Vision
Arlington will be the happiest, healthiest place to live, learn, work and play.

Mission
DPR promotes wellness and vitality through dynamic programs and attractive public spaces.
Our Core Values

**Creativity**
Our work environment empowers and motivates all employees to be imaginative, innovative and open minded.

**Integrity**
Our employees firmly adhere to the County Guiding Principles and Departmental Values, and support these ideals in their words and actions; employees have the right and responsibility to professionally confront other’s compliance with these principles and values.

**Respect**
Our employees treat others as they want others to treat them; by trusting the professional competence of others; recognizing other’s contributions, regardless of their position within the organization; being sensitive to differences and opinions of colleagues and the public; and regarding others with honor and esteem.

**Safety**
Our employees are committed to providing protection against injury and damage to persons, property and the environment.

**Learning**
We are a learning organization committed to developing shared vision, cultivation of individual and organization competence, and continuous improvement of services.

**Trust**
Trustworthiness is held in the highest regard by DPR employees at all levels. Individual endeavor to be sincere in both supervisory and peer relationships with their co-workers and in the approach they take toward performing their responsibilities.
Goal One
Provide excellent programs, services, places & spaces

Objective 1
Plan, design, build and maintain a comprehensive system of sustainable facilities, trails and park spaces to high standards to provide attractive places people will use and enjoy

Strategies
• Conduct a needs assessment to evaluate the community’s needs for new facilities, trails, and park spaces as well as needs for replacing existing resources and making improvements
• Incorporate best management practices for sustainability
• Integrate the allocation of realistic maintenance budget during planning and design of new projects
• Improve process for input from staff and community throughout planning, designing and building new resources

Objective 2
Plan, design, build and maintain programs and services to high standards to provide dynamic offerings that people will use and enjoy

Strategies
• Identify and respond to demand to provide a wide variety of programming for people of all ages, abilities and interests
• Develop an annual programs and services plan that is responsive to changing demographics and supports accreditation standards
• Create partnerships/collaborations with other agencies, organizations, or individuals using processes that are transparent and easy to follow
• Create systems and capacity to ensure successful program planning and coordination

Objective 3
Improve process for evaluating programs, facilities and services for operational efficiency and effectiveness

Strategies
• Monitor customer satisfaction through various feedback methods and program evaluations
• Develop a plan for assessing programming needs
• Identify and track key performance measures in a manner that supports strategic planning

Objective 4
Increase community awareness of parks and recreation resources

Strategies
• Create systems and capacity to successfully market departmental programs, services and vision
• Produce accurate, timely, transparent and easy to understand internal and external communications
• Expand and improve external and internal communication methods
Goal Two
Steward natural and historical resources

Objective 1
Conserve, enhance and acquire natural areas and historical resources
Strategies
• Protect and expand high-value natural lands through acquisition, restoration and/or conservation
• Conduct regular inventories and census of natural resources to understand trends and needs for conservation
• Integrate historical inventories with natural resource inventories through documentation and education
• Utilize feedback from natural resource and historic staff in park planning, development, and maintenance

Objective 2
Preserve and improve tree canopy
Strategies
• Build tree canopy maintenance resources into park development projects and upgrades
• Expand tree canopy in existing locations and along riparian buffers, using urban tree canopy assessment and on-the-ground plot data, in collaboration with other landowners
• Strengthen and expand policies to preserve tree canopy
• Integrate countywide tree maintenance goals and processes
• Develop collaborations and educational outreach to expand tree canopy on private land

Objective 3
Advance historical and natural resources education and interpretation
Strategies
• Position nature centers as great places to visit, learn and team-build through programs, pricing and messaging
• Ensure nature and historical center management and facility maintenance complement department-wide processes and benchmarks
• Provide varied resources so the interpretive units can expand their environmental and historical missions
• Utilize naturalists and historians to ensure their messages are regularly presented in nontraditional venues to expand audience

Objective 4
Develop & maintain internal and external partnerships to improve natural resource management
Strategies
• Develop a process to promote community stewardship of parks and natural areas
• Formalize public/private partnerships to advance sustainable and creative park and recreation resources

