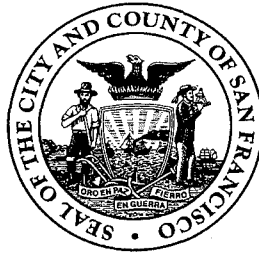


BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 554-5227

November 2, 2017

The Honorable Teri Jackson  
Presiding Judge  
Superior Court of California, County of San Francisco  
400 McAllister Street, Department 206  
San Francisco, CA 94102

RE: Civil Grand Jury Report - Planning to Make Our Parks Even Better

Dear Judge Jackson:

The Board of Supervisors' Government Audit and Oversight Committee conducted a public hearing on October 4, 2017, to review the findings and recommendations of the 2016-2017 Civil Grand Jury report, entitled "Planning to Make Our Parks Even Better."

Prior to the Committee meeting, the following City Departments submitted required responses to the Civil Grand Jury:

- Recreation and Park Commission:  
Received September 29, 2017, for Finding F6; and Recommendation R6.
- The Mayor's Office submitted a consolidated response for the following departments:
  - a. Office of the Mayor; and
  - b. Recreation and Park Department  
Received September 8, 2017, for Findings 1, 2, 3, 4, 5, 7, and 8; and  
Recommendations 3.1, 4.1, 4.2, 5, 7.1, 7.2, and 8.1.


At the October 4, 2017 meeting, the Government Audit and Oversight Committee prepared a resolution responding to the requested findings and recommendations identified in the report. The response was prepared by Resolution No. 372-17, enacted on October 27, 2017.

Continues on next page

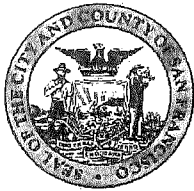
By this message, the Office of the Clerk of the Board of Supervisors is transmitting Resolution No. 372-17 to your attention.

If you have any questions, please contact John Carroll, Government Audit and Oversight Committee Clerk at (415) 554-4445, or via email to [john.carroll@sfgov.org](mailto:john.carroll@sfgov.org).

Sincerely,

  
Angela Calvillo  
Clerk of the Board

- c: Kathie Lowry, Foreperson, 2016, 2017 San Francisco Civil Grand Jury  
Kitsaun King, 2015-2016 San Francisco Civil Grand Jury  
Jason Elliot, Chief of Staff, Mayor's Office  
Kate Howard, Deputy Chief of Staff, Mayor's Office  
Melissa Whitehouse, Budget Director, Mayor's Office  
Marie Valdez, Mayor's Office  
Ben Rosenfield, Controller, Office of the Controller  
Asja Steeves, Office of the Controller  
Peg Stevenson, Office of the Controller  
Phil Ginsburg, General Manager, Recreation and Park Department  
Gary McCoy, Recreation and Park Department  
Jon Givner, Deputy City Attorney  
Alisa Somera, Legislative Deputy Director, Office of the Clerk of the Board  
Severin Campbell, Budget and Legislative Analyst  
Ashley Clark, Budget and Legislative Analyst



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Certified Copy

Resolution

170667 [ Board Response - Civil Grand Jury Report - Planning to Make Our Parks Even Better ]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2016-2017 Civil Grand Jury Report, entitled "Planning to Make Our Parks Even Better;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Clerk of the Board)

10/17/2017 Board of Supervisors - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

Ayes: 11 - Breed, Cohen, Farrell, Fewer, Kim, Peskin, Ronen, Safai, Sheehy, Tang and Yee

10/17/2017 Board of Supervisors - ADOPTED AS AMENDED

Ayes: 11 - Breed, Cohen, Farrell, Fewer, Kim, Peskin, Ronen, Safai, Sheehy, Tang and Yee

10/27/2017 Mayor - APPROVED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

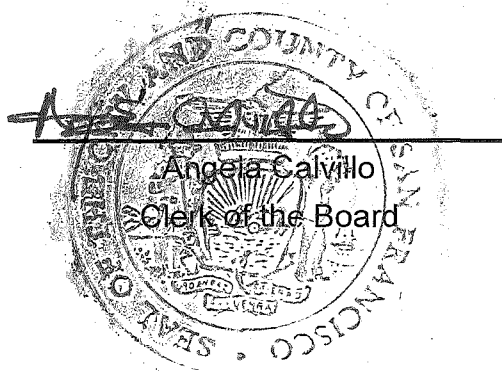
CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

