

Richland County Recreation Commission

Regular Board Meeting Agenda

Webinar ID: 860 2975 8712

<https://us02web.zoom.us/j/86029758712>

1-312-626-6799

September 21, 2020

6:00 PM

1. Call to Order:

Chair Lapin is scheduled to call the meeting to order.

2. Adoption of Agenda: (Action)

3. Minutes: (Attachments) (Action)

Chair Lapin will request the Board to approve minutes from the July 20, 2020; August 13, 2020; August 17, 2020; August 25, 2020 and September 11, 2020 Special Call Board Meetings.

4. Public Input:

Required sign up by 3:00 PM 9/21/20 via email with name and contact number: cornelia@rerc.state.sc.us

5. Financial Report: (Attachments)

Brandy James, CFO, will present to Board.

6. New Business:

- Property Management Auction Items – **(Attachment) (Action)**
- Jordan Memorial Boat Ramp – **(Attachments)**

7. Other Business:

- In Person Board Meeting (Revisit)
- Executive Director Report
 - Bluff Road Park/Adaptive Recreation
 - RCRC Strategic Plan 2018-2021

8. Executive Session:

- Personnel Matter/Administrative

9. Adjournment

Richland County Recreation Commission
Special Call Board Meeting Minutes
Zoom Webinar
July 20, 2020
2:00 PM

Commissioners Participating:

Robert Lapin
Donzetta Lindsay
Thomas Clark
Stephen Venugopal
Lisa Cotten
Jermaine Johnson

1. Call to Order:

Commissioner Lapin called the meeting to order at 2:13 PM.

2. Adoption of Agenda:

Motion to adopt the agenda made by Commissioner Cotten and second by Commissioner Lindsay. Motion approved unanimously by all members; Lapin, Cotten, Johnson, Lindsay, Clark and Venugopal.

3. Minutes:

Motion to approve minutes from the June 15, 2020 Special Call Board Meeting made by Commissioner Clark and second by Commissioner Johnson. Motion approved unanimously by all members present; Lapin, Cotten, Lindsay, Venugopal, Johnson and Clark.

4. Financial Report:

Brandy James, CFO, presented financial reports included in the Board's packet.

5. New Business:

- Brandy James, CFO, presented RCRC Fiscal Year 2020-2021 Budget for approval.

Motion made by Commissioner Cotten to approve RCRC Fiscal Year 2020-2021 Budge, second by Commissioner Venugopal. Motion approved unanimously by all members present; Lapin, Lindsay, Venugopal, Clark, Johnson and Cotten.

- Jaimi Russell, Public Information Officer presented the RCRC Annual Report as information.

6. Other Business:

- Lakita Watson, Executive Director, presented RCRC Covid-19 updates and stated that updates will be posted on the RCRC website.

Commissioner Lapin commended staff on the handling of COVID-19.

Commissioner Lindsay requested to check on the wearing of face mask at Linrick Golf Course.

- Ms. Watson presented gavel to Commissioner Cotten in appreciation for her service and dedication.

Motion made by Commissioner Lindsay to enter into Executive Session for legal updates, second by Commissioner Clark. Motion approved unanimously by all members present; Lapin, Cotten, Clark, Johnson, Lindsay, and Venugopal.

7. Executive Session

8. Adjournment

Robert Lapin, Chair

Minutes approved on this _____ day of _____ 2020.

**Richland County Recreation Commission
Special Call Board Meeting Minutes
Zoom Webinar
August 13, 2020
4:00 PM**

Commissioners Participating:

Robert Lapin
Donzetta Lindsay
Thomas Clark
Stephen Venugopal
Lisa Cotten

1. Call to Order:

Commissioner Lapin called the meeting to order at 4:04 p.m.

2. Adoption of Agenda:

Motion to amend the agenda to allow three (3) Bluff Road community members to speak for two (2) minutes made by Commissioner Venugopal and second by Commissioner Lindsay. Motion approved unanimously by all members; Cotten, Lapin, Lindsay, Clark and Venugopal.

