



Three-Year Strategic Plan 2008-2010

Adopted December 12, 2008

**Vision Statement
Mission Statement
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“We Create Community Through People, Parks, and Programs!”

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 and collaborations 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.

Strategic Priority #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.

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

Action Steps

- A. Systematically assess via survey the professional development interests and needs of the MRPA Membership at least every 2 years. Compile data and share with committees for use in future planning.

Primary: Professional Development

Deadline of Goal: June 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- B. Establish a Professional Development Partnership to coordinate regional and MRPA Committee statewide trainings with other agencies such as: MML, MTA, MAC, MACPRO, YMCA's, Nature Centers and Arts Organizations.

Primary: Professional Development / Secondary: Executive Director / Committee Chairs

Deadline of Goal: September 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- C. Develop a presentation and offer an annual prep course for college and university students and existing professionals on what professional certification is and the need for Certified Park and Recreation Professionals.

Primary: Certification Board / Secondary: Prof. Dev. / Communications / Marketing / Student

Deadline of Goal: November 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

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

Primary: Communications / Secondary: Professional Development

Deadline of Goal: August 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

Strategic Priority #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.

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

Action Steps

A. To provide MRPA members with education and training to be effective advocates, at the state and federal levels, by providing sessions at the MRPA Annual Conference, presenting at a minimum of two regional group meetings and one Student Committee meeting annually while supporting public policy initiatives within the leadership institute.

Primary: Executive Director / Secondary: Public Policy
Deadline of Goal: December 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

B. To be proactive in our advocacy efforts with a minimum of four (4) individuals attending the NRPA Legislative Forum each year including providing scholarships to students to attend national lobbying opportunities thereby encouraging advocacy efforts of potential new professionals (develop this with PP, Scholarship, Student Committee). At NRPA Forum, identify and conduct meetings with key grant making agencies/entities for parks & recreation during our visits for advocacy.

Primary: Great Lakes Reps. / Secondary: Public Policy, Foundation
Deadline of Goal: December 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

C. Annually identify a minimum of one common legislative issue to collaborate with (i.e. education, retail, environmental, public health, etc) while continuing our strong partnerships with MML, MTA, MAC, MDNR, and MUCC, for the purpose of sharing information and working collaboratively on common legislative issues.

Primary: Executive Director / Secondary: Public Policy Chair
Deadline of Goal: December 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

D. To proactively plan and host in a minimum of one legislative day with a partnering organization or committee with a minimum of 5 MRPA agencies participating.

Primary: Public Policy Committee / Secondary: Executive Director
Deadline of Goal: July 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

E. To identify and monitor a minimum of three (3) state and federal legislative initiatives that impact the delivery of parks and recreation services and engage the MRPA membership via broadcast e-mail and other communication tools. Add committee oversight of committee chairs.

Primary: Executive Director / Secondary: Presidents, Public Policy
Deadline of Goal: December 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

F. Re-establish the VIP Committee and meet a minimum of 5 times.

Primary: MRPA President

Deadline of Goal: December 2009

Goal was NOT met Goal was partially met Ongoing process **ACHIEVED Goal**

G. Recruit one individual from each regional group to serve as a Public Policy Committee member and liaison.

Primary: Public Policy / Secondary: Regional Presidents

Deadline of Goal: March 2009

Goal was NOT met Goal was partially met Ongoing process **ACHIEVED Goal**

H. Develop a professional “leave behind” for NRPA Legislative Forum for MRPA and/or sequestered session as discussed above in goal B.

Primary: Public Policy / Secondary: Communications Director, Marketing

Deadline of Goal: February 2009

Goal was NOT met Goal was partially met Ongoing process **ACHIEVED Goal**

Strategic Priority #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.

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.

Action Steps

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.

Primary: MRPA Staff / Secondary: President, Regional Directors

Deadline of Goal: December 2009

Goal was NOT met Goal was partially met Ongoing process **ACHIEVED Goal**

B. Provide access to the following via the members’ only section on the website: Archives of the list-serve, all flyers and registration forms, archives of MRPA magazine and eco-bits, a speaker’s bureau, and board meeting minutes and agendas.

Primary: MRPA Staff

Deadline of Goal: August 2009

Goal was NOT met Goal was partially met Ongoing process **ACHIEVED Goal**

Strategic Priority #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.

Goal: Provide timely information on issues and trends that affect the current and future strength of recreation and parks in Michigan.

Action Steps

- A. Identify a minimum of one (1) consistent measurable method to document the economic impact of parks and recreation services in local communities.

Primary: Fund Development / Secondary: Business Manager

Deadline of Goal: SEPTEMBER 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- B. Research the feasibility of comprehensive surveys regarding wages and fringe benefits of full time and part time employees and communities currently funded by millages and those seeking alternative funding sources.

Primary: Membership / Secondary: Fund Development

Deadline of Goal: September 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- C. Set-up and conduct Regional Focus Groups to get the pulse of trends and issues relating to the parks and recreation field with emphasis on larger cities. Conduct one focus group in each region annually.

Primary: Executive Director / Secondary: President, Regional Directors

Deadline of Goal: December 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

Strategic Priority #5 – Partnerships and Collaboration

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

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

Action Steps

- A. Each committee to identify a minimum of one (1) collaboration (non-financial, mutual in-kind service) and forward to the Executive Director.

Primary: All Committee Chairs **Deadline of Goal:** December 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- B. To form a partnership with a minimum of one university and one of the following (MML, MTA, MAC, MASC, MAP and MACAA)

Primary: Executive Director / Secondary: All Committee Chairs

Deadline of Goal: December 2009

Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

Strategic Priority #6 – Fiscal Sustainability

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

Goal: Increase revenue and reduce costs to enhance the fiscal sustainability of MRPA.

Action Steps

- A. Develop a marketing plan that would recruit new members and retain existing members.

Primary: Membership / Secondary: Marketing, MRPA Staff, Committee Chairs
Deadline of Goal: August 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- B. Review and update MRPA Business Plan annually.

Primary: President / Secondary: Treasurer, Business Manager, Executive Director
Deadline of Goal: June 30 each year
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- D. Review and modify, if necessary, the cost recovery system and develop a tracking system to ensure compliance and identify a minimum net revenue increase goal for budget.

Primary: Executive Director / Secondary: Business Manager, Treasurer
Deadline of Goal: June 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

- E. Develop a Strategic Sponsorship Program.

Primary: Executive Director / Secondary: Communications Director, Fund Development
Deadline of Goal: August 2009
 Goal was NOT met Goal was partially met Ongoing process ACHIEVED Goal

The MRPA President-Elect will develop a reporting template to evaluate all areas as part of this strategic plan; and will then review and present an update of this document annually at the fall MRPA Board Strategic Planning Retreat.



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