

MRPA Strategic Plan

Updated 3-31-2008

Development & Training

Goal 1- Educate recreation and park professionals, lay persons and volunteers regarding future trends and current issues reflective of the recreation and park movement to enable them to provide the best service to the user and the best management of the resource.

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Continually provided education and professional development materials of a technical, program and research nature.	Ongoing	Maintain	Branches/Conference Committee	H
2	Educate MRPA members about adopted legislation and regulations impacting Recreation, Parks, Resource Management and Leisure Services.	Ongoing	Maintain	Legislative Committee	H
3	Explore on-line training opportunities.	Future Potential	Monitor	Undetermined	L
4	MRPA Office establishes a training and resource library, both physical and on-line; creates links to other agency projects and contracts.	Future Potential	Monitor	Undetermined	L
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	More networking with state affiliate organizations.	Ongoing	Maintain	MARC Representatives & MRRA Staff	M
2	Continue to organize a conference once a year to provide a venue to meet this goal.	Ongoing	Maintain	Conference Committee	H
3	Vendors to demonstrate latest technology equipment	Ongoing	Monitor	Conference Chair &	L

	advances			Board Workshop Chairs	
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Development & Training

Goal 2 – Provide a high quality level of instruction to recreation and park professionals, lay persons and volunteers at locations easily and strategically accessible to the members of the profession throughout the state.

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Provide on-going professional education opportunities and certificate programs for all levels of employees and membership categories.	Ongoing	Maintain	Conference/Branches	M
2	Increase budget allocation for speakers to entice national speakers.	Achieved	Maintain	Conference/Branches	H
3	Increase member participation in certification programs. Identify certification programs to partner with i.e. NPSI – CTRS	Ongoing	Maintain	Exec. Dir. & Staff	M
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Provide information and quality articles through MRPA website, email and print publications.	Ongoing	Maintain	Exec. Dir. & Staff/ Marketing Communication	M
2	Continue to promote and provide regional trainings focusing on current trends in Parks and Recreation.	Future Potential	Develop	Exec. Dir., Board & Staff	H
3	Increase diversity in all sessions so that they reflect the needs of all Park & Recreation volunteers and professionals and health wellness.	Ongoing	Increase	Exec. Dir., Board & Staff	H

Development & Training

Goal 3 – *Promote programs that insure new professionals coming into the profession are trained and prepared to meet the needs of the different agencies.*

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Timely dissemination of current trends and information regarding regional and national issues affecting our profession.	Future Potential	Develop	Exec. Dir., Board & Staff	H
2	Expand on college visitations to promote MRPA.	Ongoing	Increase	Membership Committee	H
3	Expand on mentoring program at annual conference.	Ongoing	Increase	Student Advisory	H
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Mentoring new members to assume leadership positions with MRPA.	Future Potential	Develop	Past – President & Past Branch Chairs	H
2	Develop partnerships and co-sponsor workshop and training with other branches, organizations and agencies.	Future Potential	Develop	Exec. Dir., Board & Staff	M
3	Post employment opportunities.				
4	Conduct branch meetings and/or workshops on college campuses.	Future Potential	Develop	Student Advisory	M
5	Continue to offer and expand conference program to address college students (re: interview session, mentoring, etc.	Ongoing	Maintain	Student Advisory Conference Committee	M

Networking

Goal 1 – Provide opportunities for park professionals, lay persons and volunteers to share common interests, concern and ideas through organized activities.

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Expand on general membership meetings to allow for site visits in host locations.	Ongoing	Maintain	President-elect	M
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Continue with a minimum of two branch workshops on an annual basis.	Ongoing	Maintain	Branches	H
2	Establish workshops on an annual basis for mentoring volunteers and lay persons.		Develop	B & V Branch	M
3	Establish relationship with youth sports agencies.	Ongoing	Develop	Exec. Dir. & Staff	M
4	Provides established relationships with health care service industry.	Ongoing	Review & recommendation	Exec. Dir. & Staff	H

Networking

Goal 2 – Create effective multiple communications lines whereby all individuals, organizations and groups involved in the business of recreation and park have opportunities to share common interests, concerns and ideas.