3. Bluff Road Park Discussion:

Lakita Watson, Executive Director, lead discussion regarding Bluff Road Park and the RCRC Adaptive Recreation Division.

Bluff Road Community Members' Representative Wendy Brawly, Reverend Charles Epps, Bernice Scott and Helen Taylor made comments.

Commissioner Johnson, after discussion, advised a revisit of Bluff Road Park after RCRC reopens.

Reverend Andrew Scott, Program Coordinator Adaptive Recreation joined meeting and made comments.

Meeting adjourned at 5:09 p.m.

4. Adjournment

Robert Lapin, Chair

Minutes approved on this _____ day of _____ 2020.

Richland County Recreation Commission
Special Call Board Meeting Minutes
Zoom Webinar
August 17, 2020
1:00 PM

Commissioners Participating:

Robert Lapin
Donzetta Lindsay
Thomas Clark
Stephen Venugopal
Lisa Cotten
Jermaine Johnson

1. Call to Order:

Commissioner Lapin called the meeting to order at 1:00 p.m.

2. Adoption of Agenda:

Motion to adopt the agenda made by Commissioner Lindsay and second by Commissioner Johnson. Motion approved unanimously by all members; Lapin, Lindsay, Clark, Cotten, Johnson and Venugopal.

3. Financial Report:

Brandy James, Chief Financial Officer, presented a report explaining the financial impact of COVID 19 on the Agency. Ms. James stated that a request will be made on behalf of the Agency for COVID relief funds.

4. Volleyball Facility Proposal:

Matthew Christman, Recreation Superintendent, presented proposal followed by discussion, questions and answers.

5. COVID 19 Updates/RCRC Reopening Strategy: (Action)

Lakita Watson, Executive Director, presented updates and reopening strategy followed by discussion.

Motion to accept reopening strategy made by Commissioner Cotten, second by Commissioner Johnson. Three (3) yea- Cotten, Johnson, and Lapin; Three (3) nay; Lindsay, Clark, and Venugopal. Motion did not pass.

Discussion resumed and no action taken, revisit at next meeting.

6. In Person Board Meetings during COVID 19:

Jaimi Russell, Public Information Officer, presented information pertaining to in person board meetings during COVID 19.

Commissioner Lindsay stated that she was not comfortable with in person board meetings.

Chair Lapin tabled discussion for next Board meeting.

Motion to move into Executive Session to receive legal updates made by Commissioner Cotten, second by Commissioner Lindsay. Motion approved unanimously by all members present; Lapin, Lindsay, Clark, Cotten, Johnson and Venugopal.

7. Executive Session: Legal Updates

8. Adjournment

Robert Lapin, Chair

Minutes approved on this _____ day of _____ 2020.

**Richland County Recreation Commission
Special Call Board Meeting Minutes
Zoom Webinar
August 25, 2020
4:00 PM**

Commissioners Participating:

Robert Lapin
Lisa Cotten
Donzetta Lindsay
Thomas Clark
Jermaine Johnson

1. Call to Order:

Commissioner Lapin called the meeting to order at 4:05 p.m.

2. Adoption of Agenda:

Motion to adopt the agenda made by Commissioner Lindsay and second by Commissioner Johnson. Motion approved unanimously by all members; Cotten, Lapin, Lindsay, Johnson, and Clark.

3. In Person Board Meetings during COVID 19 Revision: (Action)

Chair Lapin called for discussion.
No action taken, tabled for September Board meeting.

4. RCRC Reopening Strategy Updates Revisit: (Action)

Lakita Watson, Executive Director, requested an amendment to agenda allowing input as part of her presentation from Mr. Will Anderson, Chief Operations Officer for Richland School District 2, and Ms. Maria Owens, Director of Strategic Partnerships for Richland School District 2.

