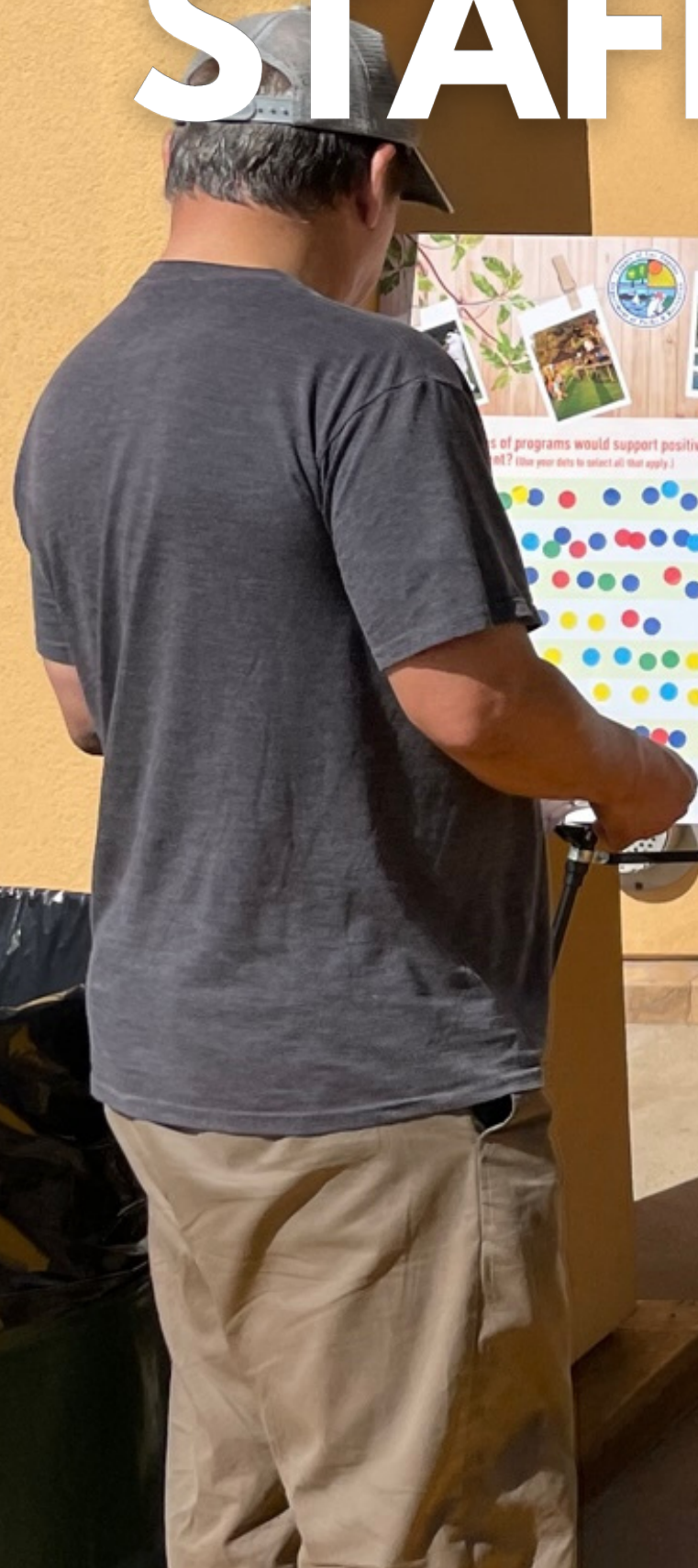


FIVE-YEAR STRATEGIC PLAN (2023-2028)

County of Los Angeles
Department of Parks & Recreation



COMMUNITY & STAFF INPUT



CREATING THE PLAN



**Two years of
feedback from:**

Department Staff

Community Members

Stakeholder Organizations

Elected Officials

Parks Commissioners

APPROACH

DEPARTMENT ENGAGEMENT

- Staff Focus Groups
- Staff Interviews
- Leadership Retreat
- Goal Groups



APPROACH

COMMUNITY & STAKEHOLDER ENGAGEMENT

- Stakeholder Roundtables
- Interviews with Partners
- Countywide Survey
- Virtual Town Halls
- Pop-up events at community/regional parks and aquatic centers



DEPARTMENT ENGAGEMENT:

KEY TAKEAWAYS

1

Alignment with mission, vision, and values

2

Equity and inclusion is the driving force

3

Internal reorganization challenges

4

Leveraging facilities and land assets

5

Leveraging human resources

6

Investing in technology and data

COMMUNITY & STAKEHOLDER ENGAGEMENT:

