



# THE COUNTY OF LOS ANGELES DEPARTMENT OF PARKS AND RECREATION STRATEGIC PLAN

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SUMMARY  
APRIL 2023

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Message from the

# DIRECTOR



Dear Los Angeles County,

I am pleased to share with you the County of Los Angeles Department of Parks and Recreation Five-Year (2023-2028) Strategic Plan (Plan). This Plan outlines our commitment to equity, the communities we serve, our staff and our responsibility as stewards of LA County parks, open spaces, natural areas, wildlife sanctuaries, trails, lakes and its biodiversity.

Over the past two years, LA County Parks has worked alongside partners, community members, stakeholders, County Departments and park and recreation organizations across the nation to develop a meaningful and bold plan for LA County Park's future. The Plan goals aim to deepen connection with our communities; increase equity and access to innovative park space; provide stewardship of public lands, resources, and urban forestry; support our staff; and advance organizational excellence. This Plan is our north star, guiding our path and work as a world-class park and recreation organization committed to park sustainability, equity, and access for all.

The strategies and actions of this Plan outline critical steps and reflect our priorities to further the health and wellness of our communities, particularly historically underserved communities, First Peoples and communities of color. This Plan affirms and centers our work on equity and provides a roadmap to address the significant park and recreation needs in Los Angeles County.

The Plan Goals, Strategies, and Actions were developed with extensive engagement and an anti-racism, diversity, and inclusion focused framework. This Plan affirms the commitment to prioritizing funding and staffing for programming and park access initiatives that redress social, racial, gender-based, and environmental injustice in our communities of need. As one of the most dynamic park organizations in the nation, it is our responsibility to chart the future. I hope you will join me on this journey to create a greener, sustainable, thriving Los Angeles County park system that is centered in equity, well-being and access for all.

Finally, I want to thank our staff, stakeholders, advocates and park goers for your contribution to this Plan and your love for LA County Parks. On behalf of the County of Los Angeles Department of Parks and Recreation, I welcome you to explore our Five-Year Strategic Plan and look forward to seeing you at a LA County Park!

Be well,

**Norma Edith García-Gonzalez, Director**  
**County of Los Angeles Department of Parks & Recreation**  
**Los Angeles County Regional Park and Open Space District**

# WHO WE ARE

The Los Angeles County Department of Parks and Recreation (DPR, Parks, the Department) administers a vast network of local and regional parks, natural areas, nature centers, wildlife sanctuaries, lakes, trails, arboreta, and botanic gardens. In addition to these open spaces, we also operate and maintain a significant number of recreation facilities, including 20 golf courses, which constitute the largest municipal golf system in the nation, thirty-six swimming pools, and two performance venues – the Hollywood Bowl and the John Anson Ford Amphitheatre. We oversee and activate 73,214 acres of parkland and recreation space through extensive programming serving youth, young adults, adults, seniors, and families.

**Our Mission, Vision & Values** guide both the department's day-to-day workings and long-term evolution and serve as a foundation for our role in the County as the premier recreation provider and public lands steward. They are our north star which sets forth a long-term direction and infuses the organization with a sense of purpose and action.

## Our Mission

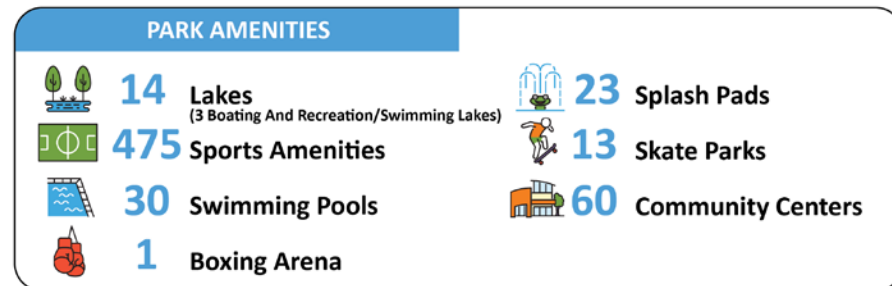
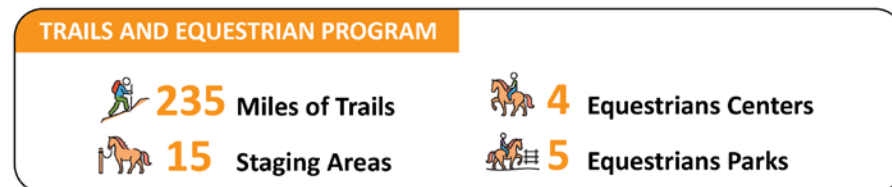
- + Serve as stewards of parklands.
- + Build healthy and resilient communities.
- + Advance social equity and cohesion.

