

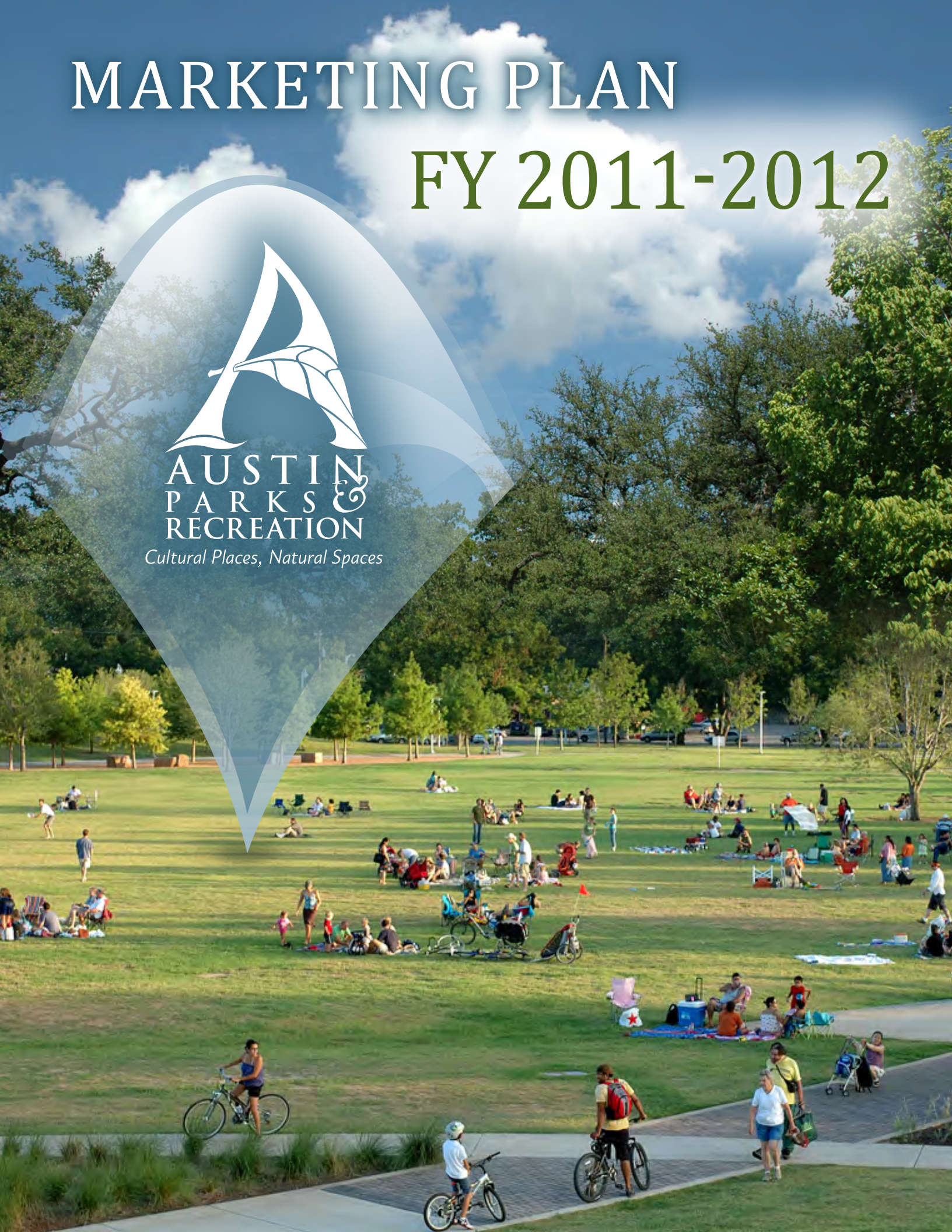
MARKETING PLAN

FY 2011-2012



AUSTIN
PARKS &
RECREATION

Cultural Places, Natural Spaces



Executive Summary

The purpose of the Austin Parks and Recreation Department's Marketing and Communications Unit (MCU) is to provide transparent, accurate, and timely information to the Austin community through delivery of integrated marketing and public relations activities that promote high quality programs and services. As part of its marketing philosophy, the Department will implement key marketing strategies that are designed to:



- ◆ Communicate the unique attributes and benefits of the Austin parks and recreation system
- ◆ Increase participation in programs and activities
- ◆ Facilitate revenue generation
- ◆ Provide consistent messaging and visual identity
- ◆ Educate the public by "Telling Our Story," thereby building strong community support
- ◆ Engage community and stakeholders in planning and ongoing collaborative dialogue

The MCU, established in 2010, recently adopted research-based marketing practices and strategies from the Learning Resources Network (LERN). LERN is a leading training, consulting and marketing service provider for recreation and parks programs. In accordance with LERN's multi-year planning principles, the MCU is currently establishing first year performance benchmarks that will help determine future year marketing strategies and measures. In addition, the MCU has used the LERN methodologies to identify first year target markets and demographic focuses. These include:

TARGET MARKETS

Targeting Current Customers: As defined by zip code areas, age, and gender. Reaching existing customers is six times less expensive than finding a new customer, and word-of-mouth referrals from existing customers are the primary way customers currently learn about program offerings.