KEY TAKEAWAYS

1

Department's role in the pandemic

2

Role in County's climate resilience

3

**Creating safe park spaces and safe
park access**

4

**Strengthening and expanding
partnerships with community-based
organizations**

5

More adult programming desired

6

**Stewardship and preservation of
natural spaces**

7

Staffing and job opportunities

PLAN GOALS



GOAL 1:

Promote play and well-being of youth, families, and seniors



GOAL 2:

Strengthen programs, experiences, and engagement in community



GOAL 3:

Increase park equity and access to innovative park space



GOAL 4:

Invest in staff and volunteers



GOAL 5:

Provide stewardship of public lands, natural resources, and urban forestry



GOAL 6:

Advance organizational excellence



Goal 1:

PROMOTE PLAY AND WELL-BEING OF YOUTH, FAMILIES, AND SENIORS



STRATEGY #1.1: EXPAND AFFORDABLE PLAY AND RECREATION PROGRAMS IN HIGH AND VERY HIGH-PARK NEED COMMUNITIES.

ACTIONS

1.1.1 Establish a sports division to increase youth participation and address equity and access to youth sports and aquatics programs.

1.1.2 Establish an LA County intramural competitive sports league program offering a variety of sports for youth and adults.

1.1.3 Expand pilot mobile recreation unit to support play, ESTEAM, sports and/or arts.



STRATEGY #1.1: EXPAND AFFORDABLE PLAY AND RECREATION PROGRAMS IN HIGH AND VERY HIGH-PARK NEED COMMUNITIES.

ACTIONS

1.1.4 Close the out-of-school care infrastructure gap by expanding afterschool and summer camp opportunities through Every Body Plays, Every Body Explores, ESTEAM, and Summer Adventure Camps.

1.1.5 Use the program review committee and the countywide sports committee to adopt new, innovative practices, and programs and regularly reevaluate existing policies and procedures to address systemic racism, diversity, equity, and access.



STRATEGY #1.1: EXPAND AFFORDABLE PLAY AND RECREATION PROGRAMS IN HIGH AND VERY HIGH-PARK NEED COMMUNITIES.

ACTIONS

1.1.6 Secure permanent funding for the Parks After Dark program for spring, summer, and winter.

1.1.7 Expand “Our Spot” afterschool program and develop programming to include restorative justice practices, focused on deterring juvenile crime during out-of-school hours and supporting pathways to youth employment and STEM education opportunities.



STRATEGY #1.2: DEVELOP PROGRAMMING FOR SENIORS, PERSONS WITH DISABILITIES, WOMEN AND GIRLS, LGBTQIA+, AND SYSTEMS-INVOLVED YOUTH.

ACTIONS

1.2.1. Develop a transgender sports participation policy.

1.2.2. Develop a gender inclusive girl sports league program.

1.2.3. Develop an adaptive sports program and increase offerings and participation in adaptive sports programs.



STRATEGY #1.2: DEVELOP PROGRAMMING FOR SENIORS, PERSONS WITH DISABILITIES, WOMEN AND GIRLS, LGBTQIA+, AND SYSTEMS-INVOLVED YOUTH.

ACTIONS

1.2.4. Increase recreation scholarship opportunities through the Los Angeles County Parks Foundation by expanding relationships with philanthropic partners.

1.2.5. Establish a senior division, and conduct a seniors needs assessment to expand senior programs and services.

1.2.6. Develop a coach and officials recruitment and training program for women and LGBTQIA+ persons.



STRATEGY #1.3: INCREASE PARK SAFETY THROUGH SAFE PASSAGES, INFRASTRUCTURE INVESTMENTS, PROGRAMMING, AND OTHER INTERVENTIONS.

ACTIONS

1.3.1. Expand our violence prevention programs and partnerships, including programs with the Office of Violence Prevention, gang interventionists, and the Sheriffs Parks Bureau, to promote Safe Passages, parks as Safe Zones and better define program structures and outcomes.

1.3.2. Develop a Community Partnerships for Public Safety program, in collaboration with community-based organizations, Anti-Racism, Diversity, and Inclusion Initiative (ARDI), and the Office of Violence Prevention to guide the practices and operation of the Sheriffs Parks Bureau.



STRATEGY #1.3: INCREASE PARK SAFETY THROUGH SAFE PASSAGES, INFRASTRUCTURE INVESTMENTS, PROGRAMMING, AND OTHER INTERVENTIONS.

ACTIONS

1.3.3. Develop and seek funding for a Park Safety Ambassador Program.

1.3.4. Develop a lighting assessment study prioritizing parks in parks with higher incidences of crime and seek funding from Infrastructure LA to increase safety through lighting projects.

