Wisconsin Park and Recreation Association

Association and Membership Analysis & 2025-2029 Strategic Action Plan

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The Wisconsin Park & Recreation Members

A special thanks to the dedicated members of the Wisconsin Park & Recreation Association who contributed their time, energy, and perspectives in efforts to inform this plan. All member feedback received throughout the process has been summarized and included as a supplement to this report.

The Consulting Team

believe in possibility

Executive Summary

Executive Summary

The Wisconsin Park and Recreation Association (WPRA) engaged in the design and development of an **Association and Membership Analysis & Strategic Action Plan** beginning in August 2023.

Guiding principles of the planning process provided a structured approach to analyze member interests and perspectives, Association conditions, and best guide WPRA for the next five years.

Among the key reasons the Association chose to engage in this effort include the following.

- **Clarify & Update Mission, Vision and Values -** Assist the Association articulate its purpose, vision and values and ensure they are relevant.
- **Enhance Member Value -** By understanding member interests and preferences, the Association will prioritize services, and initiatives that provide the greatest benefit to members and foster retention and recruitment by demonstrating a commitment to delivering value.
- **Focus Resources -** Inform the Association to allocate time, money, and staff effectively to influence and affect priorities.
- **Adapt to Change -** Equip WPRA to anticipate and adapt to change and keep the Association relevant and responsive to industry shifts and member expectations.
- **Drive Organizational Efficiency -** Provide a roadmap that guides decision-making, reducing redundancy and inefficiencies.
- **Promote Collaboration and Engagement -** Gather input from members, staff, and leadership, fostering a sense of ownership and alignment.
- **Secure Financial Sustainability** - Identify opportunities for new revenues, cost recovery, and resource optimization. It intends to ensure the financial health of the Association by setting clear cost recovery goals.
- **Strengthen Advocacy and Influence -** Sharpen the Association's message and priorities, enhancing the ability to influence policies and outcomes effectively.
- **Build Organizational Resilience -** Prepare the Association to navigate uncertainties and seize opportunities for improvement.

"This is a model that represents the WPRA Association and Membership Analysis and Strategic Action Plan that starts with the feedback from our members, through surveys and many other outreach methods, that provides direction to a clear view of the future of all WPRA's pillars. Our Association is going to have to work really hard to communicate out all the different resources that it provides to the membership for a bright and prosperous future."

***Joleen Stinson**, Secretary/Treasurer*

Note: LEGO Serious Play (LSP) exercise done as part of Planning Session I with the WPRA Board of Directors.

The Association

The Association

Founded in 1965, the WPRA is a statewide, voluntary organization dedicated to enriching the professional and educational opportunities available to personnel in parks, recreation, aquatics, and related fields, so that they may better serve the needs of their communities, and to advocating and promoting the benefits of parks and services to the general public.

Today, WPRA represents more than 1,500 member professionals who work in local, county, state, school district, private, and agency settings. WPRA also represents public park and recreation boards and commissions, students, commercial firms and Emeritus (retired) members.

WPRA's Structure

Executive Committee
The Executive Committee consists of the President, President-Elect, Secretary/Treasurer, Immediate Past President and Executive Director.

Board of Directors
The Board of Directors shall consist of the President, President-Elect, Secretary/Treasurer, Immediate Past President, one (1) representative from each of the Association's four Regions and three Sections.

Regions
There are four membership regions in WPRA: Region I: PARPRO, Region II: NEWPRO, Region III: PARR3, and Region IV: SEPRC.

Sections
WPRA offers members the option of associating with one of three sections: Aquatics, Parks, and Recreation.

Committees
WPRA has nine (9) committees which include: Awards, Communications, DEI, Emerging Professionals, Membership, Nomination, Past Presidents Resource, Professional Development, and Public Policy. Additionally, there are two Professional Development Subcommittees which include: Conference, and Leadership Academy.

WPRA Staff
WPRA staff support the operations of the Association and include an Executive Director, Associate Executive Director, and Senior Coordinator.

The Association

WPRA Mission, Vision & Values

MISSION

To empower and support WPRA members by fostering professional growth, advocating for the parks and recreation profession, and enhancing the quality of life for communities across Wisconsin through education, networking, and leadership development.

VISION

Fostering a thriving parks and recreation profession that is recognized for its essential role in creating vibrant, healthy, and connected communities throughout Wisconsin, WPRA members lead the way in innovation, collaboration, and professional excellence.

VALUES

Advocacy: We are committed to promoting the importance of parks and recreation in shaping resilient and sustainable communities and acknowledge and respect the importance of valuing diversity, equity, and inclusion in all of our efforts.

Collaboration: We believe in the power of connection and teamwork to drive collective success, sharing knowledge and resources to elevate the profession.

Community Impact: We create positive change in the lives of those we serve, ensuring that parks, recreation, and aquatics contribute to the well-being of everyone in Wisconsin.

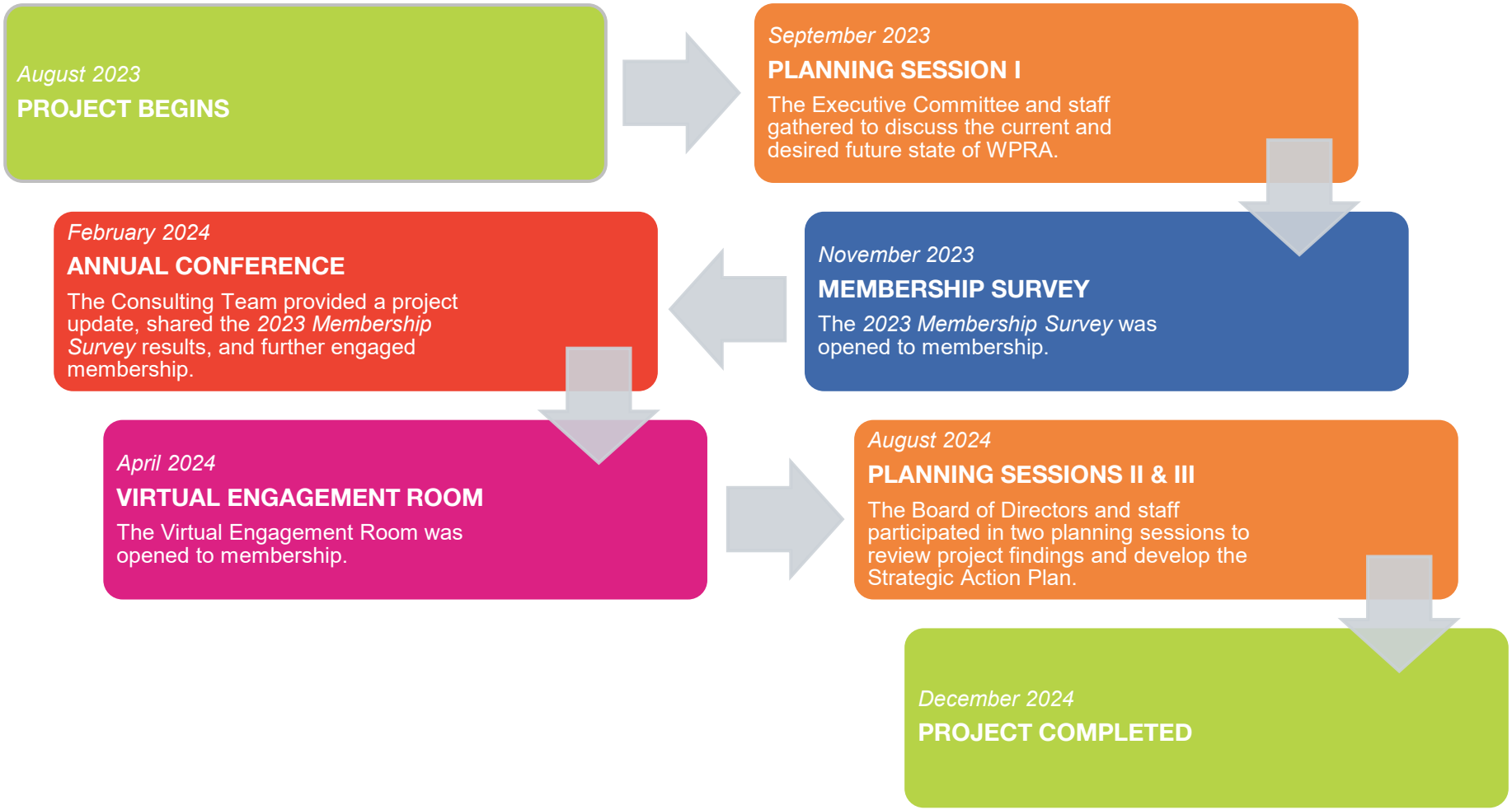
Lifelong Learning: We provide ongoing education and professional development opportunities to help our members grow and succeed.

Professionalism: We uphold high standards of integrity, leadership, and accountability in all our actions, striving for continuous improvement in our field.

The Process

The Process

Over a year and a half span starting in August 2023, the Consulting team worked with WPRA to facilitate several planning sessions, membership engagement efforts, and association analyses that led to the development of the Association and Membership Analysis & Strategic Action Plan.



"The story of the WPRA Association and Membership Analysis and Strategic Action Plan is a bridge from present to future, is a two-lane street between leadership and members that is a work-in-progress for future direction towards future growth."

***Derek Donlevy**, President*

Note: LEGO Serious Play (LSP) exercise done as part of Planning Session I with the WPRA Board of Directors.

Member Engagement Insights

Member Engagement Insights

WPRA conducted a comprehensive series of membership engagement exercises as part of the Association and Membership Analysis & Strategic Action Plan project, which began in August 2023.

2023 Membership Survey

The *2023 Membership Survey* engaged primarily with the WPRA membership to understand the initial needs and interests of their state association that will be used to help support the creation of WPRA's Strategic Action Plan and its future direction as it serves Wisconsin's parks and recreation professionals.

The survey, open from November 1, 2023, to January 5, 2024, yielded 352 valid survey responses.

2024 Annual Conference Survey

The 2024 WPRA Annual Conference provided an opportunity to provide a high-level overview of the *Association and Membership Analysis & Strategic Action Plan*, unveil the results of the *2023 Membership Survey*, and to further engage with the state's professionals by providing a structured opportunity to receive feedback.

The survey, taken on February 1, 2024, yielded 200 valid responses.

