



Indiana Park and Recreation Association

Strategic Plan

2010 - 2014

Acknowledgements



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Strategic Plan Summary

Vision

The Indiana Park and Recreation Association is the premier source of support and advancement for parks and recreation providers

Mission

The Indiana Park and Recreation Association advances healthy life styles and environmental stewardship by providing education, professional development, resources and advocacy

Strategic Directions

1. Promote the values of parks and recreation to a larger audience
2. Focus on legislative advocacy as a primary benefit for IPRA member agencies
3. Provide training and education opportunities with measurable outcomes
4. Maintain an effective organization structure and efficient operations
5. Actively market member benefits for the purposes of new member recruitment and retention of existing members

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Introduction

At the beginning of the 2008 fiscal year, IPRA adopted a two-year strategic plan to guide the organization through the end of the 2009 fiscal year. Having successfully completed the majority of action items and reached the majority of goals from this strategic plan, the IPRA Board of Directors resolved to embark on a strategic planning effort that would provide guidance to the leaders of the organization for the next five years.

This planning effort was facilitated primarily by the IPRA 2009 President, John Drew, and was supported by the entire board of directors and the IPRA Executive Director, Steve Waltz. Membership input was solicited using several methods. In the summer of 2009, Mr. Drew attended District meetings and facilitated sessions, in which members provided their comments, ideas, and opinions and reached consensus on strategic directions and goals. At these meetings, members also participated in a mission and vision check-in session where updated mission and vision statements were drafted.

The newly drafted strategies, goals, mission, and vision were compiled in a one page document and made available to the entire IPRA membership on the IPRA website and through a mass email soliciting member input. Members were given a full month to provide comments and suggestions about the draft document.

In the fall of 2009, at the membership retreat, with about 40 members in attendance, Mr. Drew facilitated another mission and vision session. Beginning with the draft mission and vision statements that were developed at the district meetings, participants worked through a series of activities until there was consensus. The membership retreat also provided the opportunity for participants to divide into groups and create action plans for each of the goals that had been developed in the summer sessions.

This strategic plan represents the desires, opinions, and vision of many people in the IPRA organization. It is a document that provides a framework for the organization and strategic directions that will enhance the value of IPRA to its members and to parks and recreation in the State of Indiana. This strategic plan must be reviewed by the board of directors annually to ensure its goals, objectives, and actions are up to date with current circumstances in the organization, in the State, and in the world in general; it should be formally updated at least every five years.

Strategic Directions

The strategic directions set the stage for the strategic plan and its implementation. They define the priorities and the direction for the organization from a high level perspective. The goals associated with each of the strategies act as benchmarks to ensure the organization is moving in the strategic directions intended. Each time a goal is met it confirms the organization is making progress, and it creates an opportunity to evaluate that particular strategic direction and determine if new goals need to be defined in that area.

The IPRA strategic directions are presented below following the vision and mission statements. Each strategic direction is accompanied by its corresponding goals.

Vision Statement

The Indiana Park and Recreation Association is the premier source of support and advancement for parks and recreation providers

Mission Statement

The Indiana Park and Recreation Association advances healthy life styles and environmental stewardship by providing education, professional development, resources and advocacy

Strategies and Goals

- 1. Promote the values of parks and recreation to a larger audience**
 - a) Create services that attract new members from connected professions such as hospitality and visitor services, camps, elder services, health care, land and wildlife conservation, etc.
 - b) Cultivate partnerships and communications channels with similar organizations such as Indiana Association of Cities and Towns, Indiana Association of Counties, Indiana Association of Regional Councils, Indiana MPO Council, etc.

