

Strategic Plan Summary

BSC FY23 – FY25

Mission

We enrich the City of Alexandria by creating meaningful experiences through public space, cultural activities, and 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
- Exceptional Customer Experiences
- Safety
- Continuous Learning
- Integrity
- Civic Responsibility

Strategic Themes

Grow Our Facilities



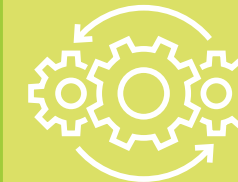
Our parks and facilities are safe, modern, welcoming, accessible, and equitably distributed to provide our community with meaningful experiences that improve well-being.

Grow Our Services



Access to diverse and inclusive programming and facility activities that improve citizen well-being and customer experience are available throughout Alexandria.

Grow Our Operations



Operational procedures support the growth and development of staff creating a responsible and engaged workforce dedicated to excellent RPCA customer care.

Perspectives & Strategic Objectives

Customer/ Stakeholder



- Increase Customer Engagement



Financial Stewardship



- Increase Funding Alternatives
- Improve Alignment of Available Resources



Internal Process



- Improve HR Talent Management & Development Systems
- Improve Communications
- Improve Planning for Growth
- Improve Service Delivery



Organizational Capacity



- Increase Technology
- Increase Staff Levels
- Increase Knowledge and Skills
- Increase Service Delivery Options
- Increase Employee Engagement



Initiatives



Grow Our Facilities



Grow Our Services



Grow Our Operations

Customer/ Stakeholder



Increase Customer Engagement



- RPCA customer care re-launch
- Relaunch community engagement initiatives (needs assessment, community interest survey, etc.)



Financial Stewardship



Improve Alignment of Available Resources



- Implement updates to Priority Based Budgeting and budget alignment

Increase Funding Alternatives



- Pursue grants and federal funding opportunities for alignment with department goals



Internal Process



Improve HR Talent Management & Development Systems



- Develop and implement employee onboarding system
- Create employee brand and employee value proposition



Improve Communications



- Improve bilingual communications
- Use best practices and strategies to increase the use and frequency of RPCA's various communication platforms/methods
- Information about RPCA strategic plan and initiatives is available to all employees

Improve Planning for Growth



- Create and train staff on Standard Operating Procedures (SOP) for all service areas

Improve Service Delivery



- Update to program master plan and SOPs
- Review RPCA program and service delivery related processes and policies

Organizational Capacity



Increase Technology



- Create training programs to build capacity
- Ensure staff have access to current/industry standard software to support job functions

Increase Staff Levels



- Prioritize key vacant positions for recruitment
- Forecast upcoming staffing needs to implement proactive recruiting strategies

Increase Service Delivery Options



- Vacancy rate at RPCA program/service sites identified with counter action plans implemented
- Inventory current and additional spaces and develop programs and/or agreements for use
- Plan for facility improvements to support programming



Increase Employee Engagement



- Yearly engagement survey for workforce
- Annual work plan follow-up to engagement survey
- Implement Leadership Competency Roadmap

Increase Knowledge & Skills



- Create templates for development plans
- Development plans in place with all employees within first 60 days

Strategy Map



Supports all objectives above



Supports specific objectives

Customer/
Stakeholder



Increase Customer Engagement

Financial
Stewardship



**Increase Funding
Alternatives**

**Improve Alignment of
Available Resources**

Internal
Process



**Improve
Communications**

**Improve Planning
for Growth**

**Improve Service
Delivery**

**Improve HR Talent
Management &
Development Systems**

Organizational
Capacity



**Increase Knowledge
& Skills**

**Increase
Technology**

**Increase Employee
Engagement**

**Increase Service
Delivery Options**

**Increase Staff
Levels**



CITY OF ALEXANDRIA

DEPARTMENT OF RECREATION, PARKS & CULTURAL ACTIVITIES