

# Vermont Recreation & Parks Association



## Strategic Plan

Adopted – May 13, 2004  
Revised by Executive Committee 2-2-06

### Mission Statement

**The Vermont Recreation and Parks Association provides support services and programs for the professionals and volunteers who advocate high quality recreation and park experiences for the people and visitors of Vermont.**

**Membership**

To have broad-based membership with an interest in recreation and parks.

## **GOALS**

- 1) Improve and diversify membership.
- 2) Enhance membership benefits.

## **ACTION PLAN**

Year 1 - May 1, 2004 – April 30, 2005

- 1) Revamp existing form and create cover sheet for registration form. DONE
- 2) Develop mailing list and mass e-mail.
- 3) Develop new fee structure and classification for membership. DONE

Year 2: May 1, 2005 – April 30, 2006

- 1) Implement new price structure. DONE
- 2) Revise form. DONE
- 3) Add “invitation” letter to cover sheet. DONE
- 4) Develop welcome packets for new members and recruiting. DONE
  - a. Advocate
  - b. Mailing list
  - c. Welcome letter
  - d. List of materials, manuals & books available through VRPA
  - e. Small gift (ex. Window decal)
- 5) Look at ways to diversify membership and recruit more commercial memberships.
- 6) Recruit members from the communities with paid recreation staff who do not have a current VRPA member.
- 7) Develop clear benefits list for membership.
- 8) Develop questionnaire.

Year 3: May 1, 2006 – April 30, 2007

- 1) Send out packets to new members and to members we are recruiting.
- 2) Target new member groups based on diversity research in previous year.
- 3) Membership renewal support; follow-up phone calls to members who do not renew. DONE

Year 4: May 1, 2007 – April 30, 2008

- 1) Survey members in all classifications – what can we do to improve membership?

Year 5: May 1, 2008 – April 30, 2009

- 1) Evaluation of membership and re-establish new goals.

# **Programs and Services**

To provide statewide programs and services that enhance recreation and parks.

## **GOALS**

1. Offer high quality programs and services on a cost effective basis.
2. Provide support for programs coordinated by related organizations.
3. Promote an inclusive recreational philosophy for all youth programs and activities.

## **ACTION PLAN**

1. Offer high quality programs.
  - Continue providing the current programs on an annual basis.
    - a. Hershey and State Track Meets
    - b. Performance Showcase – work to increase the size of the audience.
    - c. Challenge Grants
  - Continue providing current services.
    - a. Newsletter (three issues per year) – Establish and maintain a Program Spotlight for the newsletter.
    - b. Weekly Recreation Check-Ins
    - c. Discount Amusement Park Ticket Program
    - d. Challenge Grants
    - e. Technical Resources – get the resource sheets updated and online.
  - Evaluate effectiveness of programs and services regularly.
2. Provide support for programs coordinated by other related organizations.
  - Identify which programs to support.
  - Establish support guidelines.

## **TIMETABLE**

Year 1: May 1, 2004 – April 30, 2005

- 1) Coordinate/write a "Facility Feature" article for each issue of the VRPA newsletter, beginning with the June 2004 issue.
- 2) Revise rules for application and scoring criteria for VRPA Challenge Grants (December).
- 3) Develop a form for outside organizations to complete to request our assistance for their events and programs.

Year 2: May 1, 2005 – April 30, 2006

Year 3: May 1, 2006 – April 30, 2007

Year 4: May 1, 2007 – April 30, 2008

Year 5: May 1, 2008 – April 30, 2009

# **Education and Training**

**To provide and promote educational resources and training.**

## **GOALS**

1. Offer high quality education and training opportunities.
2. Identify the education and training opportunities to be offered by VRPA.
  - Coordinate the annual Governor's Conference on Recreation.
  - Promote regional and national schools and conferences.
  - Provide regular Specialty Workshops and training opportunities.
  - Promote programs offered by other related organizations.
3. Promote professional certification.

## **ACTION PLAN**

1. Reestablish VRPA Professional Certification Board, once we know what direction NRPA will be taking with the national certification program.
2. Coordinate education and training programs that are offered by VRPA.
  - Annual Governor's Conference on Recreation
  - Quarterly Meeting educational programs
  - Summerama Statewide Summer Staff Training Program
  - Offer one regional training program every year:
    - i. National Playground Safety Institute (NPSI), once every three years.
    - ii. CPO, AFO, or some other aquatic training program, once every three years.
    - iii. Decide on a third.
  - Decide on the frequency and reinstate the Board Members' Workshop.
  - Any other educational workshops deemed necessary by the committee.
3. Host regional conferences on a rotating basis, at the request of NRPA
  - New England Training Institute (NETI)
  - Northern New England Recreation and Park Conference (NNE)
4. Promote education and training programs offered by related organizations such as Vermont League of Cities and Towns (VLCT), Vermont Association of Non-Profit Organizations (VANPO), and Vermont Institutes of Higher Education.
  - Establish and maintain a regular column in the VRPA newsletter, listing training programs available in the region.

## **TIMETABLE**

Year 1: May 1, 2004 – April 30, 2005

- 1) Re-establish VRPA Professional Certification Board (May).
- 2) Work towards a once a year renewal date for certifications.

