



Strategic Plan *2015-2020*



Joint/Shared-Use Moving People to Play (JUMPP) Strategic Plan 2015-2020

Mission

**Encourage community partnerships to
activate safe spaces for families to play,
learn, and be well.**

Acknowledgments

The development of the JUMPP Strategic Plan would not have been possible without the valuable contributions of the JUMPP Strategic Planning Committee, JUMPP Task Force and Los Angeles County Department of Public Health leadership and staff.

Prepared by **Ad Lucem Consulting** for the
Los Angeles County Department of Public Health

Adopted on October 20, 2015

Dear Colleagues,

It is with great excitement, that I present the JUMPP Strategic Plan for 2015-2020. Many residents in Los Angeles County suffer from chronic health conditions such as obesity and diabetes. Physical inactivity is one risk factor associated with these chronic conditions. Many Los Angeles communities lack safe places for people to be physically active. Joint/shared-use helps fill this critical need. The JUMPP Strategic Plan supports the Los Angeles County Department of Public Health Strategic Plan for 2013-2017 to protect and improve the health of all Los Angeles County residents. This document is designed to provide an overview of the JUMPP strategic planning process and serve as a launching pad for expanding joint/shared-use in Los Angeles County. I invite you to review the plan and identify opportunities where you can partner with us on this important effort.

Sincerely,

Eloisa Gonzalez, MD, MPH
Director, Cardiovascular and School Health
Division of Chronic Disease and Injury Prevention
Los Angeles County Department of Public Health

Introduction

The JUMPP Strategic Plan will guide the JUMPP Task Force efforts in Los Angeles County over the next five years. The plan highlights three priority areas, with measurable and achievable strategies to advance joint/shared-use throughout the County. The plan builds upon past work of the Task Force and expands the vision beyond working with schools to engage additional sectors and non-traditional partners with a continued focus on equity and social justice.

The Los Angeles County Department of Public Health (LACDPH) convened JUMPP Task Force members and stakeholders for the strategic planning process and will take the lead on convening the JUMPP Task Force. A newly formed Steering Committee will provide leadership to the Task Force on implementing the Strategic Plan to move joint/shared-use forward in Los Angeles County. The Task Force membership will actively participate in implementing the Strategic Plan.

Why Joint/Shared-Use?

Joint/Shared-use is a way to increase opportunities for children and adults to be more physically active. Many communities lack free or low-cost, safe places for physical activity. Joint/Shared-use addresses this inequity by increasing the number of spaces available for community use. Joint/Shared-use refers to two or more entities sharing indoor and/or outdoor spaces like gymnasiums, athletic fields and playgrounds.

A joint/shared-use agreement is a formal written agreement between two public or private entities to jointly use facilities (e.g. school grounds, community park) in order to share costs and risks.

JUMPP History

In 2008, several Los Angeles County Departments came together to develop low and no-cost recommendations to reduce obesity among youth. One of the key recommendations was to increase joint/shared-use.

In 2010, LACDPH launched Renew Environments for Nutrition, Exercise and Wellness (RENEW) through a Centers for Disease Control and Prevention American Recovery and Reinvestment Act grant. RENEW established JUMPP to support joint/shared-use efforts in LA County through policy, systems and environmental changes. Through RENEW, JUMPP worked with 7 school districts to continue to promote joint/shared-use. Five school districts passed district level joint/shared-use policies and 18 individual schools established site-specific joint/shared-use agreements. Some of the successes include revitalizing a 99-year lease agreement with the Los Angeles County Department of Parks and Recreation in Compton and offering walking clubs and fitness classes at El Monte and ABC School Districts.

In 2013, LACDPH partnered with Community Health Councils on the Racial and Ethnic Approaches to Community Health (REACH) Demonstration Project. JUMPP supported the work of the REACH Demonstration Project and members provided technical assistance for the execution of joint/shared-use agreements at 17 schools in South Los Angeles. REACH funded the JUMPP strategic planning process to ensure lasting impact of joint/shared-use and schools as hubs of wellness throughout Los Angeles.

Overall JUMPP Goals

JUMPP has identified three broad goals of the Task Force:

- Facilitate the development, implementation and monitoring of policies and practices to increase community access to spaces/facilities for physical activity and recreation.
- Convene partners (community residents, community based organizations (CBO), governmental institutions) to foster collaboration, share successes and challenges and advance joint/shared-use.
- Communicate and disseminate joint/shared-use successes and challenges.