1.3.5. Continue installation of security cameras in parks with higher incidences of crime.



STRATEGY #1.3: INCREASE PARK SAFETY THROUGH SAFE PASSAGES, INFRASTRUCTURE INVESTMENTS, PROGRAMMING, AND OTHER INTERVENTIONS.

ACTIONS

1.3.6. Conduct an annual evaluation of Parks After Dark (PAD) to guide the program and demonstrate the impact on crime prevention and community safety.

1.3.7 Update policies and procedures that provide guidance for parks staff when responding to disruptive or violent incidents at park facilities.



Goal 2:

STRENGTHEN PROGRAMS, EXPERIENCES, AND ENGAGEMENT IN COMMUNITY



STRATEGY # 2.1: PRIORITIZE COMMUNITY ENGAGEMENT FOR PROGRAMS, SERVICES, AND PARK DEVELOPMENT.

ACTIONS

2.1.1. Develop an information and outreach plan for each park identifying key stakeholders like schools, churches, community-based organizations, and local businesses.

2.1.2. Develop outreach protocols to ensure community partners are engaged at the earliest stage of new infrastructure planning.



STRATEGY # 2.1: PRIORITIZE COMMUNITY ENGAGEMENT FOR PROGRAMS, SERVICES, AND PARK DEVELOPMENT.

ACTIONS

2.1.3. Build the capacity for recreation staff to continuously engage with community stakeholders.

2.1.4. Hold an annual community meeting at each neighborhood and community park in September to provide and solicit feedback for the yearly program schedule and park planning projects.



STRATEGY #2.2: ENHANCE DATA COLLECTION TO INFORM PARK EXPERIENCE AND PROGRAM EVALUATION.

ACTIONS

2.2.1. Establish metrics and an evaluation process for core recreation program areas.

2.2.2. Develop and deploy an annual recreation market needs survey, with a special focus on diverse populations, to understand recreational program interests and preferences throughout Los Angeles County.

2.2.3. Convene on a quarterly basis the Recreation Program Review Committee to review and evaluate programs, registrations, reservations data and market surveys to inform program development and enhancement.



STRATEGY # 2.2: ENHANCE DATA COLLECTION TO INFORM PARK EXPERIENCE AND PROGRAM EVALUATION.

ACTIONS

2.2.4. Using Qualtrics, develop participant program surveys and evaluation program.

2.2.5. Convene an internal working group to review registration and reservation data, recreation market survey data, and to make recommendations for enhanced amenities and recreational offerings.



STRATEGY #2.3: EXPAND PARTNERSHIPS FOR PROGRAMMING, COMMUNITY, AND PARK GOING EXPERIENCES.

ACTIONS

2.3.1 Conduct a gap analysis of our core and community partnerships to expand partnership opportunities.

2.3.2. Establish a Memorandum of Understanding template to centralize and expand coordination between DPR and County departments to strengthen program delivery.

2.3.3. Implement the school-use Memorandum of Agreements to further expand partnerships with schools and parks.



STRATEGY #2.3: EXPAND PARTNERSHIPS FOR PROGRAMMING, COMMUNITY, AND PARK GOING EXPERIENCES.

ACTIONS

2.3.4. Partner with the Natural History Museum, LACMA, the Department of Arts and Culture, the LA Philharmonic Association, community-based organizations, the Music Center, DPR's Gardens and Arboreta and Contract Class community providers to enhance arts and culture programming at parks and bridge the access to arts and culture.

2.3.5. Partner with community-based organizations to enhance programming, interpretative education, and community safety.

2.3.6 Expand partnerships with Los Angeles Homeless Services Authority (LAHSA) and other County and external partners to connect unhoused individuals in parks to wraparound services.



Goal 3:

**INCREASE PARK
EQUITY AND ACCESS
TO INNOVATIVE
PARK SPACE**



STRATEGY #3.1: INCREASE PARKLAND AND ACCESS PRIORITIZING HIGH PARK-NEED COMMUNITIES.

ACTIONS

3.1.1. Prioritize land acquisitions and park amenities to ensure that unincorporated residents live within a 10-minute walk and/or a ½-mile radius from parkland.

3.1.2 Update the Department's parkland acquisition strategy guided by the Parks Needs Assessment and PNA+.

3.1.3 Expand school joint-use opportunities to increase parkland in high park need areas as identified in the Park Needs Assessment and PNA+.



STRATEGY #3.1: INCREASE PARKLAND AND ACCESS PRIORITIZING HIGH PARK-NEED COMMUNITIES.

ACTIONS

3.1.4. Explore partnerships to provide parkland in underutilized areas, like utility corridors, flood control channels, railroads, and publicly owned land.