Motion to amend agenda to allow Mr. Anderson and Ms. Owens to speak made by Commissioner Clark, second by Commissioner Johnson. Motion approved unanimously by all members present; Lapin, Lindsay, Johnson, Clark and Cotten.

Lakita Watson, Executive Director presented RCRC Reopening Strategy updates followed by comments from Mr. Will Anderson and Ms. Maria Owens.

Jaimi Russell, Public Information Officer presented successful programming during COVID.

Brandy James, Chief Financial Officer, presented financial budget outlook FY 2021.

Chair Lapin called for discussion before vote.

Motion to accept the Executive Director's recommendation for RCRC Reopening made by Commissioner Johnson, second by Commissioner Cotten. Motion passed: Johnson-Yay, Cotten-Yay, Lapin-Yay, Lindsay-No and Clark-No.

Motion to adjourn made by Commissioner Cotten, second by Commissioner Clark. Motion approved unanimously by all members present; Lapin, Cotten, Clark, Lindsay, and Johnson.

5. Adjournment

Robert Lapin, Chair

Minutes approved on this _____ day of _____ 2020.

Richland County Recreation Commission
Special Call Board Meeting Minutes
Zoom Webinar
September 11, 2020
4:00 PM

Commissioners Participating:

Donzetta Lindsay
Jermaine Johnson
Lisa Cotten

1. Call to Order:

Commissioner Lindsay called the meeting to order at 4:03 p.m.

2. Adoption of Agenda:

No quorum, no action taken

3. Bluff Road Park:

Commissioner Lindsay informed that because we do not have a quorum, that this will be an information meeting only and it will be recorded.

Commissioner Lindsay and Commissioner Johnson made opening statements.

4. Public Input:

All speakers were required to sign up by 12 noon on September 11, 2020.

Public Input as received via email:

1. Lydia Overton – No response
2. Tammy Henry – No response
3. Helen Bradley
4. Commissioner Cheryl Harris
5. Rev. Charles Epps

6. Roger Leaks
7. Representative Brawley
8. Ranzy Weston – No response
9. Pamela Jenkins – Letter read

Commissioner Cotten left call at 4:15 p.m.

Meeting adjourned at 4:48 p.m.

5. Adjournment

Donzetta Lindsay, Vice Chair

Minutes approved on this _____ day of _____ 2020.

**Richland County Recreation Commission
Statement of Revenues and Expenditures
For the Two Months Ended August 31, 2020**

01 - General-Governmental

	<u>FY 2020-2021</u> <u>Actual</u>	<u>FY 2020-2021</u> <u>Budget</u>	<u>Remaining Available</u>	<u>FY 2019-2020</u> <u>Actual</u>
Revenue				
Administrative Revenue	\$ 819,463	\$ 15,660,048	\$ 14,840,585	\$ 576,970
Program Revenue	824	2,432,202	2,431,378	283,874
Total Revenue	820,287	18,092,250	17,271,963	860,844
Expenditures				
Salaries	1,389,613	7,948,356	6,558,743	1,459,947
Pension, benefits and taxes	570,028	4,302,492	3,732,464	570,776
Operating expenses	201,511	1,932,364	1,730,853	255,249
Personnel Expenses	1,132	163,256	162,124	1,543
Training and development	2,483	98,000	95,517	13,931
Supplies expense	34,714	366,950	332,236	54,716
Professional Services	122,437	869,400	746,963	85,141
Information technology	29,268	255,263	225,995	33,453
Marketing expenses	652	153,735	153,083	15,548
Program expenses	9,202	833,427	824,225	213,405
Fleet expenses	24,579	304,750	280,171	23,964
Repairs and maintenance expense	27,233	160,713	133,480	78,059
Safety and security expense	8,653	53,160	44,507	3,065
Capital outlay expense	7,310	300,384	293,074	-
Capital improvement expense	(2,312)	350,000	352,312	-
Miscellaneous expenses	-	-	-	(2,711)
Total Expenditures	2,426,504	18,092,250	15,665,746	2,806,086
Net Revenue	\$ (1,606,217)	\$ -	\$ 1,606,217	\$ (1,945,243)