Targeting the Hispanic/Latino Population: The fast growing Hispanic/Latino population in Austin will greatly boost the Department's participation rates in programs and services now and in the future, if care and specialized marketing efforts are employed to reach them.

Targeting the Baby Boomer Population: Another quickly expanding population segment, Baby Boomers, will use and enjoy the Department's various programs and services as they move into retirement in the coming years and have greater amount of time for recreation and leisure activities.



Along with identifying targeted customers, this plan also defines three major goals the MCU will employ this year. Implementation of these goals will help position the Department favorably against its competitors, facilitate potential growth in existing program and event attendance, and

ensure the community is informed about the multiple recreation opportunities offered by the Department. The Marketing Plan details the objectives and tactics necessary to achieve these goals.

PLAN GOALS

1. **Goal I:** Increase the number of customers using Department programs through integrated marketing and communications.
2. **Goal II:** Deliver timely and transparent public information; facilitate and support community engagement initiatives.
3. **Goal III:** Support the Department's "Benefits of Leisure" campaign.

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Communicate the unique attributes and benefits of the Austin parks and recreation system

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Austin Parks and Recreation Department

The Austin Parks and Recreation Department is a nationally accredited large urban park system, comprised of over 19,000 acres of land (23.84 acres per 1000 people) and 251 parks. The Department offers a variety of exceptional recreational programs, services and amenities, including:

- ◆ 317 athletic & multipurpose fields
- ◆ 172 playscapes
- ◆ 5 public cemeteries
- ◆ 20 recreation centers
- ◆ 3 senior activity centers
- ◆ 1 garden center
- ◆ 1 nature and science center
- ◆ 7 cultural arts centers
- ◆ 2 rental party houses
- ◆ 3 museums
- ◆ 6 amphitheaters
- ◆ 5 golf courses
- ◆ 270 miles of hike-and-bike trails
- ◆ 115 tennis courts
- ◆ 52 aquatic facilities
- ◆ 2 beach-front facilities
- ◆ 8 BMX/skateboard parks
- ◆ An open air crafts market
- ◆ Large-scale special events
- ◆ Children's programs
- ◆ Summer camps
- ◆ Afterschool activities
- ◆ Senior services, classes and programs
- ◆ Wellness activities for all ages

Mission, Vision & Values

The Austin Parks and Recreation Department's mission, vision, and values guide the Department in creating the future of parks and recreation opportunities for the Austin community.

Mission: To provide, protect and preserve a park system that promotes quality recreational, cultural, and outdoor experiences for the Austin community.

Vision: Create a livable city through people, parks and programs.

Values: **Public Service & Engagement**

We will partner with one another and with our community to provide the best service possible.

Responsibility & Accountability

We take responsibility for achieving results and hold ourselves accountable for our actions.

Innovation & Sustainability

We actively seek out good ideas that have a lasting, positive impact on our work, our community, and our environment.

Diversity & Inclusion

We recognize and respect a variety of perspectives, experiences, and approaches that will help us achieve our organizational goals.

Ethics & Integrity

Our actions will maintain the trust and confidence of the public and the organization.





Marketing Philosophy

The purpose of the Department's Marketing and Communications Unit (MCU) is to provide transparent, accurate, and timely information to the Austin community through delivery of integrated marketing and public relations activities that promote high quality programs and services. As part of its marketing philosophy, the Department will implement key marketing strategies that are designed to:

- ◆ Communicate the unique attributes and benefits of the Austin parks and recreation system
- ◆ Increase participation in programs and activities
- ◆ Facilitate revenue generation
- ◆ Provide consistent messaging and visual identity
- ◆ Educate the public by "Telling Our Story," thereby building strong community support
- ◆ Engage community and stakeholders in planning and ongoing collaborative dialogue

Marketing and Communications Structure

To enhance the Department's marketing and communications efforts, the Department reorganized and combined the Public Information Office and Technology Unit into the MCU in June 2010. The MCU is comprised of a dedicated team of professionals responsible for establishing and implementing the Department's annual marketing goals. This requires MCU staff to serve in a variety of roles and functions – public information dissemination, marketing consultation, brand management, advertising, training, research, standards compliance monitoring, technical support and planning, and information systems management.

