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# STRATEGIC PLAN 2023-2028

LARGO RECREATION, PARKS AND ARTS





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# COMMUNITY ENGAGEMENT

The Recreation, Parks and Arts Department obtains community input and feedback in a variety of ways. Annually, the Department conducts focus groups to gauge participants satisfaction, interests, and needs. These focus groups take form in many ways. Examples from the last three years include facility managers inviting participants and stakeholders, holding pop-up sessions in parks, and strategically selecting groups with whom to engage with.

In 2022, the Recreation, Parks and Arts Advocacy Board expressed interest in obtaining feedback from an underserved community of people with varying abilities. Therefore, staff attended an event the Southwest Recreation Complex and co-hosted with the Disability Achievement Center, and engaged in conversation with targeted questions to obtain feedback on their recreational needs and interests.

Other outreach efforts included targeted intercept surveys at neighborhood events, Largo Central Park visitors, and other city events to reach a variety of citizens who may not participate in activities at the recreation centers and the central park performing arts center. After event surveys are also utilized on a regular basis for rentals, programs, and special events.

This combined approach and feedback loop from the past two years provided staff with essential information on the community's needs, interests and satisfaction which helped guide the development of strategic priorities for the department.



Employee engagement is another facet of the strategic plan development. In addition to the department's leadership team spending months analyzing and determining our core purpose, how we accomplish this purpose and behavior expectations that align with our purpose, employees were also asked to provide their input.

A random sampling of employees from across the department participated in a workshop to help guide the Department's mission, vision and values. Their feedback was vital in ensuring that the department's vision, mission and values resonated and connected with them. During the workshop, it was apparent that the employees thoughts and feelings about the core purpose and how we accomplish it aligned well with the that of the leadership team's thoughts.

The information gathered from the department's advisory board, foundation, and other volunteer groups, citizens, and staff helped shape the department's vision, mission and values and create strategic priorities that will guide us into achieving our vision as well as the City's vision of building The Community of Choice in Tampa Bay.



# INTRODUCTION

The Recreation, Parks and Arts Department Leadership team worked for over a year on updating the Department's Strategic Plan. During the Spring of 2022, the Leadership team started reading *The Advantage* by Patrick Lencioni. The book delves into six critical questions that organizations should learn about themselves in order to succeed.

The first three questions helped the leadership team develop and understand the Department's Vision, Mission, and Values. The team brainstormed, analyzed and answered the following:

1. What is our WHY? This is the core purpose of why the department exists. Our Vision. The team spent a considerable amount of time brainstorming and evaluating what our core purpose is, looking from an aspirational perspective.

2. How do we behave? These are our Values. The leadership team determined that it is important to align with the City's values. Therefore, the team used the City's values, and worked to define each value as it relates to the Recreation, Parks and Arts Department.

3. What do we do? This our Mission.

4. How will we succeed? These are the strategic initiatives that comprise the Department's next five-year Strategic Plan.

5. What is the most important right now? These are the annual action items that connect the budget to the strategic initiatives

6. Who must do what? These are the division workplans that ensure action items are assigned, projected and completed

The following document outlines the Department's strategic plan, with the next five year's priorities and strategic initiatives that will guide annual action items.



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## MISSION STATEMENT

Inspire connections that enrich healthy lifestyles, minds and the environment.

## VISION STATEMENT

To strengthen the community by creating memorable experiences



## OUR VALUES DEFINED: HOW DO WE BEHAVE?

### INTEGRITY

- Respect of Patrons, Co-Workers and Property
- Taking Initiative
- Follow Through on Tasks and Projects

### COLLABORATION

- Open Minded and Empathetic to Diverse Perspectives
- Supporting One Another Through Individual Strengths
- Building of Relationships

### PASSION

- Pride in Work and the Impact
- Ambassador for RPA Services
- Enthusiasm Towards Community, People and the Environment

### CREATIVITY

- Taking Risks and Overcoming Obstacles
- Finding Ways to Work Smarter and More Efficiently
- Flexible, Adaptive and Think on Your Feet



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# STRATEGIC PLAN

Our strategic plan is a dynamic document that communicates the department's current direction, our future goals, and the actions needed to achieve those goals. This guiding document shall align with the City's strategic plan, serve as a tool to move forward the entire organization's priorities, and direct decisions regarding resource allocations over a period of five years.

The following are measurable layers with a strategic plan. They help answer the next three of Lencioni's questions:

## KEY RESULTS AREAS

- Theme
- Measurable
- Top Priorities
- Aligns with City's Key Results Areas

## HOW WILL WE SUCCEED?

- What are we striving for?
- Where are we headed?
- The What and How to Accomplish Key Results
- Greater Than One Year

## WHAT'S IMPORTANT RIGHT NOW?

- Specific tasks to be completed to accomplish the strategies identified
- How we accomplish strategies
- Short term, less than one year

## WHO MUST DO WHAT?

- Operationalize this throughout the year
- Annual workplans



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# RECREATION, PARKS AND ARTS STRATEGIES

