



2020-2024 Strategic Plan

Mission

WPRA provides professionals and agencies with leadership, engaged communities, advocacy and development opportunities to promote the benefits of park, recreation, environmental and cultural services throughout Wisconsin.

Vision

WPRA strives to improve the quality of life for all of Wisconsin by demonstrating and supporting the critical services provided by the Park and Recreation profession related to conservation, wellness and social equity.

Strategic Goal

I. STRENGTHEN GOVERNANCE

Strengthen WPRA Leadership and Governance Structure

Lead: President-Elect, Immediate Past President and the entire Executive Committee

Issue: WPRA needs to decide on a leadership structure for the future and develop a complete organizational manual that encompasses all leadership roles within the association including all sections, regions and committees. Encourage involvement and engagement of diverse community of P&R professionals.

We need to address diversity and inclusion to better represent our communities.

Future State: WPRA has an effective and efficient leadership structure that is meeting and exceeding Member expectations.

Objectives - WHAT

A. Evaluate Association Management Model

B. Evaluate WPRA Leadership and Regional Structure

C. Define, Develop, and Optimize Organization Processes and Measurement Tools

D. Define Our Long-Range Financial Future

E. Strengthen Prominence in National Organization (NRPA)

Strategies / Tactics - HOW

1. Determine direction with Management Firm and Executive Director
 - a. Explore different leadership models
 - b. Determine financial impact of leadership options.
2. Define roles of WPRA Office/Exec Director and WPRA leadership positions
 - a. Outline roles and responsibilities of Management company
 - b. Formalize and publicize roles, responsibilities, and job descriptions
3. Explore expansion of role of Management Company in event planning

1. Review current model - evaluate current leadership structure, effectiveness, efficiency and gaps
2. Review region structure and determine if restructuring is beneficial to members (boundaries)
3. Explore the diversity of positions within our:
 - a. Regions
 - b. Sections
 - c. Committees
 - d. Executive Board / Board of Directors
4. Develop consistency in section roles and duties

Define Brand

1. Finalize Mission, Vision, Values
 2. Develop standard elevator speech
 3. Define Association value proposition (*for what you pay, here is your value of membership*)
- ### Operations and Policies
1. Develop annual calendar
 2. Develop comprehensive communications strategy and plan
 3. Finalize Association Operations Manual and Policies
 4. Complete operations manual for each operating body (w/ timeline)
- ### Measures
1. Identify and prioritize Association performance measurements
 2. Establish benchmarks

1. Establish financial priorities that assist the association in meeting our mission.
2. Transition to a Bi-Annual budget process to assist leadership in planning for the future.
3. Monitor and continue to make prudent investments with reserve funds.
4. Develop contingency strategies to brace WPRA for fiscally significant events/decisions.

1. Compare WPRA's involvement in NRPA with other states
2. Engage with NRPA to see how WPRA can be more involved in the National Organization.
3. Encourage Executive Director to be fully engaged in the Council of State Executive Directors (CSED) Leadership Council.



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II. PROFESSIONAL DEVELOPMENT

Improve the Professional Development Offerings and Opportunities

Lead: President, Professional Development Committee and Conference Subcommittee

Issue: We need to revitalize the delivery and array of professional development opportunities, especially through our events including our Annual Conference, Spring Workshop; Leadership Academy; Office Support Workshop; Aquatics Seminars and Aquatic Technician Workshops; Playground Workshops; CEUs at Regional Meetings

Future State: WPRA professional development is the premier source for Park and Recreational professionals career growth.

Objectives - WHAT

A. Enhance and Re-energize the Overall Conference Experience

B. Optimize Conference Budget

C. Improve the Experience for Commercial Vendors

D. Strengthen Education Governance and Coordination

E. Enhance and Optimize Educational Content

F. Offer Additional Professional Development Opportunities

G. Explore Alternative Planning and Logistics

H. Promote Value of Networking Opportunities

Strategies / Tactics - HOW

1. Improve the experience outside of educational opportunities
2. Research and implement the gamification of conference
3. Promote and enhance the awards banquet
4. Explore use of technology and how to better deploy: (apps, twitter, etc.)

1. Review overall conference budget and review all allocations
2. Optimize financial allocation toward educational speakers while maintaining number of diverse sessions
3. Annually review conference budget with incoming committee
4. Determine impact of annual investment increases in future conference budgets

1. Put together commercial member focus group to enhance trade shows
2. Develop opportunities for commercial members to engage attendees
3. Implement Sponsorship Program

1. Create Professional Development Committee - get into place before any chair is named
2. Define & expand the role of Management Company in professional development events – Registrations, Flyers, Conference speaker organization, Coordination of spring workshops, webinars, etc.

1. Repurpose conference sub-committee control of educational content
2. Maximize full conference educational schedule to meet the needs of all conference attendees
3. Develop a speaker database
4. Improve diversity of tracks

1. Roll out leadership orientation at annual conference and review annually
2. Implement regional training programs
3. Offer webinars
4. Encourage CAPRA Accreditation

1. Explore alternative locations and time of year for the Annual Conference
2. Streamline negotiations and logistics by office
3. Develop database of operations
4. Evaluate various educational offering formats and channels (webinars, etc.)

