



Strategic Plan 2019-2023

November 14, 2018

Mission

The Pennsylvania Recreation and Park Society empowers recreation and park professionals and citizen advocates to enhance life-enriching services for all Pennsylvanians.

Vision

The Pennsylvania Recreation and Park Society will improve environmental, economic, and social health and wellness for current and future generations.

Plan Purpose

PRPS recognizes that it is uniquely positioned to exert influence on behalf of its members and partners.

Rather than focusing on narrow, internal organizational goals (which are separately addressed by governance policies and the annual Administrative Plan), the Board of Directors chooses to address certain broad, external issues that impact the recreation and park industry and its professional practices throughout Pennsylvania.

In addition to the strategies and goals contained in this plan, PRPS is an implementing partner in two other plans spanning this same period, and will contribute to and integrate the recommendations and action items of:

- **Leadership 2025**, the recommendations arising from the 2018 Recreation and Conservation Leadership Summit, and;
- **Pennsylvania Statewide Comprehensive Outdoor Recreation Plan, 2020-2024**, an outdoor recreation prescription for all citizens of the Commonwealth.

It is in the function of this larger scope that PRPS desires to improve the overall capability of the profession's delivery of its comprehensive, essential services throughout the state, with benefits for all.

Implementation

The PRPS [Constitution](#) contains the fundamental principles that govern its operation. The PRPS [Bylaws](#) establish the specific rules of guidance by which the Society functions.

The PRPS Board of Directors sets policy and direction, ensures and protects resources, engages in outreach, and provides oversight. Much of the Board's attention centers on governance by policy, membership development, and advocacy, with intentional transparency and communication.

The PRPS Board/Executive Partnerships policy establishes and delineates operational responsibilities between the Board, the CEO and administrative staff, and PRPS Committees. Implementing this plan is a cooperative function between the varying positions, roles and responsibilities of all PRPS members.

Structure

Following the recommended procedure and format of an issues-based strategic plan, the Board of Directors identified four broad issues in which to identify practical strategies to contribute solutions over the following five years. They are:

1. *Advocacy: Public Policy and Education*
2. *Sustainable Funding*
3. *Integration of Services and Values*
4. *Member and Partner Engagement*

An expanded statement of each issue follows. Each issue is further articulated by identifying pertinent Strengths, Weaknesses, Opportunities, Challenges (SWOC).

Based on the SWOC analysis, the PRPS Board of Directors and Administration, with input from PRPS members, partners and stakeholder groups, have determined specific Strategies, each with Measureable Outcomes, Prime Agents, Priorities and Timelines.

Issue 1: Advocacy: Public Policy and Education

Recent research among elected and appointed officials has shown that the more they perceive park and recreation services contribute to the economy, public health, quality of life and other indicators of community wellbeing, the greater the importance they place on these services.

Such a perception of higher value among decision-makers leads to elevated funding priorities and a greater public role for park and recreation systems and the solutions they create.

The purpose of PRPS's advocacy program is to actively support, defend, promote and advance community and life-enhancing solutions through Pennsylvania's park and recreation systems. The audiences and beneficiaries include our elected and appointed officials, our members and their constituents, our partners and collaborators, and the public at large.

PRPS Advocacy is a multi-function responsibility that includes:

- a. Monitoring legislation, regulations, other governmental actions and political willpower to analyze, understand and communicate opportunities, probabilities and consequences.
- b. Developing public advocacy platforms, public education campaigns, and their strategies, objectives and goals based on issues and trends.
- c. Initiating, organizing, and promoting grass roots and legislative actions to resolve particular matters that impact the profession and industry.
- d. Educating, enlisting and collaborating with PRPS members and other like-minded individuals and groups throughout the state for public understanding, coordinated messaging, and realized objectives.

Such advocacy requires retrospective analysis to identify trends, forward thinking to shape the future, and continuing action to stimulate change and produce results.

Strengths

1. Through its professional members, PRPS touches every aspect of modern society and community

livability. The broad expertise of its members, and the public they serve, and PRPS's unique position to speak on their collective behalf, creates a powerful platform.

2. PRPS has access to many research reports, studies and case studies that substantiate recreation, park and conservation issues, policies and recommended changes, and can exploit their findings for persuasive reasoning.
3. PRPS has many alliances with public and private partners who, with parallel missions and additional resources, collaborate in practical initiatives for education, advocacy and change.
4. An overwhelming majority of local officials have personally used their local parks (95 percent) and agree their community benefits from local parks (99 percent).*

Weaknesses

1. Advocacy training for practicing recreation and park professionals often comes through on-the-job experience, rather than any formal prior preparation to attain competency.
2. Public advocacy is often perceived as a duty of director-level personnel, and commonly avoided by front-line park and recreation employees.
3. Too few PRPS members have a good working relationship with their elected state and local legislators, or are readily willing to contact them and articulate needs and issues.

Opportunities

1. While many PRPS members are employed by government entities, and have been historically restricted or reluctant to voice their views on legislative issues affecting their own governance, they are becoming more inclined to speak up.
2. Professional competencies should include public advocacy, community leadership and effective communication skills.
3. Popular public opinion of the value of parks and recreation remains very high, and PRPS can profit from that popularity as it seeks to educate and influence decision-makers to favor higher priorities for the kinds of community solutions that park and recreation systems can deliver.