October 31, 2017

Date



1 [Board Response - Civil Grand Jury Report - Planning to Make Our Parks Even Better]

2  
3 **Resolution responding to the Presiding Judge of the Superior Court on the findings**  
4 **and recommendations contained in the 2016-2017 Civil Grand Jury Report, entitled**  
5 **“Planning to Make Our Parks Even Better;” and urging the Mayor to cause the**  
6 **implementation of accepted findings and recommendations through his/her**  
7 **department heads and through the development of the annual budget.**

8  
9 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of  
10 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior  
11 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

12 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or  
13 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a  
14 county agency or a department headed by an elected officer, the agency or department head  
15 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the  
16 response of the Board of Supervisors shall address only budgetary or personnel matters over  
17 which it has some decision making authority; and

18 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of  
19 Supervisors must conduct a public hearing by a committee to consider a final report of the  
20 findings and recommendations submitted, and notify the current foreperson and immediate  
21 past foreperson of the civil grand jury when such hearing is scheduled; and

22 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),  
23 the Controller must report to the Board of Supervisors on the implementation of  
24 recommendations that pertain to fiscal matters that were considered at a public hearing held  
25 by a Board of Supervisors Committee; and

1           WHEREAS, The 2016-2017 Civil Grand Jury Report, entitled "Planning to Make Our  
2 Parks Even Better" ("Report") is on file with the Clerk of the Board of Supervisors in File No.  
3 170666, which is hereby declared to be a part of this Resolution as if set forth fully herein; and

4           WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond  
5 to Finding No. F3 as well as Recommendation No. R3.2 contained in the subject Report; and

6           WHEREAS, Finding No. F3 states: "It is important that the current momentum be  
7 nurtured with support of both the Mayor and the Board of Supervisors;" and

8           WHEREAS, Recommendation No. R3.2 states: "The Board of Supervisors should hold  
9 a hearing, at least annually, on the progress Rec & Parks has made in reviewing and updating  
10 its Strategic, Operational and Capital Plans;" and

11           WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of  
12 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior  
13 Court on Finding No. F3 as well as Recommendation No. R3.2 contained in the subject  
14 Report; now, therefore, be it

15           RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the  
16 Superior Court that they agree with Finding No. F3 for reason as follows: oversight and  
17 transparency of departments is essential to ensure efficiency; and, be it

18           FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation  
19 No. R3.2 has been implemented; a hearing request has been introduced at the Board of  
20 Supervisors to review the progress of Recreation and Park's Strategic, Operational and  
21 Capital Plans (Board File No. 171072), and the Government Audit and Oversight Committee  
22 is currently coordinating with the Recreation and Park Department to schedule the hearing;  
23 and, be it

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FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of the accepted findings and recommendations through his/her department heads and through the development of the annual budget.



City and County of San Francisco

Tails  
Resolution

City Hall  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

File Number: 170667

Date Passed: October 17, 2017

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2016-2017 Civil Grand Jury Report, entitled "Planning to Make Our Parks Even Better;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

October 04, 2017 Government Audit and Oversight Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

October 04, 2017 Government Audit and Oversight Committee - RECOMMENDED AS AMENDED

October 17, 2017 Board of Supervisors - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

Ayes: 11 - Breed, Cohen, Farrell, Fewer, Kim, Peskin, Ronen, Safai, Sheehy, Tang and Yee

October 17, 2017 Board of Supervisors - ADOPTED AS AMENDED

Ayes: 11 - Breed, Cohen, Farrell, Fewer, Kim, Peskin, Ronen, Safai, Sheehy, Tang and Yee

File No. 170667

I hereby certify that the foregoing Resolution was ADOPTED AS AMENDED on 10/17/2017 by the Board of Supervisors of the City and County of San Francisco.

for Angela Calvillo  
Clerk of the Board

Mayor

10/27/2017

Date Approved

# City and County of San Francisco

# Recreation and Park Commission



Edwin M. Lee  
Mayor

Mark Buell, *President*  
Allan Low, *Vice President*

Kat Anderson  
Gloria Bonilla  
Tom Harrison  
Larry Mazzola, Jr.  
Eric McDonnell

Philip A. Ginsburg, *General Manager*  
Margaret A. McArthur, *Commission Liaison*

September 27, 2017

The Honorable Teri L. Jackson  
Presiding Judge, Superior Court of California, County of San Francisco  
400 McAllister Street, Room 008  
San Francisco, CA 94102

Dear Judge Jackson:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2016-17 Civil Grand Jury report, *Planning to Make Our Parks Even Better*. We would like to thank the members of the Civil Grand Jury for their interest in the City's parks and their efforts to improve their planning, maintenance, and operations.