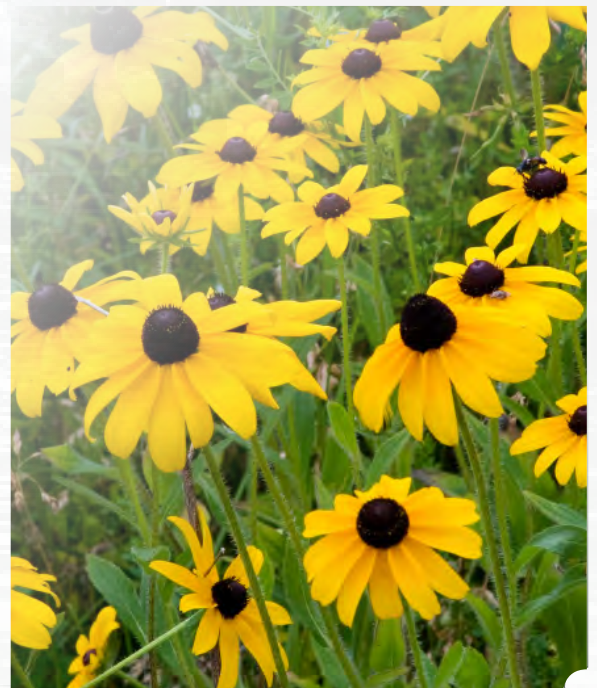
The Public Information Officer/Program Manager oversees the MCU, and develops, collaborates, and/or coordinates all public information activities for the Department. Marketing staff provide technical support and consultation to the organization, for ensuring the Department's numerous marketing programs and activities adhere to brand standards, communication guidelines and corporate messaging from the City of Austin.

Marketing and Communications Unit Staff:

Public Information Officer/Program Manager
Marketing Representative A
Graphic Designers (2.0)
Senior Business Systems Analyst

The Marketing and Communications Unit provides the following core services:

Public Information and Media Relations
Marketing and Customer Communications
Community and Stakeholder Engagement
Technology Solutions Planning & Training
Technology Systems Management



Marketing and Communications Structure

Major focuses for the MCU this year include supporting marketing and community engagement initiatives through media relations, building social media platforms, implementing RecTrac for recreation management, enhanced customer data collection, and training field staff on best practices in marketing communications. The MCU is aligned to these areas as follows:

The Marketing Representative coordinates training for field staff to successfully accomplish their individual marketing objectives. This is accomplished through direct small group sessions, webinars or other online training mediums, and periodic conferences.

The Public Information Officer (PIO) serves as a single point of contact (SPOC) to the media in Department matters. The PIO develops, collaborates, and/or coordinates all public information regarding the park system, services, amenities, and resources. The PIO also supports designated marketing and community relations activities through integrated media support. This position is part of the City of Austin's Corporate Public Information Network that establishes and maintains communications standards and coordinates corporate-level messaging across the City.

A City wide roll-out of a new internet platform involves a major concentration of MCU staff time, and requires the careful and thoughtful migration of all Department content onto the new platform. Troubleshooting content and design issues as the site roll-out continues throughout the fiscal year is also necessary. In addition, MCU employees are building the Department's social media activities, in line with the City of Austin efforts.

The Senior Business System Analyst is overseeing the implementation of RecTrac, a management information system and marketing tool that will allow the Department to better define market segments and promotional outreach through enhanced data collection.





Department-wide Marketing Resource Team

The Marketing Resource Team is led by the MCU Manager and comprised of a representative group of staff professionals from key divisions that interface directly with the general public or park patrons (e.g. Programs Division, etc). The team meets periodically to share progress on marketing strategies and related information, share ideas for cross-promotion opportunities, and modify strategies as needed. The Marketing Resource Team also uses this time to identify and problem-solve unique marketing challenges.

Along with the Marketing Resource Team, employees from various program areas across the Department (who have been designated and trained by the MCU) periodically take a lead role in marketing certain programs and events, under the direction of the MCU Manager. These individuals serve as a Single Point of Contact (SPOC) to the MCU on the delivery of individualized marketing programs. There are also designated SPOCs for web content, social media and public information, as shown in the following diagram.

Austin Parks and Recreation
Department Director

Assistant Director
Business Management Services

City of Austin
Communications and
Public Information Office
Provides Citywide media relations; provides guidelines and policies for coordinating for internal and external communications.

Public Information
Officer/Marketing Programs Manager &
Marketing and Communications Unit
Provides counsel, strategic direction, and oversight for all Department marketing and public information projects.

Cross Divisional
Marketing Resource Team
Serves as Department-wide marketing resource team to ensure program and service area needs are effectively represented in marketing practices.

Single Point of
Contact
Media
Serve as media representatives under authority of PIO

Single Point of
Contact
Graphic Design
Create marketing communication materials for service area.