3.1.5. Develop and implement an equity analysis process for decision-making to prioritize investments and services in historically underserved communities and help ensure our programs and services are eliminating racial disparities.



STRATEGY #3.2: DEVELOP OPPORTUNITIES FOR PARKS TO SERVE AS MOBILITY HUBS.

ACTIONS

3.2.1. Pilot mobility multi-use trail hubs along the Emerald Necklace (Whittier Narrows, Santa Fe Dam, and Peck Park) to support pedestrian, bicycle, and new mobility uses.

3.2.2. Establish regional parks as staging areas for our multi-use trails system.

3.2.3. Develop a trail program that highlights regional active transportation corridors through signage, maps, wayfinding, and connections to the multi-use trail and bicycle system at regional parks.



STRATEGY #3.2: DEVELOP OPPORTUNITIES FOR PARKS TO SERVE AS MOBILITY HUBS.

ACTIONS

3.2.4. Work with Metro and public transportation agencies to create public transportation connections to regional parks.

3.2.5. Coordinate with LA County Public Works and other County agencies to implement the Vision Zero Action Plan and eliminate pedestrian injuries near park sites through safe street design.



STRATEGY #3.3: ENHANCE OPPORTUNITIES FOR CREATIVE PARK USE AND REVENUE GENERATION.

ACTIONS

3.3.1. Develop policies and procedures that will allow the Department to utilize Parks as special event venues, with guidance from the DPR Special Events Strategic Plan.

3.3.2. Establish a business development unit that will serve to promote, market, and facilitate agreements for special events.

3.3.3. Identify and engage special event partners to expand opportunities for revenue generation.



STRATEGY #3.3: ENHANCE OPPORTUNITIES FOR CREATIVE PARK USE AND REVENUE GENERATION.

ACTIONS

3.3.4. Increase revenue generation opportunities at parks through business planning, advertising, and sponsorship.

3.3.5. Build DPR staff capacity & negotiation practices for revenue generating contracts with outside parties to maximize returns.

3.3.6. Increase philanthropic opportunities through partnerships with organizations, including the Los Angeles County Parks Foundation, to support departmentwide initiatives.



STRATEGY #3.3: ENHANCE OPPORTUNITIES FOR CREATIVE PARK USE AND REVENUE GENERATION.

ACTIONS

3.3.7 Develop a revenue-share strategy for naming rights to be incorporated into future lease agreements.

3.3.8 Develop a facility catalog for revenue generating opportunities.

3.3.9 Conduct a market analysis and benchmark study to determine fair-market value of department facilities and concessions.



STRATEGY #3.3: ENHANCE OPPORTUNITIES FOR CREATIVE PARK USE AND REVENUE GENERATION.

ACTIONS

3.3.10 Create a community-benefit standard for leases and concessions.

3.3.11 Develop a menu of sponsorship opportunities, including memorials, naming rights, and special events.



Goal 4:

**INVEST IN STAFF
AND VOLUNTEERS**



STRATEGY #4.1: INVEST IN EMPLOYEE WELL-BEING AND MENTAL HEALTH.

ACTIONS

4.1.1. Develop a staff recognition program that includes retirement scrolls, celebrating life events, and service awards.

4.1.2. Support department programs, like the Employee Awards Committee and Grounds Maintenance Symposium.

4.1.3. Establish protocols for partnerships with mental health providers to respond to park crisis incidents and traumatic events.



STRATEGY #4.1: INVEST IN EMPLOYEE WELL-BEING AND MENTAL HEALTH.

ACTIONS

4.1.4 Convene a working group to explore employee feedback tools and management report back methods to improve staff satisfaction and retention, including staff surveys, targeted focus groups, and exit and “stay” interviews

4.1.5. Conduct workforce analysis to right-size classifications and staffing levels across recreation, trades, grounds maintenance, and aquatics.



STRATEGY #4.2: DEVELOP A TRAINING ACADEMY FOR DEPARTMENT CORE AREAS.

ACTIONS

4.2.1. Develop a library of training topics for recreation, grounds maintenance, trades, aquatics and administrative positions, including County-mandatory, job-specific and those from corrective action plans.

4.2.2. Develop a training schedule for recreation, grounds maintenance, trades, aquatics and administrative positions.

4.2.3. Develop curriculum for in-house training topics.



STRATEGY #4.2: DEVELOP A TRAINING ACADEMY FOR DEPARTMENT CORE AREAS.

ACTIONS

4.2.4. Develop the Departmental Training Academy framework aimed at identifying training topics that include Diversity, Equity, and Inclusion (DEI), Trauma-Informed Care, positive human development, and restorative justice training schedules and curricula.

