



**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.

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.



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Agency Goals

Goal 1: Improve internal and external customer service

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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

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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

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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.



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- 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

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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

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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

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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.



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

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ACTION ITEMS

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

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ACTION ITEMS

- A. Complete a staffing analysis for all park and community centers to improve efficiency and effectiveness for program delivery.
- B. Implement new registration software to improve data collection.
- C. Update all policy manuals to focus on performance and outcomes based on data.
- D. 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

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ACTION ITEMS

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

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Goal 10: Improve service delivery through updated information technology

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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

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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

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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.