



Business Plan



MRPA Business Plan Proposal – Table of Contents

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“We Create Community through People, Parks and Programs!”

About Michigan Recreation and Park Association

Founded in 1935, the Michigan Recreation and Park Association (MRPA) is a non-profit association with nearly 2,000 members representing the public and private sectors of the recreation and park profession.

MRPA is comprised of a diversity of professionals and agencies from a variety of backgrounds including tourism, recreation, parks, therapeutics, senior citizens, resorts, arts, athletics, education, business and industry. MRPA represents the interests of parks and recreation professionals and citizen advocates throughout Michigan.

Importance of a Business Plan

We can't keep doing things the way we've always done them. As Barry Weiss, past president of California Park and Recreation Society has so eloquently stated, “the definition of insanity is doing the same thing over and over and expecting different results.” The economic climate we face today is forcing us to evaluate what we do and challenging us to work smarter, seek partners and demonstrate our results. We can't keep doing the things we've always been doing. The world has changed. We must as well. As a profession, we need to embrace the philosophies of the VIP (vision, insight, planning) Action Plan, as created by the California Park and Recreation Society. The VIP Plan positions our profession locally, regionally, and at the state and national levels. We need to tell our story. We know we are making a difference, but we need to prove it. A Business Plan gives us the tools to do that.

The VIP Action Plan

As created by the California Parks and Recreation Society

By Ann Conklin, CPRP

VIP: It's a term we've heard all our lives: very important person, something special, and now, we're hearing the term throughout our association. VIP is something special, something each and every one should learn more about.

Developed by the California Parks and Recreation Society (CPRS), the purpose of the VIP Project – Vision – Insight – Planning – is to be proactive in determining the future of the park and recreation profession through developing and implementing a vision and action plan that creates future successes.

So why is the VIP so important?

We can't keep doing things the way we've always done them. As Barry Weiss so eloquently told us, the definition of insanity is doing the same thing over and over and expecting different results. The economic climate we face today is forcing us to evaluate what we do and challenging us to work smarter, seek partners and demonstrate our results. The economy aside, as Jane Adams told the MRPA Board, the horse is dead. We can't keep doing the things we've always been doing. The world has changed. We must as well. As a profession, we need to embrace the philosophies of the VIP to position ourselves locally, regionally and at the state and national levels. We need to tell our story. We know we are making a difference, but we need to prove it. VIP gives us the tools to do that.

Core beliefs

An initial step in the VIP process is to identify the core values of your community. A core value is defined as a fundamental belief of an organization. Do you know what your community believes in? The VIP challenges us to put our core values in sync with our vision. When a new program, service or facility is developed it should reflect the core values of your community.

VIP provides us the framework to develop strategies that create community. The plan identifies strategies that each of us must evaluate to determine if they are consistent with the values and mission of our communities. The California VIP plan includes:

- Provide recreational experiences
- Foster human development
- Promote health and wellness
- Increase cultural unity
- Facilitate community problem solving
- Protect natural resources
- Strengthen safety and security
- Strengthen community image and sense of place
- Support economic development

There's no doubt that those statements reflect the mission of our profession whether you live in California, Oregon or Michigan.

MRPA has embraced the VIP plan because it provides an effective framework to position our profession. As I stated earlier, we know we make a difference. VIP provides us the tools we need to prove it. To learn more about the VIP, I encourage you to check out the California plan at www.cprs.org and click on Creating Community VIP Action Plan. You'll see what a great resource it is and why the Board of Directors has identified implementing the VIP in Michigan as a high priority.

If you'd like to get involved in the statewide committee, or if you would like additional information, go to www.mrpaonline.org.

Parks and Recreation Works For You!

Here are a few ways that parks and recreation works for you, your family, your neighbors and your community...

Individual Benefits

- Improves academic performance
- Reduces stress
- Improves health in later years
- Increases self-esteem and confidence

Community Benefits

- Reduces adult and juvenile crime
- Keeps kids off the streets
- Builds strong communities
- Connects families

Environmental Benefits

- Preserves plant and animal wildlife
- Controls air, water and soil quality
- Provides accessible places to enjoy nature

Economic Benefits

- Increases property values
- Reduces health care and insurance costs
- Reduces employee absenteeism
- Increases productivity
- Boosts tourism

More Benefits

MRPA is committed to providing quality professional development, advocacy, programs and services to Michigan park and recreation professionals and agencies with fiscal integrity and progressive leadership. MRPA has representation at the State and Federal levels and places legislative advocacy as a top priority.

