



Loudoun County Parks, Recreation & Community Services

Strategic Plan 2023-2027

PRCS
COUNTY OF LOUDOUN





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Letter from the Director

The new strategic plan supports our efforts to connect all communities through exceptional people, parks, and programs. It unites mission-critical initiatives to help ensure we meet the needs of Loudoun's growing and diverse population. By incorporating strategy into our daily work, we can better fulfill our vision to deliver outstanding experiences that will continue to make Loudoun County the community of choice.

The plan builds upon a multi-step process to integrate a community needs assessment, a 10-year Master Plan for capital improvements, the Linear Parks and Trails Plan, and a continued commitment to National Accreditation through maintaining best practices in parks and recreation. Annual reports and action planning establish accountability measures and provide an opportunity for adjusting to the evolving needs of Loudoun's residents and visitors. I am thankful for the many staff and stakeholders who contributed to the plan's development. As a result of their involvement, the plan proactively addresses trends, opportunities, and challenges that impact daily operations.

Staff from all levels within the Department identified four crucial areas, called themes, to create the framework for the strategic plan. The themes establish broad objectives with defined initiatives ordered by short, mid, and long-range target dates. Through the framework, we prioritize the customer experience and reducing access barriers for underserved communities, developing sustainable operations, optimizing technology and internal services,



and strengthening our team members through continued education and a collaborative culture that empowers staff.

We are grateful to Loudoun's community, advisory boards, friend groups, County Administration, and the Board of Supervisors. Their continued support remains the foundation for developing a high-performing, world-class parks and recreation system, allowing us to develop and implement extraordinary programs and vital community services.

Warmest regards,

Steve Torpy
Director
Adopted, March 2023







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Introduction

Over the past five decades, PRCS has evolved into one of the country's most unique and innovative parks and recreation departments. The Department serves residents and visitors in Loudoun County, which is one of the fastest-growing counties in Virginia. Because of this, the workforce within PRCS has also grown, ensuring the Department's commitment to connecting all communities through exceptional people, parks, and programs.

Nestled in the foothills of the Blue Ridge Mountains and located 25 miles northwest of Washington DC, Loudoun County continues to be the healthiest county in Virginia. PRCS provides a balanced mix of programs, resources, and a variety of open spaces. An integrated system of owned and maintained sites allows the Department to reach the community and attract visitors from all over. PRCS locations and amenities include thousands of acres of open space, trails, athletic fields, regional parks, playgrounds, and a wide variety of indoor recreation and aquatic facilities. The system is designed intentionally to meet the vast array of community needs and desires related to recreation, fitness, wellness, leisure, and fun.

PRCS is innovative, entrepreneurial, and values its diversity while maintaining a high level of quality programs, facilities, and services for the community. The PRCS workforce takes great pride in their ability to operate a complex system while continuously looking for ways to increase efficiencies. The organizational culture within PRCS is unique in the way staff embrace new ideas, encourage conversation and innovation, and collaborate to grow and develop the workforce.

This PRCS Strategic Plan provides a roadmap for the future direction of the Department, updates the mission and vision, adds an equity statement, and engages staff in the refinement of organizational values. The Strategic Plan connects employee perspectives with the future, determines crucial areas for future decision-making and collaboration, builds upon past successes, and unifies the Department around a common vision to create action toward future success.

The Strategic Plan provides direction for the next five years, 2023 through 2027.
The Plan's intent is to:

- Create a roadmap for the future direction of the Department.
- Engage staff in the refinement of organizational values.
- Connect the plan with employee perspectives about the future.
- Determine key areas for future decision-making, built upon the results of a statistically valid survey.
- Unify the organization around a common vision.
- Create action toward accomplishment, including measurement of progress.



1
Review of Process

Review of Process

The PRCS strategic planning process was divided into ten tasks that the Department's project team created to complete this important planning effort. This summary includes all the items completed during each task.

PROGRESS REPORTING

The first task involved an initial planning call with the project team to confirm the scope of services, the staff engagement outline and schedule, program goals, timeline, and expectations. To keep the project team focused and on schedule, a bimonthly meeting was scheduled for the length of the project.

DEVELOPMENT AND PREPARATION

The second task involved a series of steps including background research, collecting input from internal and external stakeholders, and to develop the project schedule and work plan.

