

**Presenter:**

Julienne R. Hefter, MSOLQ, CPRP  
Deputy Director  
Wisconsin Park & Recreation Association  
6601-C Northway  
Greendale, WI 53129  
414-423-1210 Fax: 414-423-1296

**Session Title: Presenting the Agency Benefits to Your Community and Board**

**Description:** With all the various budget cuts, it is time that park and recreation agencies prove their importance within their community. Let's create an unbelievable atmosphere of support and understanding about who and what we truly are! Learn what types of information must be presented to your board/commissions to have them understand how park and recreation affects the community as a whole and receive their support in return. In addition, you will be taught how to market and promote your agency and programs within the community.

**Learning Outcomes:** Participants will:

1. Learn proven techniques from planning and promoting your programs through brochures to advertising and television promotions.
2. Learn what information about an agency must be supplied to their board/commissions to gain their support.

**Clientele to be Served:** This session is suitable for the following:

- Program Supervisors
- Park & Recreation Directors
- Administrators
- Boards and Commission Members
- Anyone that works in Parks & Recreation

**Instructor Credentials:**

Julienne Hefter is the Deputy Director for the Wisconsin Park & Recreation Association. She is the first person to hold this new position with one of the premiere Park and Recreation Associations in the nation. Currently, she is responsible for membership development and recruitment, coordinating educational development, development of marketing initiatives including the design and maintenance of the Association website, negotiating and implementing contracts and agreements, and generating revenue and corporate sponsorships.

Juliene Hefter received her Bachelor of Science in Recreational Leadership from the University of Wisconsin, La Crosse and holds a Master of Science in Organizational Leadership and Quality from Marian College. She has a long and illustrious career in aquatics and park and recreation administration, and has been the Manager of Recreation Services for the City of West Bend, Park and Recreation Director for the City of Horicon, Supervisor of Recreation & Aquatics Director for the Fond du Lac School District, and the Park and Recreation Director for the Village of Germantown.

She has served in a number of leadership positions with both state and national organizations, including being the Chairperson for the National Recreation and Park Association's 2005 National Aquatic Conference, Member and Chairperson of the Aquatic Facility Operators Board of Directors, 2006 Chairperson of the National Aquatic Management School, 2007 President of the National Aquatic Council, Chairperson of the Wisconsin Park & Recreation Association's Recreation Section, Chairperson of the Southeast Park and Recreation Council, and Vice-Chairperson of the Washington County Park and Open Space Technical Advisory Committee.

Her distinguished career includes being the recipient of the Wisconsin Park & Recreation Association's Professional Award of Merit, the Recreation Professional of the Year, Aquatic Professional of the Year, and the recipient of the Public Policy Innovation Award. Most recently she was named to the "Power 25" by Aquatics International for 2007.

She is a renowned speaker and author on a variety of management and administrative topics, including A Hands On Approach to Corporate Sponsorships, Sexual Harassment Training for Part-Time and Seasonal Staff, Public Perception of Lifeguards, Risk Management, Staffing, and Staff Manual Development for Aquatic Facilities, Marketing and Promotions, and Team Building and Special Events. Juliene is also an Instructor for the National Aquatic Facility Operator Certification Course.

**Length of Session:** 3 ¼ hours

**Outline:** (See attached full outline)

1  Juliene R. Hefter, CPRP, MSOLQ, Deputy Director

Wisconsin Park & Recreation Association

## **“Presenting the Agency Benefits to Your Community and Board”**

2  Overview

- ❖ How can we receive the support needed to continue to be successful within our communities?
- ❖ Do our Boards, Councils and Community Members realize the importance of what we do?
- ❖ Do they realize what we do?

3  Features & Benefits

- ❖ Why would you justify your Department's existence?
- ❖ What benefits can you gain from this?
- ❖ What is your main goal of a Department justification?
- ❖ Can you gain additional support through the justification process?

4  Applications

5  Parks Department

6  Applications

7  Specifications

- ❖ You want and need to be very specific on what each member of your staff's responsibilities are.
- ❖ Do not leave anything out that your Department does.
- ❖ Job descriptions are not enough – you **MUST** spell out what is accomplished and what it entails.

