

# San Jose Parks Foundation Strategic Plan 2024 – 2027: Executive Summary



## Our Vision

Our vision is bold, achievable and helps to guide our work. By 2034 the SJPF will be:

- A well-resourced organization that is catalytic in transforming the parks system, ensuring that the City of San José is recognized around the world for its innovation in the development of a premier urban park system.

- Leading the way in convening other like-minded organizations around park and open space investment, providing an umbrella organization that leverages the power of other park and open space providers.
- Robustly advocating for the development and maintenance of parks in under-resourced communities to ensure that all City of San José residents have access to high quality, vibrant parks.

## Our Mission

Our mission is to advocate unapologetically for a thriving parks, trails, open space and recreation system by securing financial resources, fostering stewardship and promoting equitable access for all City of San José residents.

## Strategic Priorities

Parks, trails, open spaces and community facilities create vibrancy and build bridges between people and the outdoor environment. We are clear in our intent and purpose of advocating for a more robust park system, developing our partnerships and ensuring equity and access to high quality parks for all residents. We are called to this next stage of the work and passionate about the work ahead.

Looking ahead four priorities will drive our strategy:

1. *Tell the story of how parks create a vibrant community.*
2. *Drive impact through the development of flexible and sustainable revenue.*
3. *Build the leadership and infrastructure needed to meet the organization's growth trajectory.*
4. *Advocate for parks, trails, recreational facilities and open spaces.*

## Our Plan At A Glance

### **Strategic Priority #1: Tell the story of how parks create a vibrant community**

- ✓ Design a marketing and communication plan that tells the story of the park system in the City of San José

### **Strategic Priority #2: Drive impact through the development of flexible and sustainable revenue.**

- ✓ **Champion and build a culture of philanthropy**
  - ✓ Build out a resource development plan that is tied to strategic priorities and infrastructure needs, ensuring there are reasonable targets for individual and institutional donors.
  - ✓ Prioritize under-resourced parks and scholarship fund dollars by leveraging data from the City of San José PRNS Activate San Jose Strategic Plan, and creating a designated capital campaign fund.
  - ✓ Recruit and develop board members who will support a culture of giving and advance our values.
- ✓ **Steward and manage resources**
  - ✓ Ensure fiscal transparency by revamping and socializing the process for fiscal sponsorships with all current and future partners.
  - ✓ Create yearly budgets with PRNS that are tethered to the identified gaps in the PRNS budget.

- ✓ Clarify the yearly planned financial commitment from PRNS to the SJPF for its operations. (pending City of San Jose Council approval).

**Strategic Priority #3: Build the leadership and infrastructure needed to meet the organization's growth trajectory.**

- ✓ **Prioritize leadership development at the executive and board levels of the organization.**
  - ✓ Develop an Executive Director succession plan that will hone the priorities and characteristics of the next leader.
  - ✓ Build a plan for robust Board member recruitment that mirrors the community we serve as well as the needs of the organization financially and programmatically.
  - ✓ Create an Advocacy Leadership Council to engage park users and advocates more effectively as advisors to the board and Executive Director.
  
- ✓ **Build an infrastructure development plan that clearly maps out the staffing and technology needs of the organization.**
  - ✓ Evaluate staffing needs and build a three-year organizational chart that maps out the staff development designed to support the organization's growth trajectory.
  - ✓ Assess the technology needs of the organization to track revenue, manage fiscal sponsorship dollars, and curate a donor database.

**Strategic Priority #4: Advocate for parks, trails, recreational facilities and open spaces**

- ✓ **Create an advocacy and policy agenda centered around the development of various funding mechanisms.**
  - ✓ Build and maintain collaborative partnerships with other park and open space providers in order to build joint advocacy messages, create a policy development agenda and support joint funding requests.
  - ✓ With organizational partners, coordinate an approach to the yearly PRNS budget in order to support PRNS funding requirements.
- ✓ **Advocate for parks, trails and community centers to be built, maintained and/or preserved in under-resourced communities.**
  - ✓ Leverage current PRNS data regarding identified under-resourced parks in San José and collaborate with identified communities to clearly define their needs.
  - ✓ Create the funding and advocacy plan for identified parks that is linked to the SJPF resource development plan.

The San Jose Parks Foundation would like to thank the Board and community partners that were a part of contributing to and developing this plan. We appreciate your care and dedication to our park system. As we embark on implementing our new strategic plan, we envision a dynamic park system that is financially sustained through the foundation as well as the support of the community. We are proud of our work thus far and filled with anticipation for the future.