4.2.5. Develop training and guides to support internal promotions on the following topics: (1) Promotional pathways and career ladders; (2) Internal and external training opportunities.



STRATEGY #4.2: DEVELOP A TRAINING ACADEMY FOR DEPARTMENT CORE AREAS.

ACTIONS

4.2.6. Develop and deploy an engagement training program for recreational leaders to build connections with principals, parents, and students at nearby community schools.

4.2.7. Develop a training module to support women in supervisory grounds maintenance roles.

4.2.8. Develop a supervisor training program for women and LGBTQIA+ individuals for the lake lifeguard series, including the pool/aquatic program, and review all policies to ensure inclusivity.



STRATEGY #4.3: DEVELOP A DEPARTMENTWIDE SUCCESSION PLAN.

ACTIONS

4.3.1. Perform a landscape analysis of positions within the Department that articulates near-term vacancies, potential promotion pathways for existing employees, training needs, and retention strategies.

4.3.2. Build, retain, and develop staff and leadership that represent the communities we serve, transfers institutional knowledge, and proactively plan for retirements.



STRATEGY #4.4: SERVE AS A LEADER FOR COMMUNITY-LEVEL EMPLOYMENT AND JOB PATHWAYS.

ACTIONS

4.4.1 Develop a Recreation Recruitment Plan to target BIPOC, systems-involved and foster-youth, and community college students for recreation and aquatic employment.

4.4.2 Expand the successful pilot partnership between DPR, Conservation Corps, and Preparing Los Angeles Residents for County Employment (PLACE) to employ systems-involved young adults in our grounds maintenance positions.

4.4.3 Partner with the Economic and Workforce Development Department to serve as the County's largest youth employer.



STRATEGY #4.4: SERVE AS A LEADER FOR COMMUNITY-LEVEL EMPLOYMENT AND JOB PATHWAYS.

ACTIONS

4.4.4 Partner with the Probation Department and Department of Children and Family Services to expand the Lifeguard Ready Training program to provide opportunities for systems-involved youth, probation camps, and foster youth.

4.4.5 Seek funding to establish an apprenticeship program for women in trades.

4.4.6 Serve as the largest employer for youth, seniors, and part-time employment by partnering with the Economic and Workforce Development Department to provide job placement sites.



STRATEGY #4.4: SERVE AS A LEADER FOR COMMUNITY-LEVEL EMPLOYMENT AND JOB PATHWAYS.

ACTIONS

4.4.7 Establish partnerships with the International Alliance of Theatrical Stage Employees (IATSE) to develop internship and/or apprenticeship programs for park special events and production (e.g., lighting, sound, stage hand, etc.).

4.4.8 Partner with Aging & Disabilities Department to serve as an employment partner.



STRATEGY #4.5: ESTABLISH AND CENTRALIZE A DEPARTMENTAL VOLUNTEER CORPS.

ACTIONS

4.5.1. Prioritize recruiting volunteers for core programming, such as out-of-school and sports programming in our high-need/vulnerable parks.

4.5.2. Research, and work toward releasing a Request For Proposal (RFP) for the new online Volunteer Management System.

4.5.3. Standardize the recruitment and onboarding of volunteer workers to strengthen the employment pipeline for former volunteers.

