

DRAFT 9.7.15 STRATEGIC PLAN OUTLINE
SAN LUIS OBISPO COUNTY DEPARTMENT OF PARKS AND RECREATION
2015-2020

STRATEGIC PLAN

This strategic plan is a five year plan to establish goals and measures to move forward in implementing the Park and Recreation Element (PRE) of the County's General Plan to meet the needs of the community and accomplish the mission of the department. This plan states our organization's focus for the next five years, but it does not include everything our organization does. It prioritizes the activities that need improvement and change to continue to move the department forward.

The plan will be reviewed annually to track progress using a scorecard measure and will be publicly reported. In year three, the plan will be reviewed and a process will begin to create a new five year plan building on the successes and the areas for improvement that are created during the implementation of this plan.

The plan outlines a five-year vision, a measure to know when we've reached that vision, and goals and objectives to keep us on track. Separate from this plan, the Department will annually create an implementation plan for that year detailing what actions will be taken to achieve our goals and will set targets for each of our performance measures.

ALIGNMENT WITH OTHER PLANS

San Luis Obispo County has an approved General Plan that sets the broad long range goals for the County. The Parks and Recreation Element is included as part of the County General Plan and is further discussed later in this document. The County has an established Mission, Vision and Values (Appendix C). This Strategic Plan is intended to fully align with the County General Plan and set measures to help the Department achieve the goals of the Parks and Recreation Element. The Department's Mission, Vision and Values support the County's Mission, Vision and Values. As a newly created Department, this Strategic Plan will set a course for the first five years of activity.

FIVE YEAR VISION

The San Luis Obispo County Department of Parks and Recreation will deliver excellence in everything we do.

MEASURE

We will know we have achieved excellence if, by the year 2020, we are an accredited agency by the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

HISTORY OF DEPARTMENT

San Luis Obispo County formally began managing parks in 1929 when the County identified miscellaneous expenses associated with "beach parks." In 1932, the County included funding for "County Parks" and for the next five decades, the Department of Parks and Beaches grew to meet the growing demand for parks and recreation.

By the early 1980s, the County was faced with declining revenues and, following a trend seen throughout the state, County government was reorganized in an attempt to reduce costs. The Department of Parks and Beaches was eliminated and consolidated into a division within the newly formed Department of General Services.

By 2006, County Parks had two major divisions within the Department of General Services: Parks and Golf. In 2008, the Department of General Services was replaced by the General Services Agency and still contained the Parks and Golf divisions along with Airports and Information Technology.

For the past decade, the Parks and Recreation Commission recommended that the County create a Department of Parks and Recreation. In 2014, the County abolished the General Services Agency in order to streamline decision making within the disparate offices that had been consolidated over the previous three decades. A San Luis Obispo County Department of Parks and Recreation was created incorporating the former General Services Agency Parks and Golf divisions.

Parks facilities range from very large regional parks that are thousands of acres down to coastal access ways that occupy a fraction of an acre. In between are such diverse facilities as bike trails, an historic adobe and a geographically diverse system of community parks. The Department also provides grounds maintenance for county owned properties throughout the county. The golf program has three championship-style 18-hole courses. The Department hosts over 3.2 million annual visitors.

PARK AND RECREATION ELEMENT

The County has had a Recreation Element as a component of the General Plan since 1968. In 1993, the Board of Supervisors authorized combining the former Recreation Element, the Parks and Recreation Master Plan (1988), and the Trails Plan (1991) into a comprehensive Parks and Recreation Element (PRE) which was finalized in 2006. The PRE establishes goals, policies and implementation measures for management, renovation and expansion of existing, and development of new, parks and recreation facilities in order to meet existing and projected needs and to assure an equitable distribution of parks throughout the county.

The purpose of the PRE is to:

- Provide policy guidance regarding the provision of park and recreation services
- Document the County's existing park and recreation resources, and
- Facilitate the evaluation of park and recreation needs including those resources that are outside of the County's management during the land use decision process.

MISSION

The mission of the Parks and Recreation Department is to ensure diversified opportunities for recreation and the personal enrichment of the county's residents and visitors while protecting its natural, cultural and historical resources.

VISION

The County Parks and Recreation Department aspires to provide the following:

1. A quality park, recreation and natural area system
2. An equitable distribution of parks and recreation lands and services
3. Parks and recreation opportunities for all age groups and physical capabilities
4. A system of parks, recreation and natural areas consistent with the community's existing and future needs
5. Protection of sensitive natural and cultural resources within new and existing parks and natural areas
6. A viable park, recreation and natural area funding source which provides for community needs

VALUES

The values of the Department of Parks and Recreation include those common to the County Organizational Values:

Integrity

We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other. We behave in a consistent manner with open, truthful communication, respecting commitments and being true to our word.

Collaboration

We celebrate teamwork by relying on the participation and initiative of every employee. We work cooperatively within and between departments and the public to address issues and achieve results.

Professionalism

We are each personally accountable for the performance of our jobs in a manner which bestows credibility upon ourselves and our community. We consistently treat customers, each other, the County, and the resources entrusted to us with respect and honesty.