Challenges

1. A more powerful platform for PRPS is attainable. It can establish itself as the state's widely recognized industry leader. In that role, it will expand its relevance, capacity and influence for the wide-ranging benefits of parks and recreation to its members, profession and public.
2. Trends in state governmental services, staffing and funding for recreation, park and environmental causes appear to be in an overall decline due to various political and economic circumstances. State departments are likely to be less able to offer advocacy support in technical expertise and informational resources.
3. The PRPS Governmental Affairs Committee consists of interested volunteers, but like many other committees, suffers from a lack of engagement from many of its well-intentioned members, hindering its own effectiveness. (See Member and Partner Engagement for related issues.)
4. The PRPS Board of Directors, staff, members, and consultants active in Governmental Affairs, education and communications do not all thoroughly understand and comply with the Lobbying Law in all regards.
5. Local officials do not consistently value creating a passionate community, establishing good working relationships, and contributing to solutions through parks and recreation.*

** adapted from NRPA: Local Government Officials' Perceptions of Parks and Recreation, 2017.*

Issue 2: Sustainable Funding

Lack of adequate funding prolongs and exacerbates social inequities, environmental harm, unsafe and poorly maintained facilities. It stifles economic prospects, innovative solutions, new opportunities, responsive services, and the vocational appeal to new professionals.

Local, state and federal investments in recreation, conservation and green infrastructure remain critically vital to state and local park and recreation systems. While state governmental sources offer dozens of grant programs, and award multiple hundreds of millions of dollars each year, they remain distressingly inadequate to the need. The PA DCNR grant program is able to fund only about half the qualified requests it receives.

Developing sufficient and sustainable funding for parks, recreation and conservation will likely include a combination of user fees, licensing, public-private partnerships, philanthropy, and perhaps creative new models yet to be invented—with a reduced reliance on public funding. Public revenues derived from various types of taxes, fees, lotteries and other sources, may best be managed for recreation, park and conservation through purposeful, dedicated funds protected (as far as possible) from political tampering.

To be sustainable, revenue sources must be reliable in the long term, impose a comparatively small cost on the economy, and rely on contributions from all citizens.

Park and recreation professionals must each work personally to communicate their local worth, while uniting to protect vital funding sources statewide.

Strengths

1. Public support of funding for recreation and parks is in the industry's favor. A 2014 Penn State survey found that 97 percent of Pennsylvanians think that state funds dedicated to preserving open space and farmland, providing parks and trails, and protecting rivers and streams should continue to be used for these purposes. Moreover, 82 percent of respondents support increasing state funds for these purposes.
2. Many sources of governmental funding leverage significant matching funds for their programs,

derived from local collaborators – and generate a many-fold return to the economy. Each dollar of Keystone Fund investment typically leverages \$3.13 in direct local investments in parks, trails, community green spaces, and libraries. A 2012 report by The Trust for Public Land found that every \$1 invested in land conservation through the Keystone Fund returned \$7 in natural goods and services to the Pennsylvania economy.

3. Many national and statewide studies substantiate the important contributions of recreation and parks to the economy. (*The Bureau of Economic Analysis, NRPA, etc.*). Elected officials are more likely to fund recreation and parks when they agree that its contributions enhance the economy.

Weaknesses

1. Governmental sources alone will never meet the enormous demand for recreation, park and conservation funding—let alone sustain it indefinitely. Despite administering a diverse portfolio of disbursement programs, state agency programs remain subject to shortfalls and political tinkering that threaten their availability and effectiveness.
2. Nationally, local park and recreation agency funding fell by 7 percent from 2003-2013. Many agencies have not fully recovered their former funding levels from before the recession.
3. Nongovernmental funding sources are too few and entirely inadequate to meet the remaining demand. Unfunded or deferred park maintenance needs alone in Pennsylvania are conservatively estimated at \$1 billion.

Opportunities

1. Local officials' working relationships with park and recreation directors strongly correlate to both their perceptions of parks as being important to the community—as well as to the amount of funding they direct to these services.*
2. Public officials who personally use local parks tend to increase budgets for park and recreation services by a greater percentage than those who do not personally use parks. Public officials who agree that parks and recreation enhance real estate values are more likely to push for increased spending for park and rec services.*

3. Public-Private Partnerships (PPPs), nongovernmental organizations (NGOs), marketing partnerships, philanthropic foundations, endowment giving, and other innovative collaborations, agreements, and campaigns may all contribute to funding solutions; and should be explored and encouraged.
4. Outside of governmental programs, no other statewide funding source directly supports recreational and educational opportunities, creates and sustains local parks, and promotes vibrant, livable communities. A new Foundation, expressly created for these purposes, may fill that niche and help close the funding gap.
5. An expanded PRPS Partner and Sponsor Development program can develop cooperative marketing opportunities with prospective partners and sponsors, enabling alternative funding to augment governmental and grant sources.
5. Developing sufficient and sustainable funding for parks, recreation and conservation will likely include a combination of user fees, licensing, public-private partnerships, philanthropy, and perhaps creative new models yet to be invented—with a reduced reliance on public funding.
6. Parks and recreation funding gains more under an increased budget scenario when officials:
 - a. Perceive park and recreation services to be important;
 - b. Personally use local parks;
 - c. Believe park and recreation services helps to enhance real estate values.*
7. Park and recreation professionals must each work personally to communicate their local worth, while uniting to protect vital funding sources statewide.