Virtual Engagement Room

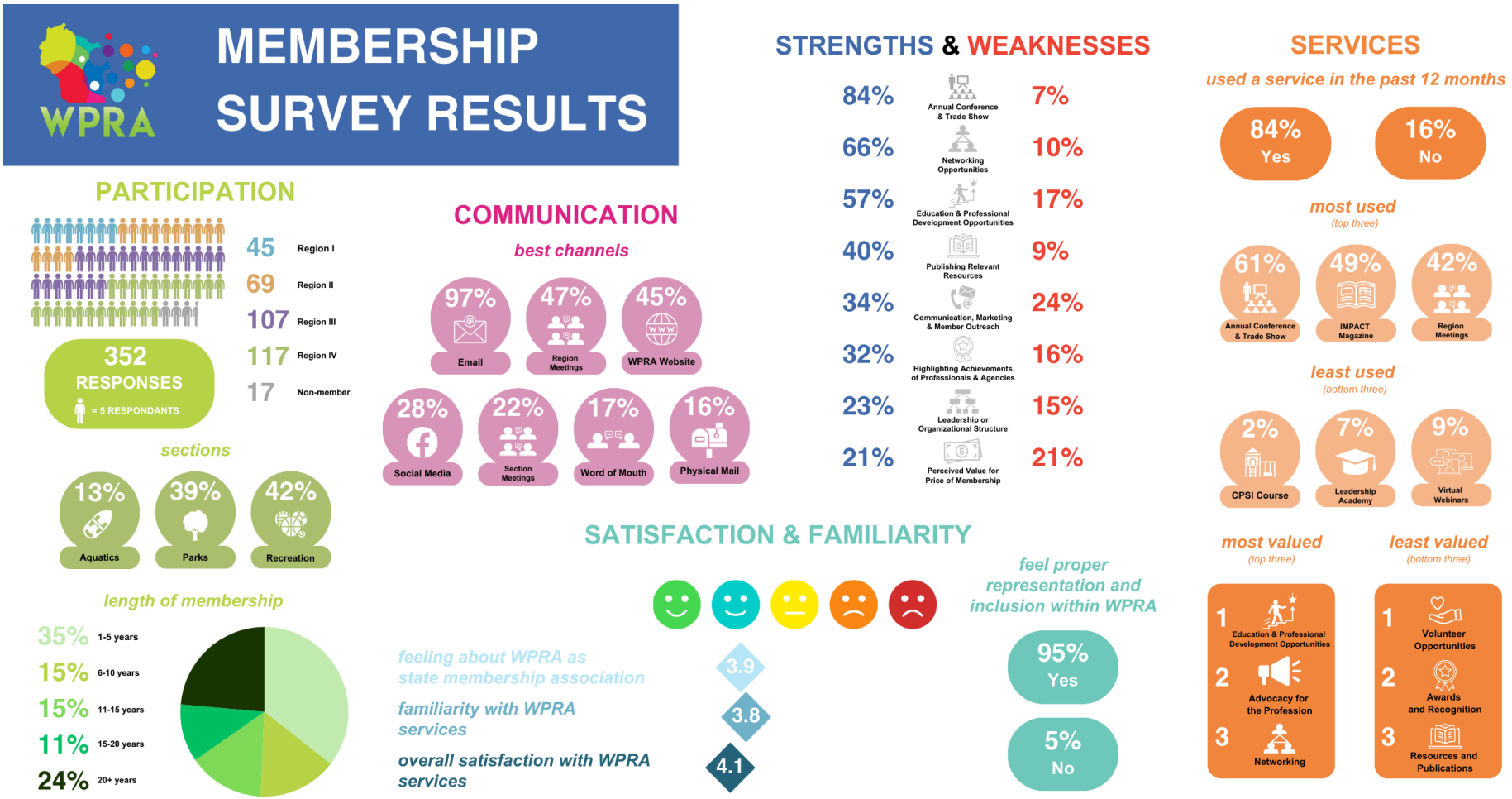
The *Virtual Engagement Room* engaged primarily with the WPRA membership to dissect the top priorities and key areas for improvement that were discovered from the *2023 Membership Survey* and the *2024 Annual Conference Survey.*

The virtual engagement, open from April 29, 2024, to May 17, 2024, yielded 142 valid responses.

The following three pages include high-level infographic summaries of the results of each of these engagements.

NOTE: The Association and Membership Analysis & Strategic Action Plan Full Engagement Summary Report is available as Supplement A and includes detailed response information and data from these engagements.

Member Engagement Insights



Member Engagement Insights

CONFERENCE SURVEY RESULTS

"I would like to see ____ happen for WPRA and its members in the next year or two."

most mentioned
(top 10)

1. more education & professional development opportunities
2. better communication, marketing, and member outreach
3. continued growth (general)
4. better support for students and new professionals
5. more Region and Section involvement
6. more networking opportunities
7. more parks & facilities professionals education opportunities
8. improvements to sessions and speakers Annual Conference and tradeshow
9. WPRA addressing the budget surplus
10. General advocacy

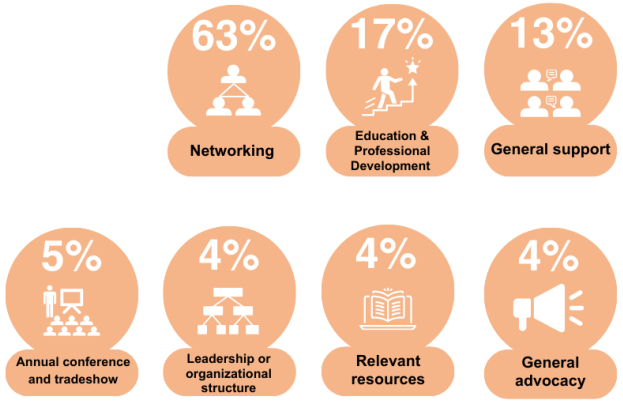
"____ is how I can contribute to WPRA."

most mentioned
(top 5)

PARTICIPATION

200 RESPONSES

"I APPRECIATE WPRA BECAUSE..."



Member Engagement Insights

VIRTUAL ENGAGEMENT ROOM RESULTS

ANNUAL CONFERENCE & TRADE SHOW

Does it need to change?

59% Yes

41% No

Ranking top changes

239 More nationally recognized speakers

207 Unconventional session topics

194 Find a central location

164 Change time back to fall

142 Relocate to greater Milwaukee area

133 Other

Top 5 "Other" Suggestions
- Rotate locations
- Invest more in speakers
- Specialized session topics
- Shorter Awards Banquet
- More networking opportunities

*Calculation based off a point system: 3 points for top choice; 2 points for second choice; 1 point for last choice.

PARTICIPATION

142 RESPONSES
= 5 RESPONDANTS

14 Region I

26 Region II

50 Region III

52 Region IV

PRIORITIES

Rank of Top Priorities

235 Education & Professional Development

152 Advocating for Public Parks & Recreation

135 Networking

*Calculation based off a point system: 3 points for top choice; 2 points for second choice; 1 point for last choice.

How Would You Invest $10,000

26%	53%	21%
$2,589	$5,332	$2,079
Advocating for Public Parks & Recreation	Education & Professional Development	Networking

Levels of Support - Investment

	More	Same	Less
Communication & Marketing	36	53	0
Highlighting Achievements of Professionals & Agencies	24	51	13
Special Focus Programs	39	46	4
Ticket Program	3	28	58
Annual Conference & Trade Show	50	38	1
Career Center Job Postings	15	70	4
Member Outreach & Connections	56	30	3
Publications & Relevant Resources	10	56	20

HOW CAN WPRA BEST...

Support students & young professionals

1. Relationship with education institutions
2. Mentorship (networking)
3. Recruitment to field

Advocate for the field of parks & rec

1. Communication to membership
2. Funding
3. Work with State Officials

Improve the volunteer experience

1. Financial incentives
2. Sharing opportunities
3. Volunteer-only events

Improve the content of publications?

1. Spotlight agencies, members, projects
2. Member contributions
3. Specialized topics

Member Engagement Insights

Key Takeaways

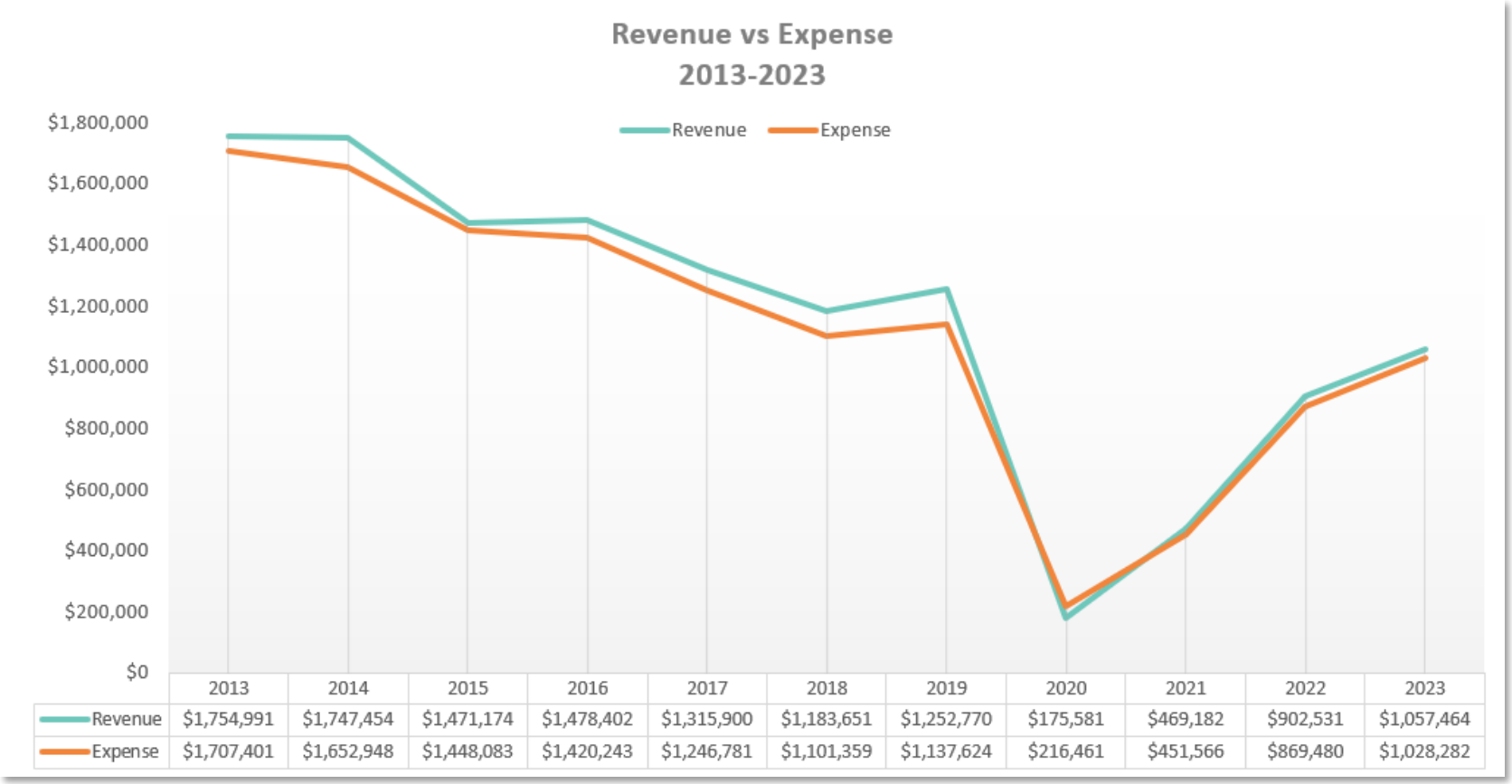
The following are the key findings that were discovered from the member engagement phase:

1. Increase in the amount of **education and professional development opportunities**.
2. Invest in speakers and sessions at the **Annual Conference**.
3. Improve communication to membership to best support **advocacy** efforts.
4. More accessible **networking** opportunities overall, and especially for students and new professionals.
5. More consistent **communication and marketing** efforts.
6. A more effective approach to **volunteering** that includes clear expectations, improved support, and better incentives.
7. WPRA **publications** aren't highly valued, but there are many ideas for content improvement.

Financial Analysis and Strategy

Financial Analysis and Strategy

The financial analysis of WPRA reviewed financial reports from 2013-2023. Revenues steadily declined from 2013 to 2018 followed by a slight increase of 6% from 2018 to 2019. During the rebound from the COVID-19 pandemic, revenues increased 92% from 2021 to 2022 and 17% from 2022 to 2023. WPRA would need an increase of 18% in 2024 to reach the pre-pandemic revenue generated during 2019. It is important to note that revenues outpaced expenses in every year except for 2020, with expenses averaging about 95% of revenues for all other years.



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenue	$1,754,991	$1,747,454	$1,471,174	$1,478,402	$1,315,900	$1,183,651	$1,252,770	$175,581	$469,182	$902,531	$1,057,464
Expense	$1,707,401	$1,652,948	$1,448,083	$1,420,243	$1,246,781	$1,101,359	$1,137,624	$216,461	$451,566	$869,480	$1,028,282

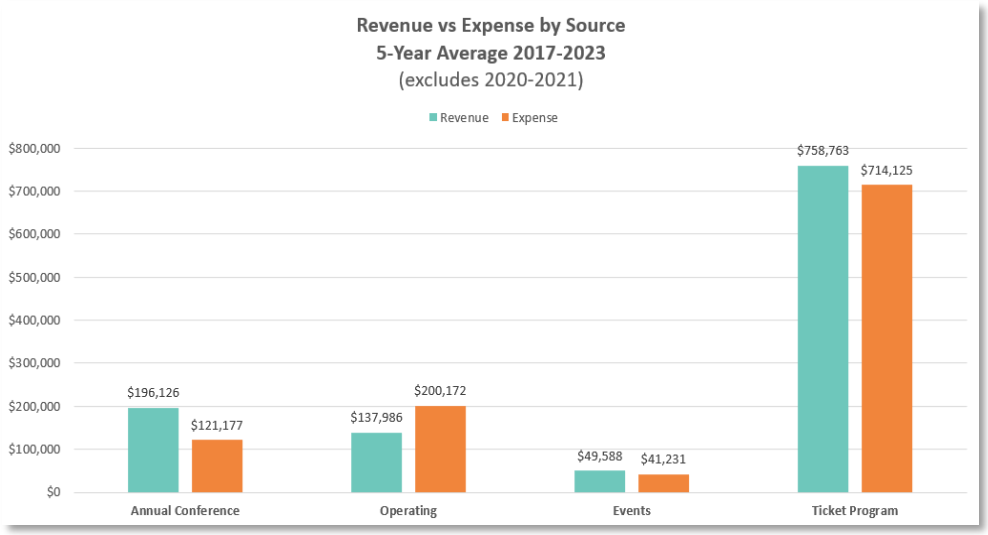
Financial Analysis and Strategy

Insights

To further analyze WPRA's revenue and expenses, revenue and expense accounts were categorized into the following categories: Annual Conference, Operating, Events, and the Ticket Program. The table below details the revenues and expenses that are associated with each account category.