Accountability

We assume personal responsibility for our conduct and actions and follow through on our commitments. We are responsible managers of available fiscal and natural resources.

Responsiveness

We provide timely, accurate and complete information to each other and those we serve. We solicit feedback from customers on improving programs and services as part of a continuous improvement process.

STRATEGIC PLAN GOALS AND OBJECTIVES

The Strategic Plan is a five year plan to focus our efforts on achieving the Mission and Vision defined in the PRE. There are two overarching goals for the department:

Goal 1: The department will have well managed park areas

Goal 2: The department will continuously improve its service delivery

Within these goals are six themes to consider. Within Goal 1 of well managed areas, the

themes are:

- *Parks*
- *Golf*
- *Sustainability*

Within Goal 2 of continuously improving services, the themes are:

- *Recreation and Health*
- *Access and Equity*
- *Trails*

The following outlines how we will measure the achievement of our goals.

Strategic Plan Outline for Organizational Performance Measurements

Departmental Overall Goals

Goal 1 - ***The department will have well managed park areas***

Goal 2 - ***The department will continuously improve its service delivery***

Departmental Performance Measure Structure

Goal 1 - *The department will have well managed park areas*

Objective 1 – Parks - Provide well managed Parks for the community

Performance Measure #1 – Overall customer satisfaction for park users is rated at xx% based on annual customer satisfaction surveys conducted by staff.

Performance Measure #2 – Park Division cost recovery is xx% of the total Park annual operating budget based on tracked financial data as reported in the Park operating budget.

Performance Measure #3 – xx% of CAPRA standards are met annually by the Park Division to achieve and maintain national accreditation.

Performance Measure #4 – number of training hours completed by employees.

Objective 2 - Golf - Provide well managed Golf Course facilities for the community

Performance Measure #1 – XX number of rounds of golf that are played on County golf courses annually.

Performance Measure #2 – Overall customer satisfaction for golf play on county courses is rated at xx% based on annual customer satisfaction surveys conducted by staff.

Performance Measure #3 – xx% of CAPRA standards are met annually by the Golf Division to achieve and maintain national accreditation.

Performance Measure #4 – number of training hours completed by employees.

Objective 3 – Sustainability – Provide sustainable parks and facilities for the community

Performance Measure #1 – The Parks and Recreation Department achieves XX hours of volunteer and partnering service annually.

Performance Measure #2 – XX amount of grant support that is received as revenue annually within the department for partial or total funding of related projects.

Performance Measure #3 – xx number of deferred maintenance projects that are completed by fiscal year end.

Performance Measure #4 – amount of total revenue and expenditures for the Department

Goal 2 - The department will continuously improve its service delivery

Objective 1 – Recreation and Health – Ensure the recreation and health of the community

Performance Measure #1 – xx number of visitors that attend County Park facilities annually.

Performance Measure #2 – xx number of visitors that attend Golf Course facilities annually.

Performance Measure #3 – xx number of programs offered by the department that are evaluated annually to ensure they provide for a healthy community as per annual customer satisfaction surveys conducted by staff.

Performance Measure #4 – number of employee accidents and injuries

Objective 2 – Access and Equity – Ensure access and equity to our facilities for all individuals

Performance Measure #1 – Fee structures for the Parks Division allow for economical access to parks by maintaining fee comparable averages with other local agencies xx% of the time throughout the fiscal year.

Performance Measure #2 – Fee structures for Golf Division allow for economical access to the three county golf courses by maintaining fee comparable averages with other local courses xx% of the time throughout the fiscal year.

Performance Measure #3 – Parks provide ample recreational opportunities for all individuals of all economic backgrounds xx% of the time as per annual customer satisfaction surveys conducted by staff.

Performance Measure #4 – percentage of employee performance evaluations that are current.

Objective 3 – Trails – Ensure County trails are designed, constructed and maintained to County Trail Standards

Performance Measure #1 – xx number of trail miles within the county park system that are maintained by trail advocate groups that receive a satisfactory or better rating xx% of the time as per annual customer satisfaction surveys.

Performance Measure #2 - xx number of trail maintenance agreements (Adopt-a-Park) that identify county maintained trails to be maintained by trail partners throughout the fiscal year.

Performance Measure #3 – xx miles of County trails that are designed and constructed to meet County Trail Standards xx% of the time.

Public Reporting

The Department exists to serve the parks and recreation needs of the current and future generations. That purpose requires continual public engagement and reporting of our progress in achieving this purpose. To do this, we will annually produce a scorecard that presents our performance measures and objectives as viewed through four perspectives:

- *Visitor and Community*
- *Financial*
- *Organizational*
- *Employee Learning and Development*

Report Scorecard

Visitor and Community Perspective

We must have satisfied and engaged visitors in order to be successful.

Objective Measures

- Satisfaction survey ratings
- Number of visitors
- Number of programs, services, areas and facilities provided
- Equal access to recreational opportunities as revealed through survey

Financial Perspective

We must be fiscally responsible and sustainable in order to achieve our mission.