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Expand on web page to provide questions and answers area.	Future Potential	Monitor	Exec. Dir. & Staff	L

2	Establish an advocacy (People For Parks) membership category. Establish framework to encourage boards, friends groups, recreation councils, and coaches to participate in email list.		Keep this idea alive	Legislative/Membership Committee	M
3	Continue to utilize the internet as a means for communication.	Ongoing	Maintain	Communications Committee with MRPA staff	H
4	Establish partnership with organizations with the same interest	Ongoing	Increase	Inter-agency coordinator, Exec. Dir. & Staff	M
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Maintain partnership with Partners of Open Space Coalition.	Ongoing/ <u>Achieved</u>	Maintain	ALL & Legislative Comm., Exec. Dir., Staff, & inter-agency committee.	H
3	Organize an annual meeting with directors in the state of Maryland	Ongoing	Maintain	President Elect	M

Advocacy

Goal 1 – *Promote to the general public and the elected representatives the multiple benefits and quality of life that recreation and parks provides within the state of Maryland.*

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Develop program promoting public policies beneficial to Recreation, Parks, Resources Management and Leisure Services at local, state and regional levels.	Ongoing	Maintain	Legislative Committee	M
2	Inform and engage members concerning MRPA's position and issues in its public policy	Ongoing	Maintain	Legislative Committee & Board	H

	platform.				
3	Establish marketing tools to promote benefits of the parks recreations and health.	Ongoing	Maintain	Intern	H
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Develop and implement publicity plan for notification, education and networking via MRPA website, action alert, email, List Serve, meetings, weekly updates and annual conferences.	Ongoing	Maintain	Exec. Dir. & Staff	M
2	Network with local, state and national legislators to strengthen MRPA's credibility and broaden its influence by meeting with elected officials.	Ongoing	Maintain	Exec. Dir., Staff, Legislative Board & President	H
3	Develop and implement a comprehensive marketing plan to promote the Parks and Recreation message.	Future Potential	Develop	Marketing Committee	L
4	Maximize the use of MRPA website to support marketing plan.	Future Potential	Develop	Marketing Committee	M
5	Create committee to establish "People for Parks" advocacy group	Future Potential	Develop	B & V Committee	M
6	Organize workshop to educate about legislative process	Ongoing	Monitor	Legislative Committee	M

Advocacy

Goal 2 – Actively lobby federal, state and elected officials for the recreation and parks movement and it's resulting multiple benefits.

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Network with national and state organizations sharing similar interests.	Ongoing	Monitor	Exec. Dir. & Staff	M
2	Communicate the value of Parks, Recreation, Resource Management and Leisure Services to	Ongoing	Maintain	Board & Membership	M

	elected officials and MRPA constituents.				
3	Convey mission and goals of MRPA through a comprehensive marketing plan	Future Potential	Develop	Board/Exec. Dir. & Staff	L
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Annually develop a public policy platform.	Ongoing	Monitor	Board & Legislative Committee	H
2	Partner with related organizations and government bodies to communicate Parks and Recreation concepts and committee to challenge.	Ongoing	Monitor	Exec. Dir., Staff & Interagency/Committee	H
3	Research and evaluate NRPA national programs marketing information and incorporate were beneficial.	Ongoing	Monitor	Board/Council	M
4	Schedule meetings with elected officials to convey MRPA message.	Ongoing	Maintain	President, Exec. Dir. & Staff	H
5	Continue with Capital Hill visits during NRPA National Forum	Ongoing	Monitor	President, Exec. Dir. & Staff	H
6	Maintain partnership with Partners for Open Space Coalition.	Ongoing	Maintain	Exec. Dir. & Staff/Interagency Committee Rep.	H
7	Form partnership with MACO Recreation affiliates and MML organizations.	Ongoing	Maintain	President, Exec. Dir. & Staff	H