## DEPARTMENT SPECIFIC TARGET AREAS IN LINE WITH CITY INITIATIVES



### SUSTAINABILITY

#### Advance a Flexible and Resilient Organization That Delivers Superior City Services

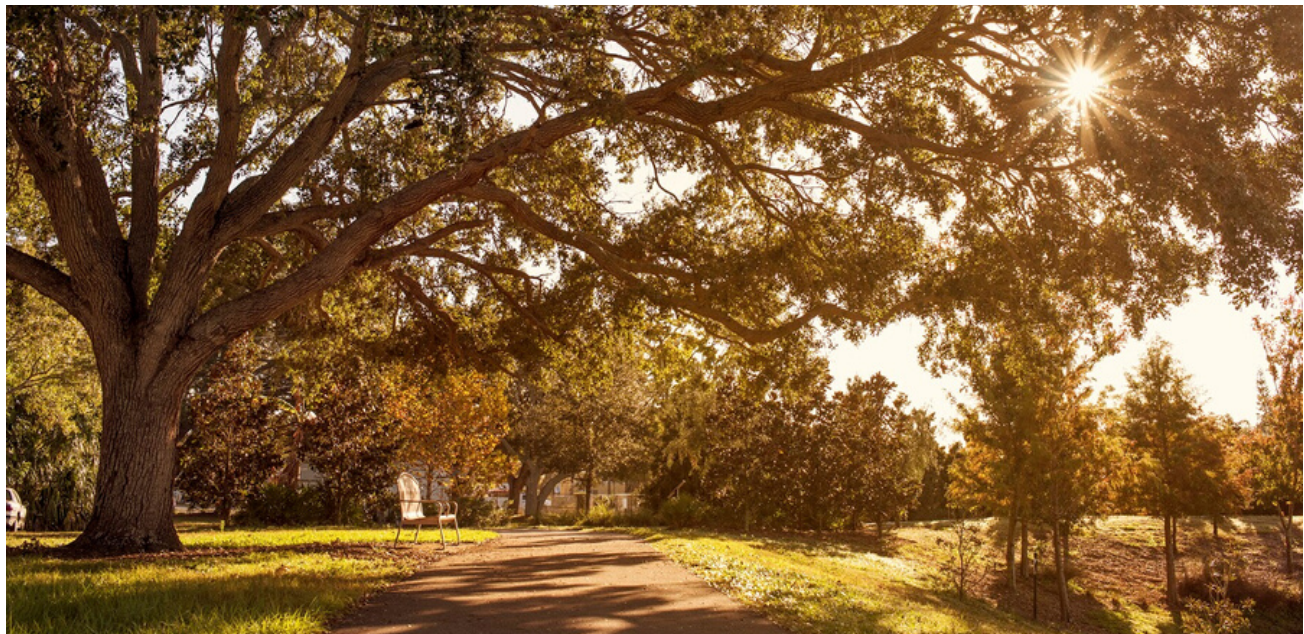
- Recruit and retain an innovative workforce that is motivated to exceed customer expectations.
- Improve service delivery and strengthen organizational systems.

#### Foster A Community Where Opportunities Exist For Residents And Businesses To Realize Their Full Potential

- Facilitate access to resources to help residents meet their fundamental needs.

#### Renew Our Natural Environment To Ensure Sustainability For Future Generations

- Preserve and enhance the City's urban forest and green space.
- Utilize water management practices that rehabilitate the health of our waterways.





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# RECREATION, PARKS AND ARTS STRATEGIES

## DEPARTMENT SPECIFIC TARGET AREAS IN LINE WITH CITY INITIATIVES



## PUBLIC HEALTH AND SAFETY

### Invest in Quality Public Infrastructure

- Maintain, enhance or rebuild existing facilities to provide superior customer service and ensure the safety of participants.
- Develop criteria and processes for regular inspection of all City-maintained properties.
- Utilize City technology to manage department assets.

### Build a Community of Safe & Healthy Neighborhoods

- Provide recreation spaces (parks, trails and greenways) and programming for opportunities to live a healthy lifestyle.
- Collaborate with City departments to provide services and support to those experiencing homelessness.

### Ensure Health, Safety and Economic Viability of the Community Through Emergency Management

- Ensure city services are provided during and after an emergency event.



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# RECREATION, PARKS AND ARTS STRATEGIES

## DEPARTMENT SPECIFIC TARGET AREAS IN LINE WITH CITY INITIATIVES



### COMMUNITY PRIDE

#### Develop an Active and Interconnected Downtown

- Encourage activities downtown that create a sense of place and destination for residents and visitors
- Create a vibrant downtown through landscaping, hardscapes and placemaking.

#### Cultivate And Support A Vibrant And Intergenerational Community That Attracts Residents And Businesses

- Promote social connections through facilities and events that are offered to the community.
- Ensure that the needs of changing Largo demographics are met through programming.
- Engage the community through volunteerism and partnerships.
- Provide innovative programming that positively affects community health and community pride while meeting the interest and needs of the community of all ages.







# CITY OF LARGO RECREATION, PARKS AND ARTS STRATEGIC PLAN 2023-2028

## RECREATION, PARKS & ARTS LEADERSHIP TEAM

Krista Pincince, Director

Phil Christman, Assistant Director

Lara Khoury, Business Manager

Jessica Newsome, Highland Manager

Jessica Crawley, Southwest Manager

Christina Lorenz, Community Center Manager

Ali Bill, Aquatics Manager

Greg Wright, Assistant Parks Superintendent

Audrey Siegler, Performing Arts Center Manager

Kara Piehl, Special Events Coordinator

Mark Abdo, Recreation Program Supervisor

Jennifer Fawcett, Children's Program Supervisor