- 2. Focus on legislative advocacy as a primary benefit for IPRA member agencies**
 - a) Create methods to fund lobbying efforts at the state level
 - b) Develop services to provide assistance at the regional, county, and local levels

- 3. Provide training and education opportunities with measurable outcomes**
 - a) Create IPRA certificate programs
 - b) Create online training courses

- 4. Maintain an effective organization structure and efficient operations**
 - a) Actively manage finances
 - b) Continuously strive for improvement in efficiency of office operations
 - c) Monitor and maintain non-profit legal status
 - d) Regularly evaluate organization structure and operations procedures and policies

- 5. Actively market member benefits for the purposes of new member recruitment and retention of existing members**
 - a) Create an annual marketing plan
 - b) Annually evaluate marketing expenses against results
 - c) Actively promote the primary member benefit of networking with peers through participation in meetings and events and personal contact with other members

Action Plan

The Action Plan is derived from the strategies and goals. The participants of the 2009 IPRA Membership Retreat were divided into groups by self-selected interest area. Each group was facilitated by a standing committee chair person. Participants worked with the strategic directions and goals to decide on specific actions that are necessary to reach each of the goals.

The IPRA president and board of directors intend to assign responsibility for completing the actions under each strategic direction to an existing standing committee. The action plan is organized in two sections: Action Plan by Strategy and Action Plan by Timeframe. The Action Plan by Strategy section includes the name of the responsible standing committees along with specific actions assigned to that committee. The Action Plan by Timeframe presents the entire list of actions organized by timeframe and priority. This is intended to assist the president and executive committee in their overall organizational planning and monitoring efforts.

Action Plan by Strategy

Each strategic direction has been assigned to an existing standing committee. Those assignments are as follows:

Executive Committee	Strategy 4: Maintain an effective organization structure and efficient operations
Communications Committee	Strategy 1: Promote the values of parks and recreation to a larger audience
Legislative Committee	Strategy 2: Focus on legislative advocacy as a primary benefit for IPRA member agencies
Membership Committee	Strategy 3: Provide training and education opportunities with measurable outcomes Strategy 5: Actively market member benefits for the purposes of new member recruitment and retention of existing members

Strategy 1: Promote the values of parks and recreation to a larger audience

Goals

Create services that attract new members from connected professions such as hospitality and visitor services, camps, elder services, health care, land and wildlife conservation, etc.

Cultivate partnerships and communications channels with similar organizations such as Indiana Association of Cities and Towns, Indiana Association of Counties, Indiana Association of Regional Councils, Indiana MPO Council, etc.

Action Plan

Task	Completion Timeline
Assess status of partnership with American Camp Association	March 2010
Execute a partnership agreement with American Camp Association for sharing of member benefits and a system of dual membership	November 2010
Execute a partnership with Arborist Society for 2011 Conference	April 2010
Execute a partnership agreement with Arborist Society for sharing of member benefits and a system of dual membership	November 2011
Submit a session proposal to have an IPRA representative speak at the 2010 IACT conference	June 2010
At least one IPRA representative attend the 2010 IACT conference	October 2010
Meet with the IACT executive director to discuss partnership opportunities	March 2011
Attend AIC 2011 annual conference	September 2011
Meet with AIC executive director to discuss partnership opportunities	March 2012
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Strategy 2: Focus on legislative advocacy as a primary benefit for IPRA member agencies

Goals

Create methods to fund lobbying efforts at the state level

Develop services to provide assistance at the regional, county, and local levels

Action Plan

Task	Completion Timeline
Determine, monitor and prioritize legislative issues on local, state, and federal levels. Present platform at membership meeting	September 2010 Annually
Create and maintain an updated list in conjunction with NRPA, linking members with vital legislative contacts.	September 2010 Annually
Educate members about the system used to determine, monitor, prioritize and react to legislative issues on all levels	April 2011
Regularly update website to inform members and provide tools and resources to advocate for IPRA issues.	April 2010 Quarterly
Create a fast action legislative contact tree	March 2011
Create a Lobby Fund within the IPRA savings accounts	December 2010
Allocate a percentage of membership dues to the IPRA Lobby Fund	December 2011
Hire a contractor to seek and solicit grant funds to support IPRA Lobby Fund	June 2011
Be prepared to hire a contracted lobbyist to advocate on behalf of IPRA at the State level	December 2012
Create and implement a fund raising campaign to solicit corporate and private donations to the IPRA Lobby Fund	December 2012 Annually
Hire a full-time lobbyist to represent IPRA in the Indiana Statehouse and at the regional, county, and local levels	December 2014

