



## **Arizona Parks & Recreation Association**

### **2013 – 2015 Strategic Plan**

**Approved by the Board of Directors  
January 18, 2013**

## **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.
- Send APRA representative(s) to the National Legislative Forum on Parks and Recreation.

### **Financial and Human Resource Alignments Needed:**

- Approach the Arizona Parks and Recreation Fellowship to identify and allocate funds for APRA's advocacy efforts.
- Pursue other funding opportunities with strategic partners.

### **Potential champions for achieving this goal:**

- Legislative Committee
- Ways and Means Committee
- APRA Office
- Executive Board
- Branches
- Region Representatives

## **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 NRPA to bring its schools to Arizona.
- 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, 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 which 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 all parks and recreation professionals 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 (for example, libraries, golf)
- 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.
- Work with directors to enhance involvement with 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
- 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.
- Develop and implement an online store via the APRA website.
- Branches will look for opportunities to network, partner and dialogue with four new community and citizen groups.
- Branches will designate a web editor to update Branch pages, events and news on the APRA website.
- Develop a 30-second public service announcement (PSA) for APRA.
- Develop and implement a marketing plan that is tied to the fiscal solvency of APRA.
- Send APRA representative(s) to NRPA Executive Directors Council Meeting and NRPA Congress.

### **Financial and Human Resource Alignments Needed:**

- To Be Determined

### **Potential champions for achieving this goal:**

- Legislative Committee
- APRA Office Executive
- Board Branches
- Regional Reps
- Membership Committee

## **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.
- Establish mid and final year report from branches, committees, etc.
- Enhance branch/board support and communication.
- Utilize technology to improve communication.

### **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 3-year plan to ensure the solvency of APRA for the future.**

### **Objectives:**

- Establish long-term partnerships that are APRA income streams.
- Explore payroll contribution possibilities.
- Sell advertising in the APRA magazine.
- Sell sponsorships for the APRA conference.
- Develop a performance-based budget and fundraising plan.
- Develop a branch agreement that outlines policies and procedures related to branch operation.
- Research nationwide membership structures and rates. Use this information to assess and potentially update APRA membership structure and dues.

### **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