## Vision

- + To be a community-centered parks and recreation organization.

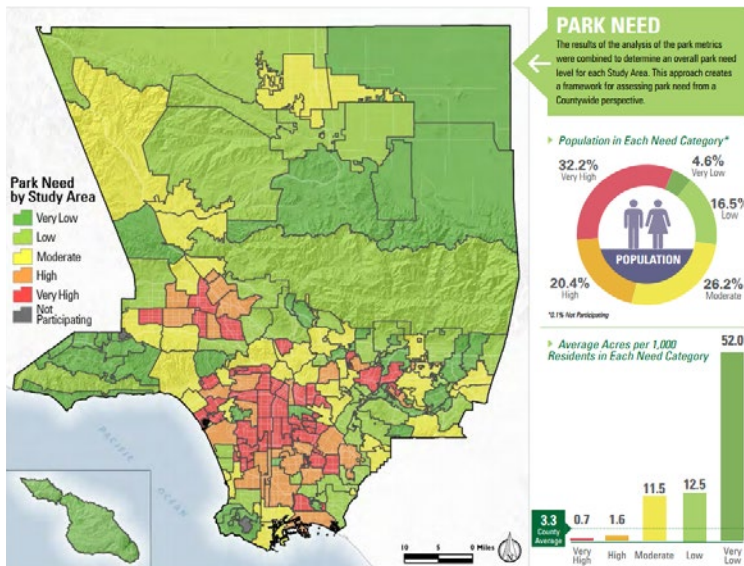
## Values

- + **Compassion** – We cultivate emotional and cultural awareness that ensures empathy toward our diverse population.
- + **Health and Wellness** – We are dedicated to enhancing the health and wellness of the communities and people we serve.
- + **Inclusion** – We will intentionally seek diversity in the experience of our staff and ensure our offerings reflect the diversity of the communities we serve.
- + **Innovation** – We dream big and combine creativity and productivity to design forward looking solutions.
- + **Integrity and Dedication** – We exhibit loyalty, commitment, honor, and truthfulness in actions and deeds.
- + **Stewardship and Sustainability** – We strive to balance social, economic, and environmental needs through proactive stewardship and conservation practices.





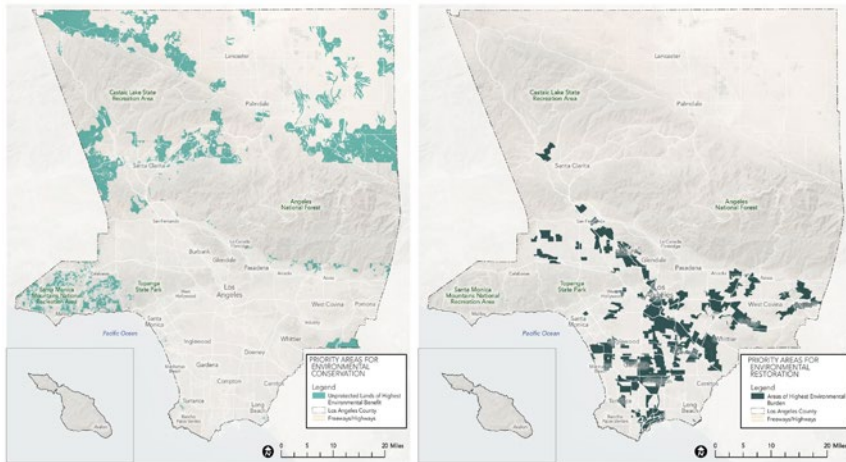
# OUR NORTH STAR



**High and Very High Need.** The findings of the 2016 study showed that over half of the County’s population lives in an area designated as “High Need” or Very High Need,” determined by factors of available park acreage, walkable access, and park size relative to population density.