**Richland County Recreation Commission
Statement of Revenues and Expenditures
For the Two Months Ended August 31, 2020**

02 - Linrick-Enterprise

	<u>FY 2020-2021</u> <u>Actual</u>	<u>FY 2020-2021</u> <u>Budget</u>	<u>Remaining Available</u>	<u>FY 2019-2020</u> <u>Actual</u>
Revenue				
Administrative Revenue	\$ 200	\$ -	\$ -	\$ 845
Enterprise Revenue	179,858	-	-	126,081
Total Revenue	<u>180,058</u>	<u>-</u>	<u>-</u>	<u>126,926</u>
Expenditures				
Salaries	70,020	-	-	52,632
Pension, benefits and taxes	27,217	-	-	22,316
Operating expenses	21,446	-	-	16,778
Golf operating expenses	25,536	-	-	18,089
Personnel Expenses	72	-	-	72
Supplies expense	4,940	-	-	1,094
Professional Services	132	-	-	-
Fleet expenses	4,084	-	-	3,156
Repairs and maintenance expense	1,463	-	-	850
Miscellaneous expenses	73	-	-	(1,137)
Nonoperational expenses	2,621	-	-	1,191
Depreciation expense	-	-	-	1,469
Total Expenditures	<u>157,603</u>	<u>-</u>	<u>-</u>	<u>116,509</u>
Net Revenue	<u>\$ 22,455</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,416</u>

Brand	Equipment Type	Model Number / Description	SerialNumber
Chevy	Mini-Bus	Mini Bus	1GBJG31U851149619
Chevy	Seden	Impala	2G1WF52K059361741
Chevy	Seden	Impala	2G1WF52K359361376
Chevy	Van	Passenger Van	1GAHG39R6X1126040
Chevy	Pick Up	Silverado 1500	1GCEC14V74Z207107
Ford	Pick Up	F-150	1FTRF12W78KB29799

Zero Turn Mower			
Toro	Zero Turn Mower	30360	311000228
Toro	Z Master	74274	314000196
Toro	Zero Turn Mower	30360	311000226
Toro	Zero Turn Mower	74274	310000148
Toro	Zero Turn Mower	74269	250000829
Toro	Zero Turn Mower	30360	31100227

Weed Trimmer			
STIHL	Weed Trimmer	FS 90 R	
STIHL	Weed Trimmer	FS 90 R	
STIHL	Weed Trimmer	FS 90 R	
ECHO	Weed Trimmer	No ID	No ID
ECHO	Weed Trimmer	SRM-280S	S74112011708
ECHO	Weed Trimmer	SRM-280S	S74112011107
STIHL	Weed Trimmer	FS 91 R	No ID
Stihl	Weed Trimmer	FS 90 R	504872586
STIHL	Weed Trimmer	FS 90 R	503626963
STIHL	Weed Trimmer	FS 90 R	504872586
Stihl	Trimmer/Brush Cutter	FS90R	503630831
Stihl	Trimmer/Brush Cutter	FS90R	503630830
Stihl	Trimmer/Brush Cutter	FS90R	503630826
Stihl	Trimmer/Brush Cutter	FS90R	503630814
Stihl	Trimmer/Brush Cutter	FS90R	503630863
Stihl	Trimmer/Brush Cutter	FS90R	501438586
Stihl	Weedeater	FS91R	512024195

Stick Edger			
ECHO	Stick Edger	PE-311	9001765
ECHO	Stick Edger	PE-280	S63012012714
ECHO	Stick Edger	PE-2620	T8915010124
ECHO	Stick Edger	PE11	9001784
ECHO	Stick Edger motor unit only	PE-311	9001824

Back Pack Blower

Echo	Back Pack Blower	PB 770T	No Serial
Echo	Backpack Blower	PB770T	P03012079246
Echo	Backpack Blower	PB770T	P03012079278
Echo	Backpack Blower	PB770T	P450114008029