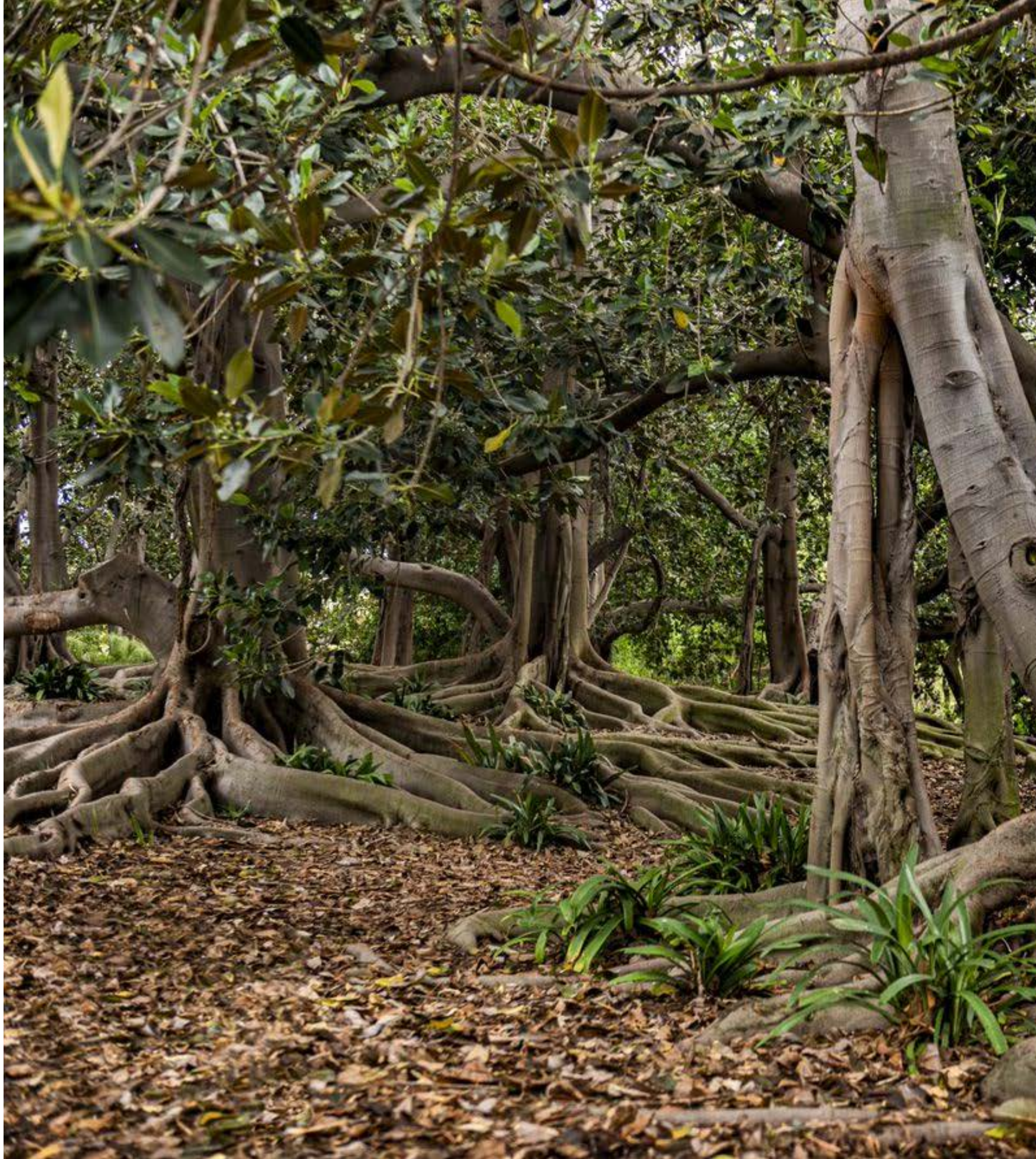


STRATEGY #4.5: ESTABLISH AND CENTRALIZE A DEPARTMENTAL VOLUNTEER CORPS.

ACTIONS

4.5.4. Implement a centralized online Volunteer Management System with a self-service portal, attendance tracking, calendar management, event management, member directory, registration management, scheduling, and report running.

4.5.5. Update existing Volunteer Handbooks and make them accessible on the online Volunteer Management System.



Goal 5:

**PROVIDE
STEWARDSHIP OF
PUBLIC LANDS,
NATURAL
RESOURCES, AND
URBAN FORESTRY**

Jill Sourial, Deputy Director



STRATEGY #5.1: PROVIDE STEWARDSHIP AND LEADERSHIP IN REGIONAL LAND CONSERVATION.

ACTIONS

5.1.1. Prioritize and implement the 2022 Parks Needs Assessment as the County's 30x30 initiative, which identifies opportunities and priorities for acquisitions and funding for conservation, restoration, and operations, in alignment with state and federal 30x30 initiatives.

5.1.2. Prioritize land conservation, environmental restoration, and expansion of existing natural areas for the protection of endangered species, habitat, wildlife corridors and sanctuaries.



STRATEGY #5.1: PROVIDE STEWARDSHIP AND LEADERSHIP IN REGIONAL LAND CONSERVATION.

ACTIONS

5.1.3. Expand trail agency partners and strengthen the countywide trails website and app to serve as the go-to public resource that helps increase equitable trail access.

5.1.4. Establish a quarterly meeting with national, state and local, public parkland agencies and conservancies to coordinate regional parkland initiatives and implementation of the Park Needs Assessment and PNA+.



STRATEGY #5.2: SERVE AS THE COUNTY'S MULTI-USE TRAIL COORDINATOR.

ACTIONS

5.2.1. Expand the quarterly countywide trail managers taskforce to coordinate interagency trail connectivity, practices and policies, signage and network.

5.2.2. Develop a trail maintenance plan.

5.2.3. Develop a multi-year plan to implement priority trail projects as identified in adopted trail plans.



STRATEGY #5.2: SERVE AS THE COUNTY'S MULTI-USE TRAIL COORDINATOR.