Advocacy

Goal 3 – *Develop partnership with organizations that support in whole or in part the mission of the Association.*

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	To maintain and enhance MRPA status as a professional authority concerning public policy	Ongoing	Continue	Exec. Dir. & Staff, President/Legislative	H

	issues involving the recreation and park industry.			Committee	
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Continue the present practice of distributing legislative action alerts.	Ongoing	Maintain	Exec. Dir. & Staff/Legislative Committee	M
2	Provide information via the web page pertaining to legislative activity.	Future Potential	Develop	Legislative Committee	M
3	Maintain a board role on Partners for Open Space Coalition	Ongoing	Maintain	Exec. Dir. & Staff/Interagency Committee	H
4	Explore interest in hosting a Legislative Day in Annapolis.	Future Potential	Develop	Legislative Committee/Interagency	M

Member Services

Goal 1 – Provide an efficient, trained, courteous and responsive staff to meet the member’s needs.

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Ensure professional performance of staff leadership through annual performance appraisals.	Ongoing	Maintain	Exec. Dir. & Staff	H
2	Establish and implement financial and operational standards for the association and office.	Ongoing	Maintain	Exec. Dir. & Staff	H
3	Review and update Office, Board and Executive Council responsibilities	Ongoing	Maintain	President, Exec. Dir. & Staff	
4	Timely distribution of up-to-date (current workshops and training opportunities) information and quality articles distributed through MRPA	Ongoing	Maintain	Branches & MRPA Staff	H

	website, email and print publications.				
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Assess members needs every 3-5 years	Future Potential	Develop	Membership Committee	H
2	Examine, review and recommend membership fee structure to maximize benefits to members, include the retiree.	Ongoing	Maintain	President	H
3	Continue to improve and maintain office equipment and technology.	Ongoing	Maintain	Exec. Dir. & Staff	H
4	Continue to review, evaluate and update Board and Committee Chair responsibilities, and MRPA Constitutions and By-Laws.	Ongoing	Maintain	Board, Exec. Dir. & Staff	H
5	Continue to evaluate and update the Executive Director's responsibilities.	Ongoing	Maintain	Personnel Committee	H
6	Finalize and adopt conference manual	Ongoing	Adopt	Exec. Dir. & Staff/Board	H

Member Services

Goal 2 – *Promote sponsorship and alternative funding means to reduce costs to members to attend and participate in Association activities.*

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Analyze the importance of revenue related programs as a service and benefit and encourage participation by departments.	Ongoing	Maintain	Exec. Dir. & Staff/Fund Raising Committee	H
2	Continue to monitor and re-assess current	Ongoing	Maintain	Finance Committee	H

	investments and the solvency of the association.				
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Promote information via web to commercial members to promote their membership.	Future Potential	Monitor	Membership Staff	M
2	Maintain existing revenue sources	Ongoing	Maintain	Exec. Dir. & Staff	H
3	Search for and develop new and stable revenue sources.	Ongoing	Monitor	Exec. Dir. & Staff/Board	H
4	Develop and adopt a sponsorship policy.	Future Potential	Develop	Exec. Dir. & Staff/President	H
5	Continue to seek sponsorship for annual conference and general membership meetings.	Ongoing	Review	Exec. Dir.	H

Member Services

Goal 3 – Promote and increase a membership that is reflective of the users and providers of the programs, properties and facilities provided by and managed by recreation and parks profession.

	Objectives	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Increase membership annually	Ongoing	Maintain	Membership committee/Board	H
2	Review potential for retired professional, friends and alumni category	Future Potential	Develop	Past President	L
	Strategies/Action	Status	Action Needed	Assigned To	Priority High/Medium/Low
1	Re-establish and enhance mentoring programs for new members.	Future Potential	Develop	President	H
2	Develop special events and marketing initiatives to enhance involvement and attendance to MRPA.	Ongoing	Maintain	Membership Committee	M

MRPA Strategic Plan

Development & Training

Goal 1 – Educate recreation and park professionals, lay persons and volunteers regarding future trends and current issues reflective of the recreation and park movement to enable them to provide the best service to the user and the best management of the resource.

