



Caring for Your Coast

Gary Jones
Director

Kerry Silverstrom
Chief Deputy

John Kelly
Deputy Director

Brock Ladewig
Deputy Director

BEACHES AND HARBORS STRATEGIC PLAN DIRECTOR'S MESSAGE

I'm pleased to present you with this online pamphlet highlighting the Department's Strategic Plan and identifying not only our goals and objectives through Fiscal Year 2016-17, but also our Vision, Mission, Motto, and Values. We're especially proud that the included photos were taken by our own employees. To promote an engaged and motivated workforce, employees are encouraged to submit photos of scenes they come across in their daily work for consideration as the "DBH Photo Share of the Week," distributed Department-wide via email, as well as for the Department's holiday and birthday cards and special publications such as the pamphlet.

Our overall efforts are focused on enhancing access to and promoting and supporting Marina del Rey and the beaches we own, control and/or manage, while also balancing recreational use with environmental resilience. Providing top-notch service you can count on is the focal point of my leadership and the principle that will guide our actions Department-wide.

Our focus in Fiscal Year 2015-16 is on developing expertise and expanding partnerships toward informed environmental decision-making, improved Marina wayfinding and branding, expanded public outreach and education, and contemplating a process for expanding our recreational offerings.

I hope to ensure strong staff commitment to our work, as well as to proactively develop our future leaders. It is through their empowerment that we will succeed in achieving our vision of preserving and enhancing Los Angeles County's beaches and Marina del Rey as premier destinations for current and future generations.

GARY JONES, DIRECTOR

Vision, Mission, Motto, and Values

VISION

To preserve and enhance Los Angeles County's beaches and marina as premier destinations for current and future generations.

MISSION

The Department of Beaches and Harbors is dedicated to caring for Los Angeles County's coastline and Marina del Rey.

MOTTO

Caring for Your Coast

VALUES

Professional—We are collaborative, action-oriented, respectful, deliberate and ethical in our approach to our responsibilities and the delivery of high-quality services.

Accountable—We are responsible for our decisions, behaviors and actions and will manage them in a way that maintains the public's trust.

Diverse—We reflect, appreciate and serve diverse populations and both recognize and balance competing interests in performing our duties.

Conscientious—We can be counted on to serve the public consistently and with care, building on the investments and achievements of past generations to chart the best course for our future.

Transparent—We believe in open, honest government.

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DEPARTMENT OF BEACHES & HARBORS

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County of Los Angeles Department of Beaches & Harbors Strategic Plan

FY 2014-15 through FY 2016-17

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Department of Beaches and Harbors Strategic Plan Goals and Objectives

Goal A

Access

Enhance access to all our beaches and the Marina for recreational purposes.

Objectives

- Ensure that our beaches and Marina are clean, safe and in good condition.
- Expand services, programs and events to encourage Marina and beach use by all.
- Continue to enhance our Marina infrastructure and programs as the premier recreational boating marina in the nation.
- Optimize parking operations.
- Encourage multi-modal access to the Marina and our beaches.
- Collect data on user behavior patterns and preferences to inform decisions on beach and Marina access.

Goal B

Economic Vitality

Support a vibrant Marina community and promote attractive beaches to expand visitorship and economic opportunities for the region.

Objectives

- Develop an Asset Management strategy for the next phase of Marina redevelopment.
- Identify and secure ongoing funding sources for beach infrastructure capital projects and deferred maintenance, as well as an increased contribution for the Marina.
- Enhance public amenities and services to complement private investment in the Marina's leaseholds.
- Strengthen Marina del Rey's image as an inviting place to recreate and live.
- Promote Marina del Rey as a tourist destination.

Goal C

Environmental Stewardship

Protect and maintain the beaches and Marina in a manner that balances recreational use with environmental resilience for the benefit of current and future users.

Objectives

- Build capacity and expertise to more effectively address environmental priorities.
- Strengthen relationships and organizational alliances to foster collaborative approaches to address environmental policies and issues.
- Actively participate and engage with environmental research/educational institutions.
- Educate members of the public on what they can do to help maintain clean beaches and a clean Marina.

Goal D

Service Excellence

Provide reliable, high quality services to beach and Marina users and stakeholders.

Objectives

- Promote and recognize high quality customer service.
- Raise our public profile as the primary customer service provider.
- Maintain and strengthen relationships with all stakeholder groups.
- Strengthen the Marina del Rey community and civic identity.

Goal E

Organizational Effectiveness

To best serve the public, maintain efficient and effective internal systems to maximize productivity and achieve our mission and vision.

Objectives

- Reorganize the Department's structure.
- Attract, empower and retain a top quality, engaged and motivated workforce.
- Strengthen inter- and intra-departmental communication.
- Strengthen our emergency preparedness function and capability and further instill and integrate risk management practices.
- Optimize and enhance the use of information technology.
- Relocate and consolidate our administrative functions to more central, visible, and easily-accessed locations within the Marina.

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