ACTIONS

5.2.4. Develop work plans for the implementation of the Emerald Necklace, Compton Creek, San Jose Creek, LA River, Altadena Crest Trail, Castaic, and Santa Susanna trail plans.

5.2.5. Develop intra-trail mapping and signage for Kenneth Hahn, Whittier Narrows, Bonelli, Schabbarum, Castaic, and Santa Fe Dam regional parks.



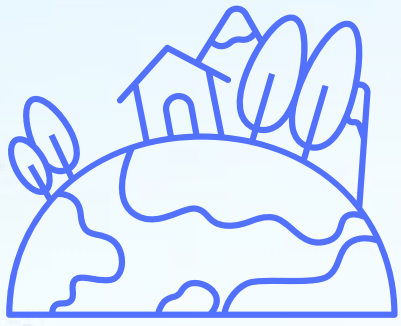
STRATEGY #5.3: INCREASE SHADE EQUITY AND EXPAND TREE CANOPY AND THE URBAN FOREST.

ACTIONS

5.3.1. Complete the departmentwide tree inventory.

5.3.2. Develop a tree reforestation initiative prioritizing low canopy in high and very high need park communities.

5.3.3. Update the Department's urban forestry management plan and ensure alignment with County's Urban Forest Management Plan.



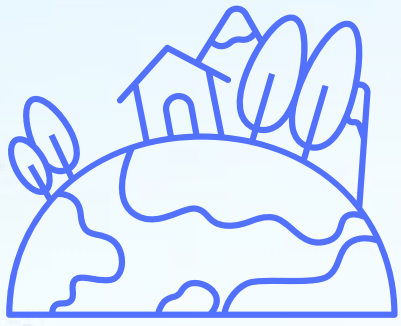
STRATEGY #5.4: SUSTAINABLY MANAGE NATURAL RESOURCES TO SUPPORT CLIMATE RESILIENCY AND BIODIVERSITY.

ACTIONS

5.4.1. Update and expand the department's design guidelines to include urban biodiversity, climate resiliency, tree-canopy, stormwater management, and a climate-appropriate plant palette.

5.4.2. Manage water resources in the face of climate change impacts through smart irrigation, stormwater management, preventative maintenance, water conservation and reuse, plant selection, and landscape management.

5.4.3. Expand energy-efficient technologies to reduce carbon footprint and energy use.



STRATEGY #5.4: SUSTAINABLY MANAGE NATURAL RESOURCES TO SUPPORT CLIMATE RESILIENCY AND BIODIVERSITY.

ACTIONS

5.4.4. Transition to all-electric equipment for leaf blowers and other mandated equipment by 2024, in accordance with state mandate AB 1346.

5.4.5. Expand extreme heat-related adaption measures at park facilities, like cooling centers using gymnasiums and pools or hydration stations, in the County's areas most vulnerable to heat-related climate risks.



STRATEGY #5.5: PRESERVE AND CELEBRATE HISTORIC AND CULTURAL RESOURCES.

ACTIONS

5.5.1. Formalize partnerships with First Peoples to explore opportunities for historic acknowledgement and stewardship, and co-management of land.

5.5.2. Include historically inclusive, eco-literate, and multilingual interpretive signage at parks, including natural areas and nature centers.

5.5.3. Include interpretive signage as part of capital project sites with historic, cultural or natural resources.

5.5.4. Develop a foundation document for each natural area to guide the interpretive program with continuous evaluation.



STRATEGY #5.6: MAINTAIN QUALITY, CLEAN AND SAFE PARKS.

ACTIONS

5.6.1. Update and implement the grounds maintenance manual.

5.6.2. Develop a park asset inventory and management plan to support Maximo asset management platform.

5.6.3. Build out the Maximo 2.0 asset management platform to serve as a work order program for maintenance, deferred maintenance, and capital projects.



STRATEGY #5.6: MAINTAIN QUALITY, CLEAN AND SAFE PARKS.

ACTIONS

5.6.4. Establish a deferred maintenance program and budget for the department.

5.6.5. Work with the County Executive Office to update Quimby fee schedule.



Goal 6:

**ADVANCE
ORGANIZATIONAL
EXCELLENCE**



STRATEGY #6.1: STRENGTHEN INTERNAL COMMUNICATIONS.