Year 2: May 1, 2005 – April 30, 2006

- 1) Host New England Training Institute (NETI) - May 2005
- 2) Host Northern New England Recreation & Parks Conference (NNE) – January 2006

Year 3: May 1, 2006 – April 30, 2007

- 1) Decide on the frequency and reinstate the Board Members Workshop – include a program at '06 Governor's Conference.

Year 4: May 1, 2007 – April 30, 2008

Year 5: May 1, 2008 – April 30, 2009

- 1) Host Northern New England Recreation & Parks Conference (NNE) – January 2009

## **Finances**

**Assure stability of financial growth through diversified income resources.**

### **GOALS**

1. Develop and promote new funding sources.
2. Development of an Operating Reserve Policy.

### **ACTION PLAN**

1. Conduct analysis of fees currently charged by VRPA for membership, newsletter ads, etc. (?)
2. Develop and promote new funding sources.
  - Develop a comprehensive sponsorship program to maximize commercial sponsorship of our existing programs and newsletter.
  - Host concession stands at the Hershey and VRPA State Track Meet to benefit VRPA.
  - Look for grants...state, federal and other.
  - Introduce a Discount Ski Ticket Program, similar to our summer discount ticket program.
3. Evaluate the current pricing structure for newsletter ads.

## **Visibility**

### **Build an awareness of the values and benefits of VRPA.**

#### **GOALS**

1. Develop a state wide marketing plan for VRPA.

#### **ACTION PLAN**

1. Promote Benefits of Parks and Recreation.
  - Develop and maintain a statewide PSA, for television and radio.
  - Encourage our members to also join NRPA.
2. Promote services of VRPA.
  - Upgrade the VRPA website.
  - Distribute the VRPA newsletter to members.
  - Promote VRPA by allowing the agency member communities to use the VRPA logo in their brochures.
  - Improve and maintain the VRPA Web Page as a marketing tool.
  - Have representation at the VLCT “Municipal Government Day at the Legislature” annually.
  - Host a booth at the VLCT Town Fair every other year (2002, 2004...) and/or offer a “recreation” session at Town Fair.
  - Require Challenge Grant winners to do a press release in their local paper and send a copy to VRPA before receiving their grant money.
  - Request that specific program committees do a press release with results/photos.
3. Develop partnerships with commercial members.
4. Look into selling VRPA logo merchandise.
5. Promote career choices in recreation and parks.
6. Increase visibility for commercial members.
7. Support agencies in the process of agency accreditation and plan a session on accreditation at each Governor’s Conference.

## **Advocacy and Legislation**

**Ensure that recreation and park issues are given high priority in local, state and federal decision making.**

### **GOALS**

1. Develop and promote annual Legislative Platform.
2. Increase awareness of importance of parks and recreation issues at the local, state, federal levels.

### **ACTION PLAN**

1. Develop and promote annual Legislative Platform.
  - Document support for federal legislative issues identified by NRPA and other national recreation organizations.
  - Document support for state legislative issues relevant to the delivery of recreation and park services.
  - Work to introduce legislation that would improve the delivery of recreation and park services in Vermont.
  - Stay better connected with the VLCT to keep an idea on proposed legislation that will directly benefit or hurt us.
  - Decide what role VRPA wants to play regarding sponsoring other people's bills and how we would measure whether our membership supports or does not support a legislative issue.
  - Work with the VT Department of Forests, Parks and Recreation to promote recreation related legislation.
2. Increase awareness of importance of parks and recreation issues at the local, state, federal levels.
  - Foster relationships with local, state and federal legislators.
  - Develop partnerships where appropriate.
  - Strengthen citizen involvement / advocacy.

### **TIMETABLE**

Annually:

- Every January prepare a list of legislation pending for the upcoming session and distribute it amongst the membership. The Executive Board, along with the membership will discuss what, if any bills we want to support that are written by another organization but affect the work we do.
- At the VRPA Annual Meeting, discuss items that we may want to consider for legislation. Generally the Council at the State House needs the information by August if the VRPA is interested in pursuing the introduction of new legislation.
- Representatives from the VRPA, meet on an annual basis with the VLCT to discuss legislative issues that would effect recreation in Vermont.

## **AWARDS**

### **GOALS**

1. Facilitate process for nominating VRPA members for national, regional and state awards.
2. Facilitate VRPA Awards other than the Brungardt Awards.

### **TIMETABLE**

Year 1: May 1, 2004 – April 30, 2005

- 1) Facilitate process for nominating VRPA members for national, regional and state awards (annually).
- 2) Establish a Young Professional Award for VRPA. DONE
- 4) Establish an Excellence in Recreation (Department) of the Year Award.

Year 2: May 1, 2005 – April 30, 2006

Year 3: May 1, 2006 – April 30, 2007

- 1) Establish a Facility of Merit Award.

Year 4: May 1, 2007 – April 30, 2008

- 1) Establish an Unsung Hero in Recreation Award.

Year 5: May 1, 2008 – April 30, 2009

## **NOMINATING**

### **GOALS**

1. To nominate a slate of officers for the executive committee.
2. To nominate candidates for regional and national leadership positions.