



Strategic Plan

2010-2013

Approved January 8, 2010

We Create Community through People Parks and Programs

This document is the third draft of the strategic plan assembled by the MRPA Board of Directors, Committee Chairs, Regional Group Presidents and staff at the 2009 Board Retreat (September 15-17, 2009)

Glossary of acronyms

MAC – Michigan Association of Counties - Formed in 1898 to advocate for the interests of Michigan's county governments.

MACAE – Michigan Association of Community and Adult Education - Committed to strengthening families and communities through lifelong learning.

MACPRO – Michigan Association of County Park and Recreation Officials - Serves the interests and well-being of county government sponsored park and recreation lands, facilities, and programs across the State of Michigan

MAHPERD – Michigan Association for Health, Physical Education, Recreation and Dance - A society in which all individuals in Michigan enjoy an optimal quality of life, through appreciation of and participation in active, creative, health-promoting lives

MLGMA – Michigan Local Government Management Association - Increase the proficiency of managers and administrators of city, county, village, township and other local governmental units, including councils of governments, in the State of Michigan

MML – Michigan Municipal League - Through advocacy at the state and federal level, we proactively represent municipalities to help them sustain highly livable, desirable, and unique places within the state.

MTA – Michigan Township Association - Formed in 1953 to provide a unified voice for Michigan's township governments.

MTGA – Michigan Trails and Greenway Alliance - fosters and facilitates the creation of an interconnected statewide system of trails and greenways for recreation, health, transportation, economic development and environmental/cultural preservation purposes

Priority 1 - Professional Development

GOAL:

Creation of a comprehensive professional development agenda that addresses the need of current and future professionals and non-professional staff.

ACTION STEP A:

Conduct two Professional Development Surveys every year in March to determine the issues, trends, problems and topics that are most desired – one survey distributed to the entire MRPA membership, the other to non-members (*fallen away members, shared organizational lists and info gleaned from DNR, SEMCOG and other locations*).

LEAD: Membership Director

SUPPORT: Professional Development Committee and MRPA Programs Director

DEADLINE: Issue Surveys in March each year, Process information and share with All Committee Chairs, Board Members and Regional Presidents by April 15 each year.

ACTION STEP B:

Research and host at least 3 speakers from other partnership organizations at MRPA workshops and/or conference.

LEAD: Professional Development Committee Chair

SUPPORT: Professional Development Committee

DEADLINE: October 2010, 2011

ACTION STEP C:

1. Develop a presentation and offer an annual prep course for college, university students and existing professionals on what professional certification is and the need for Certified Park and Recreation Professionals. Do two presentations a year; 1 @ state conference, 1@ another time of year.

LEAD: Certification Committee Chair

SUPPORT: Professional Development Committee / Student Committee

DEADLINE: October 2010, 2011, 2012

ACTION STEP D:

1. Study and report on the resources needed and the viability of on-line training options that may include podcasts, video replay of sessions and other forms of on-line training.

LEAD: Communications Director

SUPPORT: Professional Development Committee, Certification Committee, Student Committee

DEADLINE: August 15, 2010

ACTION STEP E:

Research the possibility of creating a DVD of conference sessions and how to begin to offer them to the membership.

LEAD: Communications Director

SUPPORT: Conference Committee, Professional Development Committee, Student Committee Certification Committee

DEADLINE: August 15, 2010, 2011, 2012

ACTION STEP F:

Use technology to make meeting communication easier and more accessible to all members of the association. Some version of Skype, Go to Meeting, must be accessible to the entire membership and be fully operable by staff, committees and regional groups. Document staff savings and meeting attendance to evaluate success annually.

LEAD: Executive Director

SUPPORT: Communications Director

DEADLINE: Introduce at conference 2010, give instruction to the Leadership Team at the Board Orientation 2010 and implement as fully as possible to reduce travel for staff and members. Document staff savings with all relevant meetings. Document staff savings, meeting attendance trends and amount of usage to assess impact. Report findings August 15, 2010.