* *NRPA: Local Government Officials' Perceptions of Parks and Recreation, 2017.*

Challenges

1. While municipal parks and recreation tends to realize large increases in expenditures in a fiscal-surplus scenario, it also tends to be cut the most severely in a fiscal-deficit scenario.*
2. While public support is in our favor, shifting statewide budget priorities consistently put dedicated funding sources, such as the Keystone Fund and Growing Greener, in budget reduction discussions.
3. Competition for corporate dollars, foundation investments and partnering collaborations is intense among many other worthy causes and organizations. In addition, Pennsylvania's nonprofit landscape is a mosaic of organizations working to fulfill similar missions.
4. Demographic and political changes, loss of trust in institutions and the growth of donor-advised funds and impact investing will drive shifts in the channels, targets and geographic focus of philanthropy. Key uncertainty: the evolving relationship among philanthropic institutions and endeavors, corporations and government entities. (*ASAE ForesightWorks, 2017.*)

Issue 3: Integrated Professionalism

the ability to share expertise across disciplines and jurisdictions for comprehensive solutions.

Modern well-functioning recreation and parks systems are multifaceted physical and socioeconomic structures that daily deliver foundational needs and essential human services.

Much of what constitutes the appeal and livability of our communities is our direct connection to our public spaces and our natural and cultural assets. Their facilities and features build a strong and resilient infrastructure. Their recreational opportunities bolster our wellness and life satisfaction. Together, our park and recreation systems contribute expansively to a healthy economy, environment and society in dozens of documented, tangible ways.

However, studies show that most government agencies, businesses and organizations fail to collaborate across business functions when implementing customer-facing strategies. Organizational structures continue to hinder the profession's ability to add value to the customer/client experience.

Such practices create an inability or unwillingness to share data, information, resources, or collaborate with others on shared missions. These practices hinder the ability to move quickly on opportunities that arise in a fast-paced public service and make timely and productive decisions about how to change in order to seize these opportunities.

Moreover, many governmental agencies and public organizations do not yet readily identify parks and recreation as a go-to industry to help meet pressing social and economic issues. While they may be willing to work toward positive change, they are often hampered by politics and/or bureaucratic structures that simply cannot move quickly on opportunities, make timely and productive decisions, or efficiently contribute to innovation.

Park and recreation professionals are among the highest enablers of personal and community wellness, yet are often hindered by a lack of full interagency and interdisciplinary awareness, cooperation, and integrated services. Their public effectiveness in enabling community solutions improves with more interaction with their counterparts in public health, social services, community development, public works, transportation, food distribution and other services.

To bring integrated solutions to complex public issues, we need integrated professionalism. We must access a wide

array of professional tools, resources, capabilities and systems. Not only can we then combine savvy specialists and the best resources for the job, our collective synchronization of services spawns innovation, adds value, and reduces costs.

As a statewide nonprofit that collaborates with state governmental agencies, and whose members are employed by businesses, nonprofit organizations, and local and state governments, PRPS is uniquely positioned to draw out and draw together many governmental agencies, businesses and NGOs to unite in integrating service and value by:

- a. Developing closer working relations within governmental agencies and organizations (among those whose missions coincide with PRPS) by focusing on shared opportunities.
- b. Educating decision-makers, members, and other stakeholders within those agencies and organizations on the many ways park and recreation services bring solutions to specific community issues.
- c. Creating professional development opportunities for practicing professionals and providers of recreation and park services while drawing upon the inherent value in the scope of these essential services; how to document and communicate those local benefits; and in technical skills, administrative best practices, and community leadership principles.

Strengths

1. Through its professional members and organizational partners, PRPS encompasses the fullest scope of park and recreation services, and is uniquely positioned to initiate problem-solving solutions among all major stakeholders, regardless of the issue, through the networking of expertise, information and resources.
2. As a small nonprofit association with an entrepreneurial bent, PRPS is able to be flexible and quickly responsive to change, adopt the best management/leadership approaches, and seek innovation solutions to complex community problems and issues.
3. Through its recent organizational and administrative restructuring, PRPS has developed into a much stronger and viable presence throughout the state. It has renewed its relevance to its members and partners, increased its capacity to provide valued services, and enhanced its

influence to achieve change in public policy and community wellness.

4. Many millennials are eager to learn from and engage with the more experienced members of an organization. Studies also show that formal mentoring programs are one way to keep millennials connected with an organization and help bridge leadership gaps.* (This statement also extends to other new professionals.)

Weaknesses

1. While many governmental partners and member agencies are often willing to work toward positive change, they are often hampered by politics and/or bureaucratic structures that cannot move quickly on opportunities, make timely and productive decisions, or efficiently contribute or embrace innovation.
2. The comprehensive park and recreation industry includes many diverse disciplines and related fields, but a lack of full and continual interagency and interdisciplinary awareness, cooperation, and integrated services impedes the highest effectiveness and influence of the entire profession.

Opportunities

1. The establishment of an annual professional leadership development and mentoring program, as envisioned by the 2018 Leadership Summit, may contribute to productive opportunities to create a more unified, competent, and engaged association of professionals.
2. An array of national professional certifications have been established (another may be developed by the PA Parks Maintenance Institute); yet among approximately 2050 PRPS members in 2018, just 4 have earned the CPRE, 90 possess the CPRP, 65 hold the CPSI, and 31 are CTRS. There are no Pennsylvania agencies who have earned national accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA). PRPS is the only statewide organization with the opportunity to encourage and empower individuals and agencies to gain greater competencies and influence through personal training, certifications and accreditation.
3. As economic pressures and societal changes force federal, state and local governments to re-evaluate their public policy and funding priorities, and many agencies are required to yet again “do more with less,” or even “less with less;” these same entities

may be more open to sharing services and partnering with nongovernmental organizations (NGOs) in delivering “more with more.” PRPS, as an enterprising connective leader, is able to seize and manage such opportunities for the benefit of the profession and its citizens.

