

2024- 2026

MINNESOTA RECREATION
AND PARK ASSOCIATION
STRATEGIC PLAN

MINNESOTA RECREATION
AND PARK ASSOCIATION



ADOPTED DECEMBER 6, 2023

Our Mission

To improve the quality of life in Minnesota by enhancing the profession of parks, open space, recreation, and leisure services.

Our Vision

Recreation and parks are universally recognized as cornerstones to the high quality of life enjoyed by Minnesotans.

Our Values

Engagement
Inclusion
Integrity
Leadership
Stewardship
Wellness



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MRPA Strategic Plan - Year 1 or 2024

Domain	Membership	Staffing	Funding Sustainability	Governance & Bylaws
<p>Goals for All Three Years</p>	<p>Grow the MRPA community by enhancing member services</p>	<p>Elevate MRPA by supporting MRPA staff development and growth</p>	<p>Ensure MRPA's future by investing in growth opportunities</p>	<p>Evolve MRPA's governance model to position MRPA for success</p>
<p>Year 1 Objectives</p>	<ul style="list-style-type: none"> Review and enhance advocacy efforts for agencies through education and a toolkit, educate members of MRPA's lobbying efforts for the profession, and define expectations of contracted lobbyist and/or legislative committee Develop an online repository of legislative information and resources 	<ul style="list-style-type: none"> Engage the RSC and stakeholders to evaluate and define a timeline to strategically shift away from recreational sports while being mindful of financial implications. This discussion would confirm if recreational sports includes all programs, or if softball is viewed differently. Establish the cadence and definitions for staff to shift from recreational sports to education in correlation with the first objective Outline tools and support to set up the staff for success Evaluate and establish a future year pay plan 	<ul style="list-style-type: none"> Review and analyze 501(c)4 model and 501(c)3 model to be able to look for grant funding and donations, possibly open up more sponsorships if beneficial to current and future financial stability Define relationship with Foundation, sponsors, and stakeholders as applicable to 501(c)3 and 4 discussion Task the finance ad hoc committee to review and make recommendations related to the current policy, including but not limited to investments and cash flow Consider a membership dues restructure, with consideration also given to larger agencies 	<ul style="list-style-type: none"> Review need for membership approval for bylaw changes

MRPA Strategic Plan - Year 2 or 2025

Domain	Membership	Staffing	Funding Sustainability	Governance & Bylaws
Goals for All Three Years	Grow the MRPA community by enhancing member services	Elevate MRPA by supporting MRPA staff development and growth	Ensure MRPA's future by investing in growth opportunities	Evolve MRPA's governance model to position MRPA for success
Year 2 Objectives	<ul style="list-style-type: none"> • Improve communication and connections with colleges/universities, and educate students to the benefits of MRPA membership • Expand member recruitment model to include people from other avenues beyond the four-year university path • Establish a first-time conference attendee welcome plan • Start earlier with staff supported outreach to high schools • Engage with network chairs to establish an education/training plan 	<ul style="list-style-type: none"> • Update proposed job descriptions, based on Year One outcomes, for all three staff to bring these positions up to match industry trends and to reflect the work they're doing. <i>Proposed title changes: Rec Sports Manager becomes: Education and Events Director, focusing on workshops, conferences, sponsorships, and network oversight. Administrative Assistant becomes: Membership and Communications Manager, responsible for website, database, social media, membership recruitment, retention, engagement strategies.</i> • Slowly work towards salary adjustments until the staff are all within the ranges for their positions plus or minus the 50th percentile benchmark. • Work towards a transition for salary adjustments until the staff are all within the position ranges plus or minus the American Society of Association Executives' 50th percentile benchmark and measured by years of service, and performance based on job descriptions. 	<ul style="list-style-type: none"> • Take action upon Year One's review and analysis of the 501(c)4 model and 501(c)3 model to be able to look for grant funding and donations, possibly open up more sponsorships if beneficial to current and future financial stability • Take action upon Year One's review of relationship with Foundation, sponsors, and stakeholders as applicable to 501(c)3 and 4 discussion • Take a fresh look at yearlong sponsorship packages 	<ul style="list-style-type: none"> • Establish a review cycle for bylaws, policies, and procedures

MRPA Strategic Plan - Year 3 or 2026

Domain	Membership	Staffing	Funding Sustainability	Governance & Bylaws
<p>Goals for All Three Years</p>	<p>Grow the MRPA community by enhancing member services</p>	<p>Elevate MRPA by supporting MRPA staff development and growth</p>	<p>Ensure MRPA's future by investing in growth opportunities</p>	<p>Evolve MRPA's governance model to position MRPA for success</p>
<p>Year 3 Objectives</p>	<ul style="list-style-type: none"> • Increase education/training opportunities to address trending needs and a transitional budget while striving for net positive growth • Increase education/training opportunities to meet the needs of all membership levels 	<ul style="list-style-type: none"> • Implement the positions per the job descriptions for all three staff to bring these positions up to match industry trends and standards <i>Title changes:</i> <i>Rec Sports Manager becomes: Education and Events Director, focusing on workshops, conferences, sponsorships, and network oversight.</i> <i>Administrative Assistant becomes: Membership and Communications Manager, responsible for website, database, social media, membership recruitment, retention, engagement strategies.</i> • Establish salary adjustments until the staff are all within the ranges for their positions plus or minus the 50th percentile benchmark. • Q4 Evaluate need for additional staffing and sustainability based on financial sustainability 	<ul style="list-style-type: none"> • Evaluation action taken in Year Two related to the non-profit status • Continue to evaluate relationship with stakeholders related to earlier non-profit status decision • Expand conference's financial stability 	<ul style="list-style-type: none"> • Board will select priority bylaws for a sub-group to review/update to bring for a recommendation • Updating Investment Policy