We are dedicated to improving park access countywide through an equitable allocation of resources..The 2016 Parks Needs Assessment (PNA) and 2022 Parks Needs Assessment+ (PNA+) created a needs-based framework for our future park investments and land conservation. The PNA’s needs-based framework ensures that funding is prioritized for the communities most in need of the public health, community cohesion, and climate resiliency benefits parks offer

The PNA+ identifies priority areas for environmental conservation and restoration which form the basis for a 30x30 strategy for Los Angeles County. This strategy reimagines conservation through an equity lens to include both traditional efforts that involve the protection of natural lands and the restoration of degraded lands, especially in lower-income communities of color where vulnerable populations and environmental burdens are concentrated. Priority areas for environmental conservation are those that offer the most environmental benefits as measured by species diversity, significant habitat, habitat connectivity, proximity to a waterbody, and habitat type. Examples of these areas include portions of the Antelope Valley, Puente-Chino Hills Wildlife Corridor, San Gabriel Mountains, Santa Monica Mountains, and Santa Clarita Valley which are not currently owned and managed by public agencies and conservancies. Priority areas for environmental restoration are those that have the most environmental burdens with respect to groundwater threat, hazardous waste, poor air and water quality, and pollution burden. Examples include oil fields (such as the Inglewood Oil Field in Baldwin Hills), brownfields, landfills (such as the Puente Hills Landfill), and other degraded lands which may be converted to parks and open space in the future.



# STRATEGIC PLAN GOALS

The LA County Strategic Plan consists of 6 goals and 139 strategies to guide the department into the future. The plan codifies our long-term pledge to implement policies and programming that address increased park access, improved public health, programming for diverse and vulnerable populations, climate resiliency, and equitable workforce and economic development.



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## Goal #1:

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

Strategies ensure the delivery of high-quality recreation opportunities for communities most in need. These strategies support equitable public health outcomes, offer programming that close access gaps based on race, gender, sexuality, age, or economic situation, and are hosted at safe and welcoming park facilities. The plan's strategies and actions reinforce the department's continued commitment to cultivate emotional and cultural awareness that ensures empathy toward our diverse population.

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### STRATEGIES

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- 1.1 Expand affordable play and recreation programs in high and very high-park need communities**
  - 1.2 Develop programming for seniors, persons with disabilities, women & girls, LGBTQIA+, and systems-involved youth**
  - 1.3 Increase park safety through safe passages, infrastructure investments, programming, and other interventions community**
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# STRATEGIES



## 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 program.

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

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

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

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

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

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  - 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.
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# STRATEGIES

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

### ACTIONS

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- 1.2.1 Develop a transgender sports participation policy.

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  - 1.2.2 Develop a gender inclusive girl sports league program.

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

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

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

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

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# STRATEGIES

## 1.3: INCREASE PARK SAFETY THROUGH SAFE PASSAGES, INFRASTRUCTURE INVESTMENT, PROGRAMMING, AND OTHER INTERVENTIONS

### ACTIONS

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- 1.3.1 Expand our violence prevention program 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.

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  - 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.

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

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

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

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

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  - 1.3.7 Update policies and procedures that provide guidance for parks staff when responding to disruptive or violent incidents at park facilities
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# STRATEGIC PLAN GOALS



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## Goal #2:

# STRENGTHEN PROGRAMS, EXPERIENCES, AND ENGAGEMENT IN COMMUNITY

Strategies ensure deeply collaborative engagement with community-based organizations and community members in the development processes of park facilities, programming, and creative partnerships. Improving existing partnership structures and creating new collaborations with community-based organizations can cultivate long-term relationships in vulnerable communities.