4. Building both informal and formal processes that facilitate intergenerational dialog and create opportunities for knowledge transfer will become more important as generational ratios continue to shift toward millennials and Gen Z.*
5. Millennials are now the largest generational cohort in the workforce and Gen Z is right behind them, who will motivate more organizations to step up their training in formats they prefer: personalization; state-of-the-art tech platforms; curated content; real job leads; plenty of networking with other millennials and leaders in their field; and a sense of meaning.*

Challenges

1. The parks, recreation, tourism and related fields in the public, private and nonprofit segments of our economy are undergoing a great deal of change—some due to political and economic cycles, technological advances, and other tangible factors—and some to a changing society. PRPS must stay abreast of industry and societal trends, and stay efficient and nimble enough to adapt and remain relevant to its members, partners and the public.
2. Until PRPS and all its members and partners can fully educate our communities and our elected decision-makers on the essential nature of parks and recreation, the profession must energetically combat public indifference that leads to declining resources and support.
3. To become and remain a performance-driven organization that adds value to its members, partners, and the public at large, PRPS must continually evaluate its business methods, strategic partnerships, organizational strengths and weaknesses, and its goals and accomplishments.
4. Many working learners prefer “microlearning” – small, specific bursts of information tied to immediate job demands, available at a time of their choosing. New media forms will enable modules that are small, timely, and focused. Content delivery will increasingly be interactive, online and mobile.

* ASAE ForesightWorks, 2017.

Issue 4: Member and Partner Engagement

Through its mission and vision, PRPS serves its members and partners and helps them do their jobs better. As a professional membership association, everything PRPS does must be dedicated to engaging them. Leaders must instill changes to people, culture, processes and technologies to achieve this, recognizing that engagement is also a valuable tool for solving problems and meeting challenges.

PRPS maintains separate administrative plans for Membership Development, Education and Training, and Strategic Partnerships, which are annually revised, updated and implemented for relevant results. This specific plan for Member and Partner Engagement focuses less on developing technical skills and more on tactics that encourage deeper relationships and more engaged participation.

Trends in professional membership engagement are down as younger members place their loyalties and attentions elsewhere. Multiple priorities limits their abilities to be involved, and, collectively, they have diverse expectations and needs. Technologies provide innumerable alternatives and immediate access to products and services outside the Society.

To instill a higher level of engagement among members and partners, PRPS must consistently offer opportunities to merge practical actions with developing meaningful relationships.

An “Engagement Pyramid” illustrates the range of member and partner involvement: At its base are individuals who don’t initiate or actively participate; they are simply followers and observers. At the peak are leaders who have a deep sense of personal duty aligned with the organizational mission. They are self-motivated to advance the mission in their daily lives. They consistently add value to the Society and others look to them as role models.

To encourage its members and partners to simultaneously deepen involvement and escalate engagement, PRPS must invest in ways to build long term relationships and value their contributions.

The following positive statements epitomize the most important elements of employee engagement (developed by Gallup), and can be equally applied to engagement with PRPS. To the degree the leadership

of PRPS can elicit the following responses from its volunteer members and partners, so goes their engagement with PRPS.

1. *I know what’s expected of me.*
2. *I have the materials I need to do my job right.*
3. *I have the opportunity to do what I do best.*
4. *I’ve received recognition for good work in the past 7 days.*
5. *My supervisor cares about me as a person.*
6. *My opinions count.*
7. *My coworkers are committed to doing quality work.*
8. *I have a best friend at work [within PRPS].*
9. *My job is important to the success of the company [Society].*
10. *Someone encourages my development.*
11. *Someone has talked with me about my progress in the last six months.*
12. *I’ve had opportunities to learn and grow in the past year.*

As our member and partner engagement rises, so will PRPS’s organizational vitality. Our most valuable resources are our Members and Partners, and we shall empower them as the assets they are.

Strengths

1. To remain relevant in a changing society and a changing world, PRPS has made significant, strategic changes to its organizational and leadership structure and operational policies. These changes reflect a commitment by the Board of Directors to be responsive to the needs and preferences of its membership, to increase flexibility and efficiency, and to enhance its value to its members, partners and stakeholders.
2. Specific industry-wide competition for professional membership among our target audience is low. Apart from a few small regional associations (often allied with PRPS), the American Therapeutic Recreation Association (ATRA), and the National Recreation and Park Association (who counts 225 Pennsylvanians who are not PRPS members), there are no other viable association seeking to serve the comprehensive needs of practicing recreation and park professionals in the state.
3. There appears to be a willing openness among more public-minded businesses and philanthropic organizations to be more of a player in recreation, park, conservation, trails and community wellness initiatives and functions. PRPS can solicit and manage this interest.

Weaknesses

1. The traditional association operating model, dependent on direction and decision-making by autocratic volunteer leaders—tradition-driven, slow, and risk-averse—isn't working as well as it once did. However, that's still a common model in many members' familiar experience and remains a dominant concept.
2. Members are often extremely busy, constraining their abilities to participate and be involved. Volunteer committees often lack informed input from their own members, due to competing time and work commitments, and are often slow to make decisions and drive progress.
3. Many prospective members who work for the state government, private care organizations, and certain other agencies, receive no workplace benefit for professional memberships, and/or professional development, and must invest in such from their personal funds.
4. Technological advances can provide members with uncountable alternatives and unlimited, immediate access to products and services, some of which are more readily available outside the Society. PRPS can become an early adopter of innovative technological services and informational management for the benefit of its current and future members.