Single Point of
Contact
Web
Own web content for targeted service area

Single Point of
Contact
Social Media
Deliver social media messaging and projects for targeted service area



Communication Vehicles & Marketing Tools

The Department employs a variety of communication vehicles to disseminate information in an accurate and timely manner. These vehicles provide excellent publicity opportunities to deliver information to a vast majority of Austin residents, and include:

- ◆ Broadcast Media: Radio, TV & the City's Channel 6 station
- ◆ Print Media: Newspapers and magazines
- ◆ Electronic News Outlets
- ◆ Social Media: Facebook, Twitter, YouTube & Austin Notes
- ◆ Websites: Intranet/Internet
- ◆ Official Department Publications: Annual Report, Board & Commission Presentations, etc.
- ◆ Online Event Calendars
- ◆ Print Materials: Brochures, flyers, posters, etc.
- ◆ Video
- ◆ Community Outreach / Forums / Engagement

A variety of marketing tools are enlisted in the marketing and public information process, including issuing news releases and fact sheets on major Department initiatives or policy changes; managing the production of agency publications that feature programs, services, special events and park amenities; overseeing social media opportunities; coordinating press conferences, media interviews and public information campaigns; and managing emergency public communications and other progressive measures.





Department Reputation and Branding

◆ REPUTATION: ◆ AN IMAGE OF EXCELLENCE

The Department received accreditation from the National Recreation and Park Association Commission for Accreditation (NRPA) of Parks and Recreation Agencies in 2007, and is seeking reaccreditation in 2012. This certification confirms the Department as a leading agency that is committed to the delivery of high quality services and park amenities for its customers. As an accredited agency, the Department meets the standards of best practices within the field of parks and recreation.

77% of the respondents were satisfied or very satisfied with the number of city parks in Austin; Austin rated 10 points higher than the national average.

70% of the respondents were satisfied or very satisfied with the appearance of park grounds in Austin; the Department rated 8 points higher than the national average.

65% of the respondents perceived Austin parks as safe; the Department rated 3 points higher than the national average.

59% of the respondents were satisfied or very satisfied with the quality of outdoor athletic fields; the Department rated 3 points higher than the national average.

The Department enjoys a reputation of excellence, as evidenced by the numerous awards and honors bestowed on the Department from local, state and national organizations.

In addition, the Department was nationally recognized for customer satisfaction with parks and recreation services. The ETC Institute, which specializes in the design and administration of market research for governmental organizations, conducted a national survey in 2010. The survey assessed customer satisfaction levels in cities with populations greater than 250,000. Austin rated above the national average for large cities in 39 of the 40 services that were assessed, which included customer satisfaction with parks and recreation services and amenities.

75% of the respondents were satisfied or very satisfied with the overall quality of Austin's parks and recreation services; the Department rated 8 points higher than the national average and above all other comparable Texas cities.

69% of the respondents were satisfied or very satisfied with the number of walking/biking trails in Austin; the Department rated 11 points higher than the national average.

57% of the respondents were satisfied or very satisfied overall with the quality of city swimming pools; the Department rated 10 points higher than the national average.

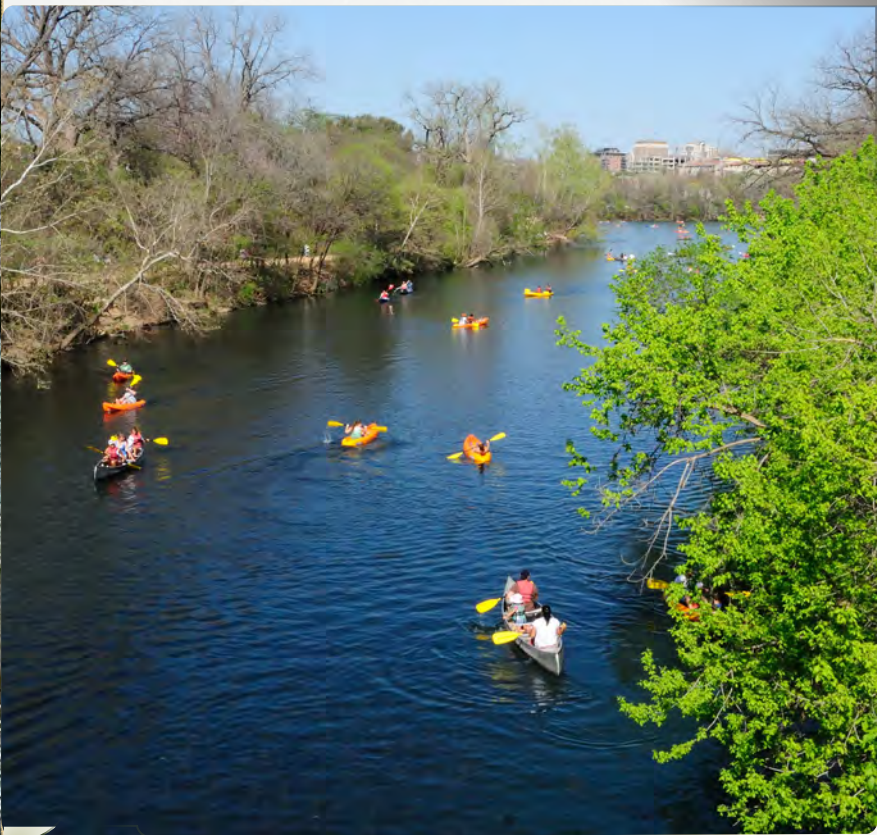


◆ BRANDING ◆ MAINTAINING AN IMAGE OF EXCELLENCE

The MCU completely revamped the Department's visual identity program in 2010 with the adoption of a new logo and tagline (shown below). The new identity was designed in-house with cross-department input. Along with the new logo came an enhanced graphic presentation platform and toolkit, and production of a Graphics Standards Manual to better align visual identity across the organization.

