Abstract
During the 2020-21 AY the Department of Recreational Services continued to offer programs and services despite a reduction of full-time staff and barriers related to the COVID 19 pandemic. Through the creation of workgroups, our team was able to streamline our efforts and creatively provide a recreational outlet to enhance the mental, physical, and social well-being of our community.

Reopening Workgroups (March – August)
* Business, Admin. & Tech
* Facility & Operations
* Staffing, Training & Resources
* Programming

Operational Workgroups (September – May)
* Assessment
* Marketing & Cust. Service
* Training & Development
* Technology

Gaps & Challenges
* COVID policies and procedures – continual updates and adaptation to changes (facial coverings, physical distancing requirements, in-person restrictions)
* Mental and physical health
* Remote work environment
* Organizational restructuring due to VSIP
* Member cancellations, freezes, hesitancy
* Focus on quality over quantity for programming and other areas

42% Reduction in FT Staff through VSIP

Methodology & Data Analysis

March – May
* Closed all facilities on Mar. 11, 2020.
* Established workgroups (reviewed risk, resources, protocols, laws, guidelines).
* Developed and provided Meaningful Work Opportunities for student staff.
* Researched COVID guidelines and performed cost analysis (revenue/ expenses).
* Offered Virtual recreation opportunities.

June – August
* Cleaned and relocated equipment.
* Completed organizational restructuring from VSIP including work responsibilities.
* Present recommendations to reopening committee.
* Reviewed priorities and developed second set of workgroups.
* Developed new workgroup LEAN Action Priority Matrix with task categories: Quick Win, Major Project, Fill-in, Thankless Task.
* Aligned tasks with department priorities.

September – May
* Established monthly workgroup lead meetings and workgroup meeting schedule.
* Aligned goals with Division Strategic Plan.
* Opened Tri-Rec on Sept. 8, 2020.
* Developed and utilized new goal reporting tool.
* Closed Ice Arena and later repurposed as COVID testing & vaccination site.
* Opened racquetball courts, showers and increased court capacities.
* Conducted SRWC COVID-19 Member Survey.

Results & Accomplishments

166,342 Patron Swipes
Aug. 17, 2020 – May 12, 2021
214,992 Cleaning Tasks Completed

Member Testimonials
“I don’t know what I would have done without the SRWC this past winter. It was one of the few activities that got me out of the house every day.”

“The SRWC is very safe, welcoming atmosphere, good hygiene practices in place.

“it’s nice to exercise without having to trip over my child or cat in my family room. It’s kept me fit and from going crazy after 6 months at home.”

Plan of Action & Next Steps
• Continue to update and evaluate facility phased plan (additional phases of reopening relative to university reopening and COVID case numbers).
• Review and refine workgroups moving forward.
• Review and update LEAN Action Priority Matrix format.
• Develop continual improvement cycle.
• Enhance use of Microsoft Teams.

Transformation
• Allowed for the use of Lean practices within workgroups.
• Developed Diversity Action Plan.
• Utilized new technology to improve efficiency including facility reservations, capacity counters, contactless swipe stations, Microsoft Teams for meetings / trainings / interviews / evaluations.
• Incorporated Kent State of Well-being into department.
• Improved communication methods with students and members using multiple platforms.