Vision Statement

A profession positioned for viability and success through highly trained, informed, and proactive parks and recreation professionals and citizen advocates.

Mission Statement

The Michigan Recreation and Park Association is a professional organization committed to providing professional development, advocacy, information, resources, and visibility to a membership dedicated to enhancing the quality of life by Creating Community Through People, Parks, and Programs!

The vision and mission will be delivered by following our five Core Values and implementing six Strategic Priorities as described in the sections below.

Core Values

- **Integrity**
We foster honesty, trust, and respect in all that we do, and we are committed to the MRPA Creed of Ethics.
- **Commitment**
We are committed to serving our members' needs. We are flexible and innovative in delivering quality services and resources to make the Association and our members successful.
- **Diversity**
We seek diversity in membership, governance, process, ideas, and relationships.
- **Community**
We foster community and friendship because it allows us to highlight our individual strengths. They grow best through active participation.
- **Advocacy**
We are proactive in our approach to advocacy on behalf of the parks and recreation profession to build healthy and active individuals, families, and communities.

Strategic Priorities

1. **Professional Development**

Develop and implement a comprehensive professional development plan that is grounded in research and designed to position parks and recreation professionals to play effective leadership roles in their communities.

2. **Advocacy**

Promote the parks and recreation profession and the values of the profession in an organized, thoughtful process at the local, state, and federal level.

3. **Resource Center**

Develop a comprehensive information resource center designed to disseminate critical information about a multitude of recreation and park topics and issues in a manner that is easily accessible and user friendly.

4. **Research**

Conduct a variety of research to address current issues in the field of recreation and parks, in the process positioning MRPA as a primary source of information for decision-makers at all levels of government.

5. **Partnerships and Collaboration**

Attention will focus on promoting the MRPA agenda through the development of strategic partnerships with a broad range of organizations and stakeholders.

6. **Fiscal Sustainability**

Attention will focus on the development of strategies to ensure the long-term financial strength of MRPA.

Strengths:

The following strengths should be leveraged to continue the success of the Michigan Recreation and Park Association:

- History and stability – the organization was established in 1935.
- Progressive and well organized.
- Diversity
- Membership driven
- Respected resource for the parks and recreation profession
- Implementing the VIP Plan (See Executive Summary for explanation of VIP Plan)

Challenges:

The following weaknesses need to be addressed or considered to improve the overall operations and delivery of services.

- Ongoing funding
- Meeting the diverse needs of the membership – gaining focus vs. striving to be everything to everybody.
- Economically dependant in a weak economy.
- Involvement of Board and Commission members



MRPA Programs

Annual Programs & Events

Adult Basketball State Tournaments
Adult Volleyball State Tournaments
Hershey Youth Track and Field Games
Youth Swimming State Meet
NFL Pepsi Punt, Pass & Kick
MRPA Hoops Challenge
Scholarship Golf Outing
Get Michigan Healthy Mini-Grants
Walk Michigan!
Discount Amusement Park Tickets Program
MRPA Conference and Trade Show
POW (Programming Our World) Conference
Youth Symposium
Therapeutic Recreation Institute
Aquatic Facility Operator's Course
National Playground Safety Institute

Professional Certification
Leadership Institute for Professional Dev.
Spring Fling / Late Summer Holiday at
Mackinac Island's Grand Hotel
MRPA Mackinac Island Trip
Community Service Awards
Lifeguard Competition

Whether it's professional development, programming, therapeutic recreation, legislative advocacy, trade research or product and resource development, members can count on the quality of programs, services and information for which the Michigan Recreation and Park Association has become known. Discover for yourself the many benefits of MRPA membership!

MRPA Foundation

MISSION STATEMENT

The Michigan Recreation and Park Association Foundation is committed to enhancing quality of life experiences for all people by supporting community enrichment, research, advocacy and professional development of Park and Recreation professionals, students, and citizen advocates.