Customer Target Market

The MCU has identified three key customer segments essential to growing participation in programs and services, in accordance with the principles developed by LERN (a leading training, consulting and marketing service provider for recreation and parks programs). Detailed information on these customers is provided in the Situation Analysis and Research section of the plan, and include:



Current Customers: Customers who already participate in the Department's programs as defined by zip code areas, age and gender. Repeat customers are key – per the LERN model, it is six times more expensive to get a new customer than retain a past program participant.

Emerging Hispanic/Latino Market: According to the 2010 Census, people of Hispanic/Latino origin make up 35.1% of the Austin population. This fast growing population will greatly boost the Department's participation rates in programs and services now and in the future, if care and specialized marketing efforts are employed to reach them. The City of Austin demographer projects the Hispanic/Latino population will become the majority in Austin within 25 years.

Baby Boomers: Represent another fast-growing segment for the Department. Baby Boomers will use and enjoy the Department's various programs and services as they move into retirement in the coming years and have greater time for recreation and leisure activities. Reaching this demographic now will ensure word-of-mouth referrals in the coming years.

Goals

The MCU will focus its efforts in FY 2011-12 on three major goals as outlined below. Implementation of these goals will help position the Department favorably against its competitors, continue to grow program and event attendance, and ensure the community has multiple avenues to obtain information about the Department. The following goals outline the marketing and communications objectives, strategies and tactics required for successful execution of the Marketing Plan.

1. Goal I:

Increase the Number of Customers Using Department Programs through Integrated Marketing & Communications

2. Goal II:

Deliver Timely and Transparent Public Information; Facilitate/Support Community Engagement Initiatives

3. Goal III:

Support the Department's "Benefits of Leisure" Campaign



Increase the Number of Customers Using Parks and Recreation Department Programs Through Integrated Marketing & Communications

Objective I: Promote recreation opportunities through use of *social media and online communications*.

Strategies:

- ◆ Implement e-mail marketing of selected programs
- ◆ Migrate Department web content to new “Austin Go” platform
- ◆ Increase the number of customers on Department social media pages (fans)
- ◆ Increase the number of postings on social media sites by 5%
- ◆ Increase video postings that market programs and services
- ◆ Promote registration opportunities on the web
- ◆ Ensure accurate and current information on internet and social media sites

Projected Costs:

Staff time

Measurable Results

Staff training on social media communications	<ul style="list-style-type: none"> ◆ Provide periodic training on best practices and emerging trends/best practices to social media SPOCs ◆ Identify “best of breed” social media marketing for future trainings and template use
Social media pages	<ul style="list-style-type: none"> ▶ Monitor pages <ul style="list-style-type: none"> ◆ Ensure accurate and timely information is posted ◆ Ensure postings adhere to social media guidelines ◆ Identify opportunities for cross promotion with other marketing channels ▶ Increase customer usage of social media sites <ul style="list-style-type: none"> ◆ Establish benchmarks ◆ Track “fans” on social media pages ◆ Use of analytic tools to define user profiles, site visits, page hits, etc. ▶ Increase postings on Department social media sites by 5% <ul style="list-style-type: none"> ◆ Track before and after numbers of postings ◆ Measure whether postings are responded to by the community (forwarded messages, reply posts, likes, etc.)
Video postings	<ul style="list-style-type: none"> ◆ Number of video posts made to internet site and YouTube ◆ Use of analytic tools to determine customer use of videos ◆ Identify baselines
“Austin Go” migration project	<ul style="list-style-type: none"> ◆ Migrate Department web content to new platform ◆ Monitor and troubleshoot content issues ◆ Provide internal counsel on best practices for new system
Parks and Recreation Department internet site	<ul style="list-style-type: none"> ◆ Track analytics on customer use, establish baselines. ◆ Analyze trends on customer navigation, adjust marketing efforts to make effective use of most popular content
Email marketing of selected programs (Austin Notes)	<ul style="list-style-type: none"> ◆ Track email subscribers to Department information ◆ Track the number of “unsubscribers”

Objective II: Promote recreation opportunities by creating and distributing print materials

Strategies:

- ◆ Assist staff in the production of professional quality print materials
- ◆ Monitor and approve print publications to ensure brand adherence and message consistency
- ◆ Produce Department-wide publications (e.g. Annual Report, Board & Commission presentations)

Projected Costs:

Staff time
 Printing and Distribution Costs (est. based on FY2010-11 amounts) = \$67,000

Measurable Results

Quality of print collateral produced and distributed	<ul style="list-style-type: none"> ◆ Track and collect samples from field marketing SPOCs ◆ Identify “best of breed” for future trainings and template use
Staff training on branding & print production	<ul style="list-style-type: none"> ◆ Number of trainings and staff attendance ◆ Informal measurement of before/after materials ◆ Continue effective monitoring of publications for visual identity and adherence to graphic guidelines
Annual Report	<ul style="list-style-type: none"> ◆ Produce Annual Report to highlight Department’s key programs

Objective III: Increase marketing to the Hispanic/Latino community.

