



Richland County Recreation Commission

Strategic Plan 2010

MISSION STATEMENT

DEDICATED TO ENRICHING LIVES AND CONNECTING COMMUNITIES THROUGH DIVERSE RECREATIONAL EXPERIENCES.

Tag Line: *A place where everyone has a chance to play.*

VISION STATEMENT

TO BE RECOGNIZE AS A LEADER IN PARK MANAGEMENT AND THE DELIVERY OF QUALITY RECREATION PROGRAMS IN ORDER TO BETTER PROMOTE HEALTH AND IMPROVE THE QUALITY OF LIFE IN RICHLAND COUNTY.

Vision Description:

- *To be a model recreation agency in the state of South Carolina.*
- *To be a leader in innovative parks, recreation programming and green initiative.*
- *To be a nationally recognized leader in self-sustaining state-of-the-art recreational programming.*
- *To be recognized as “making a significant difference” in the quality of life in Richland County.*
- *To be a recognized leader in the State for preventative health programs.*
- *To be a health conscious agency through recreation and sports.*
- *To be highly effective in our community wellness programming initiatives.*
- *To see a marked increase in utilization because of new programs.*
- *To be a "model agency" with superb parks, facilities and recreational programs.*
- *To become an agency with a greater number of adaptive recreation and facility options.*
- *To work in cooperation and collaborations with County Council and other groups.*
- *To become totally self-sufficient.*
- *To be recognize by NRPA (Gold Medal award) and maintaining our CAPRA certification.*
- *To have a fully functioning Foundation that has a name recognition, is self sustaining, can enhance the needs of RCRC, special events, concerts, assist in any funding shortfall of County, has higher success rates in grant awards.*

CORE VALUES

Our Guiding Principles are:

- **HONESTY**
- **TRUST**
- **RESPECT**
- **CARING**
- **INTEGRITY**

COMPETITIVE ADVANTAGES

All employees are trained and skilled to serve the leisure needs of the people who live in the Richland County.

MOST PROUD OF

- *We are heading in the right direction*
- *We are coming together as a team*
- *We are building a solid strategic plan*
- *We have hired a great ED*
- *We are rising above the chaos*
- *We are moving in the right direction*
- *We are putting the customer needs first*

STRATEGIC PLAN 2010: AT A GLANCE

COMMUNITY & SOCIAL OUTCOMES

- 1 Parks & Facilities: Build new and enhance existing parks and facilities**
 - 1.1 Complete the bond capital projects on time within budget for Phase 1 by 2012
 - 1.2 Complete the bond capital projects on time and within budget for Phase 2 by 2014
 - 1.3 Develop a plan to upgrade existing facilities outside bond allocation.
- 2 Programs: Excel at meeting the growing needs of our community with new and innovative programming and recreation**
 - 2.1 Standardize the programming across agency - see Matrix
 - 2.2 Implement new programs in 2010 to meet social economic needs of the community
 - 2.3 Increase the number of participants
 - 2.4 Increase multi-cultural programs
 - 2.5 Key Blue Ribbon community events that RCRC would be known for

INTERNAL OPERATIONS

- 3 Operations: Maintain/enhance quality of services and operations as evaluated by the CAPRA certification**
 - 3.1 Receive CAPRA re-certification and meet all goals
 - 3.2 100% of the programs will have an evaluation tool
 - 3.3 Upgrade IT throughout the agency
 - 3.4 To apply for the NRPA Gold Medal Award yearly
- 4 Awareness: Raise RCRC's community impact thru increased awareness and partnerships**
 - 4.1 Develop comprehensive marketing plan to brand RCRC
 - 4.2 Develop RCRC Advisory Councils
 - 4.3 Improve communications and relations with the community, local government, county council, house & senate

PEOPLE & LEARNING

5 **Workforce:** Foster an energized, diverse, well-trained team

- 5.1 Adopt a pay band system
- 5.2 Create a new employee performance evaluation tool
- 5.3 100% staff complete customer service training within 3 months
- 5.4 Establish and implement employee recognition program
- 5.5 Continue information meeting on a weekly, monthly, quarterly schedule

6 **Culture:** Create an organizational culture of accountability, trust, diversity, fairness to increase morale

- 6.1 Create a customer focused Agency
- 6.2 Develop culture of planning and performance
- 6.3 Create a dynamic ethical Agency committed to all ongoing process of innovation and learning
- 6.4 Creating fellowship and teamwork via recreational activities

FISCAL RESPONSIBILITY

7 **Funding:** Develop stable sources in income - such as competitive user fees, grants, foundation, promote a partnership with RC Council to ensure full funding of the District via property taxes

- 7.1 Develop a plan to increase funding from other sources 3% each year
 - 7.2 All center will work towards self sufficiency within programs and special events
 - 7.3 We will increase grants, business partnerships and fundraising
-