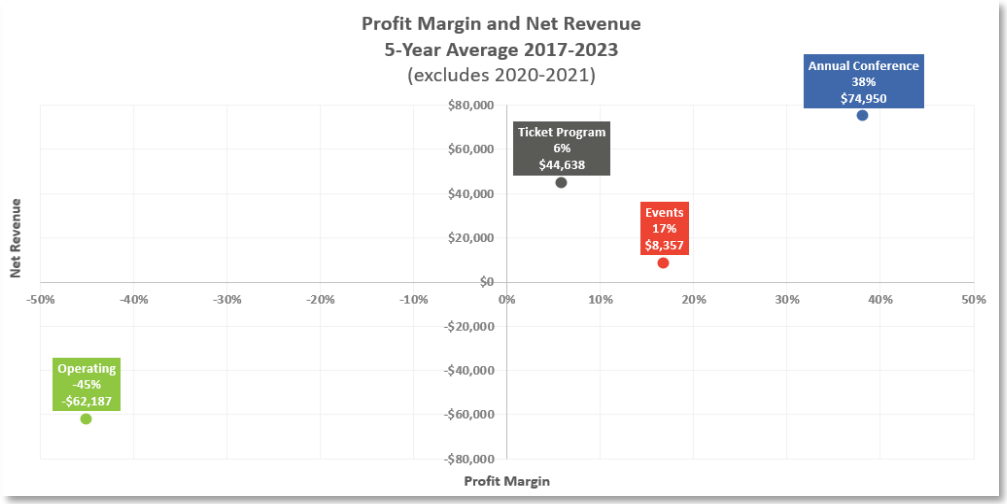
Comparing the revenue and expense of each category reveals the performance of each. The chart below displays the average revenue and expense from the past five years, excluding 2020 and 2021.

Category	Revenue	Expense
Annual Conference	All Annual Conference income	All Annual Conference expenses
Operating	Advertising, Foundation, Investments, Job Listings, Memberships, and Miscellaneous income	Board, Foundation, Membership, Professional Services, Administrative, Awards, Region and Section, WPRA Financial & Operational, and Miscellaneous expenses
Events	All event income	All event expenses
Ticket Program	All Ticket Program income	All Ticket Program expenses



Financial Analysis and Strategy

As shown in the chart to the right, while the Ticket Program generated the most total revenue for WPRA, the Annual Conference has the highest profit margin and net revenue. The negative margin and net revenue for Operating is to be expected, since there is not a direct correlation from revenue to expense and this category includes all administrative and management expenses of WPRA.



Alternative Funding Sources

While the financial condition of WPRA is sound, exploring diverse funding sources can assist the association on its continued course of being financially resilient and sustainable. Below are two alternative sources for consideration given the association's current revenue sources.

Investing in an Endowment

Establishing an endowment fund with initial seed money can serve as an investment in the future of the association, its members and the profession. Creating and encouraging contributions to an endowment can provide interest or dividend income to support the ongoing operations and services of the association.

Merchandise Sales

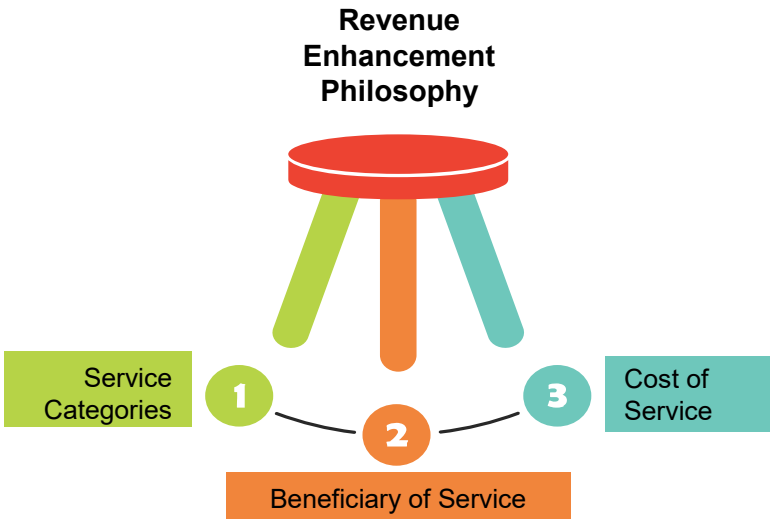
Creating branded merchandise like apparel, accessories, or reusable water bottles with the association's logo may afford WPRA additional revenues. Seasonal or themed items, especially eco-friendly products, may also appeal to members.

Financial Analysis and Strategy

Financial Strategy Plan

Successful financial strategy and practice intends to guide the responsible and effective management of investment decisions based upon WPRA's services, beneficiaries, costs, all while keeping the long-term fiscal health of the association top of mind. With such a strategy in place, WPRA will strengthen its capacity to prioritize investments, manage growth and expenses, and generate revenues.

The WPRA Financial Strategy is grounded in 110%'s Financial Sustainability Three-legged Stool (at right) approach that informs the development of a revenue enhancement philosophy. Leveraging this method, it is recommended that the Association continue to strengthen its services while also committing to a strong financial base by following these principal steps.



Service Categories
Service categories are a bundling of "like purpose" activities, events, and other types of services and member experiences provided by the Association.

Beneficiary of Service
A revenue enhancement philosophy provides a foundation for differentiating services based on "who benefits" and "who should pay". Economists have differentiated goods and services in the economy in this manner for decades.

Determining the "beneficiary of services" becomes a primary driver in how WPRA can begin to make informed and defensible investment decisions. Following this concept, each of the Association's service categories have a set of specific characteristics that provide a rationale for who should pay and to what degree. Ultimately, this aligns how WPRA will choose to spend its dollars and expect a return on investment with the "beneficiary".

Financial Analysis and Strategy

Wisconsin Park & Recreation Association's Service Categories *(listed in alphabetical, unprioritized order)*

Advocacy: Advocating on behalf of member agencies, the public, and the parks and recreation industry to advance legislative issues and promote public education and engagement.

- (e.g., *Governmental Affairs, Op-Eds, Media Releases, etc.)*

Customized Services: Developing and offering specialized services for personal development and career advancement.

- (e.g., *Jobs Listing, Specialized Services, etc.)*

Memberships: Offering structured opportunities for individuals, organizations and commercial entities to become active participants in the association and receive various benefits.

- (i.e., *Membership Categories)*

Networking Events: Offering recreation-based experiences that enhance member engagement and connections and create stronger networks within the broader association.

- (e.g., *Conference Socials, Tours, Receptions, etc.)*

Professional Development: Creating and facilitating education and training experiences that build skills and competencies for deeper capacity, enhanced leadership, career advancement and improved service to employers and constituents.

- (e.g., *WPRA Annual Conference, Leadership Academy, Professional Certifications, Webinars, etc.)*

Publications & Research: Developing and disseminating print and online resources to elevate professional knowledge and standards.

- (e.g., *PR Monthly, WPRA Reports, etc.)*

Recognitions: Promoting and recognizing professional contributions, and excellence and innovation in management practices.

- (e.g., *Recognitions and Awards, Banquets, etc.)*

Sales: Offering goods and services for purchase via events, website or special promotions.

- (e.g., *Apparel, Ticket Program, etc.)*

Financial Analysis and Strategy

Below is a ranking of WPRA Service Categories from what are perceived to be the most mission driven services to those deemed to be most individualized. Putting the beneficiary of service exercise into practice, the three market groupings below intend to assist the Association with decision making as it relates to cost recovery performance expectations.

Grouping A - Most Purpose-Driven Services. These services align with WPRA's mission, vision, and values and influence the profession. *The overall cost recovery performance for these services is recommended to be at a minimum of 75-100%.*

- **Advocacy:** Advocating on behalf of member agencies, the public, and the P&R-related industry to advance legislative issues and promote public education and engagement.
- **Memberships:** Offering structured opportunities to engage individuals, organizations and commercial entities with P&R connections in the Association and receive various benefits.

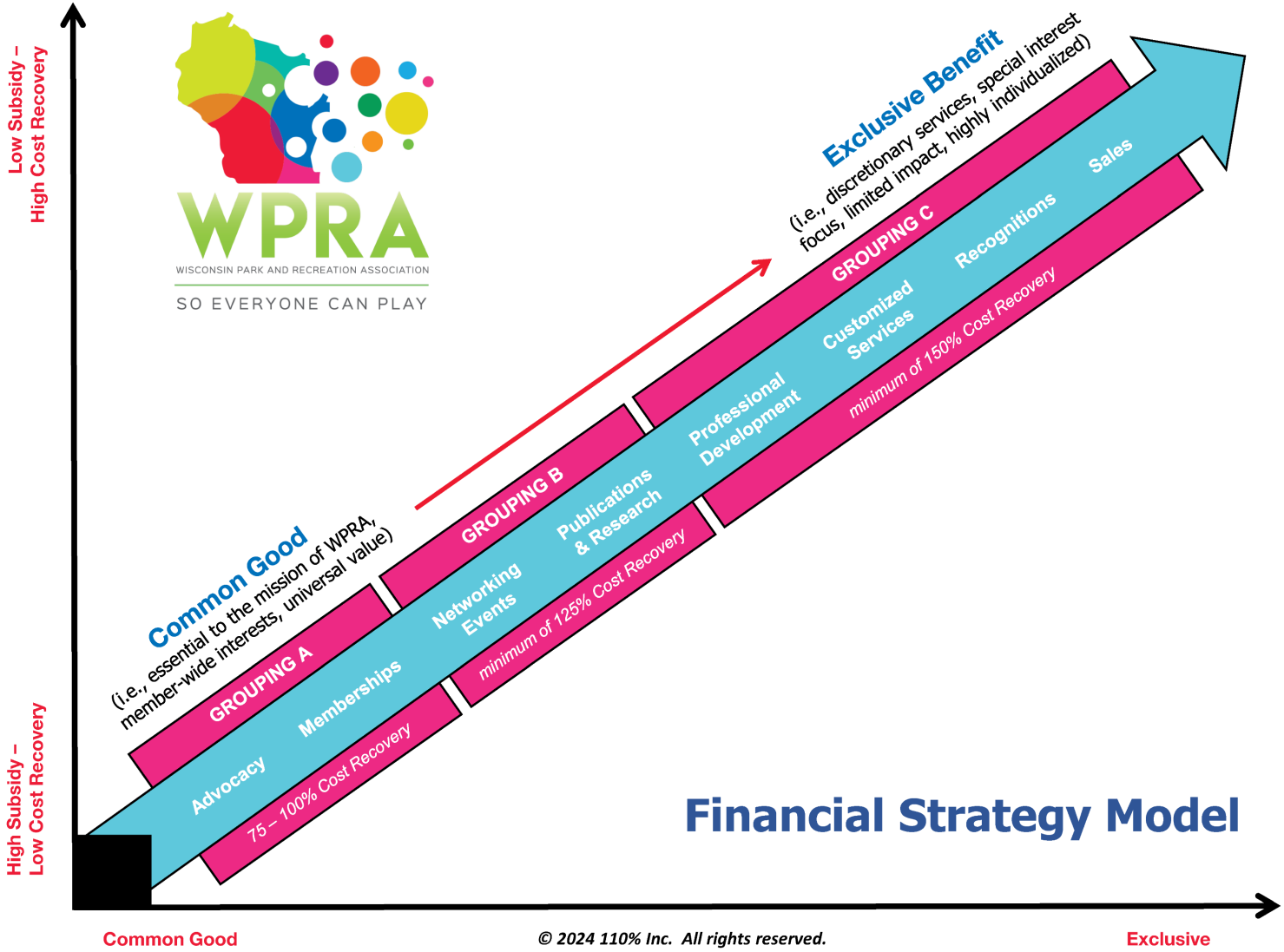
Grouping B - Dedicated Objectives. These services value and relevance to specific events, collaborations and products. There is greater potential to generate revenues that exceed expenses, which can be reinvested in other services. *The overall cost recovery performance for these services is recommended to be at a minimum of 125%.*

- **Networking Events:** Offering recreation-based experiences that enhance member engagement and connections and create stronger networks within the broader association.
- **Publications & Research:** Developing and disseminating print and online resources to elevate professional knowledge and standards.

