STRATEGIC COUNCIL MEMBERS

- Glen Harriott, Recreation Services
- Eunice Achiaa, Recreation Services
- Alyssa Ross, Office of the Arts
- Maureen Sturgill, Office of the Arts
- Brian Batory, Park Operations
- MJ Jarrar, Natural Resources
- Jimmy Roland, Natural Resources
- Wendy Irving, Human Resources
- TJ Allen, Finance
- Judy Lo, Park Planning
- Dana Wedeles, Park Planning
In August 2017, we established Staff Council comprised of representatives from each Division within the organization. The Council reviewed the following documents and surveys for input into the plan:

- Dept. & Division Business Plans
- Quantum Employee Survey
- Employee input from staff town halls
- Priority Based Budgeting Survey Results
- Census and future forecasting
- Needs Assessment (2011, 13, 15, & 17)
- SWOT Analysis
- Financial Forecast reports
- Interviews with other Dept. Heads and CMO

Draft Strategic Plan
RPCA STRATEGIC PLAN PROCESS
2018

Mission: Why we exist
• Drafted by Strategic Plan Council and modified by staff during SMG and Town Hall

Vision: What we want to be
• Drafted by Strategic Plan Council after conducting interviews, reviewing financial analysis, conducting performance matrix, reviewing needs assessment, and discussion. Modified by SMG.

Values: What we collectively believe
• Drafted after categorizing “6 word stories” from the fall Town Hall

Strategic Focus Areas: What we aim to achieve to make an impact
• Drafted by Strategic Plan Council after conducting interviews, reviewing financial analysis, conducting performance matrix, reviewing needs assessment, and discussion. Modified through SMG meetings.

Objectives: How we will focus
• Drafted by Strategic Plan Council after conducting interviews, reviewing financial analysis, conducting performance matrix, reviewing needs assessment, and discussion. Modified through SMG meetings.

Business Plans: Actions and Programs and services to achieve the objectives
• To be developed yearly by SMG

Measurements: Indicators of Success
• To be evaluated yearly by SMG
MISSION
WE ENRICH THE CITY OF ALEXANDRIA
BY CREATING MEANINGFUL EXPERIENCES
THROUGH PUBLIC SPACE, CULTURAL ACTIVITIES, &
PROGRAMMING.

VISION
WE WILL IMPROVE THE WELL-BEING OF EVERY
PERSON IN OUR COMMUNITY BY CONNECTING
THEM TO EACH OTHER AND THEIR
ENVIRONMENT.

Values

Equity. We are committed to equitable access
to programs, parks, and facilities.

Exceeding Customer Expectations. We provide
Responsive, Professional, Courteous and
Accountable service.

Safety. Our parks and facilities are safe, clean
and accessible.

Continuous Learning. We believe in lifelong
learning for ourselves and our community.

Integrity. We are honest, fair and respectful in
all interactions.

Civic Responsibility. As public servants, we
strive to better the world around us.
#1 Connect the Community: Our parks and facilities are the public's common ground that equitably bring together our vibrant and diverse community.

Engage with all sectors of the population and other City departments.
• Conduct and utilize research and data collection to understand the community needs and interests.
• Use various outreach methods to involve the community, other City departments, boards and commissions, and City Council in our programs, plans, and decision-making process.
• Apply marketing tools and strategies that convey our offerings and attract users.

Create environments and programs that encourage social interaction in safe settings.
• Design and maintain our parks and facilities in ways that are safe, inviting, and vibrant to create a sense of community and activate public space.
• Produce events, programs, and cultural activities that bring people together and create enduring memories.
• Explore and generate dialogue about the city and among the community through public art.

