

2019-2021 STRATEGIC PLAN
Texas Recreation & Park Society
(Board approved 10.9.19 and updated 11.12.20)

CONNECTIONS: Engage all who serve in the public and private parks and recreation industry with opportunities for networking, collaboration, partnerships and social events.

UP-Dated Recommendation: Structure use of social media, digital platforms and in-person components to enhance internal and external engagement and create external recognition by organization.

COMPONENT	OBJECTIVES	PROGRESS & RESULTS
1. Acquire an improved and expanded data base system to enhance membership engagement and organizational excellence by the end of 2019 MET	A. Membership Services Manager will investigate a minimum of three different "service providers" re: upgraded database system and make a recommendation to the Executive Director by 9/15/19. Met	Completed by deadline; and recommendation made to Executive Director, who will forward to Board as a part of the proposed FY2020 Operating Budget.
	B. Recommended database system will be included in the FY2020 proposed budget presented by the Executive Director to the TRAPS Board of Directors (10/9/19). Met	Recommendation to the TRAPS Board of Director was approved (10.9.19)
	C. Transition to new database system will be completed by 12/31/19 7/1/2020 Met 7/15/20	REVISED TIMELINE—"Your Membership" requires a 90-day provider set-up and then another 90 days for on-site readiness (following Institute 2020 ... during "slower time" for staff implementation -2nd quarter). Work is underway, with Julee meeting with Your Membership folk 2x week. COMPLETED
2. Evaluate membership restructuring, focusing on "group membership" (e.g. NRPA) and recommend best alternative to TRAPS Board MET	A. Staff will research options used by other parks & recreation associations and recommends an alternative/best practice for TRAPS implementation consideration by August 31, 2019. Met	Completed before deadline ... members of the Council of Executive Directors and staff were consulted by Membership Services Manager and Executive Director.
	B. A cost analysis will be implemented to assist in the evaluation of the best alternative and possible revenue impact by September 15, 2019. Met	Cost analysis completed as phase I and phase 2 ... final recommendation made 10/5/19 to Executive Director, who recommended to the Board a "group plan" as an option for the FY2020 budget. Recommendation was approved as a part of FY2020 Operating Budget (10.9.19).
	C. Implement new membership structure (group) by July 2020 Implementation begin July 15.2020 Met	- Information shared at the Town Hall meeting at Institute 2020; and Membership Mgr. will be personally calling all current Agency Members as to the options available and the "best" fit for them. - Membership Mgr. scheduling conversations with agencies as their memberships come due.
3. Increase engagement, with an emphasis on internal engagement (members)	A. An annual calendar for TRAPS will be developed by December 15th of each year, for the following year. Regions, Branches and Committees should submit dates and activities by December 1st . Any schedule conflicts will be resolved at the TRAPS Leadership Retreat. ON-GOING	- Initial request for FY2020 event dates made at 10.9.19 Board meeting. - Implementation of Master Event Calendar, submission form and tracking process introduced at Leadership Retreat and enacted first quarter of 2020. - Event Master has been established and regions, branches and some committees are submitting requests for ZOOM meetings, trainings and events.
	B. Enhance communications (at least twice a month) between state office and regional/ branch leadership to increase marketing and promotion of events e.g. social media, email, and other digital communications. PARTIAL	- Contracted (3 months initially) with Social Media Consultant (4.15.20). To develop content and establish a calendar & timelines of social media engagement e.g. Facebook, Instagram, etc. - ZOOM meetings set up and facilitated for regions and branches on a monthly or as needed basis i.e., <i>East, Central, FYP, LAS, MILS, POPs, TR</i>
	C. Information (e.g. event, location, times and pricing) sent to state office for all TRAPS activities, no less than sixty (60) days from the event, for the development of registration and promotional materials. ON-GOING	- Initial draft and "pilot" with East region 12.11.19 - Four regions have submitted events to date; and approval and timelines being developed, and confirmations sent to submitter. - Event Master has been established and regions, branches and some committees/task forces are submitting requests for ZOOM meetings, trainings and events.
	D. Regional Directors & Branch Leadership will make appointments to state committees and task forces as required no later than March 1st of each year. PARTIALLY MET	
	E. By the end of the first quarter of each year, regions, committees/ task forces and branches will annually submit objectives, that are supportive of their purpose and TRAPS' strategic plan, mission & vision for the year; and provide quarterly updates as to progress and outcomes... commences January 2020.	We're behind here...
	F. Regional Directors & Branch Leadership will hold at least four events (e.g., meetings, education or social), outside of the TRAPS Institute, per year to engage members and non-members within their respective regions/branches.	Delayed ... COVID-19