The BerryDunn consulting team reviewed several prior planning documents including:

- County and Department planning and budget documents
- PRCS Master Plan
- Linear Parks and Trails Plan
- Loudoun County 2019 General Plan
- 2020 Needs Assessment
- PRCS Strategic Plan, adopted in 2015 and rededicated in 2018
- Benchmark analysis
- Department organization and operations
- Department inventory and resources

This review provided the consulting team with a solid foundation upon which to create the new PRCS Strategic Plan.

The initial review with internal stakeholders included interviews with Department leadership to learn about the Department's strengths, weaknesses, and priorities.

The interviews with external stakeholders included Loudoun County department heads and representatives from the Loudoun County Public Schools. In addition, 18 members of the three Loudoun advisory boards (the Advisory Commission on Youth, the Commission on Aging, and the Parks, Recreation and Open Space Board) participated in a series of focus groups. The information gleaned from these interviews and focus groups was summarized in a separate report.

This task culminated with the final project work plan and schedule deliverable.

PROJECT MANAGEMENT

The third task involved ongoing communication, meetings, and monthly reports. Notes for each biweekly meeting were compiled and sent to the project team and monthly updates were also created to summarize project progress.

STAFF AND STAKEHOLDER ENGAGEMENT

The fourth task focused on staff engagement. The engagement was extensive and included:

- Facilitating 19 staff focus groups (documented in a separate summary)
- Providing four opportunities for online staff engagement on Social Pinpoint including an ideas wall, a forum, and two online surveys (documented in a separate summary)
- Conducting three virtual staff feedback sessions – held on December 14, 2021; May 5, 2022; and June 23, 2022

There was very good participation on the Social Pinpoint site. The ideas wall, staff forum, and first survey were available to staff from December 14, 2021, through January 22, 2022. A total of 69 staff provided feedback on the ideas wall with 462 votes supporting the various comments posted. Fifteen staff made comments on the posted ideas. The first of two staff surveys generated 256 submissions.

All the information gathered from staff via the online Social Pinpoint tools is compiled in the separate, stand-alone Summary of Online Staff Engagement.

This task concluded with the submission of a high-level summary of the staff focus groups and the Social Pinpoint data.

EVALUATION OF ORGANIZATION FUNCTIONALITY

The fifth task involved an evaluation of the organizational functions of the Department. Much of the information used for this task was obtained through the 19 staff focus groups and the first set of online engagement (ideas wall, staff forum, and the first survey) facilitated in the prior task. Items that were reviewed include staffing levels, workflow, management of processes, internal support systems, workforce capabilities, and internal communication. The Organizational Functionality Report summarized the results of this task.

ANALYSIS OF ORGANIZATIONAL CULTURE

The sixth task was an analysis of organizational culture. A second survey that focused specifically on departmental culture, structure, and training was available to all staff from February 28, 2022, through March 18, 2022. The survey included 35 questions and 423 staff participated. The Department's primary cultural attributes were defined and articulated.

This task also included a review of employee recruitment and retention. The results of the sixth task include the Operational Culture Analysis Report and the Recruitment and Retention Report (both stand-alone documents).

EVALUATION OF STAFF TRAINING AND DEVELOPMENT

The focus of the seventh task was an evaluation of staff training (including onboarding) and professional development. To augment the information obtained from the initial 19 staff focus groups and the online platform, four additional focus groups were facilitated. The four groups included staff from:

- Community Centers, Recreation Centers, Children's Programs, and Aging Services
- Maintenance and Parks
- Sports, Special Events, and Operations
- Human Resources

To seek additional information regarding this topic, a brief survey was emailed to all division managers.

The result of the seventh task is a narrative and recommendations regarding staff training and professional development.

PROGRESS REPORT MECHANISM

The eighth task included the development of a reporting mechanism for the final Strategic Plan. The BerryDunn team completed research that was shared with the Loudoun project team regarding project software used to track progress on the plan.

It was ultimately determined that the new plan would be tracked via an Excel workbook (provided to staff as a separate document).

PREPARE DRAFT FINAL REPORT

The focus of the ninth task was to write the draft Strategic Plan. Several important meetings were facilitated by BerryDunn to set the foundation for the final report.

