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Lisa Disney
DIRECTOR

Los Angeles County
Department of Parks
and Recreation
433 South Verdugo Avenue
Los Angeles, CA 91302

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Countv-wide

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shaping tomorrow today

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The Strategic Plan is a clear and practical tool to guide how we communicate and interact with our partners, other County departments, and the public. It will be used to plan, budget, and evaluate the Department’s activities.

The Strategic Plan was developed to guide our work and ensure that our actions are aligned with our vision, mission, and goals. It is a tool for strategic planning and decision-making, and it will be used to set priorities and allocate resources.

The Strategic Plan includes six focus areas:

1. Enhancing communication and collaboration
2. Improving service delivery and efficiency
3. Strengthening our physical infrastructure
4. Strengthening our organizational infrastructure
5. Focusing on the community
6. Focusing on staff development

The Strategic Plan is a living document that will be reviewed and updated annually. It will be used to guide the Department’s actions and to ensure that we are meeting our goals and objectives.

The Strategic Plan is a key component of our mission to create a healthy, vibrant, and engaged community through diverse programs and services. It is a roadmap for our future and a commitment to our stakeholders to work together to achieve our goals.
Creating Community through People, Parks and Programs

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’ work-plans, 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.

Defining Our Vision: How We Created the Plan

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.

 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.

Strategic Plan that we will be implementing over the next five years. Enhancing communication will be a focus of our implementation plan!
# Strategic Plan: How We Make It Happen

## Focus Areas and Strategic Directions

<table>
<thead>
<tr>
<th>Strategic Directions</th>
<th>Strategies Summary</th>
</tr>
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<tbody>
<tr>
<td>Identify the needs of our local communities and the various cultures comprising our community.</td>
<td>We will continue to measure our communities' recreational needs and preferences and increase our cultural awareness to enhance our program offerings.</td>
</tr>
<tr>
<td>Establish a marketing distribution network to increase public awareness of Department programs and services.</td>
<td>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.</td>
</tr>
<tr>
<td>Coordinate timely information sharing between facilities, managers, supervisors and line staff.</td>
<td>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.</td>
</tr>
<tr>
<td>Create partnerships with agencies and the private sector to develop multicultural programs.</td>
<td>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.</td>
</tr>
<tr>
<td>Build multi-agency collaborations with schools, government and nonprofit organizations to leverage capital and operational resources.</td>
<td>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.</td>
</tr>
<tr>
<td>Facilitate staff involvement in the County to expand collaborations.</td>
<td>Increased staff involvement and investment in the community will give the Department a stronger presence.</td>
</tr>
<tr>
<td>Partner with private and local corporations to expand facilities and programs.</td>
<td>Partnerships for facility development will help expand community health and wellness programs.</td>
</tr>
<tr>
<td>Foster partnerships with department agencies and community groups to create a safer environment in the parks.</td>
<td>Safety in parks will be improved through increased communication and partnerships with local law enforcement agencies and neighborhood watch groups.</td>
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<td>Establish new revenue generating mechanisms to leverage County resources.</td>
<td>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.</td>
</tr>
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<td>Build on existing programs to increase organizational capacity and efficiency.</td>
<td>We will involve more youth and seniors in conducting Department programs and services and enhance the Park Volunteer program.</td>
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<td>Develop appropriate, accessible training and development opportunities to enhance the knowledge and skill level of Department staff.</td>
<td>An improved employee orientation program will communicate training opportunities and promote collaboration within the Department.</td>
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<tr>
<td>Ensure the provision of quality customer service by emphasizing its importance at all Department staff levels.</td>
<td>We will adopt and measure our success in meeting the County's Customer Service Satisfaction Standards.</td>
</tr>
<tr>
<td>Invest in the future workforce by developing and recruiting potential new staff.</td>
<td>We will expand college student internship opportunities and create a Junior Recreation Leader program.</td>
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<tr>
<td>Position the Department as “stewards of the green” (clean air and water, healthy community).</td>
<td>Educational nature programs and festive events will focus on connections to historic, cultural and natural resources in local communities.</td>
</tr>
<tr>
<td>Develop and implement preventative maintenance programs and procedures to prolong the life of Department facilities.</td>
<td>We will evaluate our current facilities and create a maintenance-reporting and tracking system.</td>
</tr>
<tr>
<td>Identify and acquire land to preserve and enhance healthy communities.</td>
<td>Land acquisition projects will be coordinated with partner agencies, corporations and community groups.</td>
</tr>
<tr>
<td>Develop a Capital Improvement Plan program to provide facilities that meet community needs.</td>
<td>We will assess the condition of parks and facilities to establish a priority/feasibility list of upgrades or replacements.</td>
</tr>
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<td>Update park maintenance procedures and manuals to include new park design, technologies and construction standards.</td>
<td>We will work with Public Works to research and incorporate new technologies and products in design work and develop a water conservation program.</td>
</tr>
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<td>Expedite Capital Project delivery.</td>
<td>We will coordinate with the Chief Administrative Office and Public Works to facilitate multiple projects simultaneously.</td>
</tr>
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<td>Formalize plans and policies to increase organizational effectiveness.</td>
<td>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.</td>
</tr>
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<td>Promote inter-agency coordination and partnerships.</td>
<td>Department staff will meet regularly in forums to share information about procedures and best practices.</td>
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<tr>
<td>Evaluate Department services to identify efficiencies and potential cost savings.</td>
<td>We will regularly review our service contracts and use evaluations and customer comments to identify efficiencies.</td>
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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.
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