1. Encourage committee to explore opportunities to welcome new members/1st time attendees, students and diverse members
2. Develop more pre-, during, and post- member engagement activities
3. Explore future networking events
4. Develop speed networking



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III. MEMBERSHIP

Grow and Retain WPRA Membership

Lead: Secretary/Treasurer and Membership Committee

Issue: There is desire to grow Membership, both in number and in diversity of specific membership categories, and to make that membership experience valuable and rewarding.

Future State: WPRA membership is growing, becoming more diverse and membership is highly engaged.

Objectives - WHAT

A. Strengthen Membership Engagement (Retention)

B. Identify and Target Potential Members (Recruitment)

C. Develop and Deliver Membership Outreach Recruitment Program

D. Develop Diversity Initiatives

E. Engage and Grow Commercial Membership

F. Engage and Grow Student Membership

Strategies / Tactics - HOW

1. Develop and deliver Membership satisfaction survey
2. Improve engagement and awareness among current WPRA members
3. Streamline member services through event calendar and bi-annual budget
4. Develop mentorship programs
5. Engage Emeritus members – create “roles,” special assignments and mentorship

1. Access statewide membership data
2. Identify non-member agencies
3. Develop potential member database / target list
4. Identify potential commercial membership
5. Reach deeper into an organization for potential members

1. Create partnerships with organizations and create outreach opportunities for prospective members such as:
 - a. Universities
 - b. Students
 - c. Industry affiliate
 - d. Industry professionals
 - e. Commercial
 - f. Community Education
2. Young Professional Section to promote memberships to universities and students.
3. Develop relationships with other similar associations
4. Target Commercial members
5. Review membership benefits and marketing materials
6. Evaluate and repackage materials to better target current and prospective members
7. Develop marketing tools
8. Develop benefits of membership packet
9. Send marketing materials to non-members

1. Access data and analyze WPRA diversity demographics
2. Gather feedback/input from a diverse population
3. Develop a work team based on findings
4. Create initiatives to improve inclusion

1. Develop sponsorship program
2. Develop benefits to commercial membership (reciprocal branding, group discount programs, etc.)
3. Develop Commercial contact plan

1. Develop relationships through Universities
2. Hold more Young Professional Section networking events
3. Conduct events onsite at Universities to encourage more student participation
4. Consider ways to provide additional scholarship opportunities for students



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IV. ENHANCE COMMUNICATIONS

Strengthen and Optimize all WPRA Communication Methods

Lead: Secretary/Treasurer and Communications Committee

Issue: WPRA needs to improve consistency and methodology of communicating with members. Members aren't receiving enough relevant, consistent and timely information from WPRA, nor looking to the website as a resource.

Future State: Members feel WPRA is their primary information source for the Park and Recreation profession. Members visit the website, know where to access information, have consistent communications for WPRA happenings and find value in what they receive.

Objectives - WHAT

A. Restructure Communications Governance

B. Develop a Comprehensive Communications Strategy and Plan

Strategies / Tactics - HOW

1. Rename and Restructure *IMPACT Committee to Communications Committee*
 - a. Composition:
 - i. Chair: Secretary (concurrently serves as Board Liaison)
 - ii. Members: a minimum one member from each Section and each Region plus a Student Representative
 - iii. Term: Two (2) years on a staggered and rotating basis.
 - b. Purpose: Develop, oversee and work with the office to provide members with the most current, relevant information to aid in their continued professional development.
 - c. Expand their role within the association
1. Develop comprehensive Annual Communications Plan with a goal of publishing/posting at least once per weekday.
 - a. The Annual Communications Plan will incorporate all correspondence channels:
 - i. IMPACT
 - ii. PRMonthly
 - iii. All Social Media accounts
 - iv. Direct e-mail
 - v. Website content; etc.
 - b. Times near events may warrant additional posts/messages/materials
2. Define the intent of each communication channel and develop the calendar of recurring content for each.
 - a. IMPACT Magazine
 - i. Provide more technical and leading-edge content from a wider variety of contributors.
 1. Annual Master Call for Content to all workgroups provided.
 2. Create content outline for each of 4 seasonal issues of IMPACT
 - ii. Prepare data for Executive Committee review of projected IMPACT income
 1. Assess current contract with publisher, understand impact of Sponsorship Program.
 2. Audit recent advertiser spend, examine potential income post-contract without publisher.
 3. At time of contract renewal, propose multiple options for continued production. Prepare proposal for alternative publishing method for IMPACT post-contract
 - b. PRMonthly
 - i. Create content outline for each of 12 monthly issues of PRMonthly
 - ii. Provide more strategic information in a consistent fashion.
 - iii. Implement a way for members to easily and regularly share their news.
 - iv. Increase readership and engagement.
 - c. Social Media
 - i. Audit current social media channels and their individual purposes.
 - ii. Create a "Social Media Influencer" (not "ambassador") program.
 - iii. Gamify social media for events and activities throughout the year.
 - iv. Create policy on what information is shared by and on behalf of the office.
 - d. Website
 - i. Comprehensive updates to all content now that revised appearance has been implemented.
 - ii. Office to lead effort and work with each workgroup to review and revise their content.
 - iii. Schedule regular appearance updates to keep a fresh, seasonal look to the home page.
 - iv. Ensure calendar of events is maintained, decide what will/won't be posted to calendar.
 - v. Convert text-centric pages to be more graphically appealing; include more member photos.
 - vi. Enhance the information about each individual volunteer (bigger photos, more background info).
 - vii. Create an actionable item for each primary page.
 - viii. Create new Sponsorship Program page/section.
 - ix. Consider implementation of paid advertising by sponsors.
 - x. Educate members on use and value of Community forums for online, retained discussions
 - xi. Educate members on how to navigate the site and maintain their profile.