The first was a virtual meeting, facilitated on June 23, 2022 for a cross-functional team of staff recruited to evaluate the Department's values. Following this kickoff meeting, the team met several times and engaged other staff throughout the department for feedback to finalize the new PRCS values.

On June 30, 2022 a meeting was facilitated with the Executive Team to workshop components of the new strategic plan. This meeting included:

- An overview of the strategy framework
- A review of all the staff input obtained to date
- A review of vision, mission, and values
- An analysis of Departmental strengths, weaknesses, opportunities, and treats (SWOT)

This meeting concluded with the agreement of the four strategic themes:

- Exceptional Experiences for All
- Stewardship of Departmental Resources
- Optimized Operations
- Comprehensive Team Development

The last two workshops were facilitated in-person on July 26, 2022. The morning session included the Executive and Leadership teams, and the afternoon session was open to all site managers. Both sessions included a review of the process, a discussion regarding vision and mission, a review of the new values, highlights of the leadership SWOT analysis, and the Balanced Scorecard approach.

In the morning, the Leadership Team came up with three to four strategic objectives for each of the four themes. In the afternoon, the managers reviewed the work from the morning and provided additional input.

Following this workshop, the leadership team continued to work on the finer details of the strategic objectives – these were completed on September 30, 2022.

FINAL STRATEGIC PLAN AND PRESENTATION

The last task involved completing the final plan and presenting it to the PRCS project team, Department staff, and the Parks, Recreation and Open Space Advisory Board.



2
Strategic Plan

Strategic Plan

Strategic Plan Components

The PRCS Strategic Plan includes the following major areas:

- Mission, Vision, and Values
- Information about the Balanced Scorecard Strategic Framework
- Strategic Themes
- Strategic Objectives
- Strategic Plan Definitions
- Strategy Map
- Key Performance Indicators
- Strategic Initiatives
- Guidelines for Implementation
- Strategic Plan Definitions

A good starting point for strategy is a review and development of mission and vision. This was achieved in successive staff workshops. Mission statements define the business or purpose of the organization. Vision statements are more aspirational; what do we hope to become? The essence of strategic planning asks these three basic questions:

- Where are we now?
- Where do we want to go?
- How will we get there?

MISSION STATEMENT

Connect all communities through exceptional people, parks, and programs.

VISION STATEMENT

To make Loudoun the community of choice through outstanding experiences.

In a staff review of the mission and vision, the consensus of the groups included the following:

In addition, as a way of reinforcing the importance of diversity, equity, and inclusion in the delivery of services, PRCS developed an equity statement, as follows:

EQUITY STATEMENT

We promote diversity, equity, inclusion, and accessibility to remove barriers and create a welcoming environment that celebrates uniqueness and collaboration.

VALUES

The values define the important tenets of the way employees work together. As part of the Strategic Plan's engagement process, employees were asked for their ideas about what words best represent the values most important to them. A sub-committee of several employees representing PRCS divisions and program areas finalized the values and developed brief definitions for each value, as follows:



EXCELLENCE

We give our best every time.



COLLABORATION

We create more, do more, and achieve more together.



INNOVATION

We reach forward with the willingness to learn, grow, and improve.



INTEGRITY

We lead with honesty and respect through accountability and transparency.



RESILIENCE

We rise to the occasion, and we find a way.

Balanced Scorecard

The PRCS Strategic Plan is based on the Balanced Scorecard, a strategic framework that emphasizes the cause-and-effect relationships among distinct yet interrelated perspectives: customer, financial performance, internal support processes, and organizational learning and growth. The Scorecard focuses on the key drivers of success that lead to the achievement of mission and vision. It was developed in the early 1990s as a platform to measure organizational performance and has since grown into a strategy platform.

The Balanced Scorecard framework includes four themes:



CUSTOMER

To achieve our mission and vision, how should we seek to meet the customer's needs?



FINANCIAL

To succeed financially, how do we show evidence of our financial stewardship to taxpayers?



INTERNAL BUSINESS

To satisfy our customers, which business practices must we do extremely well?



LEARNING AND GROWTH

To achieve our mission and vision, how will we sustain our ability to change and improve, and develop leaders among the staff?