Grouping C - Most Individualized Services. These services provide opportunities for worthwhile special interests and projects, and individualized advancement. They provide the greatest capacity to generate and re-invest revenues and may compete with the private sector or other NGOs. *The overall cost recovery performance for these services is recommended to be at a minimum of 150%.*

- **Professional Development:** Creating and facilitating education and training experiences that enhance skills for deeper capacity, leadership and service to their employers and constituents.
- **Customized Services:** Developing and offering personalized services for a fee or as a member benefit for personal development and career advancement.
- **Recognitions:** Promoting and recognizing professional contributions, and excellence and innovation in management practices.
- **Sales:** Offering goods and services for purchase via events, website or special promotions.

Financial Analysis and Strategy



Financial Analysis and Strategy

Key Takeaways

1. Adopt a **financial strategy**.
2. Explore **alternative funding strategies**.
3. Continue to monitor revenue and expense trends annually to **determine the impact of any operational changes**.
4. Consider **performing a deeper analysis by assigning appropriate amounts of expenses in the operating category** to the Annual Conference, events, and Ticket Program categories. This analysis will produce results that are inclusive of indirect expenses, such as staff and management time, **allowing WPRA to see the total cost of providing these services**. Additional categories may also be created as part of this analysis.
5. Maintain a **minimum of one year's worth of operating expenses as a reserve balance**. This will ensure operations continue without interruption in the event of a significant decline in revenue for any reason.
6. Capitalize on the **high revenue generating categories** such as the Annual Conference and Ticket Program. These categories are the two highest producers of net revenue. Investment in these categories will have the greatest overall impact on revenue generation.

The Strategic Action Plan

The Strategic Action Plan

The Strategic Action Plan is designed as a management tool for ease of use and as a method of simplifying recommendations. It is essential for the Association's planning efforts to come to life for several key reasons, some of which include.

1. **Clarity of goals and objectives**: It outlines specific actions that will be taken within a defined timeframe. This clarity helps ensure that everyone involved understands what needs to be done and why.
2. **Resource allocation**: It helps in allocating resources effectively. By identifying the actions, timelines, and responsibilities, the Strategic Action Plan allows the Association to allocate resources such as budget, human resources, and other resources in a targeted and efficient manner.
3. **Accountability and responsibility**: It assigns clear responsibilities to individuals or teams for each action item. This accountability ensures that actions are completed on time and to the expected standards.
4. **Monitoring and evaluation**: It provides a basis for monitoring progress and evaluating the success of the plan. Regular reviews allow for adjustments to be made if circumstances change or if certain actions are not achieving the desired outcomes.
5. **Continuous improvement**: Through regular updates and revisions based on feedback and changing circumstances, the Association can adapt and evolve to meet new challenges and opportunities.

The Strategic Action Plan includes 39 recommended actionable steps across the plan's six priority areas.

NOTE: The Strategic Action Plan worksheet tool is available as Supplement B and should be reviewed and updated annually as it is not intended as a static plan given dynamic economic, social, and environmental conditions and realities.

2025 – 2029 Strategic Master Plan Overview

MISSION

To empower and support WPRA members by fostering professional growth, advocating for the parks and recreation profession, and enhancing the quality of life for communities across Wisconsin through education, networking, and leadership development.

VISION

Fostering a thriving parks and recreation profession that is recognized for its essential role in creating vibrant, healthy, and connected communities throughout Wisconsin, WPRA members lead the way in innovation, collaboration, and professional excellence.

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Advocacy: We are committed to promoting the importance of parks and recreation in shaping resilient and sustainable communities and acknowledge and respect the importance of valuing diversity, equity, and inclusion in all of our efforts.

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Lifelong Learning: We provide ongoing education and professional development opportunities to help our members grow and succeed.

Professionalism: We uphold high standards of integrity, leadership, and accountability in all our actions, striving for continuous improvement in our field.

PRIORITY GOAL	PRIORITY GOAL	PRIORITY GOAL	PRIORITY GOAL	PRIORITY GOAL	PRIORITY GOAL
Effective and intentional communication	Meaningful opportunities to connect	Quality and diverse learning experiences	Empower members to advocate	Strong volunteer force	Association management & oversight
OBJECTIVE	**OBJECTIVE**	**OBJECTIVE**	**OBJECTIVE**	**OBJECTIVE**	**OBJECTIVE**
Members have awareness and understanding of WPRA on goings	Members build deep and lasting relationships	Members proudly brag of the quality and diverse learning experiences	Members confidently and proactively advocate effectively	Members eagerly await opportunities to serve	Additional Association items for consideration

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Effective and intentional communication

OBJECTIVE

Members have awareness and understanding of Association on goings

Recommended Action #1 ***Redesign the WPRA website.***

Recommended Action #2 ***Rebrand PR Monthly.***

Recommended Action #3 ***Develop targeted marketing efforts.***

Recommended Action #4 ***Redefine purpose and direction of the Communication Committee.***

Recommended Action #5 ***Evaluate communication channels (such as: IMPACT, videos, blogs, podcasts).***

Recommended Action #6 ***Office member/department highlights (featured in social media, PR Monthly, Conference, Region Meetings, IMPACT).***

Recommended Action #7 ***Gamify our communications.***

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Effective and intentional communication

OBJECTIVE

Members have awareness and understanding of Association on goings

Recommended Action #1 *Redesign the WPRA website.*

Redesigning the Association's website will involve a range of tasks that balance user experience, design, and functionality to meet the needs of both WPRA and its members.

Recommended Tasks:

a) **Member Surveys/Feedback**: Collect feedback from members on current website usability and desired improvements.

b) **Competitive Analysis**: Review similar association websites to identify best practices and innovative features.

c) **Define Intent**: Set clear objectives for the redesign, such as improving member engagement or increasing renewal rates.

d) **Content Audit**: Analyze existing content to determine what can be reused, updated, or removed.

e) **Analytics Review**: Examine website analytics to understand current usage patterns, popular content, and drop-off points.

f) **Branding Continuity**: Ensure that the website aligns with the Association's brand, including colors, fonts, and imagery.

g) **Responsive Design**: Ensure the design works on mobile, tablet, and desktop screens.

h) **Continuous Improvement**: Plan for ongoing updates and improvements based on user.

Recommended Action #2 *Rebrand PR Monthly.*

Rebranding PR Monthly can refresh its appeal, engage readers, and strengthen the overall brand.

The Strategic Action Plan – Priority Goals

Recommended Tasks:

a) **Logo and Title Design**: Update the magazine's logo and title design creating a new brand and image.

b) **Color Palette and Fonts**: Choose a cohesive color scheme and typography that reflect the brand's identity and are easy to read.

c) **Layout and Design Elements**: Develop new layouts for covers, articles, and sections to create a fresh, modern look. Consider consistent elements like headers, footers, and icons.

d) **Photography and Illustrations**: Decide on a visual style, whether it's clean photography, illustrative graphics, or infographics, to help bring articles to life and enhance readability.

Recommended Action #3 *Develop targeted marketing efforts.*

Targeted marketing for a membership association like WPRA is all about tailoring outreach to resonate with specific groups within the membership base, as well as potential members.

Recommended Tasks:

a) **Segment the Audience:** Group members by profession interest, geographic location, and career stage, create tiers for highly engaged members, occasional participants, and inactive members, and use surveys or past behavior (like event attendance, content views, or resource downloads) to identify interest clusters.

b) **Personalize Communication Channels and Content:** Use different channels based on preferences (e.g., social media for younger members) and tailor content with segment-specific benefits, like networking events for young professionals or executive leadership opportunities for more experienced members.

c) **Segment the Audience:** Group members by profession interest, geographic location, and career stage, create tiers for highly engaged members, occasional participants, and inactive members, and use surveys or past behavior (like event attendance, content views, or resource downloads) to identify interest clusters.

The Strategic Action Plan – Priority Goals

d) **Create Customized Membership Packages:** Develop membership tiers or add-ons based on common needs, like career advancement, industry news, or networking.

e) **Host Targeted Events and Programs:** Organize events for specific segments, such as regional gatherings, young professional mixers, or interest-focused webinars.

f) **Develop Partnerships for Cross-Promotion**: Partner with relevant organizations to gain exposure with potential members. For example, collaborate with universities for outreach to students or with industry leaders for professional growth programs.

g) **Offer Exclusive Content and Resources:** Tailor resources to different segments, like leveraging industry reports for senior professionals or existing job boards and career advice for entry-level or younger members.

h) **Engage New and Potential Members with Targeted Onboarding:** Create a series of welcome emails or tutorials tailored to each segment's goals, helping them find relevant events, content, and benefits.

i) **Collect Continuous Feedback:** Run surveys and focus groups regularly to understand what's resonating with members. Adjust marketing strategies based on feedback.

Recommended Action #4 *Redefine purpose and direction of the Communication Committee.*

Redefining the purpose and direction of the Communication Committee involves evaluating current goals, alignment with the WPRA's overall mission, and setting new objectives that enhance the association's communication effectiveness.

Recommended Tasks:

a) **Assess the Current State of the Committee:** Review of existing goals and roles and an evaluation of past performance and effectiveness.

b) **Define the Committee's New Purpose:** Develop core objectives (what are the intended outcomes of the committee's work).

c) **Establish Key Functions and Responsibilities:** Determine roles and responsibilities for the committee and its members.

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d) **Define the Committee's Scope of Work:** Determine the tasks expected of the Committee so that it is productive and effective.

e) **Determine Collaboration Points:** Identify how the Committee will interact with other departments or committees, like marketing, events, or member services, to streamline workflows.

Recommended Action #5 *Evaluate communication channels (such as: IMPACT, videos, blogs, podcasts).*

Evaluating the communication channels of WPRA involves analyzing the effectiveness, reach, and engagement of each channel to ensure that they provide value to the membership.

Recommended Tasks:

a) **Evaluate engagement Metrics:** Access and identify engagement metrics specific to each channel.

b) **Cost Analysis:** Evaluate the production, distribution, and maintenance costs associated with each channel to determine its cost-effectiveness.

c) **Gather Audience Feedback:** Conduct surveys, focus groups and/or assess usage data to understand members' content preferences, channel usage, and satisfaction levels.

d) **Assess Content Quality and Relevance:** Analyze if the content on each channel aligns with the association's goals, member interests, and industry trends.

e) **Content Consistency and Brand Alignment:** Check if each channel reflects the association's brand voice, values, and professionalism.

f) **Review Content Mix:** Determine if the variety and frequency of content (e.g., news, thought leadership, educational resources) meet member needs.

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Recommended Action #6 ***Office member/department highlights (featured in social media, PR Monthly, Conference, Region Meetings, IMPACT).***

Highlighting members and departments is a fantastic way to showcase achievements, build community, and add a personal touch to WPRA communications.