Well-maintained parks, enriching recreational activities, and the protection and enhancement of San Francisco's natural resources are vital for maintaining and improving the quality of life in our neighborhoods. On June 7, 2016, San Francisco voters approved Proposition B, a Charter amendment that created a General Fund baseline for the Recreation and Park Department (RPD) and updated and expanded the Department's planning and equity requirements. Expanded equity metrics were reviewed and approved by the Recreation and Park Commission in October, 2016. The Recreation and Park Commission subsequently approved the Department's five-year strategic plan update in November 2016. The plan outlines the Department's mission, vision, and values and identifies five strategies, each with three or four objectives and multiple initiatives designed to implement the Department's strategic vision. The Commission also approved RPD's capital and operational plans in December 2016 and January 2017, respectively. The Department, in close collaboration with the Mayor's Office, continues to work diligently on delivering the ambitious strategies, objectives, and initiatives outlined in these documents.

The Civil Grand Jury's report noted that significant progress has been achieved in the City's parks system over the past five years. The report primarily focused on assessing the progress RPD has made in strengthening its Strategic, Operational, and Capital planning processes. The report also investigated the extent to which delayed preventative maintenance is a factor in the condition of the City's parks. The signatory to this letter will incorporate these findings into the collaborative working relationship.

A detailed response from the San Francisco Recreation and Park Commission to the Civil Grand Jury's findings and recommendations are attached.



Each signatory prepared its own responses and is able to respond to questions related to its respective part of the report.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,

A handwritten signature in cursive script that reads "Mark Buell". The signature is written in black ink and has a long, sweeping horizontal line extending to the right.

Mark Buell, President  
Recreation and Park Commission

2016-17 Civil Grand Jury  
 PLANNING TO MAKE OUR PARKS EVEN BETTER: RESPONSES TO CGJ FINDINGS

CGJ Year	Report Title	#	Findings	Respondent assigned by CGJ	2017 Responses (Agree/Disagree)	2017 Response Text
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F6	Rec & Parks continues to operate under the 2011 Acquisition Policy which was found by the 2013 BLA Report to be inconsistent with Park Code.	Recreation and Park Commission	disagree with it, partially (explanation in next column)	The current Rec Park Acquisition Policy is not identical to the acquisition goals laid out in the Park Code, however, they are not necessarily in conflict either. The Park Code Acquisition goals are not meant to be solely and exclusively applied to acquisitions, but as required parts of the review of a property. In most cases, the issues identified in the Park Code are actively discussed as part of the acquisition review process, and addressed in final recommendations to the Commission and BOS.

2016-17 Civil Grand Jury  
 PLANNING TO MAKE OUR PARKS EVEN BETTER: RESPONSES TO CGJ RECOMMENDATIONS

CGJ Year	Report Title	#	Recommendations	Respondent assigned by CGJ	2017 Responses (implementation)	2017 Response Text
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	R6	By January 2018, the Recreation and Park Commission should review and, as needed, update its Acquisition Policy.	Recreation and Park Commission	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The department has updated our acquisitions policy, and it was approved by the Commission and adopted in 2011. Our Acquisitions page <a href="http://sfrecpark.org/park-improvements/acquisitions-future-park-sites/">http://sfrecpark.org/park-improvements/acquisitions-future-park-sites/</a> and, our Policy is here: <a href="http://sfrecpark.org/wp-content/uploads/Acquisition_Policy_20114.pdf">http://sfrecpark.org/wp-content/uploads/Acquisition_Policy_20114.pdf</a> .

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

August 8, 2017

The Honorable Teri L. Jackson  
Presiding Judge, Superior Court of California, County of San Francisco  
400 McAllister Street, Room 008  
San Francisco, CA 94102

Dear Judge Jackson:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2016-17 Civil Grand Jury report, *Planning to Make Our Parks Even Better*. We would like to thank the members of the Civil Grand Jury for their interest in the City's parks and their efforts to improve their planning, maintenance, and operations.