8  Development of Inclusions

- ❖ Organizational Goals
- ❖ Mission, Values and Goals
- ❖ Department History
- ❖ Overall Benefits of Parks & Recreation
- ❖ Fees
- ❖ Access
- ❖ Environment
- ❖ Fiscal Resources

9  Development of Inclusions (cont.)

- ❖ Recreation, Health and Fitness
- ❖ Recreation and Older Adults
- ❖ Youth
- ❖ Job Descriptions and Position Synopsis
- ❖ Accomplishments

- ❖ National Statistics
- ❖ Park Statistics
- ❖ Park Projects

10  Presentation

Now that you have the information, how can you package it and present it so that they actually understand and support what you do?

11  **Benefits of Parks & Recreation in Our Communities**

An overview of WPRA, NRPA and the benefits of parks and recreation

12  **National Recreation and Park Association**

13  **Wisconsin Park and Recreation Association**

14  **Germantown Parks and Recreation Mission**

15  **Major Goals**

16  **Where Germantown Park and Recreation revenue comes from:**

17  **Registrants and Attendance**  
10,173 Registrants,  
Annual Attendance: 72,137

18  **Participant Services**

19  **Professional Services**

20

21

22  **Professional Services**

23  **Benefits of Parks & Recreation**

24  **Benefits of Parks & Recreation**

25  **Benefits of Parks & Recreation**

26  **Benefits of Parks & Recreation**

27  **Benefits of Parks & Recreation**

28  **Benefits of Parks & Recreation**

29  **Benefits of Parks & Recreation**

30  **Benefits of Parks & Recreation**

31  **Benefits of Parks & Recreation**

32  **Benefits of Parks & Recreation**

33  **Benefits of Parks & Recreation**

34  **Benefits of Parks & Recreation**

35  **Parks and Recreation Magazine**

36

37  **Germantown Youth Futures**

38  **Germantown Friends of Parks and Recreation**

39

40

41

42  **Marketing**

“Process of demonstrating the value of an organization’s programs and services to the potential users of those programs and services.”

43  **Mission and Vision Statement**

“Core Purpose of the Organization.”

Identify who the people are that will use the services of the aquatic facility.

44  **Benefits of Marketing**

Marketing begins and ends with the needs of the client. There are four ways that marketing enables you to serve your clients better:

- Relevant Services
- Efficient Service Delivery
- Enhanced Program Awareness/Better Communication
- Fairer Pricing

45  **Relevant Services**

❖ By providing relevant services, an organization strengthens its stature against

other organizations competing for limited funding in the public sector, as well as the nonprofit and private sectors.

❖ Selling is one of the voices of marketing.

46  Efficient Service Delivery

- ❖ It's better to accomplish fewer tasks well than many tasks poorly.
- ❖ In some cases, efficiency may be best served by not offering a service or program.
- ❖ Marketing permits an organization to more precisely target programs for specific client groups, with a much greater likelihood of patron satisfaction

47  Enhanced Program Awareness/Better Communication

- ❖ Disappointing participation numbers are often the result of a lack of awareness.
- ❖ Services should be advertised and publicized in a place and fashion that will reach the intended patrons and attendees.
- ❖ Lack of service awareness can be a serious problem for many aquatic facilities.
- ❖ Marketing principles can help combat the problem.

48  Fairer Pricing

- ❖ Pricing is an important aspect of marketing.
- ❖ It permits an agency to determine public support for a service or program and therefore helps the facility or agency determine the amount of subsidy a particular service should receive.
- ❖ This leads to a price that more fair for service users.

49  Each of the patron benefits mentioned translates into an agency benefit.

Relevant, efficient, and well-promoted services result in greater user satisfaction, higher participation rates, increased revenues, improved staff morale, and greater support by the administration.

50  A Marketing Philosophy....

- ❖ Assures a focus on actual patron needs and reduces "stagnant" program offerings.
- ❖ Typically leads to a more appropriate and realistic definition of goals and responsibilities.
- ❖ Encourages innovation, experimentation, and creativity in programs and services suggesting there are a variety of ways to satisfy public wants.
- ❖ Is useful in promoting and justifying policies and programs to boards and elected officials.

