

STRATEGIC PLAN

THORNAPPLE AREA PARKS AND RECREATION COMMISSION

Adopted 10-01-2020

Vision...

Get Active. Stay Active.

Mission...

Thornapple Area (Parks &) Recreation Commission provides all people with the opportunity to be active through affordable, safe and healthy recreational (change to “recreational opportunities”) activities.

Core Value Statements:

- *Inclusivity (accessible facilities, affordable programming, outreach, etc.)*
- *Provide and advocate for quality and safe facilities within our Middleville communities*
- *Build strong partnerships with our entities and others within our community*

FOCUS AREA 1 - YOUTH PROGRAMMING

FOCUS AREA 2 - COMMUNITY, BOARD AND ENTITY ENGAGEMENT

FOCUS AREA 3 - PHYSICAL INFRASTRUCTURE

FOCUS AREA 1 - YOUTH PROGRAMMING

GOAL 1: Provide exemplary youth baseball programming for children ages 5-14

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Train coaches 	<ul style="list-style-type: none"> Complete the baseball training manual Identify training videos (USA baseball, TK baseball players, other sources?). "Jack's throwing program" will be emphasized as a requirement for ALL coaches to follow. 	<ul style="list-style-type: none"> Program Director Board members w/ assistance from HS Baseball staff 	<ul style="list-style-type: none"> Manual is completed prior to coach training in winter 2021 Training videos are identified and included in coach manual
<ul style="list-style-type: none"> Provide training for pitchers 	<ul style="list-style-type: none"> Identify pitching coaches (Jack Hobert, Jared Nichols, Cody Ybema, Nick Iveson, Eric English, ericscotenglish@gmail.com, 402-210-8136 (approached us last March to help with the program), others in our community. 	<ul style="list-style-type: none"> Program Director Board members working with HS and other experts in the community 	<ul style="list-style-type: none"> pitching training is set up throughout winter, early spring and throughout the season.
<ul style="list-style-type: none"> Track player development 	<ul style="list-style-type: none"> Hold player evaluations in January/February for player selections for Rec and Select Baseball teams Require coaches to complete "end of season" player evaluation forms to measure skill level development for all Select and Rec players 	<ul style="list-style-type: none"> Program Director Board members with assistance from HS baseball coaches and players 	<ul style="list-style-type: none"> Set yearly pre-season evaluation date, e.g. "2nd Saturday in February"? End of season evaluation forms completed
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

<ul style="list-style-type: none"> Evaluate coaches -- 	<ul style="list-style-type: none"> Evaluate coaches at least once per season by observing at least one practice 	<ul style="list-style-type: none"> Board members and Program Director. 	<ul style="list-style-type: none"> Board members and Program Director are assigned teams in late April and must complete their coach evaluation forms for the teams they are assigned.
---	--	---	---

GOAL 2: Provide exemplary youth Softball programming for children ages 5-14

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Train coaches 	<ul style="list-style-type: none"> Complete the softball training manual Identify softball training videos (USA baseball/softball, TK softball players, other sources?). 	<ul style="list-style-type: none"> Program Director Board members HS Softball Staff 	<ul style="list-style-type: none"> Manual is completed prior to coach training in winter 2021 Training videos are identified and included in coach manual
<ul style="list-style-type: none"> Provide training for pitchers 	<ul style="list-style-type: none"> Identify pitching coaches (Ashley Garrett, Ryan Nichols, Melinda Robinett, others?) 	<ul style="list-style-type: none"> Program Director Board members HS Softball Staff 	<ul style="list-style-type: none"> pitching training is set up throughout winter, early spring and throughout the season.
<ul style="list-style-type: none"> Track player development 	<ul style="list-style-type: none"> Hold player evaluations in January/February for player selections teams Require coaches to complete “end of season” player evaluation forms to measure skill level development for all Select and Rec players 	<ul style="list-style-type: none"> Program Director Board members with assistance from HS softball coaches and players 	<ul style="list-style-type: none"> Set yearly pre-season evaluation date, e.g. “2nd Saturday in February”? End of season evaluation forms completed
<ul style="list-style-type: none"> Evaluate coaches 	<ul style="list-style-type: none"> Evaluate coaches at least once per season by observing at least one practice 	<ul style="list-style-type: none"> Program Director. Board members 	<ul style="list-style-type: none"> Board members and Program Director are assigned teams in late April and must complete their coach evaluation forms for the teams they are assigned.