Recommended Tasks:

a) **Evaluate engagement Metrics:** Access and identify engagement metrics specific to each channel.

b) **Develop a Nomination and Selection Process:** Create a simple form for members or departments to nominate themselves or others for highlights. Include questions on achievements, challenges, and contributions.

c) **Selection Criteria:** Define criteria for selection, such as impact on the association's mission, innovative projects, or community contributions. This will ensure a fair and diverse representation.

d) **Regular Member Spotlights:** Establish a recurring "Member Mondays" post series to highlight members' achievements.

e) **Visual Storytelling:** Use images, quotes, or short video clips of members or departments to create engaging posts that resonate with member audiences.

f) **Incorporate Highlights into PR Monthly/IMPACT** Add a "Spotlight" section in each edition, rotating between member and department highlights.

g) **Conference Recognition and Sessions:** Include short member or department presentations or video segments as session openers or interludes.

h) **Incorporate Highlights at Regional Meetings:** Include highlights of regional members or departments making the content more relatable to each Region's audience.

i) **Centralize Web Page for Ongoing Highlights:** Develop a dedicated page on the website where all highlights are collected, searchable by Region, department, or interest area.

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Recommended Action #7 *Gamify our communications.*

Gamifying communications can add a fun, interactive layer to engagement, encouraging participation and fostering a sense of community.

Recommended Tasks:

a) **Choose Gamification Elements to Implement:** Offer points or badges for completing tasks like attending events, participating in surveys, or sharing posts.

b) **Leaderboards:** Create leaderboards to encourage friendly competition, showcasing members or departments that accumulate the most points or complete the most tasks.

c) **Challenges and Quests:** Develop specific challenges or quests, like "Complete a member survey" or "Attend three webinars," to guide members toward engagement.

d) **Rewards and Recognition:** Decide on rewards, such as discounts, feature spots, or exclusive content access for top participants.

e) **Identify Technology Needs:** Choose a gamification tool that integrates with your existing communication channels (e.g., email, website, app).

f) **Ensure Ease of Use:** Pick a platform that's user-friendly for members and easy for the team to manage.

g) **Test for Compatibility:** Make sure the platform works well across devices and communication channels (email, social media, app) where you plan to implement gamification.

h) **Create Engaging Challenges:** Tailor activities to your audience's interests, such as "Comment on a blog post" or "Invite a colleague to join the association."

i) **Incorporate Interactive Elements:** Use quizzes, polls, or interactive infographics as fun ways to engage members.

j) **Announce Gamification Features:** Use email, social media, and your website to announce the new gamification features and benefits.

j) **Update Members Regularly:** Send reminders and updates about challenges, leaderboards, or new opportunities to earn rewards.

k) **Create Tutorials:** Provide simple tutorials or guides to help members understand how to participate and track their progress.

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Meaningful opportunities to connect

OBJECTIVE

Members build deep and lasting relationships

Recommended Action #1 ***Create a mentorship program.***

Recommended Action #2 ***Investigate alternative networking options.***

Recommended Action #3 ***Establish a Region/Section social or meeting as part of the WPRA Annual Conference.***

Recommended Action #4 ***Design programs and/or connections for the membership that align with the Association's commitment to diversity, equity, and inclusion.***

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Meaningful opportunities to connect

OBJECTIVE

Members build deep and lasting relationships

Recommended Action #1 *Create a mentorship program.*

A mentorship program can help those who feel less connected and/or newcomers feel comfortable, valued, and excited to contribute to the association's community.

Recommended Tasks:

a) **Identify the Program's Purpose:** Intended outcomes such as foster connections between experienced members and new joiners and help newbies navigate the association's culture, opportunities, and networking potential may be among the most important outcomes of the program.

b) **Define the Structure of the Program:** Pair each newcomer with a seasoned member who has insights into the association's workings. Provide guidelines on roles—mentors guide, support, and connect; mentees engage, ask questions, and build relationships.

c) **Launch a Newbie Social Event:** Create a low-pressure, informal meet-and-greet event as the program's kickoff – a virtual or in-person gathering where mentors and mentees can connect.

d) **Ongoing Engagement:** Encourage mentors and mentees to have regular check-ins. Monthly or bi-weekly is usually effective. Host additional social events (e.g., "Newbie Coffee Chats") every quarter for more group bonding.

e) **Resources & Support:** Provide a mentorship guide, including conversation starters, best practices, and tips for both mentors and mentees. Set up a group chat or Slack channel for informal questions and updates.

f) **Feedback & Evaluation:** Collect feedback through short surveys after each quarter to refine the program and improve the experience.

The Strategic Action Plan – Priority Goals

Recommended Action #2 *Investigate alternative networking options.*

To explore alternative networking options that resonate with members, below are tasks for a structured approach for surveying them about networking expectations and preferences.

Recommended Tasks:

a) **Survey Structure & Key Questions:**

- Demographic Information
- Current Networking Experiences
- Preferred Networking Formats
- Preferred Topics and Focus Areas
- New Networking Ideas
- Logistics and Accessibility

b) **Survey Implementation & Distribution:** Use an online survey tool to make it easy to respond and analyze results. Share the survey link through email, social media channels, and the association's platform.

c) **Analyze & Implement Insights:** Look for trends in responses (e.g., preference for themed events or in-person options). Pilot a few of the most requested formats or themes, and gather follow-up feedback to refine the approach.

Recommended Action #3 *Establish a Region/Section social or meeting as part of the WPRA Annual Conference.*

Adding a region/section social or meeting at the WPRA Annual Conference intends to build stronger WPRA ties and enhance networking among members who share regional or sectional affiliations.

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Recommended Tasks:

a) **Planning and Logistics:** Consider hosting these meetings on the first or second day of the conference to give members time to connect early and then continue networking throughout the event. Reserve a comfortable, casual setting within the conference venue, such as a lounge area or breakout room. Designate a representative or volunteer from each region or section to guide discussions and help connect members.

b) **Structure and Format of the Social/Meeting:** Begin with informal introductions, allowing members to connect over shared interests or local experiences. Include some structured time for discussing key topics relevant to each region (e.g., local funding strategies, community engagement, unique challenges). If the gathering is large, divide members into smaller groups to foster deeper discussions on specific topics.

c) **Promotion and Member Engagement:** Announce the regional/section social in pre-conference materials and social media to build excitement and ensure high turnout. Include this social as an option during conference registration to gauge interest and plan appropriately.

d) **Follow-Up and Next Steps:** Distribute a short survey after the event to capture members' thoughts on the social, what they enjoyed, and suggestions for improvement. Provide attendees with contact lists or digital connections (with permission) to continue networking post-conference. Encourage members to continue meeting regularly, perhaps through quarterly regional/section calls or in-person meetups.

Recommended Action #4 ***Design programs and/or connections for the membership that align with the Association's commitment to diversity, equity, and inclusion.***

By implementing programs and connections, WPRA can strengthen its DEI commitment, foster a more inclusive membership, and empower members to be leaders in DEI within their own communities.

The Strategic Action Plan – Priority Goals

Recommended Tasks:

a) **DEI Mentorship Program:** Pair members from underrepresented backgrounds with mentors who can support their career growth, confidence, and association involvement. Match mentees with mentors based on career goals, interests, and DEI perspectives. Encourage regular check-ins, shared learning sessions, and DEI-specific discussions to promote an inclusive mindset. Provide mentors with DEI-focused training to ensure they foster an environment of respect, allyship, and understanding.

b) **Annual DEI Awareness & Education Series:** Host workshops, panel discussions, and webinars that focus on DEI topics like unconscious bias, inclusive language, and allyship. Involve experts, as well as members from diverse backgrounds, to share personal experiences and professional insights. Rotate topics based on member input, such as “Building Inclusive Recreation Spaces,” “Bridging Cultural Gaps in Programming,” and “Promoting Accessibility for All Abilities.”

c) **DEI Working Groups or Committees:** Establish working groups focused on key DEI areas, such as accessibility, racial equity, gender inclusivity, and LGBTQ+ support. These groups can help identify gaps in current association practices, plan DEI-centered events, and create resources to support DEI initiatives across the association.

d) **Member Spotlights on Diversity:** Feature stories of diverse members in Association publications, newsletters, and social media. Highlight achievements, challenges overcome, and unique contributions from members of different backgrounds, abilities, and identities.

e) **DEI Resource Library:** Curate a digital library of DEI-focused resources, including articles, books, podcasts, and videos. Cover diverse topics such as cultural competency, gender inclusion, racial equity, and accessibility.

f) **Annual DEI Recognition Awards:** Recognize members, programs, and organizations that excel in promoting DEI within their communities. Offer awards in areas like “Inclusive Programming,” “Community DEI Impact,” and “Advocate of the Year.”

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Quality and diverse learning experiences

OBJECTIVE

Members proudly brag of the quality and diverse learning experiences

Recommended Action #1 *Improve and utilize effectiveness of speaker database.*

Recommended Action #2 *Survey members about topics of interest.*

Recommended Action #3 *Develop revenue and cost recovery goals for each educational opportunity.*

Recommended Action #4 *Reevaluate the effectiveness of the webinar series.*

Recommended Action #5 *Rethink conference schedule and session tracks, titles, and categories.*

Recommended Action #7 *Investigate partnerships with other state associations.*

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Quality and diverse learning experiences

OBJECTIVE

Members proudly brag of the quality and diverse learning experiences

Recommended Action #1 *Improve and utilize effectiveness of speaker database.*

Improve and utilize the effectiveness of the Association's speaker database.

Recommended Tasks:

a) **Regularly Update the Data**: Keep the database current by routinely updating speaker profiles, contact information, and areas of expertise.

b) **Categorize**: Organize speakers by topics or event types to make searches easier.

c) **Feedback Integration**: Add post-event evaluations and reviews to reflect the speakers' performance and audience reception.

d) **Expand Diversity**: Proactively include speakers from diverse backgrounds and perspectives to enrich your pool.

e) **Speaker Alignment**: Match speakers to upcoming events based upon their expertise and the member interests and needs.

Recommended Action #2 *Survey members about topics of interest.*

Surveying members about their educational interests can enhance engagement and ensure events and resources align with their interests.

Recommended Tasks:

a) **Survey Design:** Ask about specific areas of interest, emerging trends, and preferred formats (e.g., webinars, panels, or hands-on workshops).

The Strategic Action Plan – Priority Goals

b) **Timing**: Conduct surveys shortly after key events (e.g., NRPA, WPRA) and periodically throughout the year to track evolving interests.

c) **Incentives**: Offer small incentives, like discounts on events (pre-registrations) or exclusive resources, to encourage participation.

d) **Distribution Channels:** Email campaigns, **s**ocial media polls for quick feedback, and event follow-ups with embedded surveys can boost data and information collection.

e) **Analysis and Integration:** Use survey results to update your speaker database, event topics, and communication plans. Share insights with your Communication Committee to guide strategy.

Recommended Action #3 *Develop revenue and cost recovery goals for each educational opportunity.*

Developing revenue and cost recovery goals for educational opportunities will assist the organization in its efforts to remain financially sustainable. (Note: baseline cost recovery goal recommendations have been included in the Strategic Action Plan.)

Recommended Tasks:

a) **Logo and Title Design**: Update the magazine's logo and title design creating a new brand and image.

b) **Establish Baseline Metrics:** Review financial performance of past educational opportunities including direct (e.g., speaker fees, materials) and indirect costs (e.g., staff time) and other metrics such as typical attendance, previous pricing, and conversion rates.

c) **Define Revenue Goals**: Align WPRA's broader financial objectives and adjust for incremental revenue growth over time.

d) **Additional Revenue Streams:** Consider future sponsorships, premium content, or add-ons like certificates or networking events.

e) **Determine Cost Recovery Strategies:** Calculate the minimum number of participants or price point needed to recover costs and variable pricing options such as early bird discounts, tiered pricing (member vs. non-member), and group discounts.

f) **Monitor and Adjust:** Track enrollment numbers, cost per participant, profit margins (KPIs), use participant feedback to evaluate content value, and develop contingency plans for underperformance.

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Recommended Action #4 *Reevaluate the effectiveness of the webinar series.*

Reevaluating the effectiveness of the WPRA webinar series is important for ensuring it delivers value to members and aligns with Association goals.