Push Blower

Gravely	Push Blower	947032	396
Gravely	Push Blower	947032	409
Little Wonder	Push Blower	1353	104063934

Paint Machine

Graco	Paint Machine	No ID	No ID
Graco	Paint Machine	113A	BA6282
Graco	Paint Machine	B6A	BA8815
Power Twin	Paint Sprayer	4500	No ID
Greco	Line Painter	2489948	BA8817
Graco	Line Painter		BA8047
Graco	Line Painter		BA9717
Titan	Line Painter	550	1737500902

Pressure Washer

Vanguard	Pressure Washer	20330	1015182204
Aqua Stripper	Pressure Washer	13400HE	109974

Generator

Briggs & Stratton	Generator	30235	1012702558
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Sod Cutter

	Sod Cutter	117432	3060649
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Air Compressor

Kolbalt	Air Compressor	153-D152	1843473
Puma	Air Compressor	PK5020VP	36084-15021

Chainsaw

Echo	Chainsaw	CS600P	C03603009458
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Hedge Trimmer

Echo	Hedge Trimmer	HC230	S48205003880
Echo	Hedge Trimmer	HC230	6002699

Pole Saw

Stihl	Pole Saw	HT101	270469389
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Push Mower

Honda	Push Mower	HRR216PKA	9566447
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Toro	Push Mower	T020373	3150003535
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Pressure Washer

Hydro Tek Pressure Washer 5530005VH

Lincoln Electric Welder 1151 U1050105159
Scottsman Ice Machine C0522MA-IO 1602130012495
Manitowac Beverage M: SV-150 610175464

Misc

Board Room Chairs

Cornelia Watts

From: Lakita Watson
Sent: Thursday, September 10, 2020 5:05 PM
To: Robert Lapin
Cc: Cornelia Watts; Tameka Williams; Darien Alston
Subject: Jordan Boat Ramp
Attachments: Lease Agreement Jordan Boat Ramp.pdf

Importance: High

Chair Lapin: While researching Jordan Memorial boat ramp, we found the attached agreement with Richland County for the operation/maintenance of the site. RCRC has been maintaining the site for many years, however, there are drainage issues and the site is in desperate need of repaving. Unfortunately, we do not have the funding (nor in house expertise) to make the repairs that the site desperately needs.

According to **section 2** of the attached agreement:

2. Upon completion of construction of the boat ramp, **Richland County** agrees to provide the following:
 - a. Provide maintenance of the ramp, parking area and other features of the site as required.
 - b. Fabricate and install signs requested by the Recreation Commission.
 - c. Provide for site cleanup (litter removal) as requested by Richland County Recreation Commission.
 - d. Insure that all requirements in any permits obtained through the State Budget and Control Board for the construction of the boat ramp are complied with in full.

I will make contact with Mr. Brown, County Manager to discuss any opportunities for assistance.

STATE OF SOUTH CAROLINA)
)
COUNTY OF RICHLAND)

Agreement for maintenance and
operation of the Congaree Boat
Ramp

THIS AGREEMENT, made and entered into this 28th day
of December, 1984 by and between the Richland County
Council and the Richland County Recreation Commission for the
maintenance and operation of the Congaree Boat Ramp.

WITNESSETH:

In consideration of the mutual covenants hereafter stated,
the parties hereto agree as follows:

1. Upon completion of construction of the boat ramp, the
Richland County Recreation Commission agrees to provide the
following:

- a. Develop and implement a plan which facilitates
the use of the facility by the public.
- b. Establish and post rules and regulations for
the use of the facility by the public.
- c. Establish and post safety provision to be
followed by users of the facility.
- d. Plan for and provide future improvements to
the facility, such as the establishment of a
tackle and bait concession, to include negotia-
tion of leases, as required, in provision of the
site improvements.
- e. Comply with construction restrictions applicable
to development within the flood plain of the
Congaree River.