51

52  Develop a Marketing Plan

- ❖ Decide How you are going to Market the Project
  - Brochures
  - Flyers
  - Plans
  - How are you going to get people's attention
  - What do you have to offer them

53  Develop all Marketing Material

54  Where do we typically advertise?

- ❖ Newspapers
- ❖ Brochures

- ❖Flyers
- ❖Posters
- ❖Display Ads
- ❖Cable TV
- ❖Through Current Customers

- 55  Establish Your Identity
- ❖How are you perceived by the community?
  - ❖How would you like to be perceived?
  - ❖Consider this when you are doing your marketing program
  - ❖Continuously review how you would like your facility or program to be received by the community
- 56  Marketing Strategy Consists of a Blending of Four Factors:
- ❖Product
  - ❖Price
  - ❖Promotion
  - ❖Distribution
- 57  Strategies: The Marketing Mix
- ❖Product – What is going to be offered
  - ❖Price – How much
  - ❖Place – Site
  - ❖Promotion – What is your plan
  - ❖Budget – How much do you have
  - ❖Evaluation of final results
- 58  Marketing Goals
- Your marketing goals should meet two prime criteria:
- 59  Marketing Goals Should Be Realistic
- ❖Do not develop a list of marketing objectives that is too extensive or too difficult to accomplish.
  - ❖It's better to achieve challenging but realistic goals than fall short on unrealistic goals.
- 60  Promotion
- Definition:
- To further the growth or establishment of something.
- 61
- Promotion is just one part of an orchestrated marketing program. Before any promotion planning is done, it is essential to determine the aquatic needs of the people in your service area and to carefully analyze the effectiveness of your

programs and facilities in meeting those needs.

62  **Promotional Steps:**

- ❖ Determine Needs
- ❖ Assess strengths and weaknesses of other programs providers in your area
- ❖ Develop a strategy for offering services that yields the optimum facility and program mix with the appropriate pricing structure

63

64  **Identification of Promotion Goals and Objectives**

The overall goal of your promotion program should be to encourage the public to derive full benefit from the services you are providing.

65  **After Identifying What and/or Who Should be Targeted:**

- ❖ Are they unaware of some or all of your services?
- ❖ Do they have a positive attitude toward your services, but just haven't gotten around to trying them out?
- ❖ Do some of your facilities and programs have a bad reputation?
- ❖ Does your agency have a less-than-dazzling image which fails to attract users or even discourages the public from trying out your services?

66  **Promotion Techniques Can Be Used to Accomplish any of the Following**

Functions:

- ❖ To Inform
- ❖ To Remind
- ❖ To Familiarize
- ❖ To Overcome Stagnate Behavior
- ❖ To Add Perceived Value

67  **Development of Promotion Strategy**

Promotion Techniques Fall into Four Major Categories:

1. **Publicity**
2. **Advertising**
3. **Personal Contact**
4. **Special Promotions**

68

Sometimes an overall theme is selected to tie all of your agency promotions together and help them to build upon each other.

Examples:

- ❖ Slogan
- ❖ Logo
- ❖ Shoulder Patch
- ❖ Mascot
- ❖ Distinctive Signs at Facilities

69

Capitalize on the latest trends, fads, and themes in your short-term promotions.

For Example:

If your swimming pool is underutilized at mid-day, capitalize on the current rage for physical fitness by promoting a swimming-at-lunch program for an exercise opportunity for workers during their lunch hour.

70  Promotional Messages Should Focus on the Benefits to the User Rather Than the Programs Themselves

71  Budget

- ❖ What is your marketing budget?
- ❖ How can you get more “Bang for your Buck”?
- ❖ Sponsorships?
- ❖ Allowing Radio Stations to do special activities at your site?
- ❖ Others?

72  Implementation of Your Promotion Program

- ❖ In designing a promotional message, try to see it through the eyes of the prospective user.
- ❖ Focus on the benefits derived from the user, rather than the facilities and programs themselves.

73  Example:

In promoting an exercise class, don't merely relate the type of exercises you will be conducting.