Recommended Tasks:

a) **Analyze Current Performance:** Track registration vs. attendance to identify drop-off points.

b) **Content Relevance**: Review post-webinar surveys for feedback on topics and presentation quality.

c) **Financial Review:** Evaluate revenue against costs (e.g., technology platforms, speaker fees) to ensure webinars are financially productive. Consider the ROI in terms of member engagement.

d) **Content/Speaker Performance**: Analyze content and speaker ratings and feedback.

e) **Format Variety**: Assess if the current format (e.g., panel discussions, solo presentations) meets member preferences.

f) **Technology and Accessibility:** Check if the platform offers a positive member experience (e.g., easy login, mobile compatibility). Ensure recordings and resources are accessible post-event.

g) **Improvement:** Develop a strategy for improving weaker areas, such as scheduling, promotion, or interactive elements. Set measurable goals for future webinars, like increasing attendance or improving satisfaction scores.

Recommended Action #5 *Rethink conference schedule and session tracks, titles, and categories.*

Considering alternatives for the current conference schedule and session structure may enhance the member experience and create more relevant sessions.

Recommended Tasks:

a) **Evaluate Current Structure:** Analyze attendance trends for existing tracks and sessions and review attendee surveys for insights on timing, session relevance, and missed opportunities.

The Strategic Action Plan – Priority Goals

b) **Optimize the Schedule:** Offer a mix of formats, like keynotes (long), breakouts (medium), and lightning talks (short). Build in buffer times for networking, breaks, and transitions. Consider virtual or hybrid accessibility for broader participation.

c) **Redefine Tracks and Categories:** Consider grouping tracks by specific challenges (e.g., "Innovations for Leaders" or "Practical Solutions for Practitioners"). Introduce categories for new or hot topics to stay ahead of industry developments. Create tracks that encourage cross-functional learning.

Recommended Action #6 *Investigate partnerships with other state associations.*

Exploring partnerships with other state associations can open new opportunities for learning, resource sharing, and collaboration.

Recommended Tasks:

a) **Identify Potential Partners:** Seek out associations with similar interests and/or challenges and that can provide support or expertise in areas where WPRA wants to grow or enhance service offerings. Consider neighboring states for easier collaboration or associations with a strong regional presence.

b) **Define Partnership Goals:** Collaborate on webinars, workshops, or conferences featuring cross-state speakers or topics, establish member benefits such as shared event access or discounts, and share databases, templates, or toolkits that address mutual challenges ensuring reciprocity.

c) **Test Collaborative Models:** Pilot a regional summit or virtual learning series. Share each other's events and resources through newsletters or social media. Form joint working groups to address specific issues (e.g., DEI, environmental initiatives).

d) **Create a Partnership Framework:** Develop clear agreements outlining roles, responsibilities, and benefits for each organization and establish metrics to measure success, such as participation rates or cost savings.

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Empower members to advocate

OBJECTIVE

Members confidently and proactively advocate effectively

Recommended Action #1 ***Develop an advocacy toolkit/toolbox.***

Recommended Action #2 ***Utilize Hamilton Consulting Group to educate members, educational sessions, how to videos, etc.***

Recommended Action #3 ***Develop legislative spotlight to share success stories about grants and legislative issues.***

Recommended Action #4 ***Grow attendance and participation at WPRA Capitol Day.***

Recommended Action #5 ***Develop and strengthen alliances.***

Recommended Action #6 ***Compile comprehensive park and recreation metrics for Wisconsin.***

Recommended Action #7 ***Activate commercial member advocacy in support of WPRA's legislative goals.***

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Empower members to advocate

OBJECTIVE

Members confidently and proactively advocate effectively

Recommended Action #1 *Develop an advocacy toolkit/toolbox.*

Creating an advocacy toolkit for WPRA can empower members to advocate effectively for the Association's priorities and initiatives.

Recommended Tasks:

a) **Clearly articulate the purpose of the advocacy toolkit:** Support members in engaging with local and state policymakers. Promote WPRA's priorities, such as legislative changes and public awareness. Standardize messaging to ensure a unified voice.

b) **Identify Key Tool Components:**

- Overview and Basics
  - Introduction to Advocacy: Why advocacy matters and how members can make a difference.
  - Key Issues: Summaries of WPRA's legislative priorities or initiatives.
  - Advocacy 101 Guide: Steps to start advocating effectively.
- Messaging and Communication
  - Key Talking Points: Tailored, concise messaging on WPRA priorities.
  - Sample Emails or Letters: Templates for reaching out to legislators or stakeholders.
  - Social Media Posts: Ready-to-share content for various platforms.
- Data and Evidence
  - Statistics and Case Studies: Evidence to support the WPRA cause, including infographics or charts.
  - Economic Impact Reports: How WPRA's work benefits communities across Wisconsin.

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- Practical Tools
  - Advocacy Calendar: Key dates for legislative sessions, hearings, or relevant events.
  - Directory of Legislators: Contact information for key policymakers.
  - Event Toolkit: Tips and resources for hosting advocacy days or public events.
- Advocacy in Action
  - How to Meet Legislators: Guides for in-person, virtual, or written communication.
  - Testimony Templates: Scripts or formats for giving testimony.
  - Coalition Building Tips: Advice on collaborating with other organizations.

c) Format and Delivery: Choose formats that make the toolkit accessible such as digital PDFs and online resources that are easily downloadable and shareable and printed copies for conferences or in-person events.

d) Engage and Train Members: Offer Advocacy Training Workshops to equip members to use the toolkit confidently, ole-Playing Sessions proving practice interacting with policymakers or media, and webinars and videos for on-demand content.

e) Promote the Toolkit: Announce the toolkit to members and centralize resources for easy access.

Recommended Action #2 ***Utilize Hamilton Consulting Group to educate members, educational sessions, how to videos, etc.***

Integrate the Hamilton Consulting Group effectively into advocacy initiatives.

Recommended Tasks:

a) Educational Webinars and Workshops: Organize sessions where Hamilton Consulting experts break down complex advocacy topics (e.g., legislative processes, regulatory updates, or effective lobbying techniques). Make recordings available as on-demand content for members who cannot attend live sessions.

b) Live Q&A Forums: Facilitate interactive discussions where members can ask specific questions related to advocacy challenges they face.

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c) **Create "How-To" Video Series:** Work with Hamilton Consulting to develop a library of short, actionable videos on topics such as advocacy basics as well as advanced topics for those members with advocacy experience. Ensure the videos are visually engaging and include real-world examples or templates.

d) **Specialized Member Training:** Offer member-exclusive training in collaboration with Hamilton Consulting.

e) **Create Resource Materials:** Develop content featuring Hamilton Consulting's expertise, such as whitepapers or cheat sheets simplifying complex concepts for quick reference.

Recommended Action #3 *Develop legislative spotlight to share success stories about grants and legislative issues.*

The consideration for the development of a Legislative Spotlight can effectively share success stories about grants and legislative issues.

Recommended Tasks:

a) **Define/Confirm the Purpose of the Spotlight:** Showcase how legislative efforts or grants impact WPRA members and their communities. Highlight positive outcomes of successful advocacy, fostering pride and engagement. Encourage members to take part in future legislative or grant-related advocacy efforts.

b) **Structure the Legislative Spotlight:** Feature member and association success stories, grant-funded projects, legislative wins as well as key insights and data may provide a basic format for the Spotlight.

c) **Use Social Media:** Share impactful quotes from your success stories as stand-alone posts, create social media-friendly graphics summarizing legislative or grant successes, and use hashtags like #WPRALegislativeSuccess, #WPRAGrantImpact, and #WPRAAdvocacyWins to boost interest and visibility.

d) **Distribution Channels:** Distribute the Legislative Spotlight as part of your regular communications to members. Include a clear subject line and an engaging introduction to grab attention via emails, the WPRA website and at conference and events.

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Recommended Action #4 *Grow attendance and participation at WPRA Capitol Day.*

To grow attendance and participation at the WPRA Capitol Day, a variety of tasks are needed combining effective outreach, member engagement, and clear communication of the event's value.

Recommended Tasks:

a) **Define/Confirm the Purpose of the Spotlight:** Showcase how legislative efforts or grants impact WPRA members and their communities. Highlight positive outcomes of successful advocacy, fostering pride and engagement. Encourage members to take part in future legislative or grant-related advocacy efforts.

b) **Clarify the Event's Value Proposition:** Ensure members understand the tangible benefits of attending Capitol Day, such as direct engagement with legislators, influencing policy, and securing future support for initiatives. Promote the chance to build relationships with lawmakers, peers, and other stakeholders who can amplify your association's message. Share testimonials or success stories from previous Capitol Days where members' advocacy led to legislative changes or funding.

c) **Targeted Outreach and Communication:** Send out early invitations and save-the-date reminders through email, social media, and the WPRA website. Target key stakeholders (e.g., active members, regional leaders) with personal invitations from association leaders to attend. Use a series of emails, social media posts, and even text alerts in the weeks leading up to the event to keep Capitol Day top of mind.

d) **Clear Event Agenda:** Share a schedule outlining the day's activities, including the opportunity for members to meet with legislators and attend educational sessions. Announce keynote speakers, legislators, or panel discussions in advance, especially if there are high-profile figures participating.

e) **Incentivize Participation:** Acknowledge members who attend, perhaps with a certificate or mention in newsletters and on social media. Consider offering small gifts, raffles, or drawings for attendees to encourage participation.

f) **Group or Regional Participation**: Organize transportation for regions to help overcome logistical barriers. Offering group transportation can also foster a sense of camaraderie among participants.

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h) **Engage Members in Advocacy Before the Event:** Host a webinar or virtual meeting to educate members on how to effectively engage with legislators, including tips for meetings, key issues to discuss, and how to make a compelling case. Provide members with the advocacy toolkit containing talking points, templates for emails/letters, and a primer on the state's legislative priorities.

i) **Peer-to-Peer Promotion:** Engage active or influential members to be "ambassadors" for Capitol Day. They can encourage their peers to attend and may even host pre-event meetups or discussions. Launch a social media campaign where members share why they are attending or how they've participated in past events. Use a dedicated hashtag (e.g., #WPRACapitolDay).

Recommended Action #5 *Develop and strengthen alliances.*

Developing and strengthening alliances with other organizations, stakeholders, and key partners is critical for expanding influence, improving advocacy efforts, and achieving long-term goals.

Recommended Tasks:

a) **Define/Confirm the Purpose of the Spotlight:** Showcase how legislative efforts or grants impact WPRA members and their communities. Highlight positive outcomes of successful advocacy, fostering pride and engagement. Encourage members to take part in future legislative or grant-related advocacy efforts.

b) **Identify Potential Partners:** Seek out organizations/associations with overlapping goals, values, or issues that align with WPRA's mission (e.g., state associations, local advocacy groups, educational institutions, or business coalitions). Identify key decision-makers or thought leaders who can amplify your message, such as legislators, industry experts, or high-profile advocates. Seek out organizations/associations that bring unique strengths, whether it's access to funding, legislative influence, or specialized expertise.

c) **Develop a Clear Partnership Strategy**

- Define the Purpose of Alliances
  - Policy Influence: Collaborate on shared legislative priorities, pooling resources and amplifying advocacy efforts.
  - Programmatic Partnerships: Work together to deliver educational programs, webinars, or conferences that benefit both parties.
  - Resource Sharing: Leverage each other's networks, databases, and funding opportunities to maximize impact.

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- Establish Clear Goals and Expectations
  - What Each Party Brings: Outline the specific resources or expertise each partner will contribute (e.g., joint lobbying, content creation, event sponsorship, etc.).
  - Measurable Outcomes: Set clear metrics for success, such as the number of joint initiatives, attendance at events, or the passage of shared legislative goals.

c) **Cultivate Strong Communication:** Establish regular meetings to discuss progress, challenges, and opportunities for further collaboration. Assign a key staff member to manage and nurture each partnership, ensuring consistent communication and follow-through.

d) **Create Mutually Beneficial Opportunities:** Partner to host conferences, webinars, or workshops that address shared issues or promote mutual goals. Organize joint advocacy days where members of the organizations/associations come together to meet with policymakers. Host events that encourage member-to-member interaction and build relationships across organizations/associations.

Recommended Action #6 *Compile comprehensive park and recreation metrics for Wisconsin.*

Compiling comprehensive statewide statistics for parks and recreation is an essential step for demonstrating the importance of public spaces, advocating for policy changes, and planning for future investments. Caution: there are thousands of data sets that can be captured so it is important to focus on those that will be of greatest value to WPRA.