Strategic Planning Goals and Processes

The JUMPP Strategic Plan was developed to guide the JUMPP Task Force's future work with particular focus on defining how the JUMPP Task Force can facilitate progress on joint/shared-use, expanding joint/shared-use beyond schools to include other community settings and charting a course for moving joint/shared-use forward in Los Angeles County over the next five years.

The strategic planning process brought together stakeholders from a variety of sectors including school districts, cities, counties, foundations, CBO's, health systems and universities. Stakeholders invited to participate were either existing JUMPP Task Force members or involved in joint/shared-use efforts in Los Angeles County. Their participation helped to ensure that the strategies identified in the Strategic Plan addressed key needs and gaps, and were relevant to diverse audiences. For a complete list of participants and organizations, see **Appendix A**.

Ad Lucem Consulting facilitated three, three-hour long in-person strategic planning meetings during April - June 2015. Each session consisted of small- and large-group facilitated discussions.

The first strategic planning session focused on building a shared vision for joint/shared-use in Los Angeles County, establishing joint/shared-use priority areas, and identifying joint/shared-use strategies and partners. The second session built upon the first session and included reviewing and modifying the strategies and partners and developing outcomes for each strategy. The final strategic planning session focused on refining the Strategic Plan and identifying action items for implementing the Strategic Plan over the next two years. Between sessions, Ad Lucem Consulting refined the Strategic Plan and shared it with the group for input.

The five-year JUMPP Strategic Plan is found in **Appendix B**.

The five-year Strategic Plan is organized by priority area. Under each priority area, is a set of strategies and sub-strategies, partners and outcomes. Partners include key organizations and agencies that will be engaged in implementing the strategies. The outcomes measure progress and provide accountability for Strategic Plan implementation. **Figure 1** illustrates how JUMPP activities will promote increased physical activity.