12/28/84
Peele

- f. Provide for disbursement of fifty (50) percent of the net income from the facility to Richland County if user fees are generated from the use of the facility.

2. Upon completion of construction of the boat ramp, Richland County agrees to provide the following:

- a. Provide maintenance of the ramp, parking area and other features of the site as required.
- b. Fabricate and install signs requested by the Recreation Commission.
- c. Provide for site cleanup (litter removal) as requested by Richland County Recreation Commission.
- d. Insure that all requirements in any permits obtained through the State Budget and Control Board for the construction of the boat ramp are complied with in full.

3. Richland County agrees to indemnify and hold harmless the Richland County Recreation Commission, its commissioners and employees from any loss, liability, damage or injury arising from the construction or maintenance of the Congaree Boat Ramp.

4. This agreement may be terminated by either party upon giving the other party a thirty (30) day written notice of such termination.

In witness whereof, the parties have executed the agreement
on the day and year first above written.

Karen D. Dwyer
WITNESS

Robert L. Widen
WITNESS

Michael L. Hula
WITNESS

JR North
WITNESS

Joe Swatts
CHAIRMAN
RICHLAND COUNTY COUNCIL

Thomas S. Linton
CHAIRMAN
RICHLAND COUNTY RECREATION
COMMISSION



**RECREATION
COMMISSION**

STRATEGIC PLAN 2018-2021

Vision

To lead the nation in providing evidence-based recreational programming, safe and accessible facilities, and customer service excellence.



Mission

Dedicated to enriching lives and connecting communities through diverse recreational opportunities.



**RECREATION
COMMISSION**

STRATEGIC PLAN 2018-2021

Core Values



Our core values are demonstrated by our **ACTION**.

Accountability and Responsibility

We take ownership of our words and actions, holding one another responsible for the ongoing pursuit of our vision, the implementation of our core values and the protection of the human dignity of our patrons and colleagues. We take personal pride in the opportunities our jobs provide and understand that each team member's contributions are vital to the success of the organization and its continued service to our patrons.

Customer Service Excellence

We cultivate mutually beneficial relationships between patrons and employees through proactive problem solving, transparent communication, and delivery of promised outcomes.

Teamwork and Balance

We joyfully support the work of the entire agency by individually contributing to activities, promotions, events and initiatives whether they directly impact our positions or not. We recognize that our staff is most effective when they are encouraged to focus on the health and wellness of themselves and their families as well as their professional growth and achievements, and we provide flexible scheduling, wellness programming, and vocational training to meet the varied needs of our team and encourage long-term success.

Integrity and Honesty

We base all our interactions with patrons and co-workers on true and factual accounts of events to the best of our knowledge and research. We represent our motives, actions and intentions accurately as we interact with patrons and staff, whether the outcome reveals a strength in our organization or an opportunity for improvement.

Open and Effective Communication

We practice two way communication by actively listening to the feedback provided by our patrons and staff and utilizing the tools and talents of our team to answer the needs presented, educate audiences about opportunities we provide, and engage in ongoing discourse to the benefit of our community as a whole.

Nurturing Compassion and Empathy

We value the human dignity of every patron, keeping in mind their physical, mental and emotional state and providing care, comfort, resources and assistance with each interaction.

Agency Goals

RECREATION COMMISSION

VISION:

To lead the nation in providing evidence-based recreational programming, safe and accessible facilities, and customer service and customer service excellence.

MISSION:

Dedicated to enriching lives and connecting communities through diverse recreational opportunities.

CORE VALUES:

Accountability and Responsibility

Customer Service Excellence

Teamwork and Balance

Integrity and Honesty

Open and Effective Communication

Nurturing Compassion and Empathy

Goal 1: Improve internal and external customer service

1

ACTION ITEMS

- A. Develop an ongoing customer service training for employees.
- B. Develop an ongoing and system-wide feedback mechanism for events, classes, and programs.
- C. Incorporate greater use of technology and data-driven approach towards customer service.