Objective Measures

- Cost recovery targets
- Equitable fee structure
- Total revenue
- Total expenditures
- Total grant/non-profit support
- Number of volunteer hours

Organizational Perspective

We must commit to an efficient and effective organization in order to provide the resources and support to deliver services to the public.

Objective Measures

- Miles of trails
- Number of CAPRA Standards met
- Number of deferred maintenance projects completed
- Number of partnership agreements
- Miles of trails that are designed and constructed to County Trail Standards

Employee Learning and Development Perspective

We must have an employee culture that supports continuous improvement and growth that reflects the communities we serve to continue to be relevant and meet the County's needs.

Objective Measures

- Percentage of performance evaluations current
- Number of training hours
- Number of employee accident and injuries

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APPENDIX A

PARK AND RECREATION ELEMENT GOALS AND OBJECTIVES

The PRE identifies seven Goals with associated Objectives:

Goal 1: An equitable and quality public park system within San Luis Obispo County

Objective A: Maintain and improve as well as provide new and expanded parks and recreation with the County consistent with the Parks and Recreation Project List and the County's available funding.

Goal 2: Recreation that serves the County's residents and visitors, various age groups, varying economic situations and physical abilities.

Objective B: Provide new and expanded recreation within the County consistent with the Parks and Recreation Project List and the County's available funding.

Objective C: Provide a viable multi-use trail system which is protective of private property interests and public resources and is consistent with the Parks and Recreation Project List.

Objective D: Provide a quality and affordable golf program at the County's golf courses.

Goal 3: Maintain and augment access to and along the coast.

Objective E: Provide a viable coastal access program through the County's coastal Area Plans and the Local Coastal Program.

Goal 4: Natural areas preserved within the County that protect unique and sensitive resources.

Objective F: Provide natural areas consistent with the Parks and Recreation Project List and/or the County's Agriculture and Open Space Element.

Goal 5: An equitable and realistic park, recreation, natural area, and coastal access Project List.

Objective G: Determine a reasonable list of priority projects based on community needs, staffing, practical consideration of projects development potential, and funding.

Goal 6: A variety of funding sources to expand, acquire, develop, and maintain the County's parks, recreation opportunities and natural areas.

Objective H: Develop a funding mechanism that provides for acquisition, development and maintenance of parks, recreation, natural areas, and coastal access, taking advantage of collaborative agreements and volunteers.

Goal 7: High quality park maintenance that is cost effective and environmentally sensitive.

Objective I: Provide new or expanded public facilities consistent with available maintenance funding.

APPENDIX B

ORGANIZATIONAL PRINCIPLES

In accordance with our stated mission, the Department will be structured according to the following principles:

1. Services are provided and resources are preserved at the park. Accordingly the park is the point of organizational focus. While the mission is accomplished at the park, employees integral to mission accomplishment are located throughout the organization.
2. Responsibility, accountability and associated funding for administering, operating and expanding the Department will be delegated to the most basic unit of the organization practicable.
3. The system of parks will be continually evaluated to insure that its facilities, programs and services meet the standards for accreditation.
4. Meaningful park experiences require an appreciation of the intrinsic values of the parks. Accordingly, interpretation and visitor information are essential elements of the park experience and, therefore, will be essential components of the Department.
5. Consistent with its mission, the Department will be open to innovative ideas from and participate in creative partnerships with the private sector and other public entities.
6. Park and Recreation Services require an engaged group of employees and volunteers committed to public service. Ongoing training and development of those employees and volunteers is essential to accomplishing the mission of the department.

APPENDIX C

San Luis Obispo County Mission, Vision, Core Values

Mission

The County's elected representatives and employees are committed to serving the community with pride to enhance the economic, environmental and social quality of life in San Luis Obispo County.

Vision

The County strives to create a safe, healthy, livable, prosperous and well-governed community.



The County will strive to create a community where all people – adults and children alike – have a sense of security and well being, crime is controlled, fire and rescue response is timely and roads are safe.



The County will strive to ensure all people in our community enjoy healthy, successful and productive lives, and have access to the basic necessities.



The County will strive to keep our community a good place to live by carefully managing growth, protecting our natural resources, promoting lifelong learning, and creating an environment that encourages respect for all people.



The County will strive to keep our economy strong and viable and assure that all share in this economic prosperity.



The County will provide high-quality, results-oriented services that are responsive to community desires.

Core Values



We consistently demonstrate and adhere to the moral and ethical principles of impartiality, honesty, and respect. We uphold the principles of fairness, honesty, and respect.



We celebrate teamwork by working cooperatively to ensure the achievement of our common goals. We collaborate within and across departments for the good of the customer and community.



We perform our duties in a manner which bestows credibility upon ourselves and our County.

Accountability

We assume responsibility for our actions and follow through on our commitments. We practice good stewardship of our resources and we adhere to the accepted principles of fiscal responsibility. We follow through on our commitments. We hold ourselves and others accountable for results. We use the resources entrusted to us wisely. We effectively balance the needs of the community with available resources while advocating for the best value and best service.

Responsiveness

We provide timely, accurate and complete information to each other and those we serve. We solicit feedback from customers on improving programs and services as part of a continuous improvement process.

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