Strategy 3: Provide training and education opportunities with measurable outcomes

Goals

Create IPRA certificate programs

Create online training courses

Action Plan

Task	Completion Timeline
Create memberclicks communities for specific topics for the purpose of sharing professional information.	November 2010
Create, maintain, and make known to members, a volunteer trainer database (speakers bureau) to provide training and information resources to member agencies.	March 2011
Provide at least two education sessions per interest section	Annually
Promote and provide CPRP Exam preparation training at least once per year	Annually
Create at least one nationally marketable online course per year	December 2010 Annually
Develop a system for processing all training evaluation forms.	December 2010
Review and analyze all education sessions offered to ensure they are meeting membership needs	November 2010 Annually
Hire a full-time education coordinator, which is funded through program income	December 2011
Provide national certification trainings (NPSI, AFO, CPO)	Annually
Create a method where event participants can post reviews online (this can be done through a memberclicks community or bulletin board)	July 2010
...	

Strategy 4: Maintain an effective organization structure and efficient operations

Goals

Actively manage finances

Continuously strive for improvement in efficiency of office operations

Monitor and maintain non-profit legal status

Regularly evaluate organization structure and operations procedures and policies

Action Plan

Task	Completion Timeline
Complete a business plan that addresses annual and long term financial solvency	December 2010 Annually
Update accounting procedures to include procedures for handling online program registrations	June 2010
Create IPRA Board Orientation Manual and Training	December 2010
Conduct IPRA Board Orientation Training	January 2011 Annually
Review and Update Accounting Procedures	December 2010 Annually
Develop Budget Projections	May 2010 Bi-Monthly
Review and Update Policies and Procedures Manual	December 2010 Annually
Track Strategic Plan Tasks	May 2010 Bi-Monthly
Review and Update Strategic Plan Actions	December 2010 Annually
Develop a Staffing Plan for 2011 and beyond	December 2010
Review and update association by-laws as needed	October 2010 Annually
Review and update organization non-profit status as needed	January 2011 Annually
...	

Strategy 5: Actively market member benefits for the purposes of new member recruitment and retention of existing members

Goals

Create an annual marketing plan

Annually evaluate marketing expenses against results

Actively promote the primary member benefit of networking with peers through participation in meetings and events and personal contact with other members

Action Plan

Task	Completion Timeline
Catalogue IPRA strengths, services, publications and contacts	June 2010
Determine target markets: partners-alliances, like-minded groups, potential members, existing members	September 2010
Determine methods to promote IPRA to target markets	December 2010
Hire outside firm or work with university student volunteers to create a marketing plan	February 2011
Actively promote vision and mission statement for purposes of recruiting	May 2011
Create campaign to encourage members to personally invite guests (potential new members) to meetings and workshops	November 2011
Create incentives for newer members to participate in meetings and workshops	November 2011
...	

Action Plan by Timeframe

This section presents the same action items as in the previous section, but organized by timeframe for the benefit of the IPRA Executive Director and Board of Directors so they can track the items outside of the committee structure.

If all items for a particular year are not completed or nearing completion at the end of the year, the board must decide if the incomplete items should be moved into the next year or whether they should be left incomplete until the action plan is formally reviewed.