Specific elements for each theme are outlined more specifically below:

CUSTOMER PERSPECTIVE

- Program/service attributes
- Customer interactions and relationships
- Customer knowledge
- Service quality
- Partnerships
- Brand and image
- DEI efforts

FINANCIAL PERSPECTIVE

- Revenue growth
- Productivity
- Financial results
- Cost recovery
- Efficiency
- Tax versus non-tax revenue percentages
- Earned revenue

INTERNAL BUSINESS PERSPECTIVE

- Operations management (maintenance practices, program development, park design, and administrative support)
- Customer management processes (support systems and technology)
- Innovation processes and systems
- Regulatory and social processes (safety and environmental)

LEARNING AND GROWTH PERSPECTIVE

- Human capital (workforce competencies)
- Information capital (organizational knowledge)
- Organization capital (culture, work environment, and leadership)

Strategic Plan Hierarchy

The Strategic Plan includes a hierarchy of elements that starts with the most macro level of strategy and moves to a more micro level (moving from strategic to tactical). The starting point for any strategic planning process is the review of the mission, vision, and values.

Subsequently, Strategic Themes and Objectives were developed. After the development of Themes and Objectives, Strategic Initiatives were created. The Initiatives support the Objectives, or how do we work toward achieving the Objectives and Themes. Each successive element of strategy more specifically details the premise of the four Themes as noted in the following:

STRATEGIC THEMES The Themes are the most macro level of strategic direction, following the four perspectives of customer, financial, internal business support, and learning and growth. They are very broad-based approaches to strategic direction.

STRATEGIC OBJECTIVES These typically number between two and four for each Theme. They create a framework for the parameters of strategic direction. Objectives support the Themes. They answer the question, what do we need to do to reach the Strategic Themes? Objectives form the basis for key performance indicators.

STRATEGIC INITIATIVES The Initiatives support the Objectives. They provide more detail about how the Objectives will be achieved. They have a timeline associated with them, and are categorized according to a short, medium, or long-term time frame.

The following diagram provides a visual representation of the steps involved in building strategy:



Strategic Themes

In using the Balanced Scorecard, PRCS developed Strategic Themes that are broad brushed organizational descriptions to provide direction, following the four themes of:

CUSTOMER Exceptional Experiences for All

FINANCIAL Stewardship of Departmental Resources

INTERNAL BUSINESS Optimized Operations

LEARNING AND GROWTH Comprehensive Team Development

Following the development of the Themes, Strategic Objectives were created. The Objectives are aligned with the Themes and demonstrate how PRCS will work toward its strategic direction. Objectives are more specific elements of strategy that PRCS must do well in support of the four Themes listed above.



Strategic Themes, Objectives, and Initiatives

The following are the Themes, Objectives, and Initiatives for the next five years, 2023 – 2027, beginning in January 2023 and ending December 2027. Initiatives are aligned with the Strategic Themes and Objectives and provide greater specificity of how they will be implemented. Before each year begins, the Initiatives for the year will be reviewed and tactics supporting the initiatives will be detailed by the staff involved in completing the Initiatives. The tactics are not included within the Strategic Plan as the approach to completing each Initiative should be developed at the time the work on the Initiative is begun. The time frame for completion of the Initiatives is categorized according to four categories as follows:

- **SHORT-TERM INITIATIVES** Initiated during 2023 and completed by December 2024
- **MID-TERM INITIATIVES** Initiated no later than 2025 and completed by December 2026
- **LONG-TERM INITIATIVES** Initiated no later than January 2027 and completed by 2028

The following section lists the Strategic Themes, Strategic Objectives, and Strategic Initiatives. The time frames are indicated as **Short**, **Mid**, or **Long**.

THEME 1: EXCEPTIONAL EXPERIENCES FOR ALL

1. Value and engage all customers	
A. Develop a "you've been heard" customer listening process and track key performance indicators by administering a systematic customer satisfaction measurement process for identifying trends, improving the customer experience, and informing operational decisions.	**SHORT**
B. Develop early adopter approaches to technology in facility and park design processes to broaden appeal and enhance the customer experience.	**MID**
C. As part of the Community Outreach and Marketing Plan, annually review customer and County demographics to identify changes or trends and to better understand non-user groups. Where possible, adjust the type or delivery of programs and services offered to reflect the varied needs among County residents.	**SHORT**
D. Proactively involve diverse interests (community organizations, businesses, and individuals) in the planning process through systematic outreach and inclusion in the planning process.	**SHORT**