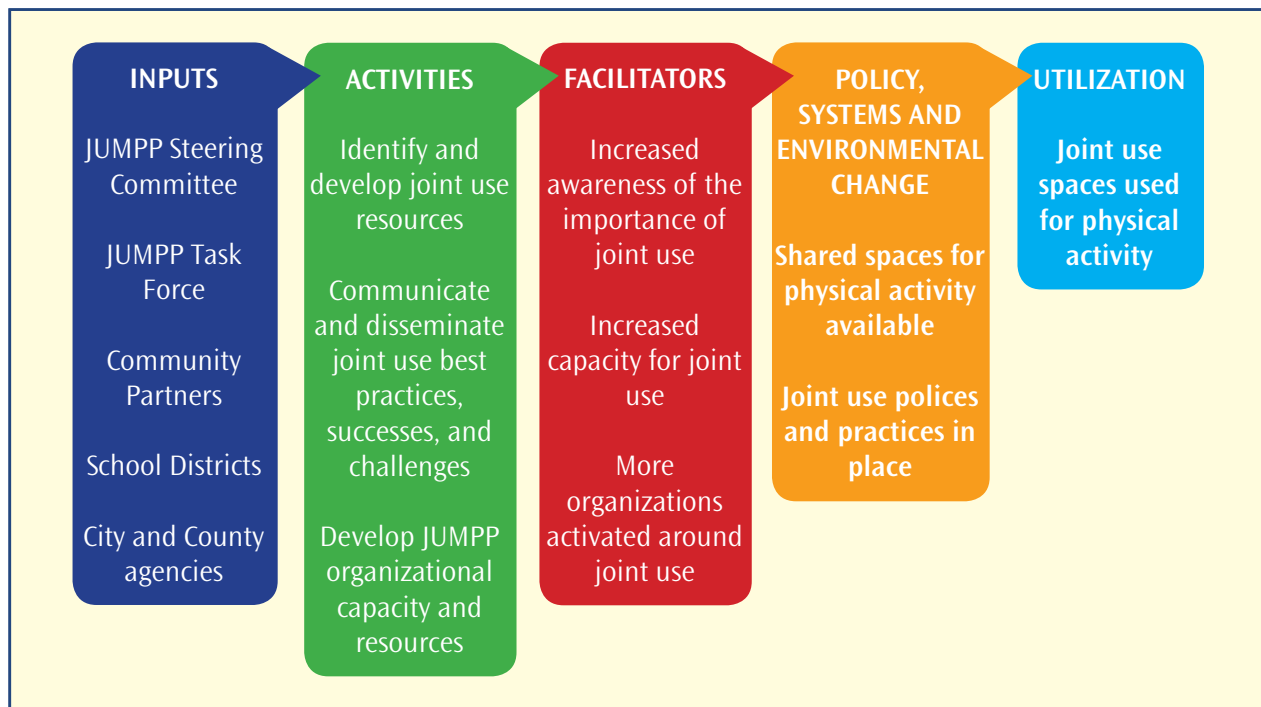


Figure 1.

Strategic Plan Priority Areas and Strategies

Strategic Priority A: Identify and develop resources to increase community access to and utilization of spaces and facilities for physical activity

- Strategy A.1 Identify, develop and make accessible joint/shared-use best practice models, policies and tools to support community engagement to advance joint/shared-use among communities with greatest need
- Strategy A.2 Develop tools to identify and prioritize communities with greatest need (e.g. park-poor, high chronic disease rates)
- Strategy A.3 Scan Los Angeles for opportunities to integrate joint/shared-use into funded projects
- Strategy A.4 Develop a system for identifying and tracking new funding streams for joint/shared-use

Strategic Priority B: Communicate and disseminate joint/shared-use best practices, successes, and challenges

- Strategy B.1 Select a common language for joint/shared-use
- Strategy B.2 Disseminate best practices/materials/toolkits that are most relevant to LA County to JUMPP membership and community, including schools
- Strategy B.3 Create an awards program to highlight successful joint/shared-use efforts
- Strategy B.4 Provide training to build capacity of community members, Task Force members, organizations and agencies to implement joint/shared-use policies and practices

Strategic Priority C: Develop JUMPP organizational capacity and resources

- Strategy C.1 Formalize JUMPP membership to be an inclusive and engaged group with an agreed upon structure and processes for communication and operation
- Strategy C.2 Ensure Task Force sustainability
- Strategy C.3 Evaluate JUMPP's achievements and effectiveness

Linking the JUMPP Strategic Plan to the LACDPH Strategic Plan

The JUMPP Strategic Plan will contribute to progress on meeting Los Angeles County Department of Public Health Strategic Plan (2013-2017) objectives, particularly in the Safe and Healthy Community Environments and Health Equity priority areas:

Safe and Healthy Community Environments

Obj.1.1.c Implement policies and practices to improve nutrition and physical activity in schools and child care settings.

Schools are an important partner to advancing joint/shared-use in Los Angeles County. A priority of the JUMPP Strategic Plan is to build the capacity of school stakeholders, governmental partners, CBOs, and community residents to adopt and implement joint/shared-use policies and practices.

Health Equity

Obj.4.2.b Produce reports and policy briefs that highlight the social and environmental causes of health inequities, to inform and influence policy-makers and other decision-makers outside the traditional health sector.

Several strategies in the JUMPP Strategic Plan address inequities; JUMPP will disseminate tools and resources that highlight disparities in health outcomes and access to physical activity spaces and will develop policy and programmatic recommendations to address disparities.



Looking Forward

Increasing joint/shared-use in Los Angeles County requires a comprehensive set of strategies and the commitment and participation of key partners and stakeholders. JUMPP will focus on a core set of priorities – *Identifying and developing joint/shared-use resources; communicating and disseminating joint/shared-use best practices, successes, and challenges; and developing JUMPP organizational capacity.*

Implementation of these priorities now and into the future requires strategic planning, leadership, and action. Moving forward, JUMPP will:

- Strengthen JUMPP leadership with the formation of a Steering Committee to guide and steward JUMPP.
- Expand the Task Force to include more non-traditional partners and reflect a broader geographic diversity.
- Provide resources and training to build capacity of community members, Task Force members, organizations and agencies to implement joint/shared-use policies and practices.
- Energize diverse stakeholders to take action on joint/shared-use and take advantage of emerging opportunities.