Opportunities

1. According to the book *Race to Relevance*, there are six marketplace realities that did not exist 25 years ago that have irreversibly changed for membership organizations. Each provide opportunities to create new ways of engaging with members and partners. They are: *time, value expectations, market structure, generational differences, competition, and technology*.
2. The rise of more Public-Private Partnerships brings with it a more ready acceptance between governments, businesses and non-governmental organizations to explore and open new possibilities —often with positive economic and community engagement results. PRPS is well positioned to initiate partnerships between mission-parallel organizations.
3. Members who engage most with PRPS are often those who are also well engaged in their employment. They find fulfillment in tasks that offer emotional connection and commitment; bestow and require personal responsibility; and result in personal satisfaction and discretionary time and energy for other life-enriching experiences. To the degree that PRPS can encourage more engagement in the workplace, its members are more likely to enjoy and contribute to the betterment of PRPS.
4. Today's professionals expect value and their agencies demand return for their investment. Nonmembers do not understand the values in membership. They have diverse and conflicting interests and a variety of needs and expectations regarding membership. A gap in these expectations grows with each succeeding generation.
5. Volunteers have an extremely wide range of skills, abilities and experiences, but are not professional association managers, and must understand that their positional roles and expectations between their employment and volunteer commitments are very different.
6. While the CEO is the driver of administrative actions to engage our members and partners, the elected, volunteer Board of Directors must be visibly exemplary in its own engagement, both individually and corporately. Actions and behaviors are contagious—and much more influential than words and directives.
7. Potential partners who agree to put up money and resources in collaborative projects may expect or demand peripheral tasks or attentions that can push the coalition off-mission. Terms of agreements and memorandums of understanding (MOUs) must be sufficiently detailed in advance to maintain a strong fix on goals, deliverables and outcomes.

The following pages contain the matrices of Strategies, Measureable Outcomes, Prime Agents, Priorities, and Timelines for each Issue.

Strategies

Individual strategies have been determined to be the best current ways to advance the profession in Pennsylvania for each Issue, with respect to PRPS's strengths, weaknesses, opportunities and challenges.

Measureable Outcomes

Stated outcomes serve as indicators that the strategy has been achieved.

Prime Agents

The following abbreviations are used to denote the primary groups and positions responsible for implementing the strategies:

Member Volunteers

B&D	Branches and Districts
BLG	Blogging Team
BOD	PRPS Board of Directors
COM	Communications Committee
FIN	Finance Committee
GAC	Governmental Affairs Committee
LTC	Leadership & Training Corps
MEC	Member Engagement Committee
Mem	unspecified PRPS members
SPT	Strategic Partnerships Team

Administrative Staff

CEO	Chief Executive Officer
CM	Communications Manager
DSP	Director of Strategic Partnerships
DT	Director of Training
FM	Financial Manager
MM	Membership Manager
STF	unspecified staff

Consultants & Ventures

PPA	Public Policy Advocate
PMI	PA Parks Maintenance Institute
SWL	SWELL
UA	PA Urban Alliance

Priorities

Priorities are arranged on a scale from 1-3, denoting top, secondary and tertiary attentions.

Timelines

Time periods are briefly denoted as when a project should begin, or by when it should be completed. Regular or ongoing tasks are identified as monthly, quarterly, or annually, etc.

Organization Abbreviations

CCs	Chambers of Commerce
CVBs	Convention & Visitors Bureaus
DCED	PA Dept. of Community & Economic Dev.
DCNR	PA Dept. of Conservation and Nat. Resources
NRPA	National Recreation and Park Association
PPFF	PA Parks and Forests Foundation
PSAB	PA State Association of Boroughs
PSATC	PA State Ass'n of Township Commissioners
PSATS	PA State Association of Township Supervisors
RecTAP	Recreation & Trails Technical Assistance Prog

Issue 1 Advocacy: Public Policy and Education		Measureable Outcomes	Prime Agents	Priority	Timeline
Strategy A. Legislative Monitoring					
1.	Determine and promote PRPS Legislative Priorities .	a. Determine and articulate PRPS Legislative Priorities. b. Post and update regularly on website, publicize in the SCOOP.	GAC, BOD COM, CM	1	Feb., Oct. semiannually
2.	Monitor pertinent federal and state legislation , regulations, administrative proposals and political willpower to analyze, understand and communicate opportunities, probabilities and consequences.	a. Analyze and share information at GAC meetings. b. Issue Action Alerts and Legislative Updates. c. Develop and coordinate defensive resources.	GAC, PPA, CM GAC, COM	1	monthly as needed as needed
Strategy B. Public Platform Development					
1.	Articulate PRPS Issues Statements on pertinent matters in parks, recreation, therapy, health, social, environment, economy, transportation, infrastructure, employment and workforce readiness, and other issues.	a. Post on website, reference in other communication channels. b. Share with elected officials statewide in practical messaging. c. Incorporate into Op-Eds, media releases and social media posts.	GAC, PPA, BOD, CEO, CM	1	annually as timely quarterly
2.	Develop Public Advocacy Platforms and Public Education Campaigns .	Coordinate, implement and review strategies, objectives, messaging and goals with stakeholder groups and coalitions.	GAC, PPA, CM, DT	2	annually
Strategy C. Advocacy Training					
1.	Adapt, promote the NRPA Park Champions model of public policy advocacy and community storytelling with federal, state and local issues and legislators. Provide annual training on lobbying requirements, policies, research findings, advocacy methods, etc.	a. Establish and promote PA Park Champions program. b. Develop at least 2 case studies/community success stories. c. Conduct BOD onboarding training on advocacy and lobbying rules. d. Conduct advocacy training for members and their agencies.	GAC, PPA, CM, BOD, DT, LTC	2	by Dec 2019 annually annually annually
2.	Extend trainings to, and enlist the expertise of, such influential partners as PSATS, PSAB, PSATC, CVBs, CCs, and other civic organizations.	a. Present at other organizations' conferences. b. Partner with other organizations to conduct park and recreation advocacy webinars and workshops.	STF, Mem	2	>1 per year >3 per year
Strategy D. Database Management					
1.	Identify Grant Funded Projects for acquisition, capital, and planning throughout the state.	Coordinate with DCNR, DCED and others to contribute and publicize.	DSP	2	annually
2.	Identify Elected Legislators and Committee Chairs .	Download from DCED.	PPA, CM	1	November/ as needed
3.	Update PRPS Members and Legislative Districts .	Produce cross-referenced list for use by Committees upon request.	GAC, MM	1	as needed
4.	Track legislator response/support on issues.	Establish and use an accessible and consistent system to document legislator responses.	PPA,	2	per contact
Strategy E. Legislator & Public Engagement					
1.	Enlist, engage, assist local officials and residents to promote benefits of Legacy Grant Projects , like jobs, economic stimulation, environmental conservation, transportation improvements, community wellness, etc.	a. Coordinate with case studies/community stories in C.1.b. b. Distribute as part of Public Platform and Public Education campaigns and publicity in B.2.	CM, GAC, PPA	2	annually