Strategies:

- ◆ Develop Hispanic/Latino-centric marketing strategies
- ◆ Develop and distribute print materials in Spanish
- ◆ Increase marketing communications to the Hispanic/Latino community
- ◆ Engage media outlets that target the Spanish-speaking community to promote major Department initiatives

Projected Costs:

Staff time

Measurable Results

Marketing strategies	<ul style="list-style-type: none"> ◆ Research and create strategy for Hispanic/Latino marketing program ◆ Create talking points and marketing goals for staff
Translate materials	<ul style="list-style-type: none"> ◆ Translate and produce key marketing materials in Spanish
Marketing communication activities to Hispanic/Latino community	<ul style="list-style-type: none"> ◆ Target Spanish language radio and TV stations ◆ Build relationships for possible partnerships or cross-promotion opportunities ◆ Track outreach efforts

Objective IV: Track customer data, Austin-area demographics, and recreation industry trends to effectively target customers to market and promote recreation and cultural opportunities.

Strategies:

- ◆ Implement new RecTrac system
- ◆ Research and document three-year customer utilization trends by program
- ◆ Identify and select program with the greatest potential for higher customer use (e.g. waiting lists and under-used programs)
- ◆ Develop and implement promotions calendar
- ◆ Collect monthly program usage data
- ◆ Develop one year marketing plan; evaluate and report on activities at close of fiscal year
- ◆ Collect, analyze and report customer utilization data quarterly
- ◆ Establish protocols/policies for staff to collect current and accurate information using the new registration management system (RecTrac)

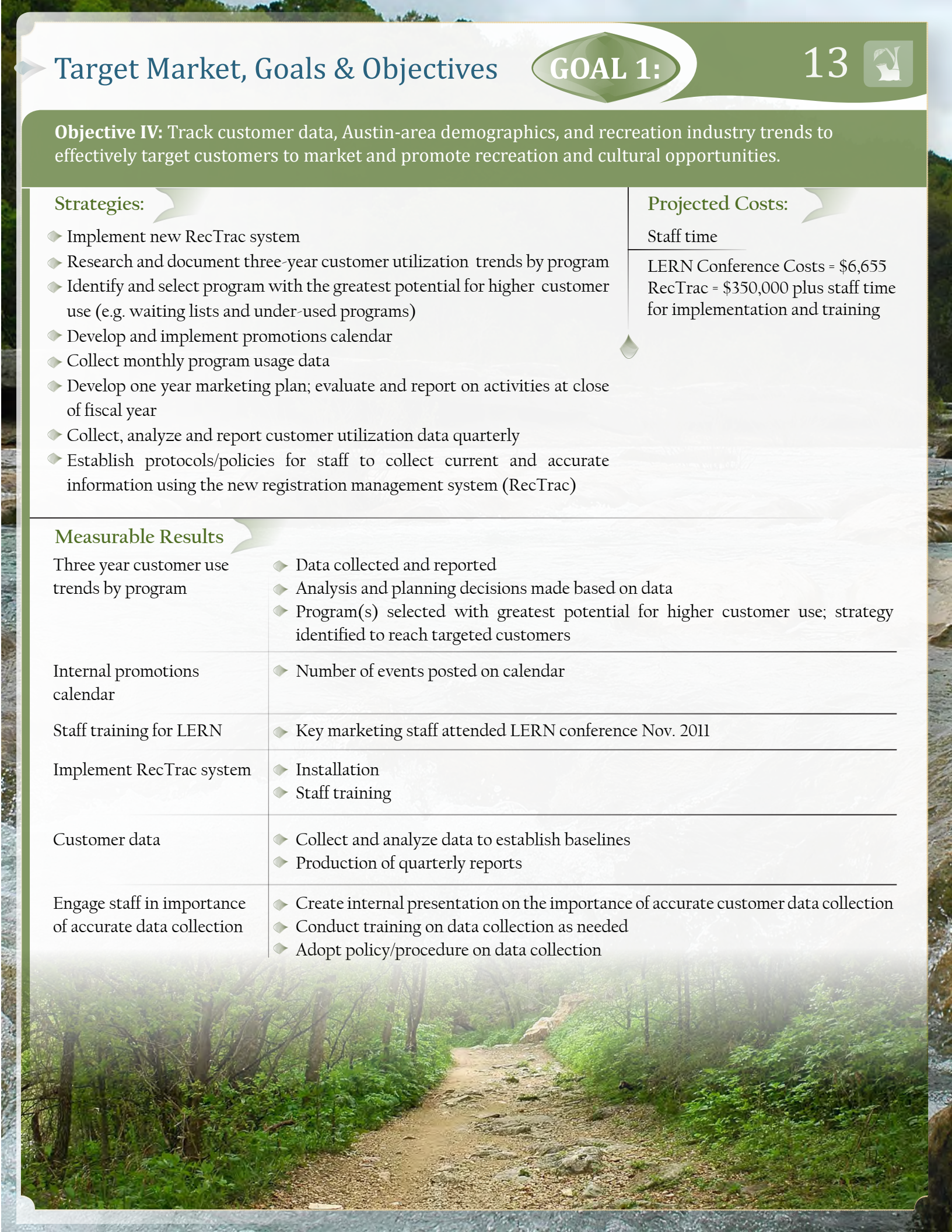
Projected Costs:

Staff time

LERN Conference Costs = \$6,655
 RecTrac = \$350,000 plus staff time for implementation and training

Measurable Results

Three year customer use trends by program	<ul style="list-style-type: none"> ◆ Data collected and reported ◆ Analysis and planning decisions made based on data ◆ Program(s) selected with greatest potential for higher customer use; strategy identified to reach targeted customers
Internal promotions calendar	<ul style="list-style-type: none"> ◆ Number of events posted on calendar
Staff training for LERN	<ul style="list-style-type: none"> ◆ Key marketing staff attended LERN conference Nov. 2011
Implement RecTrac system	<ul style="list-style-type: none"> ◆ Installation ◆ Staff training
Customer data	<ul style="list-style-type: none"> ◆ Collect and analyze data to establish baselines ◆ Production of quarterly reports
Engage staff in importance of accurate data collection	<ul style="list-style-type: none"> ◆ Create internal presentation on the importance of accurate customer data collection ◆ Conduct training on data collection as needed ◆ Adopt policy/procedure on data collection



Deliver Accurate, Timely and Transparent Public Information; Facilitate/Support Community Engagement Initiatives

Objective I: *Keep Austin residents and media informed and involved through the delivery of timely and transparent information.*

Strategies:

- ◆ Produce timely and accurate news releases, media advisories, fact sheets and public service announcements
- ◆ Increase Austin Parks and Recreation listings on media calendars
- ◆ Oversee policies and procedures for ensuring compliance with public information guidelines
- ◆ Watch evolving issues and counsel Department on effective handling as needed
- ◆ Update Public Information and Media Guidelines document

Projected Costs: Staff time

Measurable Results

Timeliness of information via news releases, etc.	◆ Positive results in annual City of Austin media survey
Production of media relations activity reports	◆ Produce periodic reports on quantity and sources of media activity from media tracking application
Public Information/Media Relations Guidelines	◆ Update Guidelines in line with CPIO protocols; ensure media SPOCS understand and adhere to Guidelines.

Objective II: *Develop a Department process and protocol for public engagement; support community engagement through media outreach.*

Strategies:

- ◆ Establish a process and protocol for the Department’s public engagement efforts
- ◆ Create a community engagement calendar
- ◆ Create a marketing communication tool box for community engagement meetings
- ◆ Support community engagement initiatives through media relations
- ◆ Pitch key public interest stories to media
- ◆ Coordinate public information activities for community engagement initiatives
- ◆ Coordinate community engagement with the City’s Corporate Public Information Office
- ◆ Market public engagement meetings through neighborhood organizations, local schools, and churches
- ◆ Pitch public engagement opportunities to relevant media and Channel 6
- ◆ Update Community Relations Plan as needed

Objective II:

Measurable Results

Establish process for community engagement	<ul style="list-style-type: none"> ◆ Create and document process for community engagement ◆ Create communications toolbox for community engagement meetings
Create community engagement calendar	<ul style="list-style-type: none"> ◆ Create tracking calendar (internal) ◆ Measure effectiveness with user base (informal survey)
Conduct Department community engagement training	<ul style="list-style-type: none"> ◆ Develop presentation for training ◆ Track trainings (participation levels)
Coordinate community engagement campaigns and initiatives	<ul style="list-style-type: none"> ◆ Track for compliance with PIO Guidelines and Graphic Standards ◆ Ensure adequate media support through issuance of news releases, calendar postings, and other public information outreach
Public interest stories	<ul style="list-style-type: none"> ◆ Track number of public interest and community engagement stories pitched
Market meetings through neighborhood organizations, churches, schools, etc.	<ul style="list-style-type: none"> ◆ Track outreach to organizations ◆ Monitor attendance and feedback levels

Objective III: Utilize the media to market and promote Department events, programs and services.

