



Strategic Planning Services – Request for Proposals

Massachusetts Recreation and Park Association (MRPA)

1. Introduction

The Massachusetts Recreation and Park Association (MRPA) invite qualified consultants to submit proposals to facilitate the development of a comprehensive Five-Year Strategic Plan. The goal of this plan is to create a clear, actionable work plan that identifies MRPA's critical trends and issues affecting organizational strategy, identifies new and existing partnerships to prioritize, identifies opportunities to enhance value to members including inclusion, expands professional development, and ensures long-term financial sustainability by identifying organizational priorities.

2. Organizational Background

MRPA is a professional organization dedicated to the promotion, advancement, and continuous improvement of recreation and park services throughout the Commonwealth. Our membership includes professionals, students, commercial organizations and advocates who work to create healthier lives and more vibrant communities across Massachusetts.

3. Purpose of the Strategic Plan

MRPA seeks to instill strategic thinking for the organization. This strategic planning process will provide MRPA with direction, strengthen internal capacity, and enhance its impact on the profession and the communities it serves. The strategic planning is only useful if built upon a strong foundation of values, mission and vision, driven by member interests and needs, supported and championed by critical staff and leadership leading to action.

The purpose of this process is to guide MRPA's organizational growth and effectiveness over the next five years. The plan will establish clear goals and strategies to:

- Identify organizational improvement and effectiveness
- Identify priorities and a shared vision for the future.
- Strengthen partnerships and collaborations with key stakeholders and organizations.
- Enhance member engagement, inclusion, and value.
- Expand professional development and leadership opportunities to current and future members.
- Ensure long-term organizational and financial sustainability.
- Evaluate organizational leadership structure and capacity, including but not limited to an assessment of the both the existing Executive Director and the Executive Board roles and responsibilities as well as examining the feasibility of transitioning the Executive Director position from part-time to full-time to support strategic priorities.

4. Scope of Work

The selected consultant will collaborate with MRPA's Executive Board to design and facilitate an inclusive, engaging, and results-driven process. A working group will be comprised of 4-6 MRPA members, led by the President. Anticipated tasks include:

- Review of existing organizational documents, programs, and data.
- Facilitation of board leadership development and training sessions.
- Member and partner engagement through surveys, interviews, and 4-6 focus groups.



- Assessment of MRPA's structure, operations, and partnership opportunities, including comparative data from other professional organizations of this size
- Identification of key strategic priorities, goals, and measurable outcomes.
- Development of a work plan for implementation and framework with clear timelines and responsibilities.
- Presentation of a final strategic plan to the MRPA Executive Board.

5. Deliverables

- Project work plan and timeline.
- Summary of stakeholder and member engagement findings.
- Draft and final versions of the Five-Year Strategic Plan.
- Board leadership and training materials.
- Implementation guide or action plan.
- 7 final copies in print, and final electronic version including all appendices.

6. Consultant Qualifications

Qualified firms or individuals should demonstrate:

- Experience in facilitating strategic planning processes for professional associations, including references and sample plans.
- Familiarity with the parks and recreation field or similar membership-based organizations (preferred).
- Proven success engaging boards, staff, and membership.
- A strong commitment to equity, inclusion, and collaboration.
- Excellent communication and facilitation skills.

7. Proposal Requirements

Proposals should include the following:

1. Letter of Interest outlining your understanding of MRPA's goals and your approach to this project.
2. Description of Methodology and Process to be used in developing the strategic plan.
3. Project Timeline, including major milestones.
4. Budget Proposal, including fees, expenses, and any optional components.
5. Team Qualifications and resumes of key personnel.
6. References from at least three comparable clients.

8. Evaluation Criteria

Proposals will be evaluated based on:

- Understanding of MRPA's mission and needs.
- Experience with nonprofit and association strategic planning.
- Strength and inclusivity of proposed methodology.
- Qualifications of key personnel.
- Value and cost-effectiveness of proposal.

9. Submission Details

Proposal Due Date: February 13, 2026

Submission Format: PDF via email to Elaine Prue, MRPA President, eip@framinghamma.gov

Questions: All inquiries should be directed to Elaine Prue, eip@framinghamma.gov



Anticipated Consultant Selection: Mid-February
Project Start: Late February Kickoff
Plan Completion: July 1, 2026

10. Additional Information

MRPA reserves the right to accept or reject any and all proposals, to request additional information from any proposer, and to negotiate terms with the selected consultant. Our anticipated budget is flexible to a degree but is desired to be in the \$5,000 - \$10,000 range.

11. Anticipated Timeline

The MRPA Executive Board is excited to get to work on this project and acknowledge this is an aggressive timeline. The timeline may be adjusted by mutual agreement between the selected consultant and executive board.