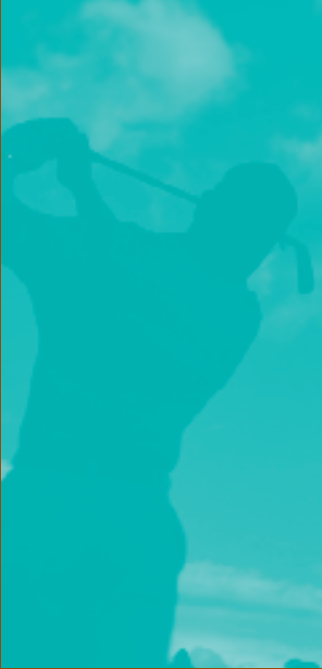


STRATEGIC PLAN

strategic plan

shaping tomorrow today

for healthier, happier communities



Los Angeles
County
Department
of Parks
and Recreation

creating community through people, parks and programs



Cultural Festival

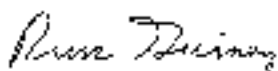
message from the director

This Strategic Plan represents the time, effort and enthusiastic commitment of the residents of Los Angeles County and Los Angeles County Department of Parks and Recreation staff.

Beginning in January 2003, the Department engaged residents in developing a road map to ensure that we continue to meet their needs as our diverse community changes and grows. Department staff, Board of Supervisors and their staff, and hundreds of community members worked together to anticipate future needs, identify important trends and opportunities, and set our direction for the next five years. Our Strategic Plan is a clear and practical tool to guide how we communicate and operate as a team, deliver park and recreation services and manage our parks and facilities.

The Department adopted the California Parks & Recreation Society VIP Strategic Plan Vision, repositioning us as a collaborative partner in serving the community. With this Strategic Plan, we will be even more responsive to the residents of Los Angeles County and to our employees, and on our way to achieving our new vision of "Creating Community through People, Parks and Programs" for our County neighborhoods.

Please use this brochure to share the Strategic Plan that we will be implementing over the next five years. Enhancing communication both with the community and internally is a high priority for us. We hope you will use the poster that's inside and help us with our implementation plan!



DIRECTOR



OUR MISSION

We will provide the residents and visitors of Los Angeles County with quality recreational opportunities that promote a healthy lifestyle and strengthen the community through diverse physical, educational and cultural programming, and will enhance the community environment by acquiring, developing and maintaining County parks, gardens, golf courses, trails and open space areas.

COUNTY VISION

"Our purpose is to improve the quality of life in Los Angeles County by providing responsive, efficient and high-quality public services that promote the self-sufficiency, well being and prosperity of individuals, families, businesses and communities."

defining our vision: how we created the plan



Whittier Narrows



Hollywood Bowl

The strategic planning process helped the Department clearly define desired outcomes for the future and strategic actions to achieve those outcomes. The planning occurred in five phases.

PHASE 1 INITIATING THE PROCESS

Our preliminary assessment showed us that additional staff and community meetings were important. Staff members from all levels and areas of the Department received training to provide outreach and facilitation support throughout the entire process.

PHASE 2 UNDERSTANDING THE CONTEXT AND CHOOSING OUR CHALLENGES

Staff, community, and stakeholders assessed Department strengths, weaknesses, opportunities, and threats in a variety of inclusive forums. Emerging park and recreation trends that impact the Department's future programs and services were evaluated. We developed six key outcome statements to describe the results the Department hopes to create for its customers and staff.

PHASE 3 SETTING OUR COURSE

Staff representatives, working in self-guided teams, developed strategies in the six Departmental focus areas to define how the Department will achieve the outcomes (see poster inside).

PHASE 4 MOVING TO ACTION

The teams mapped out a five-year detailed plan of action for implementing the strategies with priorities for the first two years. The action plan will facilitate integration of the strategic plan into Department budgeting, managers' workplans, and staff evaluations and reports.

PHASE 5 MAKING IT HAPPEN

Performance measures are assigned that will track progress toward the desired outcomes; progress will be assessed annually.

desired outcomes: what we hope to achieve

Staff and community shared ideas about what we want to achieve long term: Results. Based on that, the Executive Committee developed six statements to help paint a picture of desired outcomes for the future of the Department.

COMMUNITY COHESION

The community comes together because our parks provide a gathering place, welcoming all residents to socialize, recreate, and share their lives, while providing a nurturing and safe environment for children and youth.

COMMUNITY PARTNERSHIP

The community identifies itself as a "partner" in caring for valuable resources: our parks, facilities, and programs.

STAFF COHESION

Staff share a common vision that allows us to work enthusiastically toward the same goals and demonstrate professionalism in all we do.

HEALTHIER COMMUNITIES

All members of the community are healthier because our parks and recreational programs provide positive experiences that promote greater mental and physical well-being.

ENVIRONMENTAL LEADERSHIP

The Department is a leader in developing and sharing principles of environmental stewardship by promoting environmental education, demonstrating environmental ethics, and providing stewardship opportunities for all.

ORGANIZATIONAL EFFECTIVENESS

Staff provide high-quality park and recreation services, facilities, and programs as a result of consistent training, clear policies, efficient procedures, and open communication.