Instead:

- ❖ Portray the feeling of well-being
- ❖ New friendships
- ❖ Increased self-esteem that participants will receive from the program

74  Adopt a Dynamic, Responsive Posture in Dealing With the Public

- ❖ Assume responsibility for communicating with the public rather than expecting them to seek you out.
- ❖ Establish direct, regular communication channels that the public can count on.
- ❖ Convey your concerns for the needs of the community and your willingness to do something about them.
- ❖ Make sure that your actions as well as your words reflect a genuine sense of urgency, vitality, and enthusiasm in your programs

75

Promoting recreation services generally requires more creativity than promoting more tangible products.

\* Recreation is a “product” that is produced and consumed simultaneously, not something that is viewed as a lasting personal possession once acquired.

Sample Slogan:

“Play awhile– Grow a Smile”

\*New Directors in Leisure – Marketing Parks and Recreation\* Venture

76  Evaluation

Monitoring the success of your promotion program is essential to ensure that efficient progress toward your goals and objectives is being made.

- ❖ Unfortunately, there is no completely reliable technique for evaluating your promotion program.
- ❖ For example: bad weather could have a devastating effect on attendance at a special event; an important sports event on the radio, TV or nearby could reduce your audience.

77  Key Promotion Techniques

❖ Publicity

- Media Contacts
- Setting Priorities
- Press Releases

❖ Helpful Hints (if contact is not available)

- Use colored envelopes and/or a logo on your envelopes to grab the editor's attention
  - Include a handwritten note if you have talked to the editor or reporter
  - Tie your story to an action or event
- “Parks Director takes Mayor to see deteriorating park” is an action, whereas “city park is deteriorating” is not.

78  Key Promotion Techniques

❖ Helpful Hints (continued)

- Do not overlook human-interest stories – This will considerably increase your chances of getting coverage
  - They account for about half of the available space in most papers and on radio
  - Remember though, the story may not be used
  - Remember to exercise care in what you say before the story is complete, because nothing is ever really “off the record.”
- Give a local or perhaps a national angle.
- Give evidence to support your lead – “Oak Park is an example of a city pool which is deteriorating due to lack of adequate funding for maintenance
- Never state an opinion in a press release

79  Key Promotion Techniques

❖ Helpful Hints (continued)

- Indicate what actions the readers can take, including who they can contact for more information.
- Give information on what your organization's major efforts are.
- Include a listing of other organizations or individuals who support you or your position.
- Looks are Important!!

80  Build Rapport With the Media

- ❖ Be well prepared when contacting the media.
- ❖ Indicate that your story would be ideal for their particular format.
- ❖ Prove that your story would be interesting to the community.

❖ Let them know that you will provide intelligent, interesting spokespersons.

81  Tips for Building Rapport with Media Contacts

- ❖ Observe
- ❖ Contact
- ❖ Do not approach reporters with stories they can not use
- ❖ Be aware of deadlines
- ❖ Be available for questions
- ❖ Be very polite and friendly
- ❖ Control your emotions
- ❖ Be careful what you say
- ❖ Be devastatingly accurate
- ❖ Express your thanks whenever you can

82  Media Selection

There are five major factors to consider in making this judgment:

1. REACH
2. FREQUENCY
3. DELIVERY
4. SELECTIVITY
5. EFFICIENCY

83  REACH

The number of persons exposed to the advertising messages through the medium.

84  FREQUENCY

The number of times a person is exposed to the advertising messages through the medium.

85  DELIVERY

The ability of the medium to expose people at a time and place at which they are receptive to the message.

86  SELECTIVITY

The ability of the medium to target a desired audience for exposure to the message.

87  EFFICIENCY

The ability to provide reach, frequency, delivery, and selectivity at the lowest possible price.

88  Other Types of Marketing

- ❖ Personal Contact
  - “First Impressions are often Lasting Impressions”
  - If a user is introduced to your facility or program in a friendly, helpful, enthusiastic manner, their attitude toward it is more likely to be positive

89  Other Types of Promotions

## ❖ Special Promotions

- Incentives
  - Waiving of Fees
  - Price Reductions
  - Rebates
  - Coupons
  - Advertising Specialties
  - Contests
  - **Special Events**

90

91  **Juliene R. Hefter, CPRP, MSOLQ, Deputy Director**

**Wisconsin Park & Recreation Association**

**“Presenting Agency Benefits to Your Community and Board”**