- The MRPA Foundation is a 501 (c) (3) nonprofit organization.

WHAT DOES THE FOUNDATION PROVIDE?

- Resources to promote professional development among members of the Association.
- Opportunities for students attending colleges and universities in Parks and Recreation to further their professional development.
- Recruitment of individuals into the profession with an emphasis on underrepresented minorities.
- Recognition of outstanding Parks and Recreation professionals and citizen advocates through induction into the MRPA Hall of Fame.
- Education and advocacy for the members of the Association and the citizens of the State as to the benefits of public parks and recreation services.

MRPA Foundation Professional Development Scholarships

The MRPA Foundation awards scholarships to educational sessions and conference for professionals, retired professionals, or citizen advocates within the park and recreation field. Educational sessions and conferences must be related to the field and will provide attendees with educational advancement. Full or partial scholarships awarded for registration and lodging expenses only. Scholarship monies will be paid on a reimbursement basis once all scholarship requirements are met.

Application Deadlines:

November 15 for scholarships granted January 1 through June 30 of each year.

All applicants will be notified by December 10.

May 15 for scholarships granted July 1 through December 31 of each year.

All applicants will be notified by June 10.

MRPA FOUNDATION BOARD OF DIRECTORS

Ron Olson, President
Tim Schreiner, President Elect
Scott Mercer, Vice President
Pam Kirbach, Secretary
Ron Davis, Treasurer
Julie Bouma, Director
Phil Castonia, Director
Mike Engan, Director
Traci Sincock, Director
Dennis L. Schornack, Ex-Officio Member

LONG TERM FINANCIAL PLAN

The Michigan Recreation and Park Association will strive to increase non-dues revenue through the following strategies.

Expanding Professional Development Opportunities

The Association's commitment to expanding professional development opportunities for the MRPA membership will continue. MRPA has dramatically increased the number of workshops, seminars and conferences being offered in recent years and the response and level of participation from the membership has been tremendous. Our commitment to professional development creates a win/win scenario on all accounts. It provides direct customer service to our members, is in line with the MRPA vision and mission, and also results in positive revenue for the Association.

Strategic Goals

- Pursue the feasibility of providing online training courses
- Request all Professional Committees to provide a minimum of one stand alone workshop/seminar annually.

Enhancing Website Services

The "Careers" section of the MRPA web site has now been fully automated with credit card processing. The opportunity to post job openings online rather than having to wait to list them in a print publication has been very well received by MRPA members and non-members as well. Not only is this a very convenient and valuable service for the membership, but it provides an ongoing solid revenue source for the Association as well.

Strategic Goals

- Online job postings
- Expand banner advertising
- Consider an annual fee based
- Providing service as well as new revenue sources

Increasing Sponsorships

Although sponsorships of programs and events have grown over the years, the Association will be making a concerted effort to develop sponsorship packages that create win/win opportunities for MRPA vendor members and the Association.

Strategic Goals

- More comprehensive approach with sponsorship members for the year
- Work on building relationships with potential sponsors

Seeking Grants

MRPA will investigate and more aggressively seek grants that support the MRPA vision and mission and create mutual opportunities and benefits for both the membership and the Association.

Implementing Investment Strategies

The Association will continue to invest prudently, making use of money market funds, certificates of deposit, and relatively conservative mutual funds as available cash resources will allow.