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4. Expand membership (baseline is 2,200) by three (3%) percent annually or 10% by the end of 2021 ON-GOING	A. Annually outreach to a minimum of one (total of three by the end of 2021) new organization/affiliations to “tell our story” to; and to discuss the potential for collaboration on a project/event.	- FY2019 end of year membership was 2,328 (5.8 increase) - NFC partnership/initiative <u>requires TRAPS membership</u> to be eligible for grant funding ... NFC becomes member also Completed & approved by TRAPS Board of Directors 10.9.19 - An article or column of specific interest to citizens – seek guest contributors; highlights of various advisory groups citizens achievements for parks ... Jennifer Harnish, Ft. Worth has indicated some willingness to take a lead (former Citizen Branch rep to TRAPS Board & NRPA Board of Trustees)
	B. Develop recruitment plan on a regional basis, which includes staff and/or leadership visits to agency/department heads to explain benefits of membership; and assess agency needs and how TRAPS can assist.	

ADVOCACY: Provide public recognition for outstanding services, programs and facilities created by its members; and will utilize its relations with policy makers and organizations of influence to support legislation and funding at the local, state and national level that will benefit parks, recreation, open space and tourism.

COMPONENT	OBJECTIVES	PROGRESS & RESULTS
1. Expand legislative efforts (platform) ... diversify issues e.g. water, property tax etc. related to and/or impact the quality of life industry at the state and national level. MET ... ON-GOING	A. Given the passage of HJR39 calling for constitutional dedication of the Sporting Goods Sales Tax, TRAPS will be a significant partner (e.g. contributing funding towards the education effort of the public and special groups, activating our “grassroots legislative network”). Met	- Contribution/sponsorship of education awareness programs and materials re: Proposition 5 made in July 2019. Proposition 5 passed on 11.5.19 Completed (TML, CPSI)
	B. Provide a constant presence before Texas Legislature and regulatory bodies’ representatives by providing a “mid-year” <i>infographics</i> material. Met	- Initial white papers distributed to legislators during 2019 Walk the Halls (2.27.19) 2020-2021 Texas Legislative Platform approved by BOD (8.7.20)
	C. TRAPS will support local advocacy efforts by providing letters of support, attending designated meetings or trainings (e.g. planning or council meetings); or disseminating support information, data or related materials. (e.g. create “Walk Your District” Packet for July is Parks & Recreation Month ... template, promotional materials, and implementation guidelines sent to regions & branches) ON-GOING	Board member (Lee) presented CAPRA re-accreditation certificate to Rowlett at City Council meeting 11.19.19
2. Increase the standard-setting for the industry in Texas ON-GOING	A. Identify and define appropriate areas or issues for which standards are needed by June 2020 ; and develop a two-year action plan for addressing the standards development, e.g. areas of need, criteria by November 2020 .	Informational Summary of Impact/PROPOSED
	B. Create support materials related to the developed standards e.g. short video, PowerPoint presentations, fact sheets and guidelines (e.g., 10-minute walk to a park by 12/1/19) Met	Fact Sheet/guidelines flier/HO for session at TML (10.9-11.19) distributed in education session and in exhibit booth
3. Utilize citizens at the community (local) level as parks and recreation advocates	A. Provide a Citizen Scholarship as a part of the 2020 Institute Scholarship program	
	B. Schedule, recruit and include an article re: citizen involvement for late 2020 publication (e.g. fall magazine)	
	C. Develop a board/advisory council training program either as a one-day training or via a series of webinars to be implemented during 2021 .	Exploring the relevancy of citizens’ group (branch still exists within governance model)

RESOURCES: Connect membership with current and relevant trends, information, suppliers and services that will enhance professional growth and community development; and influence a greater understanding of the value of the parks, recreation, open space and tourism.