GOAL 3 - Support Middleville Youth Football in taking over the Flag Football program in order to unify youth football training in the TK District

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Engage with Middleville Youth Football (MYF) to determine what role, if any, TAPRC continues to play in flag football programming 	<ul style="list-style-type: none"> Continue to partner/coordinate with the MYF League 	<ul style="list-style-type: none"> Program Director, Board members (Jamie Holms) TK HS Football staff (Jeff Dock) 	<ul style="list-style-type: none"> Persons responsible will provide regular updates to TAPRC Board
<ul style="list-style-type: none"> Establish at least 2 board members on the MYF Board who are responsible for Flag Football programming 	<ul style="list-style-type: none"> Identify potential Board candidates from TAPRC Board or flag football program (coaches, parents, volunteers) 	<ul style="list-style-type: none"> Program Director, Board members: Jamie Holmes, Emily Dock TKHS Football Coach - Jeff Dock 	<ul style="list-style-type: none"> MYF Flag Football Board members established on MYF Board by the start of the 2021 Season

FOCUS AREA 2 - COMMUNITY, BOARD AND ENTITY ENGAGEMENT

GOAL 1: Facilitate collaboration among partner entities (School, Village, Township) to advance improvements in programming, facilities and funding sources.

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Engage in meetings and conversations with partner entities to identify ways TAPRC can facilitate greater collaboration on programming, facilities, planning and funding. 	<ul style="list-style-type: none"> Entity reps report monthly to their Boards (create line item on their agendas) with update highlights on key actions Create line item on TAPRC agenda for entity reps to report back to the Board. 	<ul style="list-style-type: none"> Entity Reps TAPRC Chairperson 	<ul style="list-style-type: none"> Entity reps report to TAPRC Board at monthly meetings
<ul style="list-style-type: none"> Develop the expectations of entity board members to engage with key administrators and their boards to make sure recreation concerns such as connectivity are part of the conversation and an ingredient in project planning. 	<ul style="list-style-type: none"> Create Board Member Roles & Responsibilities Establish new Board member orientation procedure (bylaws, Strategic Plan, 5 year Rec Plan, Budget, programming overview) 	<ul style="list-style-type: none"> Board Chairperson Finance and Personnel Committee Program Director 	<ul style="list-style-type: none"> Persons responsible report back to Board by Distribute Roles & Responsibilities at our Annual Meeting (1st meeting of the year)
<ul style="list-style-type: none"> Engage with TK Schools Community Ed Department 	<ul style="list-style-type: none"> Meet at least once per year to evaluate current programming of the two organizations to evaluate and identify gaps in offerings 	<ul style="list-style-type: none"> Program Director, Chairperson, Entity Rep 	<ul style="list-style-type: none"> Program Director reports out to Board post meeting
<ul style="list-style-type: none"> Engage with Village Parks Committee 	<ul style="list-style-type: none"> Meet at least once per year to evaluate current programming of the two organizations to evaluate and identify gaps in offerings 	<ul style="list-style-type: none"> Program Director, Chairperson, Entity Rep 	<ul style="list-style-type: none"> Program Director reports out to Board post meeting
<ul style="list-style-type: none"> Engage with Village Downtown Development Authority 	<ul style="list-style-type: none"> Meet at least once per year to determine opportunities for collaboration. 	<ul style="list-style-type: none"> Program Director, Chairperson, Entity Rep 	<ul style="list-style-type: none"> Program Director reports out to Board post meeting

Goal 2: Advise partner entities on ways to advance improvements in programming, facilities and funding sources.