Goal 2: Update program data to understand and address community needs

ACTION ITEMS

- A. Evaluate life cycle for programs in the saturated or decline stage and reposition or eliminate if appropriate.
- B. Balance program offerings to serve the multi-generational audience of Richland County.
- C. Continue evaluating program classifications to ensure balance between core (least number of offerings), important and value-added (maximum number of offerings).
- D. Evaluate for new program areas or emerging trends for Active Older Adults, Conservation, Prevention and Health and Wellness by utilizing existing staff and facilities.
- E. Expand program offerings and life-long learning opportunities for Active Older Adults, Conservation, Prevention, Special Events and Health and Wellness within communities and under served populations.
- F. Research and document the demographics for the special needs population.
- G. Integrate public input into program planning and development.

Goal 3: Focus on existing park and facility or amenity upgrades/improvements/ expansion

ACTION ITEMS

- A. Develop a capital improvements plan to identify new facility needs and address facility upgrades and renovations.
- B. Prioritize and address ADA accessibility issues identified in the assessment.
- C. Replace park/facility signs with consistent design. Enrich visitor experience with enhanced landscaping/irrigation and place making.
- D. Develop a greenway plan to enhance off-site bike and walking trail connections to facilities tying them into greater Richland County network.
- E. Address parks with "Poor" and "Fair" overall assessment ratings, through implementation of listed improvements and enhancements.
- F. Develop and maintain relationships with Richland County and the City of Columbia Public Works Departments to maximize resources for park improvements, technology, etc.
- G. Plan and construct a dog park facility utilizing existing land and facilities.
- H. Assess and develop public access for fishing pier and canoe/kayak launch.

Agency Goals

VISION:
To lead the nation in providing evidence-based recreational programming, safe and accessible facilities, and customer service and customer excellence.

MISSION:
Dedicated to enriching lives and connecting communities through diverse recreational opportunities.

CORE VALUES:
Accountability and Responsibility
Customer Service Excellence
Teamwork and Balance
Integrity and Honesty
Open and Effective Communication
Nurturing Compassion and Empathy

- I. Conduct a Countywide Aquatics feasibility study to assess current facilities and to identify future opportunities.
- J. Develop policies for construction that will make RCRC facilities "more green".
- K. Develop and maintain air and drinking water quality plan for all RCRC facilities.

Goal 4: Expand and diversify funding opportunities to ensure financial sustainability

ACTION ITEMS

- A. Develop a grant and sponsorship team to identify and evaluate grant opportunities.
- B. Continue to leverage the Richland County Recreation Foundation for fundraising including expanding the philanthropic mission through individual donor/charitable giving programs.
- C. Develop a focused sponsorship campaign and a proposal for tiered sponsorship levels.
- D. Highlight the Foundation front and center describing the steps required to become a sponsor/partner.
- E. Conduct a Master Plan study for Linrick Golf Course to assess the current facilities and to identify future strategies for enhancements.

Goal 5: Develop/update the Marketing and Branding Plan to maximize outreach and participation

ACTION ITEMS

- A. Develop a true branding plan to create and propagate a message that focuses on the three pillars: Conservation, Health and Wellness and Social Equity.
- B. Continue to update the mobile friendly website.
- C. Develop an app to promote agency offerings and to increase visibility as well as accessibility to program and facility information.
- D. Replace all facility signage with RCRC's new logo.
- E. Increase awareness of RCRC's role in managing the facilities, trails and parks that people use.
- F. Begin cross promoting agency activities and programs at Special Events.

Goal 6: Increase agency visibility through local, state and national practices and recognition

ACTION ITEMS

- A. Continue to update information for CAPRA standards.
- B. Create agency's CAPRA Team to assist with accreditation process.
- C. Pursue re-accreditation for the agency in Spring 2021.
- D. Establish a team to review and apply for the National Recreation and Parks Association's Gold Medal Award.

