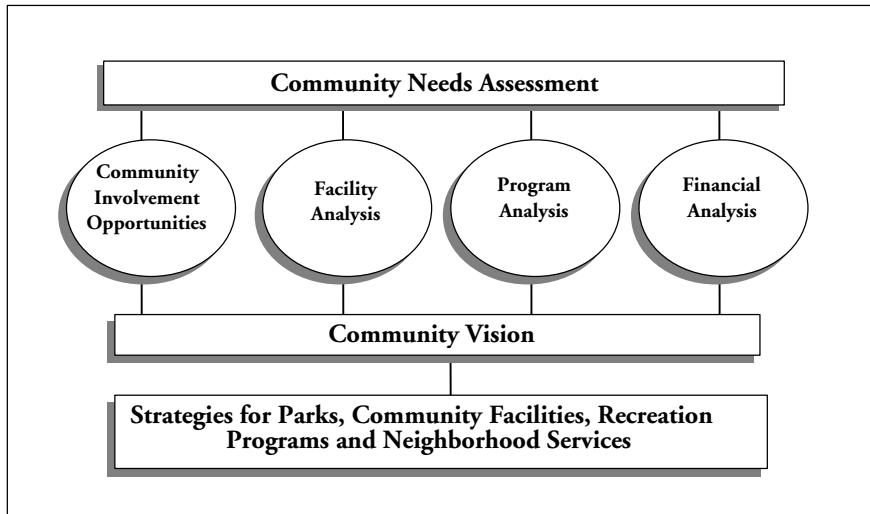


Figure 2: Strategy Development

- *Chapter 6: Neighborhood District Strategies* describes each council district and key improvements.
- *Chapter 7: Financing Strategy* describes financing sources needed to implement the plan.
- *Chapter 8: Performance Measures* describes measures linked to each of the nine goals of the strategic plan. These measures will be used to evaluate successful plan implementation.