THEME 1: EXCEPTIONAL EXPERIENCES FOR ALL

2. Inclusion and representation of all potential patrons	
A. Reduce language barriers in print and digital methods of marketing and community outreach.	**SHORT**
B. Develop equity goals and innovative initiatives to expand community access to recreational, leisure, education, and supportive programs or services.	**SHORT**
C. Develop a diversity, equity, inclusion, and accessibility programming track for continued education of staff in collaboration with the Office of Equity and Inclusion.	**MID**
D. Utilize data and analysis, surveys, or engage non-users to identify possible barriers to participation, research new program and service opportunities based on findings, and develop outreach programs or services to overcome barriers to access.	**MID**

3. Set clear expectations for external customer service	
A. Establish a cross-functional work group to meet regularly, identify customer expectations, and lead the development and implementation of service standards through a customer service program, including staff training.	**SHORT**
B. Add advanced topics for continued education and identify training to be taken on a recurring basis to keep all staff informed of customer service best practices and new developments.	**MID**

THEME 2: STEWARDSHIP OF DEPARTMENTAL RESOURCES

1. Invest in the future while maintaining what we have	
A. Create a land acquisition plan, including fundraising strategies, to reach the Department's acreage goal identified in the Master Plan.	**MID**
B. Develop comprehensive maintenance plans for all facilities, amenities, and equipment to ensure consistent application of the Facility & Grounds Maintenance Plan.	**SHORT**
C. Evaluate existing facilities against design principles to identify aging/older structures and map improvement plans for accurate budget projections and need requests.	**LONG**
D. Strengthen policies and operations for natural resource management to improve habitat protection, water quality, and landscape architecture for sustainable environmental stewardship.	**MID**

2. Offset Local Tax Funds with alternative funding sources	
A. Identify public or private partners to support the development or expansion of programs and services through joint partnerships, in-kind donations, or grant funding.	**LONG**
B. Identify new, sustainable funding sources to implement the capital plan established in the PRCS Master Plan, including proactively applying for and securing grant funding.	**MID**
C. Conduct an extensive analysis of pricing to update the cost recovery model and address financial access barriers through the creation and implementation of a fee reduction program. Create a biannual fee review schedule to coincide with the budget development process.	**MID**

THEME 2: STEWARDSHIP OF DEPARTMENTAL RESOURCES

3. Create operational/budget efficiencies	
A. Increase budgeting flexibility through the creation of a department-wide cost recovery goal.	**LONG**
B. Maintain planning forecasts of fiscal year budgets for years 2 – 5.	**MID**
C. Develop a comprehensive annual expenditure/purchasing plan for program areas and sites that maximizes the utilization of expenditure funds.	**LONG**
D. Review programs and services across function areas utilizing a standardized Zero-Based Review method with key performance indicators to help ensure funding is used responsibly and initiatives are sustainable.	**LONG**

THEME 3: OPTIMIZED OPERATIONS

1. Improve continuity and efficiency by streamlining technology use across the Department	
A. Strengthen department-wide awareness and utilization of internal communication channels. Periodically evaluate the effectiveness of internal communication to ensure accurate and timely transfer of internal information among staff.	**SHORT**
B. Further define marketing operations and create a framework for training staff in universal marketing practices.	**LONG**
C. Develop a cross-functional team to meet regularly and be responsible for a department-wide technology plan, identify new applications of technology, prioritize shared systems, review existing systems, and coordinate staff training on adopted platforms.	**MID**

THEME 3: OPTIMIZED OPERATIONS

2. Develop measures for optimization	
A. Develop a framework for Department innovation with parameters, processes, and practices that encourage innovative thinking and implementation with the goal of creating tangible, outcome-oriented results to improve the customer experience.	**MID**
B. Invest in employee training on improving and managing processes, then identify key processes and methods in need of streamlining for sustainable efficiency.	**LONG**
C. Evaluate marketing strategies to improve community awareness and participation in programs, events, and services. Establish key performance indicators for evaluating core marketing mediums.	**MID**
D. Operationalize maintenance standards through a work order management system to track unit activity costs, document maintenance and asset replacement schedules, and develop key performance indicators for work completed.	**SHORT**
E. Engage staff through focus groups and surveys to measure overall employee satisfaction and employee satisfaction toward internal customer service.	**SHORT**