Agency Goals

VISION:

To lead the nation in providing evidence-based recreational programming, safe and accessible facilities, and customer service excellence.

MISSION:

Dedicated to enriching lives and connecting communities through diverse recreational opportunities.

CORE VALUES:

Accountability and Responsibility
Customer Service Excellence

Teamwork and Balance
Integrity and Honesty
Open and Effective Communication
Nurturing Compassion and Empathy

Goal 7: Identify the true cost of offering services and focus on financial sustainability



ACTION ITEMS

- Undertake a cost of service study and financial sustainability plan to identify the true (direct, indirect, overhead) costs of providing services.
- Evaluate all fee and charges based on true costs of service and determine cost recovery goals based on community values.
- Develop and annually update mini-business plans for key facilities.
- Evaluate recreational and athletic programming to ensure fair and equitable access.

Goal 8: Utilize data and analytics to drive decision-making on programs and facility operations



ACTION ITEMS

- Complete a staffing analysis for all park and community centers to improve efficiency and effectiveness for program delivery.
- Implement new registration software to improve data collection.
- Update all policy manuals to focus on performance and outcomes based on data.
- Utilize volunteer database to identify opportunities for service to assist staff needs.

Goal 9: Continue to build an organizational culture centered on innovation and continuous improvement



ACTION ITEMS

- Implement a Performance Management Tool that connects individual goals to the agency's vision, mission, and values.
- Improve internal agency coordination and communication to insure effective and efficient services to the citizens.
- Implement and evaluate an ongoing professional development program to ensure a well-trained, educated workforce.
- Implement new employee software to improve recruitment and enhance time management.
- Review and update Human Resource and Administrative policies and procedures.
- Continue to review and update the organizational structure and focus not just on right sizing, but also on right-staffing.
- Conduct periodic compliance audits to ensure policies and procedures are being followed by staff.

Agency Goals

VISION:
To lead the nation in providing evidence-based recreational programming, safe and accessible facilities, and customer service and customer service excellence.

MISSION:
Dedicated to enriching lives and connecting communities through diverse recreational opportunities.

CORE VALUES:
Accountability and Responsibility
Customer Service Excellence
Teamwork and Balance
Integrity and Honesty
Open and Effective Communication
Nurturing Compassion and Empathy

Goal 10: Improve service delivery through updated information technology

ACTION ITEMS

- A. Implement the strategies identified in the Information Technology Analysis for improved hardware, software, and staffing.
- B. Continue to update and evaluate website and online registration software.
- C. Establish secure connectivity between main building and remote sites.
- D. Evaluate hosted voice solutions for all offices.
- E. Implement new Volunteer Management software to increase recruitment, enhance retention, and develop recognition for agency volunteers.

Goal 11: Maximize Volunteers, Internships, and Partnerships to support agency programs, activities and events

ACTION ITEMS

- A. Connect with like agencies to maximize volunteer opportunities.
- B. Revise and update the Volunteer Policies and Procedures.
- C. Develop ongoing process for recruiting, retaining, and recognizing volunteers.
- D. Research opportunity to serve as an apprenticeship site.
- E. Foster a system-wide approach to volunteer recruitment and management.
- F. Increase opportunities for internships with local universities and colleges.
- G. Continue relationship with the Urban League for youth work program.
- H. Utilize Recreation Enrichment Committees to spread the positive message of RCRC programs and activities.
- I. Establish and improve relationships with community organizations, service providers and businesses to maximize partnerships and resources.

Goal 12: Maintain a well-trained and engaged workforce now and in the future

ACTION ITEMS

- A. Continue to build a customized on-boarding/orientation program that elaborates on the values and culture of the agency.
- B. Implement an Employee Training and Development Program to address the ongoing needs of individual employees and the organization.
- C. Structure a succession plan to include professional development, individual goals, and cross training.
- D. Continue to ensure that the diversity in staffing reflects Richland County.
- E. Identify and improve employee safety through best practices for risk management.