Appendix A - JUMPP Strategic Planning Committee

Name	Organization
Vilma Andari*	AltaMed
Violet Ruiz	American Heart Association
Jennifer Ybarra	The California Endowment
Steven Loy	California State University, Northridge
Mercy Santoro*	City of Pasadena
Robert Garcia	The City Project
Donzella Lee	Community Health Councils
John Wicker	Los Angeles County Department of Parks and Recreation
Janina Morrison	Los Angeles County USC Medical Center, The Wellness Center
Joanie Verderber*	Los Angeles County Office of Education
Chad Fenwick	Los Angeles Unified School District
Isela Lopez	Los Angeles Unified School District
Scott Folsom	Los Angeles Unified School District Citizen's Bond Oversight Committee
Jonathan Vasquez	Los Nietos School District
Sandra Viera	Prevention Institute
Precious Querubin	Providence Health & Services
Jim Tehan	Providence Little Company of Mary

Los Angeles County Department of Public Health

Eloisa Gonzalez

Ruth Bell

Laura Ewing*

*staff no longer with the organization

Appendix B - JUMPP Strategic Plan 2015-2020

A. Identify and develop resources to increase community access to and utilization of spaces and facilities for physical activity

Strategies	Partners	Outcomes
<p>1. Identify, develop and make accessible joint/shared-use best practice models, policies and tools to support community engagement to advance joint/shared-use among communities with greatest need</p> <ul style="list-style-type: none"> Research the available joint/shared-use support materials/toolkits Compile a joint/shared-use resource list Identify LA organizations that have model joint/shared-use policies Monitor the status of LA joint/shared-use policies and agreements Identify and develop resources and tools that are tailored LA County Community engagement tools needed include: <ul style="list-style-type: none"> Making the case for joint/shared-use Conducting needs assessments Laws facilitating and presenting barriers to joint/shared-use Policy and advocacy Implementation strategies Developing grassroots champions Best practices for big and small cities and rural communities 	<ul style="list-style-type: none"> JUMPP Task Force California School Boards Association County Parks and Recreation City Recs and Parks Prevention Institute/jointuse.org Safe Routes to School After school programs Change Lab Solutions Exposition Park Center for Cities and Schools Los Angeles Unified School District Local cities Los Angeles County Office of Education/County Superintendent of Public Schools National League of Cities Institute for Local Government Water Districts Joint Use Statewide Task Force (JUST) Community advocacy organizations Parent Teacher Associations 	<p>Best practices, resources and tools identified and catalogued</p> <p>Website developed and updated regularly that contains model policies, tools and a database of laws related to joint/shared-use</p> <p>Searchable database of LA joint/shared-use policies and agreements available to task force members and the general public (resides on website)</p> <p>Los Angeles specific tools and resources identified and developed</p> <p>JUMPP Task Force meetings include time for discussion on monitoring status of JUMPP policies and agreements</p> <p>Task Force members promote tools to engage community residents</p>

A. Identify and develop resources to increase community access to and utilization of spaces and facilities for physical activity			
Strategies	Partners	Outcomes	
<ul style="list-style-type: none"> Health Impact Assessments Community health needs assessments Tracking outcomes for joint/shared-use 	<ul style="list-style-type: none"> Faith-based community Non-profit hospitals Community Health Councils 		
2. Develop tools to identify and prioritize communities with greatest need (e.g. park-poor, high chronic disease rates) <ul style="list-style-type: none"> Create maps highlighting high need areas in the County Assemble data/community profiles (including GIS, geomapping, community needs index by zip code) Assist in identifying potential locations for joint/shared-use agreements Utilize data collected by LACDPH to assure JUMPP responds to community needs Utilize findings from needs assessment with LAUSD to inform JUMPP efforts 	<ul style="list-style-type: none"> Los Angeles County Department of Public Health Health Systems (ex: Kaiser, Providence Health System) Greeninfo Network Healthcity.org Community Needs Index Los Angeles Police Department Los Angeles County Sheriff Environmental Systems Research Institute Los Angeles County School Districts Los Angeles County Department of Parks and Recreation 	<p>One pagers are compiled that highlight communities with greatest needs</p> <p>One pagers are located on website</p> <p>Task Force members have awareness of areas with greatest need</p>	
3. Scan Los Angeles for opportunities to integrate joint/shared-use into funded projects <ul style="list-style-type: none"> Identify and collaborate with partners that can assist with scan Integrate joint/shared-use into green/open space plans such as Los Angeles River revitalization 	<ul style="list-style-type: none"> National Park Service United States Army Corp of Engineers United States Forest Service California State Parks and Recreation County Parks and Recreation City Rec and Parks Los Angeles Business Council 	<p>Partner organizations collaborate on conducting the scan</p> <p>Current opportunities are identified and disseminated</p>	