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Objectives - WHAT

C. Improve Efficiency, Effectiveness and Consistency of Communications

D. Continue Efforts Toward Making WPRA More Transparent

Strategies / Tactics - HOW

1. Develop tools and procedure for external communications to include:
 - a. General statewide media contact list
 - b. Procedure for obtaining local media contacts from members
 - c. Procedure for contacting media regarding an event or situation
 - d. Series of Press Releases for recurring WPRA news (board election notices; award solicitation, invitations to allied entities, upcoming events, etc.)
 - e. Regular notices of WPRA activity to NRPA.
 - f. Create stronger relationships with Universities.
 - g. Specific messages for targeted audiences (ie: State Parks; Government officials; Commercial; Travel/Tourism Industry; non-members; other State PRAs, etc.)
 2. Better disseminate information from the office to WPRA leadership and workgroups:
 - a. Format the messaging style and delivery method for consistent updates from the office to the workgroups monthly; inclusion of these in PRMonthly, and additional bi-weekly report to the Board.
 - b. Follow timeline set in Annual Operations Calendar
 - c. Pre-set calendar alert notices for all workgroup meetings to include date/time/call details; with 1-month; 1-week; 1-day reminders.
 - d. Pre-set calendar alert notices for all Executive Meetings and Board of Director meetings to include date/time/call details; with 1-month; 1-week; 1-day reminders.
 - e. Send invitations to Open Forum events to all Commercial Members and legislators; with 1-month; 1-week; 1-day reminders.
 - f. Examine branding consistency of materials produced/published; follow marketing guidelines for logo.
 3. Enable individuals to receive targeted information:
 - a. Create checkbox style options for members to decide how they prefer to receive notices.
 - b. Utilize features in Constant Contact to include Section-specific information in PRMonthly.
 - c. Create online forms tied to member records to "Sign up here for more information on _____".
 - d. Survey membership to identify desired content
 4. Improve and Streamline Our Conference Communications
 - a. Confirm Conference email receipt to members
 - b. Develop social media plan for annual conference.
1. Provide consistent, monthly Office Reports for WPRA Leaders to share with workgroups and membership
 2. Enhance Annual Report
 3. Provide customized reports for examination at Board meetings
 4. Educate Leadership on overall operations during annual Leadership Orientation
 5. Continue to develop more accessible documents for Leadership (utilize online files and storage areas)
 6. Create an annual dashboard reporting tool to provide summary data reports and examine trends



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V. IMPROVE ADVOCACY

Improve Advocacy and Lobbying on State and Local Level

Lead: President-Elect, President and Public Policy Committee

Issue: WPRA does not have an experienced individual in the profession as a paid professional representing the interests of membership in regulatory and legislative matters affecting WPRA.

Future State: WPRA is seen as the premier go-to organization for Quality of Life assets.

Objectives - WHAT

A. Review / Develop Legislative Governance Structure and Roles

1. Evaluate capacity of current Public Policy Committee structure
2. Add Section Representatives to Public Policy Committee
3. Revamp Public Policy Committee if needed
4. Consider contracting professional lobbyist/firm

B. Allocate Funding for Future Advocacy

1. If contracting a professional lobbyist/firm, develop and issue RFP
2. Build expected costs into budget and decide if necessary to draw from reserves
3. Set aside funding for ongoing support of legislative and regulatory matters
4. Examine whether a Political Action Committee (PAC) would be prudent/effective

C. Develop Legislative Work Plan for Future Advocacy

1. Develop inventory of initiatives and expectations
2. Establish priorities and position statements
3. Develop legislative platform
4. Develop WPRA legislative talking points
5. Legislator presence at all region meetings
6. Host or partner with allied organizations to conduct a Legislative Advocacy Day at the State Capitol

D. Develop Legislative Communication Structure, Media Kit and Processes

1. Develop process for members to request assistance from WPRA "advocate"
2. Develop Membership form letter process about legislative initiatives
3. Develop Legislative Reports online - regular
4. Communicate public policy initiatives to members regularly
5. Conference session on how to talk to legislators
6. Member presence at listening sessions

E. Become the Premier Resource for Quality of Life in the State of Wisconsin

1. Collect statistical data to support advocacy
2. Provide legislative support at state and local levels
3. WPRA to serve as subject matter experts
4. Maintain a list of allies and liaison positions
5. Poll membership to identify current and pending legislation impacting WPRA

Strategies / Tactics - HOW