Recommended Tasks:

a) **Identify Key Areas for Data Collection:** To compile meaningful and comprehensive statistics, focus on the following key areas.

- Park System Overview
  - Total Number of Parks: The number of parks managed by the state, cities, counties, or other governing bodies.
  - Total Acreage: The total acreage of parkland within the state, broken down by state, regional, and local parks.
  - Types of Parks: Include data on the types of parks (e.g., urban parks, state parks, recreational areas, nature preserves).

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- Usage and Participation
  - Visitor Numbers: Annual number of visitors to state, county, and city parks.
  - Participation in Recreational Activities: Number of participants in various recreational activities (e.g., sports leagues, fitness programs, nature walks).
  - Camping and Overnight Stays: Number of camping sites and occupancy rates in state parks or other recreational areas.
  - Seasonal Patterns: Peak visitation months or seasons for various parks (e.g., summer, holidays).
- Economic Impact
  - Revenue from Park Fees: Income generated from entrance fees, permits, campground reservations, and other services.
  - Job Creation: Number of jobs supported by parks and recreation departments, including park rangers, maintenance staff, and seasonal employees.
  - Tourism Impact: Estimated spending by visitors on food, lodging, transportation, and other tourism-related activities tied to parks and recreation.
- Park Infrastructure
  - Facilities and Amenities: Number and types of amenities available in parks (e.g., playgrounds, sports courts, swimming pools, picnic areas, trails).
  - Accessibility: Data on the number of parks and recreational spaces that meet ADA standards and offer accessible features (e.g., wheelchair access, specialized equipment).
  - Conservation Areas and Sustainability: Acreage of parks set aside for conservation efforts, along with any sustainability initiatives in place (e.g., recycling programs, water conservation).
- Environment and Conservation Data
  - Wildlife Preservation: Data on wildlife species supported or protected by state parks and recreational areas.
  - Natural Resources: Information on how state parks manage natural resources, such as forests, rivers, wetlands, and beaches.
  - Invasive Species: Statistics on invasive species management efforts in parks and recreation areas.
- Capital and Operating Budget
  - Total Budget: Total annual budget allocated for park maintenance, operations, and capital improvements.

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- Funding Sources: Breakdown of funding sources (e.g., state funding, federal grants, local taxes, partnership, private donations).
- Partnerships and Collaborations
  - Public-Private Partnerships: Number and scope of collaborations with private entities (e.g., park sponsorships, corporate donations).
  - Nonprofit and Volunteer Engagement: Number of partnerships with nonprofit organizations and the contribution of volunteers in maintaining and supporting parks.

b) Sources for Gathering Data: There are a variety of sources that can provide meaningful and insightful data and information.

- State Agencies and Local Parks Departments
  - State Department of Natural Resources (DNR): Collect data on state-managed parks, resources, and recreation areas.
  - Local Government and Parks Departments: City or county parks departments may provide more localized data, especially on community parks.
  - National Park Service (NPS): For data on national parks or federally protected land in the state.
- National and Statewide Surveys
  - Outdoor Industry Association (OIA): Provides national-level reports and statistics on outdoor recreation participation.
  - National Recreation and Park Association (NRPA): Publishes annual reports with national and state-level data on parks, recreation, and community health.
  - State Recreation Surveys: Many states conduct annual or biennial surveys regarding outdoor recreation, park use, and public health.
- Industry Reports and Research
  - Economic Impact Reports: Seek out reports detailing the economic impact of parks and recreation at the state level, typically produced by government agencies, academic institutions, or industry groups.
  - US Census Data: For demographics and other socio-economic data that can help contextualize park usage and needs.
- Public Access to Data
  - State Data Portals: Many states have open data portals where you can download raw statistics about parkland, facility usage, and government funding.
  - Geographic Information Systems (GIS): Some states offer interactive maps that visualize parkland distribution, conservation areas, and park infrastructure.

The Strategic Action Plan – Priority Goals

d) **Organizing and Presenting the Data:** Compile the collected data into a central repository (spreadsheet or database) that organizes the information by category (e.g., infrastructure, usage, funding). Use bar charts, pie charts, or line graphs to show trends in park visitation, funding, and participation over time. Utilize maps to visualize park locations, conservation areas, and facility types across the state. Create infographics to highlight key statistics for easier public consumption.

e) **Reporting Structure:** Provide an overview of key findings and trends in park usage, funding, and economic impact. Include detailed data on park types, visitor demographics, facility amenities, economic impact, and conservation efforts. Offer insights or policy recommendations based on the data, such as areas for improvement, new investment opportunities, or areas with growing demand for park services.

f) **Disseminate and Use the Data:** Use the compiled data to advocate for increased funding, legislative support, or new policies around parks and recreation. Share key statistics with the public, through media, newsletters, or social media, to raise awareness about the importance of parks. Provide potential partners, sponsors, or donors with relevant data to show the broad impact of parks and recreation on the state's economy, health, and environment.

g) **Keep the Data Updated:** Make it a point to update the statistics every year (or other year) to reflect the latest trends and developments in parks and recreation.

Recommended Action #7 *Activate commercial member advocacy in support of WPRA's legislative goals.*

Activating commercial member involvement is important for fostering a collaborative and mutually beneficial relationship between WPRA and those businesses that support the Association's mission.

Recommended Tasks:

a) **Define the Value Proposition for Commercial Members:** To activate commercial member involvement, clearly communicate the value these businesses will gain from their participation and financial support.

The Strategic Action Plan – Priority Goals

b) **Benefits for Commercial Members:** Offer access to a wide network of professionals in parks and recreation, including government leaders, planners, and potential customers. Provide platforms for commercial members to showcase their products/services at events, on the association's website, in newsletters, or on social media. Encourage cross-industry collaboration, partnerships, and business growth through increased exposure and opportunities to pitch their products or services.

c) **Engage Commercial Members Through Events and Activities:** Creating opportunities for commercial members to actively participate is key. Use events, educational sessions, and partnerships to foster deeper involvement. Continue to offer event sponsorships and exhibitor and vendor opportunities as well as enhancing opportunities in various regions of the state.

d) **Create Specialized Content for Commercial Members**: Commercial members want access to relevant content that helps them succeed. Offering exclusive or tailored resources can increase engagement. Provide educational content that is specifically valuable to commercial members. Offer commercial members resources such as information about policy changes impacting the parks and recreation industry. Share industry research, case studies, and survey results that highlight emerging trends, policy changes, or opportunities that commercial members can capitalize on. Consider a commercial-focused newsletter that highlights relevant policy updates and spotlight features on commercial members' successes.

e) **Facilitate Commercial Member Advocacy:** Empower commercial members to be advocates for the industry, which benefits both their business and the parks and recreation community as a whole.

f) **Develop a Commercial Member Engagement Program:** Formalize engagement with a structured program that offers tangible incentives and recognition for active involvement. Recognize outstanding commercial members who demonstrate exceptional involvement, leadership, or contributions to the industry. Showcase the success stories or innovations of commercial members through newsletters, website features, or event presentations.

h) **Tiered Membership or Packages:** Develop different levels of commercial membership based on their involvement, contributions, and support (e.g., Gold, Silver, Bronze). Offer benefits at each level, such as access to exclusive events, discounts, or additional marketing opportunities.

The Strategic Action Plan – Priority Goals

i) **Foster Strong Relationships and Communication:** Ensure ongoing engagement by maintaining open communication and deepening the connection with commercial members. Schedule regular check-ins with commercial members to understand their needs, gather feedback, and offer assistance in maximizing their membership benefits. Host exclusive networking mixers or informal events where commercial members can meet with each other and industry leaders in a relaxed setting. Create a commercial member advisory council or committee where they can have input into association activities, policies, and initiatives.

j) **Encourage Long-Term Commitment:** Strive to create ongoing, meaningful relationships with commercial members that extend beyond one-time events or opportunities. Offer discounts or additional perks for commercial members who have been with the association for multiple years. Provide loyal commercial members with early access to events, sponsorship opportunities, or other high-visibility activities.

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Strong volunteer force

OBJECTIVE

Members eagerly await opportunities to serve

Recommended Action #1 *Update leadership manuals - review positions roles, responsibilities, descriptions.*

Recommended Action #2 *Review and update existing committees' structures for effectiveness and necessity.*

Recommended Action #3 *Consider micro volunteer opportunities.*

Recommended Action #4 *Enhance volunteer recognition visually.*

Recommended Action #5 *Develop and plan orientation materials to specific leadership positions.*

Recommended Action #6 *Understanding the volunteer experience.*

Recommended Action #7 *Develop roles/program for emeritus members.*

Recommended Action #8 *Develop leadership recruitment program.*

The Strategic Action Plan – Priority Goals

PRIORITY GOAL

Strong volunteer force

OBJECTIVE

Members eagerly await opportunities to serve

Recommended Action #1 *Update leadership manuals - review positions roles, responsibilities, descriptions.*

Updating leadership manuals is important to ensure clarity in roles, responsibilities, and expectations within WPRA. It's also an opportunity to refine processes, enhance effectiveness, and support succession planning.

Recommended Tasks:

a) **Clearly articulate the purpose of the advocacy toolkit:** Support members in engaging with local and state policymakers. Promote WPRA's

b) **Clarify and Update Structure, Roles, and Descriptions:** Review current leadership structure and positions and consider what is needed moving forward. Gather input from current and past leadership members regarding their experiences, challenges, and feedback on their roles and responsibilities. Ask current leaders to assess their own performance and whether they feel the role is clearly defined or needs adjustment. Review and update current position descriptions clearly defining what is needed in terms of commitment, competencies, etc.

c) **Performance and Accountability:** Define KPIs for leadership roles, which could include member engagement metrics, financial goals, or successful event execution. Outline how performance will be reviewed, including self-assessments, peer evaluations, or feedback from staff and members.

d) **Decision-Making:** Clearly outline decision-making authority for each leadership position (e.g., board members may have voting power, while committee chairs may only provide recommendations). Establish processes for escalating issues that cannot be resolved at the committee or subcommittee level to the executive board or larger leadership group. Establish how leadership should handle disagreements or conflicts within their roles or with other leaders. Ensure that these protocols are in line with the organization's overall conflict resolution strategy.

The Strategic Action Plan – Priority Goals

e) **Succession Planning:** Reevaluate the term limits for leadership positions to encourage fresh perspectives while maintaining stability. For example, consider a two-year term for board members or committee chairs. Create guidelines for transitioning leadership roles, including mentoring or shadowing opportunities for potential leaders, to ensure a smooth transition when terms end.

f) **Mentoring and Support for Emerging Leaders:** Define the pathways for emerging leaders within the organization, such as providing mentorship opportunities or a leadership training program. Encourage members to participate in committees or task forces to gain experience and prepare for future leadership roles.

g) **Onboarding:** Create or update an onboarding program for new leaders that includes detailed information on the association's mission, structure, key initiatives, and their specific roles. Assign an experienced leader to mentor new leaders during their transition into the role to help them navigate responsibilities.

h) **Create a Review and Feedback Mechanism:** Make it a practice to review leadership roles, responsibilities, and the leadership manual annually to ensure alignment with association goals and priorities. Collect feedback from current leaders about the clarity and relevance of their roles, including any areas for improvement. Solicit feedback from general members about their perceptions of leadership and the effectiveness of current leaders. This feedback can help inform updates to leadership roles and expectations.

i) **Format and Presentation:** Create a clear, easy-to-read manual with a table of contents, role descriptions, expectations, and a glossary of terms. Make the leadership manual available in a digital format (e.g., PDF or web-based) for easy access by current and future leaders.

j) **Distribute and Implement**: Once updated, communicate the revised manual to all current leaders and key stakeholders within WPRA. Ensure that everyone understands the changes and how they will impact their roles. Incorporate the updated leadership manual into training sessions, annual meetings, and strategic planning retreats to ensure full integration of the revised roles and expectations.

Recommended Action #2 ***Review and update existing committees' structures for effectiveness and necessity.***

To review and update existing committees and assess their effectiveness and necessity, WPRA can implement structured process tasks that involve evaluating current committees' purpose, membership, and impact.