3. Focus on internal customers	
A. Evaluate operational processes to identify problematic areas, improve workflows, reduce bottlenecks, or touchpoints, and eliminate operational waste.	**LONG**
B. Operationalize values and assess employees' knowledge of the values.	**SHORT**
C. Evaluate employee workloads for equity and balance.	**MID**
D. Create contingency plans or backup systems to improve the consistency of internal customer service.	**LONG**

THEME 4: COMPREHENSIVE TEAM DEVELOPMENT

1. Enhance professional development	
A. Establish a talent development program to identify training needs that are specific to positions and career pathways. Offer interviewing training to internal applicants.	**MID**
B. Develop a cascading onboarding process to cover areas in addition to regular job duties (ex: budget, adopted technologies, supervisory training, and best practices in customer service).	**MID**
C. Establish succession plans for critical roles to strengthen the Department's quality of intellectual and human capital, forecast training needs, and structure long-term career and leadership development plans.	**MID**
D. Create an industry commitment plan to increase staff engagement at local, state, and national levels, and encourage career development through professional certifications.	**MID**

2. Strengthen the culture	
A. Create an institutional knowledge preservation system through the documentation of critical roles, best practices, responsibilities, and operations.	**LONG**
B. Enhance employee connectedness and engagement within the Department through collaborative initiatives and projects and recognizing employees that embody the Department's values.	**SHORT**
C. Refine the employee recruitment, selection, and onboarding process to better attract and retain diverse candidates.	**MID**

THEME 4: COMPREHENSIVE TEAM DEVELOPMENT

3. Engage staff	
A. Create a strategy-focus for operationalizing the Strategic Plan by developing Functional Area business or action plans.	**SHORT**
B. Provide organizational transparency through the creation of a work team charged with developing internal communication guidelines.	**MID**
C. Identify and develop staff training to operationalize innovation throughout the Department through the utilization of a determinants tool and an internal structure to facilitate cross-functional collaboration and cross-training.	**LONG**



Strategy Map

The following diagram shows the information listed above, the Strategic Themes and Objectives, in a Strategy Map.

EXCEPTIONAL EXPERIENCES FOR ALL			
Customer	Set clear expectations for external customer service.	Value and engage all customers.	Provide inclusion and representation of all patrons.
STEWARDSHIP OF DEPARTMENTAL RESOURCES			
Financial	Invest in the future while maintaining existing sites and facilities.	Offset LTF with alternative funding sources.	Create operational/ budget efficiencies.
OPTIMIZED OPERATIONS			
Internal Business Support	Improve continuity and efficiency.	Develop measures for optimization.	Value internal customers.
COMPREHENSIVE TEAM DEVELOPMENT			
Learning/ Growth	Enhance professional development.	Strengthen culture.	Engage staff.

Key Performance Indicators

Another important element of the Balanced Scorecard is the development of key performance indicators (KPIs). These measures are aligned with the Strategic Objectives. Below is a chart listing the Strategic Themes and Objectives and the corresponding KPIs for each Objective.

A separate spreadsheet will be developed that will provide detail about each measure, including the definition of the measure, the data source, the frequency of the measurement, the baseline result, and a target for performance.

	STRATEGIC OBJECTIVE	KPIs
Exceptional Experiences for All	Set clear expectations for external customer service	• Tracking of key customer metrics such as referral rates and general satisfaction • Create a Voice of the Customer Process
	Value and engage all customers	• Customer retention of key services and programs • Identification of customer requirements
	Provide inclusion and representation of all patrons	• Customer satisfaction toward accessibility and inclusion • Market penetration rate for key customer segments • Geocode membership/registration locations
Stewardship of Departmental Resources	Invest in the future while maintaining what we have	• Completion of Master and Strategic Plans • Completion of land acquisition plan • Carbon footprint
	Offset LTF with alternative funding sources	• Amount of earned revenues
	Create operational/budget efficiencies	• Quantify cost savings of efficiencies and service improvements • Cost recovery results

	STRATEGIC OBJECTIVE	KPIs
Optimized Operations	Improve continuity and efficiency	• Evaluate Department communication processes • Provide training on process improvement • Number of technology improvements
	Develop measures for optimization	• Assess the level of innovation using new program or service metrics, training and staff competency metrics, and/or management metrics • Work order results
	Focus on internal customers	• Internal customer satisfaction
Comprehensive Team Development	Enhance professional development	• Assess Personal Development Goals and employee satisfaction toward training
	Strengthen culture	• Develop an organizational culture instrument to achieve the desired culture
	Engage staff	• Employee satisfaction toward engagement • Development of leadership competency to enhance employee engagement

Implementation Guidelines

The following is a listing of suggestions for successful implementation of the Strategic Plan. These elements represent the commitment and discipline required to integrate the process into daily operations.