COMPONENT	OBJECTIVES	PROGRESS & RESULTS
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1. <i>Expand the State Office Operations</i>	A. By October 10, 2019 decide a course of action and/or alternatives (e.g. stay & expand, rent, sell & buy new property) based on analysis and priorities	- Options have been identified to explore... no decision. - Appraisers have been contacted, but no final appraisal submitted. (TRAPS may need to provide some additional documents) - Update in light of COVID-19 to board 5.14.20 ... PUT ON HOLD
	B. Develop an initial financial assessment of expanded office space options; and given the options, identify financing alternatives by December 31, 2019 Partially Met	- Modular Sales Company contacted, and a few bids received (2) Put on hold ... 75% staff is working remotely
	C. Recruit and hire an Education Program Coordinator by mid-year 2019 Met	New Education Program Coordinator hired; and on the job 6/1/19
	D. <i>Develop a Succession Plan</i> for Executive Director's position and hire New Executive Director by the end of the third quarter of 2020. Met	- HR Consultants hired and initial recruitment implemented; search put on hold until after 2020 Institute (should commence by the end of March 2020) Ex. Director's Contract extended thru 12/31/21 due to COVID
2. <i>Provide outreach publications</i> Partially Met	A. Develop a variety of outreach and info brochures/ marketing materials e.g., earn Casino money if you renew (Nov.) , TRSSW Membership Marketing (Nov.) and Leadership Academy Outcomes that target recruit participants or new audiences, at least three by the end of 2019 . Met	- Leadership Academy Outcomes ... Data coming back from Academy cohorts ... employment, promotion, leadership roles and personal & professional impact - Missed You Card ...renew and received extra Casino dollars - Flyer for the TRSSW conference (Dallas-Nov.2019)
	B. Develop promotional materials regarding educational events/opportunities within 45 days of the event; and a menu of professional development/education options that can be used as resources for membership recruitment, membership awareness and resources for TRAPS collaborators (e.g. value & benefits of TRAPS)	
	C. Develop a "benefits" marketing piece to include state and regional awards, mentoring, scholarships, service leadership & resume building, and affiliation with NRPA by June 2020 .	Created a Marketing/Communications Task Force (October 2020) who will develop a marketing action plan and potential marketing piece
3. <i>Provide on-line and web support (learning management system) for education and business partner programs</i> Partially Met	A. Consider learning management systems as a part of an improved and expanded data base system ; if necessary, consider a stand-alone system by the end of 2019.	- Some Learning Management Systems were reviewed while investigating/evaluating Membership Database systems (April-September 2019) - Preferred learning management system identified (Freestone) compatible with new membership data base during 2021 Institute virtual production search (11.1.20)
	B. Evaluate and determine which publications/research to integrate into TRAPS online platforms by June 1, 2020 .	Task Force recommended that Virtual Library would be difficult - Webinar Series in partnership with Illinois Parks and Recreation Assn. (Feb.- Dec. 20220)
4. <i>Maintain the Financial Stability of the organization</i> Partially Met	A. Provide timely (a minimum of a week prior to board meeting) quarterly financial reports (e.g., <i>Operations, Capital and Development</i> accounts) to Board and Finance Committee ON-GOING	- Have provided quarterly reports, but not always timely - Annual audit completed for FY2018 (1/30/20); FY2019 (11.10.20)
	B. Maintain a prudent and responsible investment strategy per <i>Manual of Governance & Operations</i> policy.	Investment Policy under review by Finance Committee (November 2020)
	C. Seek new or expand existing revenue sources (e.g. <i>sponsorships/institute sponsorships or other revenue options</i>), a minimum of one per year, starting in 2020. Met	- Institute sponsorship dollars increased by 10% in FY2019 - Implemented Apparel line as a small revenue source January 2020; IPRA webinars provides TRAPS with 10% of webinar Texas participants' fees.
EDUCATION: <i>Provide expert training and educational opportunities to support ongoing professional development and career success through conferences, workshops, webinars and publications.</i>		
COMPONENT	OBJECTIVES	PROGRESS & RESULTS
1. <i>Be a high quality CEU Provider by offering</i>	A. Submit IACET re-accreditation application by November 30, 2019 December 30, 2019 for five-year renewal due March 2020) and secure a "METS"	- Submitted and reviewer response received; and TRAPS submits clarification and additional information 5/6/20 IACET re-accreditation received

<i>diversified opportunities for learning</i>	or "EXCEEDS" re-accreditation certificate for the next five years by April 30, 2020.	
	B. Discuss with at least two other credentialing entities the potential of TRAPS becoming a recognized/preferred provider of CEUs (pre-approval) e.g. landscape architects	• 3 new out-of-state speakers for Institute 2020
	C. Provide a digital CEU transcript for members' retrieval by the end of 2020. Met	• Data base went live on July 15, 2020
	D. TRAPS, in cooperation with Regions/Branches, will offer at least one additional education event (besides regional workshop/conference) each year in all regions, beginning FY2021.	• Education Program Coordinator meeting with Regional Planning Committees and providing suggestions for session topics and speakers, and assisting in getting proposals submitted on-line and CEUs approved
	E. Investigate new one-day educational event (topic focused e.g., trends, customer service, YP etc.) for TRAPS to host by May 2020; and implement pilot no later than Dec. 1, 2021.	• Initial development and planning discussion with key stakeholders
2. <i>Develop content for Online learning Options</i> Partially Met IN PROGRESS	A. By June 1, 2020 December 2019 identify online platform options, including collaborating with another state (e.g. Illinois). Met	• Agreement with IPRA signed 11.27.19 for 2020 Webinars (11) • Developed and launched 10.15.20 ... RecReflect with Jordan & Will • Education Task Force (Institute) meeting quarterly & advising
	B. Assess member preferences and needs via focus groups or other approved methods (e.g. surveys) by July December 1, 2020	•
	C. Implement webinar/series by end of 2020 Met	• IPRA webinar series + Strategic Leadership webinar, ADA (3), in response to COVID-19