The Strategic Action Plan – Priority Goals

Recommended Tasks:

a) **Succession Planning:** Reevaluate the term limits for leadership positions to encourage fresh perspectives while maintaining stability. For example, consider a two-year term for board members or committee chairs. Create guidelines for transitioning leadership roles, including mentoring or shadowing opportunities for potential leaders, to ensure a smooth transition when terms end.

b) **Assess Current Committees and Impacts:** Review the purpose of each committee to ensure they align with the association's priorities. Review the impact each committee has had in the past year or two—whether they've contributed to key initiatives or generated measurable results (e.g., increased membership, improved programs, legislative wins).

c) **Evaluate Membership and Leadership:** Are committees too large or too small? Review the number of active members versus inactive ones. Committees with many inactive members or too few active ones may need restructuring. Evaluate the leadership within each committee. Do committee chairs or leads have the support they need? Are they effectively driving the committee's work? Are there leaders who are not engaging with the committee's activities or who might need additional support or training?

d) **Determine the Effectiveness of Each Committee:** Conduct surveys or interviews with current and past committee members to gather their feedback on the value and relevance of the committee**,** the effectiveness of communication and leadership, and how rewarding the experience has been. Assess how the committee's activities have impacted the broader membership, as well as external stakeholders such as partners, sponsors, or legislative bodies.

e) **Identify Overlapping Committees:** Check if there are any committees with overlapping responsibilities or goals. If similar work is being done by multiple committees, there may be an opportunity to consolidate for efficiency.

f) **Committee Workload:** Are committees overwhelmed with work or do they lack sufficient tasks? Identify committees that are underutilized or those that may need additional resources to meet their goals.

g) **Evaluate the Necessity of Each Committee:** Conduct a relevance check - ask whether each committee is still necessary. Consider any new initiatives or strategic directions the association is taking (e.g., sustainability, diversity and inclusion, technology adoption) and whether any committees need to be restructured or newly created to address these areas. If a committee's purpose is no longer relevant or has been absorbed by other work, consider disbanding it or merging it with another committee that focuses on related activities.

The Strategic Action Plan – Priority Goals

Recommended Action #3 *Consider micro volunteer opportunities.*

Micro-volunteer opportunities are a great way to engage a broader group of WPRA members, particularly those who may not have the time to commit to larger roles but still want to contribute meaningfully. These opportunities can help spread the workload, increase member participation, and give members the flexibility to volunteer in ways that align with their interests and schedules.

Recommended Tasks:

a) Types of Micro-Volunteer Opportunities

- Event-Related Micro-Volunteering
  - Social Media Engagement: Volunteer to post or interact with social media content related to an event, before or during the event.
  - Event Registration Assistance: Help with checking in participants or guiding them to sessions during conferences or events.
  - Session Moderation: Moderate virtual or in-person sessions, ensuring that speakers stay on track and answering questions in the chat.
  - Photographer/ Videographer Assistance: Help capture moments during an event, including photos or short video clips.
  - Event Survey Distribution: Assist in distributing post-event surveys to gather feedback on the event's success and areas for improvement.
- Administrative and Organizational Micro-Volunteering
  - Data Entry: Assist with inputting or updating contact information or other necessary data into membership databases.
  - Research: Conduct quick research on specific topics, such as trends/fads in park and recreation, potential new partners, or conference speaker recommendations.
  - Content Creation: Write a blog post, newsletter article, or social media content that can be shared across association channels.
  - Proofreading: Review and edit written content for newsletters, reports, or website materials.
- Outreach and Community Engagement
  - Ambassador for Membership Recruitment: Share your experiences and invite others to join, using templates or talking points provided by WPRA.
  - Survey Distribution: Help distribute and promote member or community surveys, either online or in-person.

The Strategic Action Plan – Priority Goals

- Referrals: Refer potential speakers, sponsors, or partners for upcoming events or initiatives.

- Creative Contributions
  - Design Support: Help design promotional materials, such as flyers, event posters, or social media graphics.
  - Idea Generation: Participate in brainstorming sessions to generate fresh ideas for events, campaigns, or member engagement strategies.
- Special Projects
  - Grant Research: Assist with identifying potential funding sources or partners.
  - Project Feedback: Provide feedback or reviews on specific projects, such as new website features, branding changes, or event formats.

b) Track Participation and Reward Contributions: Publicly recognize those who take on these valuable volunteer roles, either through social media shout-outs, recognition during meetings, or listing them in newsletters. Offer small incentives, such as certificates, badges, or free access to certain events, to encourage participation in micro-volunteering.

Recommended Action #4 *Enhance volunteer recognition visually.*

Enhancing volunteer recognition visually is a great way to celebrate and honor volunteer contributions, and it helps make volunteers feel appreciated while motivating others to get involved.

Recommended Tasks:

a) Visual Recognition on Social Media: Create **individual spotlight posts** for volunteers who have made significant contributions. These can include: photos or a short video clip of the volunteer in action, a quote from the volunteer about why they enjoy volunteering or what they've learned from the experience, or the mention their specific contributions, such as leading an event, organizing a project, or contributing to a committee. Highlight the impact of their work. Create a branded hashtag (e.g., #VolunteerOfTheMonth or #WPRAChampions) to group recognition posts together and make them easily searchable on social media.

b) Volunteer Recognition on the WPRA Website: Create a "Volunteer Recognition" page on your website that celebrates key contributors.

The Strategic Action Plan – Priority Goals

c) **Volunteer Wall of Fame**: As part of events or conferences, create a Wall of Fame that displays the names and photos of volunteers who've contributed significantly. You can also use digital screens to show rotating slides of volunteers and their contributions.

d) **Volunteer Badges:** Design digital badges that can be displayed on the website or social media profiles. For example: A "5-Year Volunteer" or "Leadership Volunteer" badge or badges for specific roles or skills, like "Event Coordinator," "Speaker," or "Ambassador."

e) **Recognition at Events**: During an event or meeting, create a video montage or slideshow showcasing volunteers. This can include their photos, short clips of their work, and quotes from peers or organizers acknowledging their contributions. Display these videos or slides on screens at the event or incorporate them into opening or closing sessions

f) **Visual Recognition in Newsletters and Emails:** Create "Volunteer Highlights". For each issue including photos of volunteers alongside a short article or bio. Feature volunteer testimonials and any meaningful contributions they made.

Recommended Action #5 *Develop and plan orientation materials to specific leadership positions.*

See Update leadership manuals - review positions roles/responsibilities/descriptions above for recommended tasks specific to this action.

Recommended Action #6 *Understanding the volunteer experience.*

Understanding the volunteer experience is crucial to ensuring that WPRA continues to attract and retain motivated volunteers while creating an environment where they feel valued, engaged, and fulfilled.

Recommended Tasks:

a) **Exit Interviews for Volunteers:** Exit interviews allow you to gather insights from volunteers about their experience, providing valuable feedback for improving volunteer programs. This feedback can highlight areas of success and opportunities for improvement.

b) **Develop an Exit Interview Process:**

- Timing: Conduct exit interviews before the volunteer completes their final task or after their term ends, depending on their level of involvement.

The Strategic Action Plan – Priority Goals

- Format: The interview can be conducted in-person, over the phone, or via an online survey, based on the volunteer's preference.
- Key Questions: Develop a list of key questions to ask volunteers. Example questions may include:
    - Grant Research: Assist with identifying potential funding sources or partners.
    - What motivated you to volunteer with us in the first place?
    - What were some of the most rewarding aspects of your volunteer experience?
    - Were there any challenges or frustrations you encountered during your time as a volunteer?
    - How supported did you feel by our team or leadership during your role?
    - Was there anything about the volunteer program that could have been improved?
    - What suggestions do you have to make the volunteer experience more enjoyable?
    - Would you consider volunteering with us again? Why or why not?

c) **Collect Data and Analyze Trends:** Aggregate responses to identify trends, recurring challenges, and areas for improvement. Look for actionable insights with a focus on suggestions related to: training and onboarding processes, communication and support, volunteer recognition, and overall engagement and satisfaction.

Recommended Action #7 *Develop roles/program for emeritus members.*

To develop roles and a program for emeritus members it's essential to create structured opportunities for involvement, growth, and value for these members.

Recommended Tasks:

a) **Define Emeritus Member Roles:** Clearly define distinct roles that emeritus members can take on within WPRA. These roles will help guide their level of involvement, leadership opportunities, and how they can contribute to the mission and activities of the Association.

b) **Membership Categories:** Consider establishing different membership tiers based on involvement, seniority, or expertise. For example: active, leader or honorary member.

The Strategic Action Plan – Priority Goals

c) **Role Descriptions:** Clearly detail role descriptions for each of these categories. Key roles within each membership type could include:

- Active Member Roles
  - Event Planning Volunteer: Help organize and coordinate events (e.g., conferences, webinars, social gatherings).
  - Committee Member: Actively participate in committees related to advocacy, communications, education, or events.
  - Ambassador: Promote the association to new members or potential partners, engage on social media, or represent the association at industry events.
- Leadership Member Roles
  - Board Member: Oversee the strategic direction and decision-making of the association.
  - Committee Chair: Lead a committee, set agendas, and coordinate activities for specific initiatives.
  - Mentor: Provide guidance to newer members or those looking to advance in their careers.
- Honorary Member Roles
  - Advisor: Serve as a resource for strategic advice, bringing valuable experience to leadership discussions.
  - Event Speaker: Share their knowledge and experience at conferences or seminars.

Recommended Action #8 *Develop leadership recruitment program.*

A leadership recruitment program is key to the sustainability and growth of WPRA.

Recommended Tasks:

a) **Leadership Development Pipeline:** Seek out emerging leaders among current members who demonstrate initiative in volunteering for projects, who are engaged, who display strong communication skills and who are dedicated to the association's mission. **Encourage self-nominations** and peer nominations for leadership roles. Also, look for individuals who have expressed interest in career development or leadership positions.

The Strategic Action Plan – Priority Goals

b) **Leadership Training and Mentorship:** Offer training programs and mentorship opportunities for emerging leaders to prepare them for leadership roles. These programs might include leadership workshops or webinars, skill-building sessions on topics like public speaking, financial management, and conflict resolution. Pairing emerging leaders with experienced mentors within the organization.

c) **Create Leadership Development Programs:** Develop a formal leadership pipeline by creating structured pathways for members to ascend through the ranks. Start by encouraging members to lead committees or volunteer on specific projects. Establish a formal mentorship program for new members to learn from seasoned leaders. Prepare members to step into leadership roles when vacancies arise.

The Strategic Action Plan – Priority Goals

PRIORITY GOAL Association Management & Oversight
OBJECTIVE Additional Association items for consideration

Recommended Action #1 ***Adopt a financial strategy.***

Recommended Action #2 ***Explore alternative funding strategies.***

Recommended Action #3 ***Continue to monitor revenue and expense trends annually.***

Recommended Action #4 ***Perform a deeper financial analysis by assigning appropriate amounts of expenses in the operations category.***

Recommended Action #6 ***Maintain a minimum of one year's worth of operating expenses as a reserve balance.***

Recommended Action #7 ***Capitalize on and leverage high revenue generating service categories.***

Recommended Action #8 ***Update the Strategic Action Plan.***

Note: Details specific to actions 1-7 above are included in the financial analysis section of the report beginning on page 20.

Implementation Strategies

Implementation Strategies

Maintain Awareness

Maintaining awareness of the Association's commitment to the Strategic Action Plan amongst all staff is critical to success – and this must go beyond an occasional speech, an annual meeting, or sending the occasional email. After spending months crafting the Association and Membership Analysis & Strategic Action Plan and its priorities and recommended actions, it is important that the same commitment, drive, and passion that carried through plan development is continued into implementation, execution, and monitoring progress.

Generate And Keep Momentum

It is essential to reinforce action when it is taken. Regular, consistent review of effort is needed to provide feedback, take corrective action, hold staff accountable, and keep WPRA on course.

Monitoring And Keeping Score

Monitoring the implementation of the plan is important for several reasons. First, it helps ensure that work is progressing, and WPRA is assessing whether it is accomplishing desired outcomes. Second, monitoring provides the opportunity to communicate progress, both internally and externally. Third, it identifies where problems and opportunities lie and what has changed allowing for corrective actions including adjustment or setting a new course. Most importantly, monitoring demonstrates a commitment to the plan and translating the planning effort into tangible reality rather than it become an occasional academic exercise.

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