- The Plan becomes the guidepost for PRCS. When decisions or responses to the community are needed, the Plan becomes the reference point for decision-making and whether new issues or responses to the community are of higher importance than what's been established as existing direction.
- Post a summary or shortened version of the Plan on the website and track results on the site as well. This will assist in providing the community with information about PRCS' strategic direction and commitment to results. It may also be helpful to distribute a short summary of the Plan's progress to interested partners and community members.
- Staff should receive updates to the Plan at least twice a year, noting progress on the Initiatives. This will keep the Plan top of mind for employees and reinforce the Department's commitment to successful implementation.
- Executive staff members will serve as the champion for each of the Initiatives.
- A staff person will have responsibility as the Project Lead for each Initiative. This staff person is responsible for keeping the Initiative on track and reporting progress.
- Regular reporting of the Plan's progress should occur. Break the Plan into separate fiscal years and report one year at a time, as an ongoing annual work plan. Each Initiative for the year should include a list of tactics that support its completion. The tactics are developed prior to each year for the upcoming list of Initiatives and are developed by the staff members involved in completing the Initiative. It is the Project Leader's responsibility to report on the initiative, in a quarterly report.
- At the end of the year, the Executive Team and other designees will perform an annual review of the Strategic Plan and document adjustments to initiatives to reflect changes in priorities. This process can be included at an annual review meeting in which successive years' initiatives are discussed as part of the annual budget process.
- After each year of the Plan, the staff should review the Plan's process and re-tool any parts of the process that need improvement.
- The Department's KPI represent measures at the objective level, not the initiative level. To supplement the Department's KPIs, the leader of each Initiative should develop measures of success for their initiative.
- Track the measures on a quarterly basis. Provide an annual narrative about the results. Review the inventory of measures on an annual basis and adjust as necessary to ensure the measures continuously add value to decision-making.
- Update major stakeholders on the Plan's implementation and results on an annual basis.



- Conduct staff meetings on a regular basis to review the Plan's progress and results.
- The Plan is an organizational approach to strategy. Following a year of experience with adapting strategy to the organizational culture, the strategic themes and objectives should then cascade to the divisional level. The functional areas would then have their own unique set of initiatives, aligned with organizational strategy.
- If there are ideas for new strategies that arise throughout the year, include them on a written "parking lot" and review them as part of the annual just-in-time review to determine if they supplant any existing initiatives.
- Strategic Plan information should be included as part of employee onboarding.

Definitions

The following list of keywords and descriptions define the terminology used for the Strategic Plan. They are listed according to how they fall within the hierarchy of strategy, from the most macro to the most microelements.

MISSION—Describes the business of the organization. The mission also defines the core purpose of the organization and why it exists.

VISION—Desired future of the organization. The vision should be a "stretch" for the organization, but possible to achieve in approximately five years. It should state a measurable achievement.

VALUES—Describe the way the Department operates. These are meaningful expressions of describing what is important in the way programs and services are provided to the community.

BALANCED SCORECARD PERSPECTIVES—
The four perspectives include Customer, Financial, Internal Business Process, and Learning and Growth. Preservation Parks have the additional perspective of Sustainability. The views demonstrate cause-and-effect relationships in the completion of the strategy. All Strategic Initiatives are aligned with these perspectives.