A. Identify and develop resources to increase community access to and utilization of spaces and facilities for physical activity			
Strategies	Partners	Outcomes	
	<ul style="list-style-type: none"> • Los Angeles River Corporation • Friends of the Los Angeles River • The City Project • Southern California Association of Governments 		
4. Develop a system for identifying and tracking new funding streams for joint/shared-use: <ul style="list-style-type: none"> • Conduct a quarterly scan of funding opportunities • Identify new funding streams. Possible funding sources include: <ul style="list-style-type: none"> • Local/State governmental funding mechanism that may incorporate joint/shared-use (e.g. County Parks and Recreation, National Park Service, United States Forest Service) • Health Systems and Hospital Community Benefit programs • School bond measures and education initiatives (e.g. community schools) • Business sector • Foundations • Professional sports organizations (e.g. Clippers, Dodgers) • Identify and disseminate criteria for organizations eligible to apply for funding 	<ul style="list-style-type: none"> • JUMPP Task Force • Funders 	Timely funding updates provided to Task Force membership Task Force members/organizations understand what they need to be eligible to apply for various funding sources	

B. Communicate and disseminate joint/shared-use best practices, successes, and challenges			
Strategies	Partners	Outcomes	
<p>1. Select a common language for joint/shared-use</p> <ul style="list-style-type: none"> • Define joint/shared-use terms • Define/frame joint/shared-use to align with communities' values, poverty issues, park disparities, and physical activity needs 	<ul style="list-style-type: none"> • Change Lab Solutions • Prevention Institute • Safe Routes to School • People for Parks 	<p>Clear definition of joint/shared-use terms established</p> <p>JUMPP Task Force members and community are aware of and understand the terms</p>	
<p>2. Disseminate best practices/materials/toolkits that are most relevant to LA county to JUMPP membership and community, including schools:</p> <ul style="list-style-type: none"> • Create opportunities for sharing best practices and model policies (e.g. conferences, webinars, website, community events) • Create opportunities for school districts experienced in joint/shared-use to mentor and engage with schools districts newer to joint/shared-use • Communicate benefits of joint/shared-use (e.g. fact sheets for communities outlining the data and benefits) to different audiences to develop political will and advocacy efforts • Prioritize dissemination to high need communities while making resources available to the entire county 	<ul style="list-style-type: none"> • Neighborhood councils • Los Angeles County Office of Education • City Councils • Alliance for a Healthier Generation • Grocers • Land use groups • Faith-based organizations • Community Health Clinics • Private sector • Various Chambers of Commerce • Neighborhood banks • Local universities and colleges • Rotary/Service clubs 	<p>Conferences, webinars and web resources are well utilized</p> <p>Organizations are aware of joint/shared-use as a viable strategy to address lack of physical activity</p> <p>Increased utilization of joint/shared-use best practices, models and toolkits by partner organizations, especially in high need communities</p> <p>School districts learn about joint/shared-use from each other</p>	

B. Communicate and disseminate joint/shared-use best practices, successes, and challenges

Strategies	Partners	Outcomes
<p>3. Create an awards program to highlight successful joint/shared-use efforts:</p> <ul style="list-style-type: none"> • Identify nominees for award program • Highlight and disseminate awardee accomplishments • Lift up successes and lessons learned to inspire and guide the work of others • Investigate integrating awards program with existing recognition programs (e.g. California School Boards Association Golden Bell award, California Gold Ribbon Schools Program) 	<ul style="list-style-type: none"> • JUMPP Task Force • Los Angeles County Office of Education • Los Angeles County Department of Public Health • California School Boards Association • Los Angeles County School Districts • County Parks and Recreation • City Rec and Parks • California Department of Education • Community based organizations • Hospitals • Foundations • Media • Let's Move Active Schools • Public Information Officers 	<p>Successful joint/shared-use efforts are recognized and disseminated</p>
<p>4. Provide training to build capacity of community members, Task Force members, organizations and agencies to implement joint/shared-use policies and practices</p>	<ul style="list-style-type: none"> • School administrators • Community organizing groups and community members • Nonprofit hospitals • Latino Coalition for a Healthy California • Asian Pacific Islander Obesity Prevention Alliance • California Pan-Ethnic Health Network 	<p>Trainings conducted</p> <p>JUMPP membership and community have tips and tools to engage non-traditional partners in joint/shared-use discussions</p> <p>Community members, organizations and agencies develop skills to adopt and implement joint/shared-use policies</p>