<p>2. Maintain regular contact with key members of the General Assembly: relevant committee chairs and their staff, and the leadership of key staff of DCNR who have a significant impact on parks and recreation issues.</p> <p>3. Establish a PA Legislative Parks and Recreation Caucus involving both state House and Senate members. Coordinate messaging with caucus members consistent with public policy platform on current issues.</p> <p>4. Encourage professional and municipal members to invite their elected officials to their public events.</p>	<p>a. Conduct legislative calls and visits. b. Invite legislative members and key staff to participate in select GAC meetings, PRPS membership meetings.</p> <p>a. Collaborate with PA Parks and Forests Foundation (PPFF), initiate proposal to form; coordinate with interested legislators. b. Contribute to Caucus meetings with public education, relevant speakers</p> <p>Coordinate with efforts in PA Park Champions C.1.a.</p>	<p>PPA, GAC, BOD, Mem</p> <p>PPA, GAC</p> <p>GAC, PPA, BOD, CM, Mem</p>	<p>1</p> <p>1</p> <p>2</p>	<p>ongoing semiannually</p> <p>Sept 18</p> <p>ongoing</p> <p>quarterly</p>
<p>Strategy F. Programs & Events</p>				
<p>1. Annual Legislative Breakfast.</p>	<p>Plan and host; partner with PPFF and/or other mission parallel organizations.</p>	<p>GAC, PPA, BOD</p>	<p>2</p>	<p>annually</p>
<p>2. Annual Legislative Education for new state legislative officials.</p>	<p>Plan and host, partner with PPFF and/or other mission parallel organizations.</p>	<p>GAC, PPA, BOD, DT</p>	<p>1</p>	<p>annually</p>
<p>3. Inviting local and statewide officials to social events at the Annual Conference & Expo, Therapeutic Recreation Institute, other Summits.</p>	<p>Plan and host with opportunities that are intentionally attractive to visiting officials.</p>	<p>GAC, PPA, B&D, DT</p>	<p>3</p>	<p>per event</p>
<p>4. Increasing PRPS visibility at local events and state conferences.</p>	<p>Enlist PRPS members to display PRPS banners, statewide marketing and branding and other materials at their community events. At least 12 per year.</p>	<p>Mem, CM</p>	<p>2</p>	<p>as scheduled</p>
<p>Strategy G. Communications, Storytelling, Alerts & Defense</p>				
<p>1. Develop and implement multiple prongs of regular advocacy efforts aligned with PRPS Marketing & Communications Plan.</p>	<p>a. Document usage, engagements, reach, extended coverage, etc. b. Analyze data to determine follow-ups, tweak targets, determine future outreaches.</p>	<p>COM, GAC, CM, BLG, GAC</p>	<p>2</p>	<p>monthly quarterly</p>
<p>2. Create and disseminate regular relevant stories through all media outlets.</p>	<p>Coordinate and augment efforts with PA Park Champions Case Studies C.1.b.</p>	<p>COM, CM</p>	<p>2</p>	<p>monthly</p>
<p>3. Develop and maintain periodic two-way communication, and develop partnerships where possible, with relevant stakeholder organizations.</p>	<p>Identify, initiate and maintain relationships with respect to current and future needs, projects and issues.</p>	<p>DSP, SPT, CM, GAC</p>	<p>2</p>	<p>ongoing</p>
<p>4. Assist the PA Urban Alliance, PA Parks Maintenance Institute, Good For PA, Get Outdoors PA, and other stakeholders in Integrative Targeted Messaging to their audiences and endorsers.</p>	<p>Create a master schedule of important dates and events among all state ventures; coordinate and share messaging on overlapping issues.</p>	<p>COM, SWL DT, DSP, GAC, PPA</p>	<p>2</p>	<p>beg. 5/2019; update semiannually</p>
<p>5. Document, maintain and update relevant Case Studies. Create a Case Studies Clearinghouse of local stories for use in supporting other advocacy activities.</p>	<p>Collect Case Studies produced in PA Park Champions C1.b. and those associated with PA Urban Alliance, PA Parks Maintenance Institute, Good For PA and others; make available on website</p>	<p>COM, CM, GAC</p>	<p>3</p>	<p>beg. 6/2020; update annually</p>
<p>6. Position PRPS as expert authority in preparing and releasing Advocacy Alerts and Defensive Resources to members and municipalities on statewide interests.</p>	<p>Address proposed rules, regulations, decisions, etc., that could benefit or harm community wellness and other park and recreation interests.</p>	<p>PPA, GAC, COM, CM</p>	<p>1</p>	<p>as needed</p>