Evolve partnership opportunities and foster relationship building.
• Continue to cultivate and collaborate with volunteers, community organizations, and sponsors.
• Sustain existing affiliates and attract new affiliates to provide exceptional programming.
• Team with other governmental agencies, including other departments, jurisdictions and quasi-governmental organizations.
#2 Improve Wellbeing: Our programs and facilities motivate the community to make healthy choices and live active lifestyles through all stages of life and abilities

Increase engagement in physical activity and healthy lifestyles to improve health.
• Offer sports, aquatics, healthy lifestyle, and fitness programs with instruction or coaches for all ages.
• Ensure and enhance opportunities for self-directed exercise and activities in parks, fitness facilities, pools, and on trails
• Promote play throughout the City.

Provide affordable programs that support family stability, security and community connections.
• Promote financial assistance opportunities to all eligible residents
• Offer programs for children of all abilities during out of school hours
• Ensure teens have access to safe spaces and engaging programming to develop into strong adults.
• Conduct activities that promote active and independent lifestyles for seniors

Enrich the community through life-long learning opportunities.
• Create environments that expose people to visual and performing arts.
• Offer hands-on and informative nature programs to help us appreciate our natural resources
• Provide instructional programs for community members to acquire knowledge and skills
Conserve and manage our open space.
- Ensure careful stewardship of natural resources and biodiversity
- Protect open space through acquisition, conservation, and careful long-term planning to maintain appropriate acres of protected land for the City's growing population.
- Equitably and appropriately balance recreational uses and natural resources in City open spaces.

Preserve and increase a healthy urban tree canopy.
- Strategically plant and maintain trees on public property
- Develop partnerships to encourage tree plantings and long-term care on private properties
- Ensure new development complies with tree planting requirements

Provide environmental engagement opportunities for the community.
- Offer interactive nature-based exhibits and learning experiences
- Increase environmental education presence in schools
- Enlist and enable volunteers to be stewards of their natural environment

Reduce our impact on the environment in our workplace and the community.
- Integrate environmental best practices in our daily work behavior, materials, and tasks
- Provide developers, property owners and the general public with expectations and strategic methods for preservation of existing vegetation and proposed plantings.
- Implement restoration efforts to re-introduce biological diversity as historically known to the area
STRATEGIC FOCUS AREAS

#4 Support a responsible and engaged workforce: Our workforce embodies RPCA’s values and makes us a trusted and valued resource.

Recruit and retain high performing employees
- Seek a diverse and qualified pool of candidates to fill key positions in the organization when vacancies arise.
- Provide development and enrichment opportunities to promote professional growth
- Encourage cross departmental interaction to boost collaboration, innovation, and improve productivity
- Inspire staff to be leaders at all levels within the department

Guarantee superior customer experience to all who participate in our programs or visit our parks and facilities.
- Develop a base of loyal customers who are actively engaged in programs, services and facilities by participating, volunteering and advocating.
- Actively seek and act upon customer input and feedback to consistently provide solutions that meet customers’ needs, ensuring a high level of satisfaction among all user groups.
- Bring our Customer Service Guarantee of being responsive, professional, courteous and accountable to life when working with internal and external customers.

Manage assets and resources responsibly and in a manner that reflects highest standards of personal integrity.
- Strategically plan for fiscal efficiency including implementation of the Resource Allocation and Cost Recovery Policy to provide services funded through a combination of user fees, taxes, grants and donations, and financial assistance. Improve efficiencies by applying best practices for process improvement
- Utilize the most effective technology and equipment to support daily tasks
- Ensure employees comply with all City’s administrative regulations, department rules and regulations

Provide a safe and healthy work environment
- Ensure physical workplaces are clean, safe, and pleasant
- Guarantee all equipment meet safety standards
- Build relationships throughout the department to enhance trust and accountability among co-workers
- Support each other with a “We Care” attitude that makes family, caregiving, and health a priority.
NEXT STEPS

- Refine document, including feedback from Park and Recreation Commission - April
- Work with Consultant, Reingold, to develop document that tells the “story” of who we are - May
- Develop outreach plan - June
- Implement outreach - July+