



***Wake Forest
Parks, Recreation and Cultural Resources Department***

***Strategic Plan
2017-18***

C. I. V. I. C.

As employees of the Town of Wake Forest, we are committed to being C. I. V. I. C. leaders:

Community: Provide a high level of trust between our community and one another.

Innovation: Our work environment encourages innovative ideas and solutions, growth of self-esteem, and pride in our work and accomplishments.

Valued Employees: Each employee has a valuable contribution to the town.

Importance of Core Values: Staff's dedication to the town's core values of CARING, COMMITMENT, INTEGRITY and INNOVATION fosters a collaborative organizational culture that promotes teamwork and celebrates the achievement of common goals.

Communication: Effective communication can be achieved through listening and understanding. We recognize that this is the cornerstone of a progressive and successful organization.

Mission

Our mission is to enhance the lives of citizens by promoting health and wellness through diverse, safe, accessible, and culturally enriching recreational opportunities.

Vision

To create a culture of innovation which inspires and encourages a passion for parks and recreation that cultivates a sense of community and enhances the quality of life of our citizens.

Purpose of the Strategic Plan

The purpose of the Strategic Plan is to systematically implement the recommendations of the master plan to help meet the needs of current and future residents by positioning Wake Forest to build on the community's unique parks and recreation assets and identify new opportunities. The citizen-driven master plan established a clear direction to guide Town staff, advisory boards, and elected officials in their efforts to enhance the community's Parks and Recreation services and facilities. The strategic plan was designed to implement the goals and objectives recommended in the master plan as well as additional goals developed by the staff.

Our Strategic Priorities

Improve Organizational Credibility and Efficiencies

Improve and Manage Efficient Financial Procedures

Improve Programs and Service Delivery

Improve Existing Facilities and Amenities; Provide Effective Planning for Future Facilities

Promote Staff Development

Strategic Goal/Priority 1: Improve Organizational Credibility and Operational Efficiencies

Objective 1.1: Enhance and improve internal and external communication of activities and services			
Actions	Performance Measures	Division/Staff Assigned	Status
<ul style="list-style-type: none"> Utilize Town’s Marketing Plan to improve awareness Partner with the Communications Department to maximize use of the Town’s website and social media outlets. Adopt open lines of communications with established and potential partners. Responding to internal/external correspondence 	<ul style="list-style-type: none"> Monitor & document the number of repeat users of programs, athletic leagues and rentals and visits to the department’s website. Create a department marketing & communication plan Host annual partnership/community meetings with schools and athletic associations Respond to all request for information within 24hrs. Create "Who's Tree Is It?" brochure for residents explaining what constitutes a Town-owned tree. 	<p>Admin & Rec. Programs & Athletics</p> <p>Rec. Programs & Athletics</p> <p>Athletics</p> <p>Department</p> <p>Urban Forestry</p>	

	<ul style="list-style-type: none"> • Conduct on-going surveys for programs and special events • Conduct surveys after each facility rental • Conduct community wide survey with a focus on the quality of services received (3 year cycle) • Highlight a program of the week, month, etc. • Meet and/or present to local civic/community groups annually 	Department	
Objective 1.2: Create new staffing assignments and/or hire new employees for added responsibilities			
<ul style="list-style-type: none"> • Add staff to the Maintenance Division to meet current and anticipated future demands. • Add staff for facility operations to meet demand for extended hours of operations for facilities. 	<ul style="list-style-type: none"> • Monitor population growth and the growing demands and request staff according to the budget cycle (every 2 years) • Cross train staff to work in multiple capacities 	Department (All Divisions)	

<ul style="list-style-type: none"> • Add staff to the Urban Forestry Division to meet anticipated future demands with development and expansion • Ensure that staffing resource levels can maintain existing and new facilities at or above acceptable standards as master plan is implemented. 	<ul style="list-style-type: none"> • Hire fulltime employees at recreation centers. Extend hours, increase staff during peak hours and special events 	<p>Department (All Divisions)</p>	
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Goal 3: Improve Programs and Service Delivery

Objective 3.1: Increase programming for families, seniors, and teens			
Actions	Performance Measure	Division/Staff Assigned	Status
<ul style="list-style-type: none"> • Expand program opportunities for teens, families, and seniors in all locations. • Increase programs in wellness/fitness, cultural, and special needs • Increase number of special events and festivals • Expand neighborhood and community special event and festival opportunities • Create greater awareness for the Urban Forestry Division. Develop a marketing strategy for the Urban Forestry Division • Implement Department Master Plan 	<ul style="list-style-type: none"> • Implements 3-4 new programs annually • Develop and implement 1-2 new sustainable specialized programs/activities annually • Increase Movie Nights, Lunch Time Concerts, Family Dances/Parties) • Enhance Urban Forestry information on the website, develop & implement adopt a tree program, offer • Update Urban Forestry Management Plan. • Create a Strategic Plan to implement recommendations in the Master Plan 	<p>Department (All Divisions)</p>	

Goal 4: Improve Facilities and Amenities

Objective 4.1: Maintain and Improve Existing Facilities			
Actions	Performance Measure	Division/Staff Assigned	Status
<ul style="list-style-type: none"> • Continue to implement maintenance strategies that maintain and make improvements to existing facilities. • Develop a plan to address the recommendations from the inventory as they relate to individual park improvements. • Complete Greenways System as identified in the 2014 Bond. • Explore the development of Trail Heads at entrance points to the Greenway. • Explore the opportunity to design and construct a 65,000 square foot Recreation Center in the downtown area • Explore the opportunity to construct a dedicated Pickleball facility that could serve the region as a tournament and league play hub. 	<ul style="list-style-type: none"> • Create SOP's • Conduct and document monthly inspections to address items in the park inventory • Install new entrance signs and wayfinding throughout the parks and greenways system. Expand trails & connectivity • Continue to research and purchase land to expand facilities as the Town grows • Install Pickleball courts 	<p>Department (Park Maintenance)</p>	

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Strategic Goal/Priority 5: Promote Staff Development

Strategic Objective 5.1 Provide development and trainings opportunities to ensure that employees have the knowledge and resources to do their job safely and effectively.			
Actions	Performance Measure	Division/Staff Assigned	Status
<ul style="list-style-type: none"> • Enhance internal communication department wide • Communicate performance standards and expectation for new employees • Provide coaching & mentoring • Develop a system to track certifications, licenses, CEUs and trainings for all employees. • Provide staff opportunities to attend professional workshops, conferences and trainings 	<ul style="list-style-type: none"> • Conduct bi-monthly all staff meetings • Provide performance standards to new employees within two weeks of employment • Establish training requirements for all staff positions • Facilitate internal & external workshops & trainings • Conduct annual coaching sessions with all full time employees. • Conduct (2) coaching sessions with new employees within the first year of employment. 	<p>Department (All Divisions)</p>	