Issue 2 Sustainable Funding	Measureable Outcomes	Prime Agents	Priority	Timeline
<p>Strategy A. Advocacy & Education</p>				
<p>1. Promote Funding Sources available for recreation, parks, trails, conservation, research, health, transportation, community development, etc.</p>	<p>Assimilate recommendations of the 2018 Leadership Summit report on funding. Research, gather, publish, disseminate and promote all sources of public and private grant, foundation and other sources. Develop and publish 2 stories per year.</p>	<p>GAC, SPC, DSP, CM, COM</p>	<p>1</p>	<p>update by June annually</p>
<p>2. Contribute to developing Funding Success Stories for Case Studies and other Advocacy activities.</p>		<p>GAC, COM, CM, Mem</p>	<p>2</p>	<p>2/year</p>
<p>3. Conduct annual Funding Training Series to educate members and stakeholders on current funding sources, grantmaking, grant writing, fundraising, funds management, sponsorship, business plans, etc.</p>	<p>Collaborate with experts and other organizations to develop and conduct annual training. Advocate for maximizing governmental funding. Conduct as part of Issue 3.B.6.</p>	<p>FIN, LTC, DT, FM</p>	<p>2</p>	<p>annually</p>
<p>4. Explore a Funders Open Dialog with and among major foundations, philanthropists and corporations whose planned giving strategies align with park and recreation-related solutions.</p>	<p>Research interest, feasibility and practical benefits. If positive, establish such an Exchange.</p>	<p>SPT, DSP, FIN, BOD</p>	<p>2</p>	<p>beg. Jan 20</p>
<p>Strategy B. Funds Development</p>				
<p>1. Determine the organizational requirements to create a People, Parks & Community Fund of PRPS.</p>	<p>Contract with consultant; assemble a team of volunteer experts to develop its purpose, business plan, case statement, giving campaign and goals for the dedicated fund.</p>	<p>FIN, CEO, SPT, DSP, BOD</p>	<p>3</p>	<p>beg. Jan 21</p>
<p>2. Integrate the search and procurement of funding within and between PRPS and Partner ventures of Get Outdoors PA, Urban Parks and Recreation Alliance, PA Parks Maintenance Institute, Good for PA, and others.</p>	<p>Collaborate between the ventures to identify funding sources on mutual and parallel projects. Incorporate findings from Funders Open Dialog. Propose/apply for at least 3 per year.</p>	<p>SPT, DSP, CEO</p>	<p>2</p>	<p>annually</p>
<p>3. Expand PRPS Sponsorship Opportunities to companies and industries that have not traditionally been aligned with the recreation and leisure industry, such as real estate, health care, insurance, banking, etc.</p>	<p>Research and propose prospective sponsors. Connect them with issues/causes they can support such as opioids, wellness, chronic diseases, livability, green infrastructure, nature play, etc. Develop and propose at least 12 per year.</p>	<p>SPT, DSP</p>	<p>1</p>	<p>annually</p>
<p>4. Assist organizations and potential donors to develop Structured Grant/Giving Programs for Pennsylvania parks, public spaces and recreation.</p>	<p>Research ways and means. Identify and propose prospective entities. Offer to assist in managing and/or promoting the giving programs.</p>	<p>SPT, FIN DSP, CEO</p>	<p>2</p>	
<p>5. Establish Professional Development Scholarships to help enable participation by those who may need it most. (See Issue 3.A.7.)</p>	<p>Determine eligibility guidelines, establish and manage donor campaign, manage fund, award annual grantees.</p>	<p>FIN, B&D, SPT, LTC</p>	<p>3</p>	