Objective 5
Integrate environmentally sound, sustainable practices into park management activities
Strategies
• Evaluate daily and annual park management tasks to find opportunities to conserve resources and promote sustainability
• Explore alternative methods for natural resource management
• Educate the public and staff about County sustainable practices
Goal Three
Build community, promote wellness and ensure equal access for all

Objective 1
Improve civic engagement and provide opportunities for social connection
Strategies
• Establish DPR terms and concepts for civic engagement and community building and discuss applications for work units
• Develop protocols for when and how civic engagement is included in staff work
• Engage residents in volunteer leadership and planning roles and provide education on how to participate
• Design spaces and activities that bring people together

Objective 2
Identify underrepresented groups and help them participate and feel connected
Strategies
• Expand programming opportunities to reflect population changes, based on the best available demographic data
• Assign roles to staff for conducting outreach
• Study health equity statistics to help identify underrepresented groups

Objective 3
Increase engagement in physically active recreation and enjoyment of parks and trails to foster active, healthy lifestyles
Strategies
• Use policy, programming, promotion and other mechanisms to foster active lifestyles and create sustainable environments for healthy living
• Revise process to educate decision-makers, participants and the public, the importance of parks and recreation and positive impacts of services

Objective 4
Further reduce barriers for accessing programs, services, places, spaces and information
Strategies
• Conduct needs assessment with non-participants to better understand barriers to access
• Systematically identify barriers to access DPR programs and facilities
• Use data, technology and efficient processes to reduce barriers

We are vital to community well-being
Goal Four
Manage assets efficiently and effectively

Objective 1
Work within annually adopted budget and comply with policies and procedures
Strategies
- Create guides, develop training for understanding budget and financial reports
- Develop educational materials on the Capital Improvement Plan (CIP)

Objective 2
Maintain and communicate inventories of programs, services, places and spaces
Strategies
- Identify inventories to maintain; explain purpose of maintaining
- Develop system for periodic updates to maintain accuracy of information
- Identify key staff to maintain specific inventories
- Upgrade asset management database and work order system

Objective 3
Maintain and communicate financial and budgetary data
Strategies
- Develop system for periodic updates to maintain accuracy
- Establish resources for uniform tracking
- Designate responsible staff for budget lines
- Create standards for managers on what and how to communicate about budgets

Objective 4
Utilize budgeted resources in a deliberate and systematic manner throughout the entire year
Strategies
- Establish principles and processes to ensure budget is fully utilized throughout the fiscal year in a planned, thorough and thoughtful manner
- Respond to change with flexibility in exploring options

Objective 5
Determine life cycles for equipment and schedule maintenance and replacement or renovation funding
Strategies
- Develop department-wide definitions for equipment and supplies
- Identify life spans of equipment
- Update and maintain accurate replacement costs; adjust for inflation or deflation
Goal Five
Cultivate an effective, dynamic workforce

Objective 1
Increase training and professional development opportunities
Strategies
• Develop a department-wide culture that values continued training for all staff
• Revise the frequency and format of communication on training opportunities
• Create curricula for DPR Academy courses

Objective 2
Expand connections throughout the department
Strategies
• Initiate informal opportunities in settings where department staff can interact with department leadership
• Explore peer-to-peer development meetings
• Build morale by creating opportunities to interact with colleagues in a relaxed setting

Objective 3
Recognize and celebrate excellence and innovation
Strategies
• Celebrate recognized staff and their achievements
• Create an environment that encourages staff to share innovative ideas and recognize each other’s contributions
• Provide desired technology tools that support excellence and innovation

Objective 4
Implement approaches to improve accountability
Strategies
• Establish internal customer service standards
• Develop systems and processes to ensure work is being accomplished
• Identify actions to demonstrate accountability at all levels of the organization

Objective 5
Develop practices that encourage a safe and healthy work environment
Strategies
• Encourage flexible schedules that allow employees to enjoy healthy and balanced lifestyle choices
• Enforce requirement of Personal Protective Equipment and hold supervisors and staff accountable
• Create benchmarks for healthy work environments and practices, and develop methods to evaluate

We invest in people