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Share the 5-year recreation plan with our entities to review potential projects in our community. 	<ul style="list-style-type: none"> Identify each entity's priorities within the recreation plan by March 1, 2021. Present priorities to each entity and plan next steps. 	<ul style="list-style-type: none"> Entity reps, chairperson, program director 	<ul style="list-style-type: none"> Set up a meeting with an administrator at each entity to come up with specific action steps.

Goal 3: Educate residents and visitors about who we are and what we do.

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Create a brand that easily identifies TAPRC. 	<ul style="list-style-type: none"> Have a clear mission and vision. Create a logo by March 30, 2021 Form and launch a communication and marketing plan by June 30, 2021. Implement logo/brand on all communication platforms June 30, 2021 Complete all steps by December 2021. 	<ul style="list-style-type: none"> Program Director and Marketing sub committee. 	
<ul style="list-style-type: none"> Educate our community about our financial needs through a year end campaign. 	<ul style="list-style-type: none"> Research options to fundraise: "Friends of TAPRC" or TAEF. Create a development plan. Execute a year end campaign. Research ways to manage our development plan. 	<ul style="list-style-type: none"> Anne Hamming, Emily Dock, program director and fundraising committee. 	

Goal 4: Update Entity Agreement to align with new strategic plan

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation

<ul style="list-style-type: none"> Review Entity Agreement to align with strategic plan 	<ul style="list-style-type: none"> Propose amendments to Entity Agreement 	<ul style="list-style-type: none"> Chairperson & entire TAPRC Board 	<ul style="list-style-type: none"> Standing agenda item until complete (Target Deadline 3/1/2021)
--	--	--	--

Goal 5: Define staff/director responsibilities

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Review current Program Director responsibilities and pay structure 	<ul style="list-style-type: none"> Propose amendments to job description and pay structure Review annually as part of yearly review 	<ul style="list-style-type: none"> Chairperson & entire TAPRC Board 	<ul style="list-style-type: none"> Standing agenda item until complete (Target Deadline 1/1//2021)

FOCUS AREA 3 - PHYSICAL INFRASTRUCTURE -

Goal 1: Baseball/softball facilities: Improve and expand existing facilities for our youth baseball/softball program

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Maintain existing facilities. 	<ul style="list-style-type: none"> Develop a volunteer maintenance schedule (ball fields and sheds). Maintain current professional services (mowing, weed control and gravel) 	<ul style="list-style-type: none"> Program director and board B&R Construction Green Grass 	<ul style="list-style-type: none"> Monthly facility check and report to board. Yearly evaluation of professional services.
<ul style="list-style-type: none"> Pursue new facilities to replace Crane Road. 	<ul style="list-style-type: none"> Collaborate with the Village and other community partners regarding future plans to expand/create outdoor recreational facilities. Complete the 5-year rec plan so that our entities can apply for needed grants. 	<ul style="list-style-type: none"> Program director and board 	<ul style="list-style-type: none"> Monthly reports to the board

Goal 2: Pedestrian/bicycle safety: Improve the ability to safely walk and bicycle throughout the community

Strategy	Action Steps/Timeline	Person(s) Responsible	Process to Monitor Implementation
<ul style="list-style-type: none"> Take the lead in advocating for projects and activities that improve walking and bicycling for our member entities. 	<ul style="list-style-type: none"> Board members meet regularly with their respective entity. 	<ul style="list-style-type: none"> Board 	<ul style="list-style-type: none"> Monthly reports to the board.
<ul style="list-style-type: none"> Advocate for Complete Streets through entity representatives. 	<ul style="list-style-type: none"> Adopt a resolution to support Complete Streets and distribute to Village and Township Boards 	<ul style="list-style-type: none"> Program Director and Board 	<ul style="list-style-type: none"> Monthly reports to the board.
<ul style="list-style-type: none"> Work with TK Schools to find ways for more children to walk and bike to school (Such as Safe Routes to School, etc.) 	<ul style="list-style-type: none"> Board members meet regularly TK School administrators to determine how TAPRC can help 	<ul style="list-style-type: none"> Board 	<ul style="list-style-type: none"> Monthly reports to the board.