ACTIONS

6.1.1. Design and distribute a department newsletter.

6.1.2. Develop a structure of meetings to increase internal department communications:

- a. Monthly Division meetings**
- b. Monthly Core Area meetings**
- c. Monthly Deputy Director / Regional Operations Manager meetings**
- d. Quarterly Supervisor, Manager, and Division Head meetings**
- e. Annual State of the Department Meeting for all permanent staff**

6.1.3. Develop an online platform to serve and support employees.



STRATEGY #6.2: STRENGTHEN EXTERNAL COMMUNICATIONS AND BROADEN ENGAGEMENT.

ACTIONS

6.2.1. Increase number of translated languages for multi-language marketing and outreach materials to reduce barriers to engagement.

6.2.2. Finalize the Department's graphic style guide to include templates for use by staff.

6.2.3. Develop a departmentwide marketing and engagement plan to strengthen access to programs and services for hard-to-reach populations.



STRATEGY #6.2: STRENGTHEN EXTERNAL COMMUNICATIONS AND BROADEN ENGAGEMENT.

ACTIONS

6.2.4. Promote the department's website as a hub for: (1) Park programs, services, amenities, and events; and (2) Information on capital project plans, timelines, and status.

6.2.5. Use innovative multimedia tools to increase reach and engagement to the Department's social media platforms.

6.2.6. Using Qualtrics, establish a customer relationship management system to communicate with park users and community stakeholders to evaluate programming.



STRATEGY #6.3: ENHANCE BUDGET TRANSPARENCY.

ACTIONS

6.3.1. Develop a 5-year financial forecast that projects out future financial needs to build awareness and support fiscal sustainability.

6.3.2. Review and update the cost-recovery policy and procedure and hold a departmentwide training.

6.3.3. Establish a park budget per park that outlines staffing, services and supplies.

6.3.4. Establish a training program for supervisors and managers to understand and manage their program and division budgets.



STRATEGY #6.4: INVEST IN DATA AND RESEARCH.

ACTIONS

6.4.1 Convene an internal working group to align data intake, processing, and use procedures across divisions (recreation, planning & development, operations) and platforms (Qualtrics, ActiveNet, Maximo, etc.), develop best practices to support Performance Counts and budget planning, and establish benchmarks.

6.4.2 Develop a comprehensive data business management strategy to establish protocols for data-informed decision-making.

6.4.3 Develop a “data warehouse” – a central repository of internal operations data – to inform decision-making and budget requests.



STRATEGY #6.4: INVEST IN DATA AND RESEARCH.

ACTIONS

6.4.4 Develop an internal dashboard to display and provide internal operations data in a clear way to inform decision-making and budget requests.

6.4.5 Create a comprehensive GIS system with improved software and hardware to ensure accurate and consistently updated data for the Department.



STRATEGY #6.5: EXPAND USE OF TECHNOLOGY TO IMPROVE PARK USER EXPERIENCE.

ACTIONS

6.5.1 Use new technologies and update our systems to enhance our organizational performance and public accountability, conduct data-informed analysis, and streamline public-facing systems (e.g., ActiveNet, Qualtrics, Rate-Your-Park, Maximo).

6.5.2 Implement automated parking solutions and online parking registration for regional parks and special events.

6.5.3 Implement Maximo 2.0 asset management platform to strengthen work order procedures and improve budgeting.



STRATEGY #6.5: EXPAND USE OF TECHNOLOGY TO IMPROVE PARK USER EXPERIENCE.

ACTIONS

6.5.4 Invest in the completion of Documentum as a document management solution.

6.5.5 Upgrade and expand Wi-Fi access in parks, prioritizing bridging the gap in digital divide communities.

6.5.6 Explore technological upgrades, such as keyless entry infrastructure.



STRATEGY #6.6: ENSURE THAT POLICIES AND PROCEDURES ALIGN WITH THE BUSINESS AND OPERATIONS PLAN.

ACTIONS

6.6.1. Establish a 5-year review and update cycle for all department policies and procedures that includes research and benchmarking against comparable municipalities.

6.6.2. Develop a training program for staff on policies and procedures.

6.6.3. Create a page on internal employee platform (Action 6.1.3.) that includes all updated policies and procedures.

6.6.4. Restructure the policy and procedure committee membership to include members in core program areas.

SHARING THE PLAN

Public Launch Events:

- March 1st - Belvedere Park
- March 8th - Loma Alta
- March 18th - San Fernando Aquatic Center
- March 22nd - Earvin "Magic" Johnson
- April 1st - Amelia Mayberry Park
- April 29th - Jackie Robinson Park

Listening Sessions with:

- Concessions Partners
- Tribal Groups
- Community-based Organizations & Non-profits
- Land Managers

Find the Strategic Plan here:

parks.lacounty.gov/strategicplan



FIVE-YEAR STRATEGIC PLAN (2023-2028)

County of Los Angeles
Department of Parks & Recreation