Well-maintained parks, enriching recreational activities, and the protection and enhancement of San Francisco's natural resources are vital for maintaining and improving the quality of life in our neighborhoods. On June 7, 2016, San Francisco voters approved Proposition B, a Charter amendment that created a General Fund baseline for the Recreation and Parks Department (RPD) and updated and expanded the Department's planning and equity requirements. Expanded equity metrics were reviewed and approved by the Recreation and Parks Commission in October, 2016. The Recreation and Park Commission subsequently approved the Department's five-year strategic plan update in November 2016. The plan outlines the Department's mission, vision, and values and identifies five strategies, each with three or four objectives and multiple initiatives designed to implement the Department's strategic vision. The Commission also approved RPD's capital and operational plans in December 2016 and January 2017, respectively. The Department, in close collaboration with the Mayor's Office, continues to work diligently on delivering the ambitious strategies, objectives, and initiatives outlined in these documents.

The Civil Grand Jury's report noted that significant progress has been achieved in the City's parks system over the past five years. The report primarily focused on assessing the progress RPD has made in strengthening its Strategic, Operational, and Capital planning processes. The report also investigated the extent to which delayed preventative maintenance is a factor in the condition of the City's parks. The signatories to this letter will incorporate these findings into their collaborative working relationship.

**A detailed response from the Mayor's Office and Recreation and Parks Department to the Civil Grand Jury's findings and recommendations are attached.**

Each signatory prepared its own responses and is able to respond to questions related to its respective part of the report.

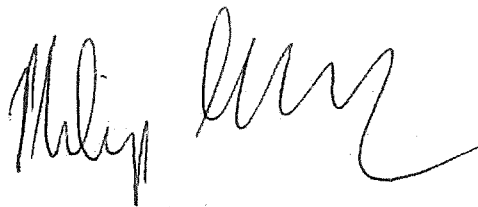
1 DR. CARLTON B. GOODLETT PLACE, ROOM 200  
SAN FRANCISCO, CALIFORNIA 94102-4681  
TELEPHONE: (415) 554-6141

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,

A handwritten signature in cursive script, appearing to read "Edwin Lee".

Edwin Lee  
Mayor

A handwritten signature in cursive script, appearing to read "Phil Ginsburg".

Phil Ginsburg  
General Manager of the Recreation and Parks  
Department

## PLANNING TO MAKE OUR PARKS EVEN BETTER: RESPONSES TO CGJ FINDINGS

Report Title	#	Findings	Respondent assigned by CGJ	2017 Responses (Agree/Disagree)	2017 Response Text
PLANNING TO MAKE OUR PARKS EVEN BETTER	F3	It is important that the current momentum be nurtured with support of both the Mayor and the Board of Supervisors.	Mayor	agree with finding	

PLANNING TO MAKE OUR PARKS EVEN BETTER: RESPONSES TO CGJ RECOMMENDATIONS

	#	Recommendations	Respondent assigned by CGJ	2017 Responses (implementation)	2017 Response Text
E	R3.1	The Mayor should require Rec & Parks, at least annually, to review and, as needed, update its Strategic, Operational, and Capital Plans.	Mayor	The recommendation has been implemented (summary of how it was implemented in next column)	As part of the Financial Year (FY) 2017-18 and 2018-19, the Recreation and Parks Department (RPD) presented at the Recreation and Parks Commission on its Strategic Plans. These documents then formed the basis for RPD's budget. The Mayor's office reviewed and approved the budget. The Mayor's office reviewed and approved the budget. This process will be repeated in future years.

