



Minnesota Recreation and Park Association

200 Charles Street NE
Fridley, MN 55432

Request for Proposal

Consultant for Membership Survey, Needs Assessment,
Staffing Model and Funding Sustainability Plan

Contact

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I. Introduction to MRPA

Minnesota Recreation and Park Association (MRPA) is a 501(c)4 professional membership association serving nearly 900 members statewide. Since 1937, MRPA has dedicated time and resources to enhancing the parks and recreation profession in communities and in the state of Minnesota.

The membership includes parks and recreation professionals from cities, counties, and special park districts representing more than 110 agencies across the state. The membership also includes nearly 55 corporate partners who provide services and products for the industry.

Strategic Vision

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

Mission Statement

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

MRPA Pillars

- **Education** - provide continuing education, technical assistance, and social exchange among all members.
- **Recreation** - provide recreational services including tournament competition and sports management services.
- **Legislation** - take a proactive position on legislation affecting the parks and recreation profession.

MRPA Core Values

- **Leadership** - providing professional development, networking, best practices, and informational support for our customers.
- **Stewardship** - proactively advocating to preserve our parks, conserve our natural resources, and advance the values of recreation and leisure services.
- **Wellness** - impacting health and active living through educational and social opportunities.
- **Inclusion** - respecting our differences and supporting opportunities for everyone.
- **Engagement** - building relationships and seeking collaborative partnerships with community members and organizations.
- **Integrity** - serving fairly and professionally while building trust through our interactions.

MRPA Membership Categories

MRPA is comprised of the following membership categories:

- **Agency / Board and Commission:** an agency member is a parks and recreation department and includes the agency's park board and commission members. The agency's professional members receive a discount on their membership dues.
- **Corporate:** a corporate member includes those companies with products and/or services related to the parks and recreation industry.
- **Professional:** a professional member is an individual who is employed and is responsible for planning, organizing, supervising, or operating parks, recreation programs, leisure services, recreation areas, facilities, conservation, natural resources, or educating students in professional criteria in the above named areas. Each professional member shall have full voting privileges.
 - **Contributing Member:** a contributing member is an individual who works in the parks and recreation profession in a position that's seasonal, part-time, or in a full-time role such as frontline, customer service, and maintenance. These members receive MRPA informational emails and an online copy of the magazine, but don't have voting privileges.
- **Retiree:** a retiree member is a former professional member who has retired from the profession. This membership is complimentary.
- **Student:** a student member is an undergraduate or graduate student at any university, community college, or vocational school.

Member Benefits

MRPA member benefits include the following:

- MRPA access to online membership directory, vendor guide, and resource library
- Member rate for educational opportunities, conferences, and workshops
- Networking opportunities through special-interest network meetings and events
- Informational emails for trends, grants, resources, and MRPA updates to help professionals and their agencies
- Quarterly magazine
- MRPA Connections social media access
- Job postings email

Governance Structure

MRPA is a member-driven organization who reports to the Board of Directors. The Board of Directors is comprised of 15 members and includes the following positions: president, president-elect, past president, secretary, treasurer, Recreational Sports Commission chair, and 9 regional representatives.

Geographical Regions

MRPA encompasses five geographical regions:

- East Metro
- Northeast
- Northwest
- Southern
- West Metro

Networks

MRPA has 12 networks, which provide educational and networking opportunities for members. The networks include:

- Annual Conference
- Aquatics
- Athletic Management
- Awards
- Communications (editorial board)
- Facilities
- Leadership Development
- Legislative
- Member Resources
- Park Maintenance and Operations
- Programming
- Young Professional and Student

MRPA Staff

MRPA has two full-time and one part-time staff members. The positions include executive director, program manager, and administrative assistant.

II. Statement of Need

Minnesota Recreation and Park Association seeks a proposal for a consultant to provide the following services: conduct a member survey and needs assessment, propose a staffing model to serve members' needs, establish a funding sustainability plan, create performance and success indicators and develop a model to know when to re-evaluate association needs.

III. Expected Proposal Deliverables

Scope of Work:

The scope of work is categorized into the following three areas: research, meetings, and development and reporting.

Research

1. Preliminary research on MRPA, including review of strategic plan and annual priorities, most recent membership survey results and focus group feedback.
2. Review historical financial and statistical information for funding sustainability and cash flow. Explore alternative funding sources (grants, sponsorships).
3. Review peer associations' strategic plans, annual priorities, and guiding documents.
4. Review MRPA's mission, strategic plan and by-laws. Recommend any modifications for these documents to the MRPA Board of Directors.

Meetings

1. Pre- and post-planning session meetings with MRPA Board President, President-Elect, Past President, and Executive Director.
2. Host one on-site strategic planning session with the MRPA Board of Directors to begin the process.
3. Hold meetings with MRPA Board of Directors, staff, and members as needed, which would include on-site and/or virtual.
4. Host on-site and/or virtual member forums for MRPA professional and corporate members to gain additional input as needed.