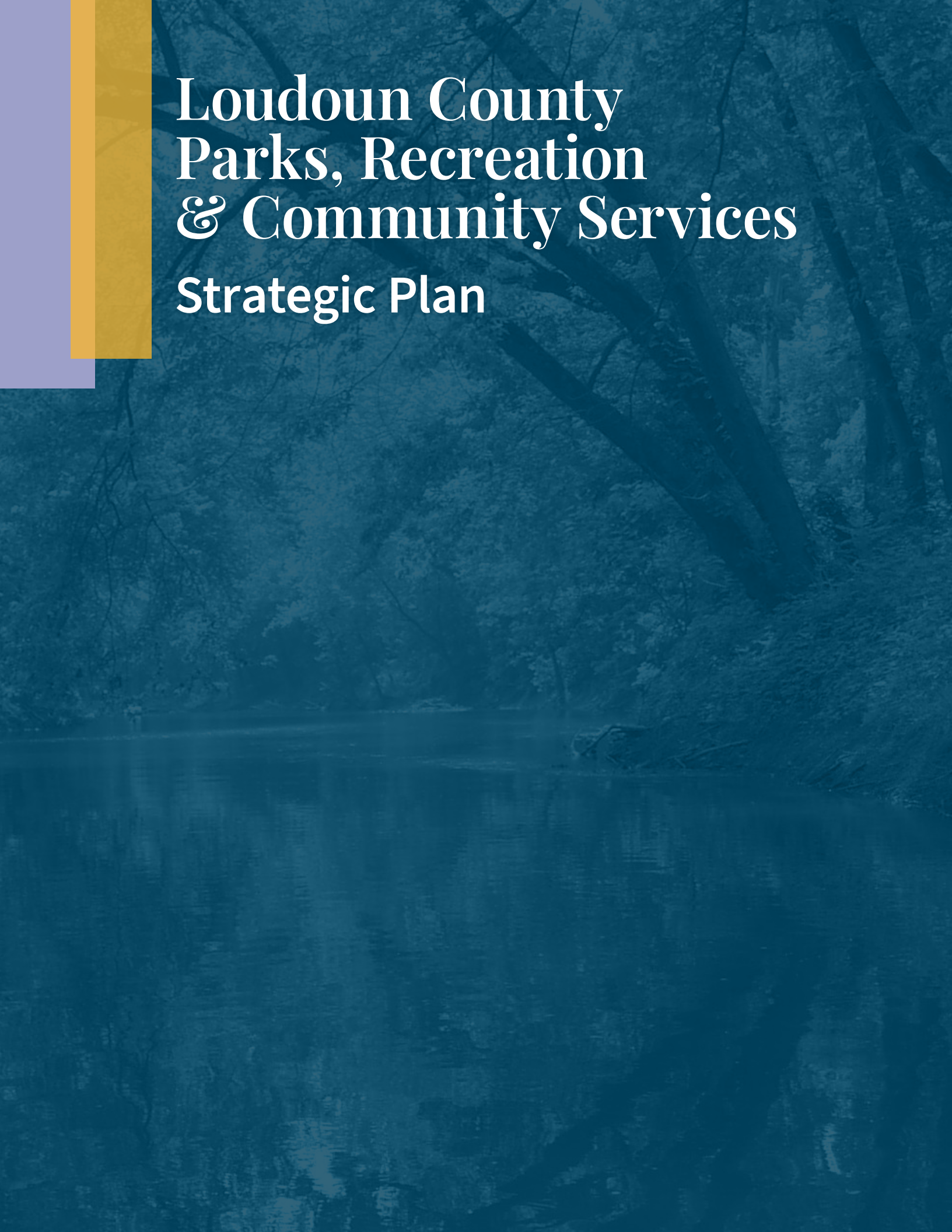
STRATEGIC THEMES—Broad brushed, macro-oriented organizational sense of direction that relates to the four Balanced Scorecard perspectives of customer, financial, internal business, and growth and development.

STRATEGIC OBJECTIVES—Concise statements describing the specific elements an organization must do well to execute its strategy.

KEY PERFORMANCE INDICATORS—
A measurement system that supports the Strategic Objectives. The KPIs are normally quantitative indicators and capture numbers, dollars, percentages, etc. Measures assist the staff with the ability to determine organizational performance.

STRATEGIC INITIATIVES—The specific programs, activities, projects, or actions an organization will undertake to meet performance targets. The strategic initiatives are specifically detailed with individualized tactics.

TACTICS—Tactics are not included as part of the Plan. The development occurs after the Plan's implementation. Tactics are subordinate to the initiatives and detail the steps necessary to complete an initiative. Staff members will identify the tactics for the initiatives before the start of each fiscal year.



Loudoun County Parks, Recreation & Community Services

Strategic Plan