2016-17 Civil Grand Jury  
 PLANNING TO MAKE OUR PARKS EVEN BETTER: RESPONSES TO CGJ FINDINGS

Report Title	#	Findings	Respondent assigned by CGJ	2017 Responses (Agree/Disagree)	2017 Response Text
WANT TO MAKE PARKS EVEN BETTER	F1	Rec & Parks has done a good job in addressing the need for a comprehensive and updated Strategic Plan, as recommended in the report of the Budget and Legislative Analyst	Recreation and Parks Department	agree with finding	
WANT TO MAKE PARKS EVEN BETTER	F2	Rec & Parks and PROSAC appear to have an improved working relationship.	Recreation and Parks Department	agree with finding	
WANT TO MAKE PARKS EVEN BETTER	F4	The Strategic, Operational, and Capital Plans could be better integrated with one another to achieve Rec & Parks goal of seamless connections.	Recreation and Parks Department	disagree with it, partially (explanation in next column)	The strategic plan goals have guided the performance plan coordination seamlessly across all divisions in the department.
WANT TO MAKE PARKS EVEN BETTER	F5	The Capital Plan does not list all of Rec & Parks planned capital investments. Including this list in the Plan would allow PROSAC to view a comprehensive picture of all of Rec & Parks present and planned capital investments at once, as was recommended in the 2013 BLA Report.	Recreation and Parks Department	disagree with it, partially (explanation in next column)	The Capital Plan does include a comprehensive list of all capital projects. "Planned" needs more detail to be useful. Community members and stakeholders are discussing, sketching, and visioning improvements to parks. However, until these plans are approved by the RPD Commission and/or funded, the Capital Division cannot allocate resources or bandwidth. We can make sure to complete all approved projects by the Commission in the Annual Capital Plan.
WANT TO MAKE PARKS EVEN BETTER	F7	Rec & Parks assessment of the condition of its park assets needs to be reviewed and updated. Its planned replacement of the current COMET system should contribute to this process.	Recreation and Parks Department	agree with finding	Our multi-year strategic initiative for this issue -- Project L -- reviewed high-performing asset management in-depth. We decided on a capital planning / capital renewal database to replace COMET replacement and is pursuing acquisition now.
WANT TO MAKE PARKS EVEN BETTER	F8	Obtaining the resources to conduct needed preventative maintenance has been a continuing challenge for many City departments, and Rec & Parks is no exception. When needed maintenance is deferred, it ends up increasing future costs. This is not just a park issue but it is a City-wide issue.	Recreation and Parks Department	agree with finding	The Department has acquired the Preventive Maintenance Management System (PMMS) -- TMA. We are planning to populate the PMMS with infrastructure component servicing requirements so that maintenance work orders are automatically issued at request to prolong the serviceable life of our facility assets.



## PLANNING TO MAKE OUR PARKS EVEN BETTER: RESPONSES TO CGJ RECOMMENDATIONS

	#	Recommendations	Respondent assigned by CGJ	2017 Responses (implementation)	2017 Response Text
E	R4.1	Rec & Parks should establish clearer linkages between the Strategic, Operational, and Capital Plans through greater cross-referencing.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The FY18 publications will be better cross-reference the Citywide Mayor's Strategic Plan.
E	R4.2	To further cement the seamless nature of the Strategic, Operational, and Capital Plans, Rec & Parks should combine the three Plans into one document for placement on its website so that interested parties can view the Plans together and better understand their interconnectedness.	Recreation and Parks Department	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The Charter clearly defines the content, schedule, and three related, but distinct, planning documents. For however, we will implement the recommendation as three parts of a whole, rather than chronological (as
E	R5	Rec & Parks should include in the next version of its Capital Plan a report of all Rec & Parks planned capital investments. This report should be broken down by capital investment, timetable for completion, investment amount, maintenance vs. new acquisition, and Equity vs. Non-Equity Zones.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The FY18 Capital plan will include a list of all funded amount, and where possible, whether the site is Equ
E	R7.1	Rec & Parks acquisition of the replacement system for the COMET system and a reassessment of the condition of park assets should be completed by the end of 2018.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The Lifecycle Project, now in its second year, has completed planning, and scoping the project, identified a product the purchasing phase.
E	R7.2	Using the results of the updated condition assessment, Rec Parks should create an annual department-wide preventative maintenance plan that incorporates previous preventative maintenance projects and outlines prioritized future projects, allocated resources, and timelines for completion.	Recreation and Parks Department	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The Task Force is on track to purchase, evaluate assets 2018 as planning work for the 2019 bond proposal.
E	R8.1	Rec and Parks should consider outsourcing selected park maintenance needs as part of a preventative maintenance program.	Recreation and Parks Department	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	Civil Service rules and regulations strictly limit the department consider outsourcing primary departmental functions