Development and Reporting

1. Develop relevant member survey questions to establish a needs assessment as it pertains to the current service offerings and revenue generation model to be sent to MRPA members by MRPA staff using existing email system. The survey results will be taken into consideration when developing the final report.
2. Review MRPA staff duties/responsibilities. Develop staffing model that reflects MRPA needs and overall needs of the parks and recreation profession.
3. Develop a proposed implementation plan and timeline for submission to the MRPA Board of Directors for discussion, modification, and approval.
4. Define strategies to achieve outcomes.
5. Develop a framework for creation of association performance and success indicators.

Budget

Include a comprehensive budget with the proposed budget sheet and schedule with deliverables.

Qualifications

Specific expertise for the process and deliverables is essential. Include a statement of qualifications, including relevant work history, work with non-profits, and/or work with similar national or state parks and recreation associations/societies.

Recommendations

Provide at least three written recommendations, or contact information for, satisfied clients with your proposal.

IV. Criterion to be Used in Assessing Proposals

Strategic/Implementation Plans

- Clear descriptions of the work to be accomplished to include objectives, goals, and action steps.
- Expected outcomes.
- Recommendations of responsible group/persons for the work.
- Schedule of work/timeline.

Demonstrated Capacity to do the Work

- Thorough understanding of MRPA and the operations of a non-profit state parks and recreation association;
- Appropriate and relevant knowledge, skills, and experience;
- Previous experience consulting with a non-profit state associations' Board of Directors;
- Capable of working with staff, yet leading the process;
- Consensus building; and
- Creative approach.

Cost

MRPA anticipates the scope of work to include approximately 100-120 hours of work. Proposals are to include schedule for deliverables, and a thorough and feasible outline for costs, including:

- The budget or cost for each scope of work area as noted on the enclosed proposed budget sheet for completion: research, meetings, and development and reporting;
- Travel and mileage;
- The number of hours included in the proposal cost, and the rate for hours if needed beyond what is specified in the proposal;
- Any additional costs associated.

V. Timeline

The proposed timeline is as follows:

- November 2, 2022Notice sent to consultants
- November 23, 2022Proposals due from consultants
- December 7, 2022MRPA Board of Directors authorizes Executive Committee, Executive Director, and one professional member to set the interview schedule, interview consultants, and select consultant
- Week of December 12, 2022Interview consultant finalists
- By April 2023Membership survey sent to professional membership
- OngoingUpdates given at every Board meeting by Executive Director
- OngoingContinue work for deliverables
- December 2023Present final plan to MRPA Board of Directors

* The April and December 2023 meetings are planned for in-person presentations. All other meetings and work may be conducted via remote work.

VI. Submission Deadline and Contact Information

Please submit your proposal via email by 5:00 p.m. central time on November 23, 2022 to:

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200 Charles Street NE
Fridley, MN 55432
Tel: 763.571.1305 x100
Email: snider@mnrpa.org



Minnesota Recreation and Park Association Proposal Budget Sheet

Deliverables	Cost
Research	\$
1. Preliminary research on MRPA, including review of strategic plan and annual priorities, most recent membership survey results and focus group feedback.	\$
2. Review historical financial and statistical information for funding sustainability and cash flow. Explore alternative funding sources (grants, sponsorships).	\$
3. Review peer associations' strategic plans, annual priorities, and guiding documents.	\$
4. Review MRPA's mission, strategic plan and by-laws. Recommend any modifications for these documents to the MRPA Board of Directors.	\$
Meetings	\$
1. Pre- and post-planning session meetings with MRPA Board President, President-Elect, Past President, and Executive Director.	\$
2. Host one on-site strategic planning session with the MRPA Board of Directors to begin the process.	\$
3. Hold meetings with MRPA Board of Directors, staff, and members as needed, which would include on-site and/or virtual.	\$
4. Host on-site and/or virtual member forums for MRPA professional and corporate members to gain additional input as needed.	\$
Development and Reporting	\$
1. Develop relevant member survey questions to establish a needs assessment as it pertains to the current service offerings and revenue generation model to be sent to MRPA members by MRPA staff using existing email system. The survey results will be taken into consideration when developing the final report.	\$
2. Review MRPA staff duties/responsibilities. Develop staffing model that reflects MRPA needs and overall needs of the parks and recreation profession.	\$
3. Develop a proposed implementation plan and timeline for submission to the MRPA Board of Directors for discussion, modification, and approval.	\$
4. Define strategies to achieve outcomes.	\$
5. Develop a framework for creation of association performance and success indicators.	\$
Travel & Mileage	\$
Additional Costs, if any	\$
Total	\$
Hourly Rate (If additional time desired)	\$