Descanso Gardens



department vision creating community through people, parks and programs

DEPARTMENT OUTCOMES



strategic plan:

how we make it happen

strategic directions

strategies summary

| | |
|------------|--|
| FOCUS AREA |  <h2>1 enhancing communication</h2> |
| FOCUS AREA |  <h2>2 building partnerships</h2> |
| FOCUS AREA |  <h2>3 developing resources</h2> |
| FOCUS AREA |  <h2>4 developing staff</h2> |
| FOCUS AREA |  <h2>5 strengthening our physical infrastructure</h2> |
| FOCUS AREA |  <h2>6 strengthening our organizational infrastructure</h2> |

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|---|
| <p>Identify the needs of our local communities and the various cultures comprising our community.</p> <p>Establish a marketing distribution network to increase public awareness of Department programs and services.</p> <p>Coordinate timely information sharing between facilities, managers, supervisors and line staff.</p> |
| <p>Create partnerships with agencies and the private sector to develop multicultural programs.</p> <p>Build multi-agency collaborations with schools, government and nonprofit organizations to leverage capital and operational resources.</p> <p>Facilitate staff involvement in the County to expand collaborations.</p> <p>Partner with private and local corporations to expand facilities and programs.</p> <p>Foster partnerships with department agencies and community groups to create a safer environment in the parks.</p> |
| <p>Establish new revenue generating mechanisms to leverage County resources.</p> <p>Build on existing programs to increase organizational capacity and efficiency.</p> |
| <p>Develop appropriate, accessible training and development opportunities to enhance the knowledge and skill level of Department staff.</p> <p>Ensure the provision of quality customer service by emphasizing its importance at all Department staff levels.</p> <p>Invest in the future workforce by developing and recruiting potential new staff.</p> |
| <p>Position the Department as "stewards of the green" (clean air and water, healthy community).</p> <p>Develop and implement preventative maintenance programs and procedures to prolong the life of Department facilities.</p> <p>Identify and acquire land to preserve and enhance healthy communities.</p> <p>Develop a Capital Improvement Plan program to provide facilities that meet community needs.</p> <p>Update park maintenance procedures and manuals to include new park design, technologies and construction standards.</p> <p>Expedite Capital Project delivery.</p> |
| <p>Formalize plans and policies to increase organizational effectiveness.</p> <p>Promote inter-agency coordination and partnerships.</p> <p>Evaluate Department services to identify efficiencies and potential cost savings.</p> |

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| <p>We will continue to measure our communities' recreational needs and preferences and increase our cultural awareness to enhance our program offerings.</p> <p>The new marketing campaign will reposition the Department as an essential, community-building stewardship organization. The campaign will promote a consistent, identifiable look for all communications and guides.</p> <p>An increased emphasis on internal communications will help staff share information and news. A single person within each agency or facility will be responsible for coordinating and disseminating internal information.</p> |
| <p>By integrating grassroots cultural arts programs into existing activities and partnering with multicultural vendors, we will invite Los Angeles County communities to celebrate our many diverse cultures.</p> <p>We will expand services by pursuing joint-use options for facilities and program/event venues. The annual Parks Summit provides a great opportunity to encourage cooperation among Los Angeles agencies.</p> <p>Increased staff involvement and investment in the community will give the Department a stronger presence.</p> <p>Partnerships for facility development will help expand community health and wellness programs.</p> <p>Safety in parks will be improved through increased communication and partnerships with local law enforcement agencies and neighborhood watch groups.</p> |
| <p>New initiatives—such as expanding the Adopt-a-Park program, soliciting donations and sponsorships, applying for grants and holding more fundraising activities and events—will generate needed revenue.</p> <p>We will involve more youth and seniors in conducting Department programs and services and enhance the Park Volunteer program.</p> |
| <p>An improved employee orientation program will communicate existing training opportunities and promote collaboration within the Department.</p> <p>We will adopt and measure our success in meeting the County's Customer Service Satisfaction Standards.</p> <p>We will expand college student internship opportunities and create a Junior Recreation Leader program.</p> |
| <p>Educational nature programs and festive events will focus on connections to historic, cultural and natural resources in local communities.</p> <p>We will evaluate our current facilities and create a maintenance-reporting and tracking system.</p> <p>Land acquisition projects will be coordinated with partner agencies, corporations and community groups.</p> <p>We will assess the condition of parks and facilities to establish a priority/feasibility list of upgrades or replacements.</p> <p>We will work with Public Works to research and incorporate new technologies and products in design work and develop a water conservation program.</p> <p>We will coordinate with the Chief Administrative Office and Public Works to facilitate multiple projects simultaneously.</p> |
| <p>Implementing the Strategic Plan, creating an employee management performance system, updating the Procedures Manual, and developing a meeting format that fosters community participation will be key to improving our organizational effectiveness.</p> <p>Department staff will meet regularly in forums to share information about procedures and best practices.</p> <p>We will regularly review our service contracts and use evaluations and customer comments to identify efficiencies.</p> |

focus areas and strategic directions

The strategic directions and strategies outline how the Department will achieve its vision and desired outcomes. The complete plan includes multiple strategies and a detailed action plan with assigned champions to lead the implementation over a five-year timeline. Above is a summary of that plan.



Los Angeles County
Department of Parks and Recreation

433 South Vermont Avenue
Los Angeles, CA 90020

Creating Community through People, Parks and Programs

our strategic plan:
shaping tomorrow today
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