**Michigan Recreation & Park Association
Net Projections
For the years ended 2007, 2008, 2009, 2010, 2011**

	Dec-07	Dec-08	Dec-09	Dec-10	Dec-11	5 Year Change
NET						
AQUATICS	\$4,000	\$3,000	\$3,000	\$5,000	\$5,000	\$1,000
ATHLETICS	\$11,000	\$14,000	\$15,000	\$13,500	\$13,000	\$2,000
AWARDS	-\$3,000	-\$1,500	-\$2,000	\$0	\$0	\$3,000
CERTIFICATION	\$4,000	\$1,500	\$1,000	\$1,000	\$1,000	-\$3,000
CONFERENCE	\$50,000	\$45,000	\$55,000	\$60,000	\$65,000	\$15,000
MARKETING	\$7,000	\$4,000	\$10,000	\$15,000	\$17,500	\$10,500
MEMBERSHIP	\$152,000	\$145,000	\$155,000	\$160,000	\$160,000	\$8,000
MDASA	-\$4,000	\$0	\$1,000	\$1,000	\$1,000	\$5,000
PARK RESOURCES	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$1,000
PLAYGROUND SAFETY	\$15,000	\$16,000	\$17,500	\$20,000	\$20,000	\$5,000
PROFESSIONAL DEV	\$5,000	-\$2,000	\$0	\$3,000	\$3,000	-\$2,000
PUBLIC POLICY	-\$1,000	\$0	\$0	\$0	\$0	\$1,000
PUBLICATIONS	\$4,000	\$4,000	\$4,000	\$7,500	\$7,500	\$3,500
SCHOLARSHIP	-\$2,000	-\$5,500	\$0	\$0	\$0	\$2,000
MACKINAC TRIP	\$157,000	\$135,000	\$130,000	\$150,000	\$160,000	\$3,000
SPONSORSHIPS	\$20,000	\$15,000	\$35,000	\$40,000	\$50,000	\$30,000
STUDENTS	\$0	\$0	\$0	\$0	\$0	\$0
THERAPEUTIC REC	\$10,000	\$1,000	\$3,000	\$5,000	\$7,500	-\$2,500
TICKETS	\$2,500	\$1,500	\$2,000	\$2,500	\$3,000	\$500
WALK, MI	\$12,000	\$17,500	\$15,000	\$17,500	\$18,500	\$6,500
ADMINISTRATIVE	-\$487,500	-\$432,500	-\$487,000	-\$497,000	-\$510,000	-\$22,500
TOTAL NET	-\$42,000	-\$37,000	-\$40,500	\$7,000	\$25,000	-\$87,500
NET ASSETS	\$191,875	\$154,875	\$114,375	\$121,375	\$146,375	\$146,375

The following is a Trend Analysis of Net Revenues for key Michigan Recreation and Park Association Programs.

Key Issues

MRPA has several key issues that should be addressed over the next few years that will reposition the association as a whole in the state of Michigan. These key issues have been identified to enhance the quality of service that MRPA provides to its members.

The key issues listed below were identified as priorities from the membership in the MRPA Membership Survey:

- Furthering the development of the VIP Plan and securing the future for parks and recreation agencies throughout the state by being an advocate on the value of park and recreation services.
- Legislative advocacy
- Professional development
- Networking
- Financial sustainability
- Providing useful information, programs and education to enhance membership services.
- Improving technology to better communicate with members and keeping information current.
- Developing a comprehensive Resource Tool Box for the web site to assist members.
- Implementing a statewide marketing program promoting the benefits of Parks and Recreation in every community.

Implementation Plan

Successful implementation depends on staff buy-in as well as key leadership within MRPA. Specific actions necessary for success include:

- The Executive Director needs to be comfortable with the performance measures outlined in the business plan and teach and train their staff to operate and track those outcomes. Staff must be trained on how to do it and how to track so they see the value.
- The business plan needs to have timeliness for implementation and be fully implemented in three years.
- Monthly tracking of performance measures need to be instituted and reported by the Executive Director and compared with other associations of similar types.
- The sponsorship opportunities need to be fully developed in the non-primetime of the year. A revenue goal should be established for sponsorships for MRPA.
- Sponsorship attainment policies should be created so that there is an outlined organized plan with timelines.
- The Marketing and promotional efforts of MRPA need to be developed.

Performance updates will be shared monthly and quarterly with the Board of Directors and with staff.

Conclusion

The Michigan Recreation and Park Association has the opportunity to become a “trailblazer” association with the development of this business plan. MRPA must promote partnerships and collaborations throughout the state that will create a long-term bond and fiscal sustainability for the association. The possibilities for potential additional revenue opportunities certainly are present for this association.

The Michigan Recreation and Park Association by developing and adopting these business philosophies will position itself as a premier recreation and park association.



“We Create Community through People, Parks and Programs!”