

Arizona Parks and Recreation Association Strategic Plan



Strategic Goals and Objectives for the Next Five Years (2007-2012)

Goal 1 – Advocacy: Educate and influence policy makers on parks and recreation and conservation issues.

Objectives:

- Develop a unified front responsible for advocating on behalf of APRA issues.
- Continue to identify legislation that affects parks and recreation and conservation and continue to educate state and federal legislators on issues of importance to parks and recreation and conservation.
- Collect data (via research) that demonstrates the impact of APRA and its members.
- Engage the citizen boards and commission members in APRA's advocacy efforts.
- Promote professional partnerships through strategic alliances with other like-minded organizations (i.e. The League of Arizona Cities and Towns, Maricopa Association of Governments, ACMA, ICMA, Arizona Association of Counties, etc.)

Financial and Human Resource Alignments Needed:

- Approach the Arizona Parks and Recreation Fund to identify and allocate funds for APRA's advocacy efforts.

Potential champions for achieving this goal:

Legislative and Ways and Means Committee
APRA Office
Executive Board
Branches

Goal 2 – Professional Development & Training: To provide, improve and implement a greater level of professional development opportunities for APRA members.

Objectives:

- Increase the availability of Continuing Education Units (CEUs).
- Enhance awareness of all available certification opportunities.
- Bring in nationally-recognized schools to the state, and encourage NPRA to bring its schools to Arizona.
- Explore a revenue-sharing plan with NPRA for training schools.
- Explore possible partnerships with IFEA.
- Increase the diversity of geographic locations of training sites.
- Increase branch collaboration to provide educational sessions outside of the APRA conference.
- Identify new sponsors for future educational trainings.
- Create a mentorship program for new parks and recreation and conservation professionals.
- Identify mechanisms to enhance APRA's utilization of existing internal (human/financial) resources.
- Develop training mechanisms that serve greater geographic areas and are practical and relevant for small towns as well as large cities.

Financial and Human Resource Alignments Needed:

- Develop a detailed resource/asset map for APRA.

Potential champions for achieving this goal:

Professional Development Committee

Branches

Regional Reps

APRA Office

Goal 3 – Membership Development: To create and enhance an awareness of the role of APRA that will cause directors to feel that their involvement in APRA is important.

Objectives:

- Update and revise an APRA promotional piece that outlines membership benefits.
- Reach out to new, non-traditional constituencies (make a list of target organizations) such as students, maintenance branches, Native Americans, etc.
- Drill deeper, via research efforts, on what “membership saturation” is.
- Host a Regional Director’s meeting at least once a year in each region.
- Increase the communication of APRA offerings to existing members on who we are and what we are doing.
- Stress the importance to members about “giving back as much or more than you receive” to get members thinking about how they can give back to the APRA.

Financial and Human Resource Alignments Needed:

- To Be Determined

Potential champions for achieving this goal:

Membership Committee

APRA Office, Executive Board, Board of Directors and Branches

Goal 4 – Increase Awareness of APRA: To enhance the awareness and knowledge of the Arizona Parks & Recreation Association among internal and external constituencies through a commitment to help one another at the branch level.

Objectives:

- Having APRA as a support organization for larger events that local communities and other member branches are hosting. Participate and volunteer with branch-to-branch support.
- Create t-shirts and a new banner for APRA (with the new revised mission statement) as marketing tools.
- Sell APRA licensed merchandise online through the Association’s website.
- Branches will look for opportunities to network, partner and dialogue with four new community and citizen groups.
- Branches will submit their calendars of events, meetings, etc., to Brenda or Terrie.
- Develop a 30-second public service announcement (PSA) for APRA. Get branch participation on this project. Juan Rodriguez has agreed to spearhead this effort.
- Develop an APRA marketing committee and develop a marketing plan that is tied to the fiscal solvency of APRA.

Financial and Human Resource Alignments Needed:

- To Be Determined

Potential champions for achieving this goal:

Legislative Committee

APRA Office

Executive Board

Branches

SW Regional Reps

Goal 5 – APRA Structure/Branch Support & Communication: Communicate how branches relate to the board and APRA support staff, and define the roles and responsibilities of APRA staff, board and branch chairs.

Objectives:

- Assess what priority tasks are, and how to become more effective as an organization.
- Reviewing and possibly renewing the Executive Director’s contract.
- Perform an audit of APRA central office operations to see how the office is run and to see what staff is doing.
- Conduct a board assessment and evaluation.
- Enhance branch/board support and communication.
- Look into technology for ways to improve communication.
- The Chairman of the Board will establish a committee to draft a 5-year technology plan.

Financial and Human Resource Alignments Needed:

- To Be Determined

Potential champions for achieving this goal:

Branch Chairs

Executive Committee

APRA Board of Directors

Goal 6 – Financial Solvency of APRA: Identify the organization’s assets and create a 5-year plan to ensure the solvency of APRA for the future.

Objectives:

- Determine long-term, long-range partnerships that are APRA income streams (i.e. Phoenix Suns, Arizona Diamondbacks, Cactus League baseball).
- Explore payroll contribution possibilities (like E-Cap, United Way, etc).
- Sell advertising in the APRA magazine.
- Sell sponsorships for the APRA conference.
- Develop a 5-year, performance-based budget and fundraising plan. Identifying what we want to do, putting a cost to it, and doing it.
- Explore the possibility of establishing a revenue-sharing program (possibly 80-20) between branches and APRA.

- **Take a look at modifying (updating) the APRA membership dues amount and the APRA conference registration rates.**

Financial and Human Resource Alignments Needed:

- **To Be Determined**

Potential champions for achieving this goal:

Finance Committee

Executive Board

Board of Directors

Ways and Means Committee