Priority 2 – Membership, Leadership and Diversity

GOAL:

Create a leadership driven and diverse organization through education and outreach opportunities.

ACTION STEP A:

Establish a program to provide and promote a MRPA Leadership Tract (3 sessions) and a MRPA Diversity Tract (3 sessions) at the annual conferences.

LEAD: Programs Director

SUPPORT: Annual Conference Chair , Cultural Diversity Committee, Membership Committee

DEADLINE: May 2010, 2011, 2012 (start work in May for each of the next conference offerings)

ACTION STEP B:

Establish a program to provide a stipend (maximum of \$1000) to one member annually to attend a non-recreation related educational opportunity to enhance leadership skills and professional skill set .

LEAD: Business Manager

SUPPORT: Regional Directors and Regional Presidents

DEADLINE: August 15, 2010

ACTION STEP C:

Establish an outreach program to current minority professionals within the recreation profession.

LEAD: Diverse Cultures and Membership Committee

DEADLINE: November 2010

ACTION STEP D:

1. Establish an outreach and scholarship program to prospective college students.

LEAD: Diverse Cultures Chair

SUPPORT: Youth & Teen Initiatives, MRPA Foundation, MRPA Student Committee, Scholarship Committee

DEADLINE: August 2011

ACTION STEP E:

Research and evaluate a membership/benefit type program for partner organizations, to encourage joint memberships and non-member recruitment through non-member organizations.

LEAD: Executive Director

DEADLINE: August 15, 2010

ACTION STEP F:

Gather information and create a contact list of non-members to survey (See Strategic Priority #1 A) and to solicit for membership This group should include, but is not limited to: fallen away members, shared organizational lists and info gleaned from DNR, SEMCOG, Regional Groups and other resources.

LEAD: Membership and Programs Directors

SUPPORT: Regional Directors, Regional Presidents and Membership Committee

ACTION STEP G:

Develop a promotional piece to promote MRPA to outside organizations, elected officials, potential partner organizations and members.

LEAD: Communications Director

SUPPORT: Membership Committee, Marketing Committee

DEADLINE: June 2012

Priority 3 – Fiscal Sustainability

GOAL:
Ensure the fiscal sustainability of MRPA

ACTION STEP A:

Develop and implement a comprehensive membership recruitment plan.

LEAD: Membership Director and Communications Director

SUPPORT: All Committee Chairs, Regional Directors, Marketing Committee, Membership Committee

DEADLINE: Present Plan August 15, 2010

ACTION STEP B:

Review and Update the Business Plan Annually. Present for Board review at annual retreat.

LEAD: Executive Director

DEADLINE: August 15, 2010, 2011, 2012

ACTION STEP C:

Report on Business Plan at each Board meeting.

LEAD: Executive Director

ACTION STEP D:

3. Educate all Board and Committee Members on the assigned cost recovery levels. Track the progress quarterly as part of the Association financial report.

LEAD: Business Manager

SUPPORT: Executive Director

DEADLINE: Educational session held each Board Orientation annually, progress report at each Board meeting

ACTION STEP E:

Research and report on options to pursue a comprehensive sponsorship promotional program that includes all Association functions and opportunities in order to increase revenue by \$50,000 annually.

LEAD: Executive Director

DEADLINE: May 2010, report progress at each Board meeting

ACTION STEP F:

1. Develop and implement a discussion thread to solicit fund raising/ revenue enhancement ideas for the Association.

LEAD: Communications Director

DEADLINE: August 15, 2010 – Report Findings

Priority 4 – Resource Center / Research

GOAL:

Provide state and local stakeholders with access to information and tools necessary to design, fund, operate, and advocate for strong public recreation and park facilities, programs, and services. Conduct a variety of research to address current issues in the field of recreation and parks, in the process positioning MRPA as a LEAD source of information for decision-makers at all levels of government. Provide timely information on issues and trends that affect the current and future strength of recreation and parks in Michigan.