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## STRATEGIES

- 2.1 **Prioritize community engagement for programs, services, and park development**
  - 2.2 **Enhance data collection to inform park experience and program evaluation**
  - 2.3 **Expand Partnerships for programming community, and park going experiences**
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# STRATEGIES



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

### ACTIONS

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- 2.1.1 Develop an information and outreach plan for each park identifying key stakeholders like schools, churches, community-based organizations, and local businesses.
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- 2.1.2 Develop outreach protocols to ensure community partners are engaged at the earliest stage of new infrastructure planning.
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- 2.1.3 Build the capacity for recreation staff to continuously engage with community stakeholders.
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- 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.
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# STRATEGIES

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

### ACTIONS

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

### ACTIONS

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- 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 Agreement to further expand partnerships with schools and parks.
  - 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.
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# STRATEGIC PLAN GOALS



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## Goal #3:

## INCREASE PARK EQUITY & ACCESS TO INNOVATIVE PARK SPACE

Strategies ensure the delivery of high-quality recreation opportunities for communities most in need. These strategies support equitable public health outcomes, offer programming that close access gaps based on race, gender, sexuality, age, or economic situation, and are hosted at safe and welcoming park facilities. The Plan codifies the Department's long-term pledge to implement policies and programming that increase park access, improve public health, serve diverse and vulnerable populations, and strengthen climate resiliency.

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### STRATEGIES

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**3.1 Increase parkland and access prioritizing high-park-need communities**

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**3.2 Develop opportunities for parks to serve as mobility hubs**

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**3.3 Enhance opportunities for creative park use & revenue generation**

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# STRATEGIES



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

### ACTIONS

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- 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.

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

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  - 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+.

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

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  - 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.
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# STRATEGIES

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

### ACTIONS

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

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

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  - 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.

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

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

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# STRATEGIES

## 3.3: EXPAND OPPORTUNITIES FOR CREATIVE PARK USE AND REVENUE GENERATION

### ACTIONS

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|--------|--|
| 3.3.1  | Develop policies and procedures that will allow the Department to use 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.   |
| 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 department wide initiatives. |
| 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.   |
| 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.   |
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# STRATEGIC PLAN GOALS



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## Goal #4:

# INVEST IN STAFF AND VOLUNTEERS

Strategies describe how our Department will be a leader in local employment, invest in staff skills and well-being, and develop a strong volunteer program. DPR staff and volunteers are the heart and soul of the Department. Top priorities for staff included improving capacity, investing in training and succession planning, and building a jobs pipeline for the next generation of DPR employees.

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## STRATEGIES

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- 4.1 Invest in employee well-being and mental health**

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  - 4.2 Develop a training academy for department core areas**

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  - 4.3 Develop a Department wide succession plan**

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  - 4.4 Serve as a leader for community-level employment and job pathways**

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  - 4.5 Establish and centralize a departmental volunteer corps**

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# STRATEGIES



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

### ACTIONS

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- 4.1.1 Develop a staff recognition program that includes retirement scrolls, celebration of life events, and service awards
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- 4.1.2 Support department programs, like the Employee Awards Committee and Grounds Maintenance Symposium.
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- 4.1.3 Establish protocols for partnerships with mental health providers to respond to park crisis incidents and traumatic events.
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- 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.
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- 4.1.5 Conduct workforce analysis to right-size classifications and staffing levels across recreation, grounds maintenance, and aquatics.
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# STRATEGIES

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

### ACTIONS

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- 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.
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- 4.2.2 Develop a training schedule for recreation, grounds maintenance, trades, aquatics, and administrative positions.
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- 4.2.3 Develop curriculum for in-house training topics.
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- 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.
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- 4.2.5 Develop training and guides to support internal promotions on the following topics:
- Promotional pathways and career ladders
  - Internal and external training opportunities
- 
- 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.
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- 4.2.7 Develop a training module to support women in supervisory grounds maintenance roles.
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- 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.
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## 4.3: DEVELOP A DEPARTMENT WIDE SUCCESSION PLAN

### ACTIONS

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

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

### ACTIONS

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- 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.