Issue 3 Integrated Professionalism	Measurable Outcomes	Prime Agents	Priority	Timeline
<p>Strategy A. Professional Training and Development</p>				
<p>1. Establish and conduct the annual program of the PRPS Leadership Development Academy.</p>	<p>Based on the recommendations of the 2018 Leadership Summit, and in collaboration with its stakeholders, create and operate the Academy.</p>	LTC, DT	2	beg. Jan 19
<p>2. Create and conduct an annual Mentorship Program as an auxiliary component of the Leadership Academy.</p>	<p>Develop the program and eligibility guidelines, solicit and train mentors, and conduct annually.</p>	LTC, DT	2	beg. Jan 19
<p>3. Create and offer a full slate of Professional Competencies Trainings.</p>	<p>Develop and phase in competencies training workshops, based on the subjects of <i>Management of Park and Recreation Agencies, 4th Edition.</i></p>	LTC, DT	2	
<p>4. Promote the value and benefits of attaining personal Professional Certifications and Agency Accreditation.</p>	<p>Articulate individual and agency benefits; coordinate with Mentorship Program; promote with all training and educational sessions, and through other PRPS communications.</p>	LTC, DT, COM, MEC, MM, Mem	2	
<p>5. Assist in the development of the PA Parks Maintenance Institute and other special conferences, in which many related organizations contribute.</p>	<p>Create opportunities and collaborate in parallel-missioned training and education sessions as capacity allows.</p>	LTC, DT, SPT, DSP	1	beg. Jan 19
<p>6. Conduct annual Funding Training Series to educate members and stakeholders on current funding sources, grantmaking, grant writing, fundraising, funds management, sponsorship, business plans, etc.</p>	<p>Collaborate with experts and other organizations to develop and conduct annual training. Advocate for maximizing governmental funding. Corresponds to Issue 2.A.3.</p>	FIN, FM, DT, LTC	1	beg. Jul 19
<p>7. Establish a Professional Development Scholarship Fund to offer assistance or program credit incentives to PRPS members.</p>	<p>Determine eligibility guidelines, establish and manage donor campaign, manage fund, award annual grantees. (See <i>Issue 2.B.5.</i>)</p>	FIN, B&D, SPT, LTC	3	
<p>Strategy B. Interdepartmental and Interagency Cooperation</p>				
<p>1. Host a continual exchange of information through an Integrated Professionalism Forum among working professionals in recreation, parks, health, planning, transit, resources, therapy, economic dev., etc.</p>	<p>a. Initiate and collaborate in developing annual opportunities for exchange. b. Maintain an organized Resource Library of topical information to be shared among all types and sizes of agencies.</p>	SPT, DSP, LTC, DT, BOD	2	
<p>2. Convene an annual event for interagency cooperation with the heads of state departments. Plot practical sharing and collaborative resolutions.</p>	<p>Initiate and collaborate in developing annual opportunities; build meeting agendas from real world examples and cases of need. Follow-up with practical resolutions.</p>	SPT, DSP, LTC, DT, BOD	3	
<p>3. Convene similar Cooperative Exchanges with representatives from state Commissions and Councils.</p>	<p>Initiate and collaborate in developing annual opportunities for exchange; invite members to Park Champion and other PRPS events.</p>	SPT, DSP, LTC, DT	3	
<p>Strategy C. Cooperative Incentive Programs</p>				
<p>1. Advocate for Incentive Credits for professional certifications, agency accreditation, and PA Parks Maintenance Institute membership in the scoring of PA DCNR C2P2 grant applications.</p>	<p>Articulate rationale and benefits; meet with DCNR leadership to propose change.</p>	GAC, PMI, SPT, DSP, COM, BOD	2	
<p>2. Expand PRPS ReCTAP minigrant program of expert peers to assist municipalities in areas of need.</p>	<p>Seek to increase funding and management capacity to offer up to 10 minigrants per year.</p>	SPT, DSP	2	

Issue 4 Member and Partner Engagement	Measurable Outcomes	Prime Agents	Priority	Timeline
Strategy A. Expressions of Organizational Culture				
1. Continual promotion and visible exhibition of PRPS Mission, Vision, Organizational Culture, Volunteer Service Responsibilities, and Code of Ethics.	a. Attach brief mentions or hyperlinks in most member messaging to create a pervasive, modeled and enforced PRPS culture. b. Investigate new strategies for member education.	COM, CM, MEC, MM Mem, DT	1	ongoing
Strategy B. Member and Partner Investment & Relations				
1. Market and recruit members and partners for Volunteer Positions and Partnering Projects .	a. Promote tangible benefits, prestige, rewards and recognition. b. Solicit and share first-person testimonials.	MEC, MM, COM, CM	1	ongoing
2. Conduct Member and Partner Surveys to gauge current interests, preferences, needs, satisfaction.	a. Craft survey questions to solicit usable data. b. Analyze to take practical actions in providing future benefits, services, training, etc.	MEC, LTC, COM, CM	1	biannually
3. Publicly celebrate member and partner achievements , in and out of PRPS involvements.	a. Craft, collect and publicize personal stories, images and videos to drive engagement and reach on social media channels. b. Encourage member-to-member recognitions.	MEC, COM, CM, DSP, B&D	2	ongoing
4. Professional Training and Development	<i>As in Issue 3.A.</i>	MEC, MM	1	
5. Incorporate ways to build relationships and promote interactions into every PRPS activity.	All PRPS leaders continually seek to build relationships and interactions, especially among those with lesser experience or contributions; in conjunction with the Mentorship Program.	BOD, CEO, STF, Mem, DT, LTC	2	
6. Review and improve the Membership Development Plan and Partner & Sponsorship Plan .	Update plans annually with particular attention to intentional delivery of benefits and multiple touchpoints per person per year.	CEO, MEC, SPT, BOD	1	annually
7. Develop a Career Coaching Track of the Mentorship Program.	Assist members with specific career development and advancement goals.	LTC, DT	3	
Strategy C. Creating Great Workplaces				
1. Conduct Great Workplaces Workshops in agency workplaces as a free Agency member benefit.	Contract/partner with expert(s) to assess workforce capabilities, trust, health, security and safety for discussion, instruction, recommendations and actions. Seek to secure sponsors or grant funding.	MEC, LTC, SPC	3	
Strategy D. PRPS Organizational Investment				
1. Create (or rename) Working Committees of the PRPS BOD to implement the strategies of this Plan.	a. Appoint a Board liaison and staff member to each committee. b. Contribute input and require accountability each BOD meeting.	BOD, CEO	1	beg Nov 18
2. Establish a customized Society Leadership Track to groom candidates as future representatives and officers	Organize, conduct and promote for all service levels as part of the Leadership Develop Academy and Mentorship Program.	B&D, BOD, MEC, LTC	1	beg Mar 19
3. Invest in Annual Board of Directors Training and in an effective Onboarding Experience for new members.	a. Plan, secure training on governance, advocacy, member development, etc. b. Create, update and conduct annual new member orientation.	BOD, CEO	1	annually
4. Invest in developing the PRPS Administrative Staff as frontline reps of PRPS and the enablers of all the ideals and initiatives of this Strategic Plan.	Enable and secure ongoing professional training for staffing needs peculiar to nonprofit professional association management and their individual positions.	CEO, BOD	1	annually