ACTION STEP A:

Assemble and organize a comprehensive resource center on the MRPA website that includes a best practices manual and other information that is valuable and practical for the membership. Provide access to the following via the members' only section on the website: Categorized by the following topics: Documents, Research Statistics, Program ideas/Evaluations, Discussion Thread, Update multiple times per year.

LEAD: Communications Director

SUPPORT: Committee Chairs

DEADLINE: Operational with as much content as possible by January 2010, Demonstrate at Conference 2010, Development and enhancement will be ongoing

ACTION STEP B:

Pursuing the feasibility of funding a Research Initiative to collect data and statistics relevant to our membership.

LEAD: Executive Director

SUPPORT: Regional Presidents, Regional Directors

DEADLINE: December 2012

ACTION STEP C:

Set-up and conduct one Focus Groups with each regional group to determine the pulse of trends and issues relating to the Parks and Recreation field with emphasis on their top 4 Research Topics for each MRPA Committee. Conduct six focus groups annually.

LEAD: Membership Director

SUPPORT: Regional Directors, Regional Presidents

DEADLINE: December 2011

Priority 5 - Partnerships and Collaboration

GOAL:

Leverage MRPA resources through partnerships and collaborations with organizations that have common or complementary goals.

ACTION STEP A:

Identify partners that each committee and regional group have.

LEAD: Program Director

SUPPORT: Regional Directors, Committee Chairs, Regional Presidents,

DEADLINE: Share list with MRPA Leadership Team December 2010, Update and Share as an ongoing item

ACTION STEP B:

Evaluate the role of the regional groups the relationship to MRPA.

LEAD: President Elect

SUPPORT: Executive Director, regional Groups

DEADLINE: December 2010

ACTION STEP C:

MRPA Board members will meet with MRPA Foundation members twice each year (Board Orientation and Board Retreat) to determine collaborative initiatives.

LEAD: Past President

SUPPORT: MRPA Foundation Board

DEADLINE: February/March 2010, 2011, 2012 and September 2010, 2011, 2012

ACTION STEP D :

Compile list of MRPA speakers and topics and offer them to other partner organizations – update and distribute annually.

LEAD: Communications Director

SUPPORT: Professional Development Committee, Committee Chairs

DEADLINE: October each year

Priority 6 - Advocacy

GOAL:

Engage MRPA more proactively in local, state, and federal level policy discussions.

ACTION STEP A:

Explore a way to create and foster mentorship opportunities for rookie and seasoned professionals alike to sustain public policy positioning. Do this by setting up deliberate relationships between new MRPA members (<8 years in field) and Public Policy Committee members.

LEAD: Public Policy Committee Chair

SUPPORT: Student Committee

DEADLINE: Report annually at Board Orientation (beginning in 2011 and at Board Retreat (beginning in 2010).

ACTION STEP B:

Public Policy for Beginners session offered at Conference annually.

LEAD: Public Policy Chair,

SUPPORT: Executive Director

DEADLINE: February 2011, 2012, 2013

ACTION STEP C:

Report on all national, state and local legislative issues pertinent to the MRPA membership with up to date information, analysis and action plans, if needed.

LEAD: Executive Director

SUPPORT: Public Policy Committee,

DEADLINE: Monthly or as new developments occur

ACTION STEP D:

Research and present ways to identify and send one or two at – large members to state and national legislative forums with Public Policy Committee.

LEAD: Executive Director

SUPPORT: Public Policy Committee

DEADLINE: Report progress at each board meeting

LEFTOVERS

1. Goal of public policy committee should be to include an individual from each regional group to be on committee - request has been made to the chair of Public Policy to review their by-laws and see if this is something they are doing or could do.

2. Universal Access Awareness and Environmental Stewardship - will be developed as an Association Policy Initiative throughout the year