	Strategies/Action	Status
3	Provide additional educational opportunities geographically located throughout the state through regional workshops.	Duplicate
6	Offer one regional maintenance workshop for front line park staff that encourages interaction and idea sharing between department staff.	Implement with limited results

Development & Training

Goal 2 – Provide a high quality level of instruction to recreation and park professionals, lay persons and volunteers at locations easily and strategically accessible to the members of the profession throughout the state.

	Strategies/Action	Status
4	Develop partnerships with other professional organizations.	Duplicate
5	Increase attendance at workshops and conferences.	Ongoing

6	Enhance the annual conference sessions by developing educational tracks, allocate increased funds for keynote speaker, increase educational sessions and budget.	Implement with significant success
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Development & Training

Goal 3 – *Promote programs that insure new professionals coming into the profession are trained and prepared to meet the needs of the different agencies.*

	Objectives	Status
3	Explore links on web page to local colleges offering recreation curriculum	No implementation
5	Provide links on web page to all agency members and commercial members.	Duplicate

	Strategies/Action	Status
5	Expand college visitations and develop college/university relations committees	Implemented with significant success
7	Partner with University of Maryland to promote parks curriculum	Completed

Networking

Goal 1 – Provide opportunities for park professionals, lay persons and volunteers to share common interests, concern and ideas through organized activities.

	Objectives	Status
2	Continue with regional workshops and trainings.	Duplicate
4	Explore on-line training for volunteers.	Not Implemented
	Strategies/Action	Status
2	Provide all conference round table discussion session at annual conference.	Implemented with minimal success

Networking

Goal 2 – Create effective multiple communications lines whereby all individuals, organizations and groups involved in the business of recreation and park have opportunities to share common interests, concerns and ideas.

	Strategies/Action	Status
2.	Increase budget allocation for speakers to entice national speakers and market association to potential partners.	Duplicate
3	Organize an annual <i>budget</i> meeting with directors in the state of Maryland.	Not Implemented

Advocacy

Goal 1 – *Promote to the general public and the elected representatives the multiple benefits and quality of life that recreation and parks provide within the state of Maryland.*

	Strategies/Action	Status
5	Create committee to establish “People for Parks” advocacy group.	Duplicate
6	Organize workshop to educate about legislative process.	Implemented with significant success

Advocacy

Goal 3 – *Develop partnership with organizations that support in whole or in part the mission of the Association.*

	Strategies/Action	Status
3	Maintain a board role on Partners for Open Space Coalition.	Implemented with significant success

Membership Services

Goal 1 – *Provide an efficient, trained, courteous and responsive staff to meet the member’s needs*

	Objectives	Status
3	Support board and councils initiatives.	Completed
	Strategies/Action	Status
4	Continue <i>to review</i> evaluate and update Board and Committee Chair responsibilities.	Duplicate
5	Continue to evaluate and update the Executive Director’s responsibilities.	Duplicate

Member Services

Goal 2 – *Promote sponsorship and alternative funding means to reduce costs to members to attend and participate in Association activities.*

	Objectives	Status
1	Analyze the operation of the Association without the ticket program revenue and other non-membership related revenues.	Resolves
	Strategies/Action	Status
1	Establish a link to commercial members on web page to promote their membership.	Duplicate

Member Services

Goal 3 – *Promote and increase a membership that is reflective of the users and providers of the programs, properties and facilities provided by and managed by recreation and parks profession.*

	Objectives	Status
2	Identify needs to ensure quality services.	Duplicate
3	Create a “People For Parks” campaign to encourage membership.	Duplicate
	Strategies/Action	Status
4	Review the roles and responsibilities of the Executive Director.	Duplicate
5	Update membership brochure into a new format to market the Association	Ongoing
7	Continue to expand on posting employment opportunities through web service.	Ongoing