Strategy	Task	Completion Timeline
3	Provide at least two education sessions per interest section	Annually
3	Promote and provide CPRP Exam preparation training at least once per year	Annually
3	Provide national certification trainings (NPSI, AFO, CPO)	Annually
1	Assess status of partnership with American Camp Association	March 2010
1	Execute a partnership with Arborist Society for 2011 Conference	April 2010
2	Regularly update website to inform members and provide tools and resources to advocate for IPRA issues.	April 2010 Quarterly
4	Develop Budget Projections	May 2010 Bi-Monthly
4	Track Strategic Plan Tasks	May 2010 Bi-Monthly
1	Submit a session proposal to have an IPRA representative speak at the 2010 IACT conference	June 2010
4	Update accounting procedures to include procedures for handling online program registrations	June 2010
5	Catalogue IPRA strengths, services, publications and contacts	June 2010
3	Create a method where event participants can post reviews online (this can be done through a memberclicks community or bulletin board)	July 2010

Strategy	Task	Completion Timeline
2	Determine, monitor and prioritize legislative issues on local, state, and federal levels. Present platform at membership meeting	September 2010 Annually
2	Create and maintain an updated list in conjunction with NRPA, linking members with vital legislative contacts.	September 2010 Annually
5	Determine target markets: partners-alliances, like-minded groups, potential members, existing members	September 2010
1	At least one IPRA representative attend the 2010 IACT conference	October 2010
4	Review and update association by-laws as needed	October 2010 Annually
1	Execute a partnership agreement with American Camp Association for sharing of member benefits and a system of dual membership	November 2010
3	Create memberclicks communities for specific topics for the purpose of sharing professional information.	November 2010
3	Review and analyze all education sessions offered to ensure they are meeting membership needs	November 2010 Annually
2	Create a Lobby Fund within the IPRA savings accounts	December 2010
3	Create at least one nationally marketable online course per year	December 2010 Annually
3	Develop a system for processing all training evaluation forms.	December 2010
4	Complete a business plan that addresses annual and long term financial solvency	December 2010 Annually
4	Create IPRA Board Orientation Manual and Training	December 2010
4	Review and Update Accounting Procedures	December 2010 Annually
4	Review and Update Policies and Procedures Manual	December 2010 Annually
4	Review and Update Strategic Plan Actions	December 2010 Annually
4	Develop a Staffing Plan for 2011 and beyond	December 2010
5	Determine methods to promote IPRA to	December 2010

Strategy	Task	Completion Timeline
	target markets	
4	Conduct IPRA Board Orientation Training	January 2011 Annually
4	Review and update organization non-profit status as needed	January 2011 Annually
5	Hire outside firm or work with university student volunteers to create a marketing plan	February 2011
1	Meet with the IACT executive director to discuss partnership opportunities	March 2011
2	Create a fast action legislative contact tree	March 2011
3	Create, maintain, and make known to members, a volunteer trainer database (speakers bureau) to provide training and information resources to member agencies.	March 2011
2	Educate members about the system used to determine, monitor, prioritize and react to legislative issues on all levels	April 2011
5	Actively promote vision and mission statement for purposes of recruiting	May 2011
2	Hire a contractor to seek and solicit grant funds to support IPRA Lobby Fund	June 2011
1	Attend AIC 2011 annual conference	September 2011
1	Execute a partnership agreement with Arborist Society for sharing of member benefits and a system of dual membership	November 2011
5	Create campaign to encourage members to personally invite guests (potential new members) to meetings and workshops	November 2011
5	Create incentives for newer members to participate in meetings and workshops	November 2011
2	Allocate a percentage of membership dues to the IPRA Lobby Fund	December 2011
3	Hire a full-time education coordinator, which is funded through program income	December 2011
1	Meet with AIC executive director to discuss partnership opportunities	March 2012
2	Be prepared to hire a contracted lobbyist to advocate on behalf of IPRA at the State level	December 2012
2	Create and implement a fund raising campaign to solicit corporate and private	December 2012 Annually

Strategy	Task	Completion Timeline
	donations to the IPRA Lobby Fund	
2	Hire a full-time lobbyist to represent IPRA in the Indiana Statehouse and at the regional, county, and local levels	December 2014