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  - 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.

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

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  - 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.

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

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

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  - 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.).

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

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## 4.5: ESTABLISH AND CENTRALIZE A DEPARTMENTAL VOLUNTEER CORPS

### ACTIONS

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

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

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

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  - 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.

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

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# STRATEGIC PLAN GOALS



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## Goal #5:

## PROVIDE STEWARDSHIP OF PUBLIC LANDS, NATURAL RESOURCES, & URBAN FORESTRY

Our Department will manage natural resources on a regional scale, invest in tree canopy, trails, and historic resources, and maintain high-quality, climate resilient parks, economic situation, and are hosted at safe and welcoming park facilities. The plan refines the department's commitment to balance social, economic, and environmental needs through proactive stewardship and conservation practices.

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### STRATEGIES

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**5.1 Provide stewardship and leadership in regional land conservation.**

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**5.2 Serve as the County's multi-use trail coordinator.**

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**5.3 Increase shade equity and expand tree canopy and the urban forest**

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**5.4 Sustainably manage natural resources to support climate resilience and biodiversity**

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**5.5 Preserve and celebrate historic and cultural resources**

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**5.6 Maintain quality, clean & safe parks**

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# STRATEGIES



## 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.
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- 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.
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- 5.1.3 Expand trail agency partners, and strengthen the countywide trails website and app to serve as the go-to public resource to increase trail access.
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- 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 Parks Needs Assessment and PNA+.
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# STRATEGIES

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

### ACTIONS

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

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  - 5.2.2 Develop a trail maintenance plan.

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

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  - 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.

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

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

### ACTIONS

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- 5.3.1 Complete the departmentwide tree inventory.

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

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  - 5.3.3 Update the Department's Urban Forestry Management Plan and ensure alignment with the County's Urban Forest Management Plan.

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# STRATEGIES

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

### ACTIONS

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- 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.
  - 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 adaptation 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.
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## 5.5: PRESERVE AND CELEBRATE HISTORIC AND CULTURAL RESOURCES

### ACTIONS

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- 5.5.1 Formalize partnerships with First Peoples to explore opportunities for historic acknowledgment, 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.
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# STRATEGIES

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

### ACTIONS

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- 5.6.1 Update and implement the grounds maintenance manual.

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

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  - 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.

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

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

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# STRATEGIC PLAN GOALS



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## Goal #6:

# ADVANCE ORGANIZATIONAL EXCELLENCE

Department's internal actions will advance excellence in operations, communications, budgeting, technology, and data integration to better serve LA County residents, economic situation, and are hosted at safe and welcoming park facilities. The plan showcases the Department's commitment to investing in organizational capacity. We dream big and combine creativity and productivity to design forward looking solutions.

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## STRATEGIES

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- 6.1 Strengthen internal communications**

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  - 6.2 Strengthen external communications and broaden engagement**

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  - 6.3 Enhance budget transparency**

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  - 6.4 Invest in data and research**

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  - 6.5 Expand use of technology to improve park user experience**

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  - 6.6 Ensure policies and procedures align with the Business & Operations Plan**

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# STRATEGIES



## 6.1: STRENGTHEN INTERNAL COMMUNICATIONS

### ACTIONS

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6.1.1 Design and distribute a department newsletter.

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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.

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# STRATEGIES

## 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.
  - 6.2.4 Promote the department's website as a hub for:
    - a. Monthly Division meetings
      - 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 customers relationship management system to communicate with park users and community stakeholders to evaluate programming.
- 

## 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.
-

# STRATEGIES

## 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.

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

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

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  - 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.

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

## 6.5: EXPAND USE OF TECHNOLOGY TO IMPROVE PARK USERS 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).

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

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

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

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

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  - 6.5.6 Explore technological upgrades, such as keyless entry infrastructure.
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# STRATEGIES

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

### ACTIONS

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- 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.

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

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

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

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