B. Communicate and disseminate joint/shared-use best practices, successes, and challenges

Strategies	Partners	Outcomes
<ul style="list-style-type: none"> • Train community advocates including community members and parents on identifying needs, barriers, challenges; engaging community members as advocates; implementing JUMPP's grassroots engagement model; joint/shared-use implementation strategies; engaging non-traditional partners • Provide joint/shared-use orientation to community leaders/government officials to convey relevant data and information about the positive impacts of joint/shared-use • Frame joint/shared-use to engage diverse audiences including cities and local municipalities • Provide training to program providers (e.g. youth sports organizations, adult recreational providers) on how to work with different types of agencies (e.g. schools) 	<ul style="list-style-type: none"> • Social and Public Art Resource Center • Organizations serving the African American, Asian American, Native American communities • Organizations serving older adults • Neighborhood Councils • Los Angeles County Office of Education • Alliance for a Healthier Generation • Youth sports organizations • After school programs • Adult recreational providers • Corporate sponsorship 	

C. Develop JUMPP organizational capacity and resources

Strategies	Partners	Outcomes
<p>1. Formalize JUMPP membership, operational structure/processes:</p> <ul style="list-style-type: none"> • Develop guiding principles for the JUMPP Task Force including an equity focus • Leadership group formed to guide and steward JUMPP • Evaluate the Task Force composition and format • Develop JUMPP logo and letterhead to “brand”/provide a visual identity to JUMPP • Engage and maintain current members • Identify partners that are missing • Attract new members to the Task Force. Develop a plan to recruit members: <ul style="list-style-type: none"> • Wider geography • Non-traditional partners (e.g. libraries, museums, air quality groups) • Expertise in policy, organizing, programming, fundraising, law and communications • Parent/Teacher organization representatives, parents and community members • Youth interns • Cultivate an active Task Force membership • Encourage collaboration between Task Force members 	<ul style="list-style-type: none"> • JUMPP Task Force/Leadership • Education related partners • Los Angeles Police Department • Faith-based organizations • Grassroots advocacy organizations • Funders • Parent engagement groups (e.g. Families in Schools) • Parents and community members • Communications specialists • Elected officials/staff (e.g. LA County Board of Supervisors staff) • Building Healthy Communities (BHC) sites • Youth sports organizations • Organizations serving older adults • Labor organizations • Neighborhood councils • Youth commissions/taskforces • Park and Recreation Commissions • Air quality groups • Multi-cultural groups • Libraries and museums 	<p>Principles developed and guiding JUMPP Task Force</p> <p>JUMPP leadership group meets regularly and steers the course for JUMPP</p> <p>JUMPP Task Force reflects the broad array of partners needed to engage in joint/shared-use</p> <p>Task Force members actively engaged in carrying out Strategic Plan strategies and feel ownership for outcomes</p>

C. Develop JUMPP organizational capacity and resources			
Strategies	Partners	Outcomes	
2. Ensure Task Force sustainability <ul style="list-style-type: none"> • Attract new funding sources • Update the Strategic Plan and action plan periodically • Task Force members fulfill their own grant requirements through JUMPP participation 	<ul style="list-style-type: none"> • JUMPP Task Force • Local/State governmental funding sources • Health Systems and Hospital Community Benefit programs • School bond measures and education initiatives • Business sector including Chambers of Commerce, Los Angeles Business Council • Foundations • Professional sports organizations 	Funding secured Task Force members leverage their own grant resources to facilitate active participation in JUMPP Strategic Plan and action plan re-visited and updated to reflect current needs and priorities	
3. Evaluate JUMPP's achievements and effectiveness	<ul style="list-style-type: none"> • JUMPP Task Force 	Plan for implementing the evaluation developed Possible evaluation measures include: <ul style="list-style-type: none"> • Meeting attendance • JUMPP Task Force member active participation • Reach of joint/shared-use information disseminated • Resources leveraged 	