Strategies:

- ◆ Use news releases, media advisories, fact sheets and public service announcements to support marketing of events, programs and services.
- ◆ Increase Department listings on selected media & event calendars
- ◆ Increase the number of marketing campaigns highlighting programs and services
- ◆ Explore in-kind/bartered advertising opportunities

Projected Costs:

Staff time

Measurable Results

Support promotion of events, programs and services through media	<ul style="list-style-type: none"> ◆ Determine strategy for how to effectively engage media for different types of marketing efforts ◆ Track media activity report; set benchmarks
External event calendar listings (e.g. Austin 360)	<ul style="list-style-type: none"> ◆ Track listings made ◆ Ensure events are up to date and accurate; remove old information
Update information on web and social media sites	<ul style="list-style-type: none"> ◆ Monitor postings and content on a daily/weekly basis; provide regular updates to PIO
Advertising	<ul style="list-style-type: none"> ◆ Track and expand advertising efforts through in-kind/bartered opportunities

Support the Department's "Benefits of Leisure" Campaign

GOAL 3:

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Objective I: *Support "Benefits of Leisure" campaign; leverage marketing opportunities.*

Strategies:

- ◆ Design promotional vehicles to market Department programs and services
 - ◆ Create a benefits promotion calendar
 - ◆ Create a web campaign page
 - ◆ Create blog and use social media to promote the campaign
 - ◆ Organize a "kick off" press conference to drive traffic to new listing webpage
 - ◆ Pitch news stories to print and electronic media
 - ◆ Promote activities and facilities under the Benefits campaign
 - ◆ Evaluate the number of new customers by program area as a result of the benefits campaign

Projected Costs:

Staff time

Measurable Results

Design promotional vehicles to market the 'benefits of leisure' and Department programs and services

- ◆ Tracking of "fans" on social media page
- ◆ Numbers of site visits, page hits, etc.
- ◆ Numbers of participants at activities



Marketing Promotion Schedule

MONTH	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012
Program/ Activity	Best practices policy and procedure	HAND "Benefits of Leisure" campaign	Austin Go Migration	Kickoff summer camp promotions	Launch RecTrac registration system	Aquatic Division Hiring campaign Programs Hiring campaign
Coordinators	Simone Pollard Laura Esparza Victor Ovalle	Laura Esparza Victor Ovalle	Chris Rodriguez Betty Pu Victor Ovalle	Simone Pollard Victor Ovalle	Simone Pollard Laura Esparza RecTrac Team Cameron Bragg Corporate PIO Kelly Maltzburger	Simone Pollard Victor Ovalle Chris Rodriguez
Vehicles/ Tactics	1. Implement work order process 2. Marketing Training 3. Develop promotions calendar 4. Develop marketing policy & procedures 5. LERN Marketing Training	1. List benefits campaign in media calendars 2. Press conference 3. Coordinate web, social media and public information activities	1. Launch new website 2. Content migration	1. Support public information and marketing efforts 2. Support promotions with social media and web content 3. Media calendar listings	1. Program RecTrac 2. Training (ongoing)	1. Support marketing efforts 2. Support promotions with social media and web content 3. Production of flyers and posters for dissemination at Department facilities 4. Media calendar listings

Marketing Promotion Schedule

MONTH	Apr 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012
Program/ Activity	RecTrac Recreation Programs Unit (RPU) training	Promotion of pool schedules and classes. Promotion of Healthy Lifestyle benefits campaign	Promotion of the Department's parks, museums and galleries	Promotion of the Park Rangers programs and services	Afterschool programs promotion	Diez y Séis at the MACC
Coordinators	Simone Pollard Victor Ovalle Chris Rodriguez Kelly Maltsburger	Simone Pollard Victor Ovalle Chris Rodriguez Kelly Maltsburger	Simone Pollard Victor Ovalle Chris Rodriguez Stephen Bornstein	Simone Pollard Victor Ovalle Chris Rodriguez Pat Fuller	Simone Pollard Victor Ovalle Chris Rodriguez Kelly Maltsburger Stephen Bornstein Laura Esparza	Simone Pollard Victor Ovalle Laura Esparza
Vehicles/ Tactics	1. Marketing of new registration software 2. Promotions training for RPU staff	1. Support public information and marketing efforts 2. Support promotions with social media and web content 3. Media calendar listings	1. Support public information and marketing efforts 2. Support promotions with social media and web content 3. Production of flyers and posters for dissemination at Department facilities 4. Austin Channel 6	1. Support public information and marketing efforts 2. Support promotions with social media and web content 3. Austin Channel 6	1. Support public information and marketing efforts 2. Support promotions with social media and web content 3. Production of flyers and posters for dissemination at Department facilities	1. Support public information and marketing efforts 2. Support promotions with social media and web content 3. Production of flyers and posters for dissemination at Department facilities

National Parks and Recreation Industry Trends

According to the National Recreation and Parks Association (NRPA) in its “Synopsis of 2010 Research Papers — The Key Benefits,” parks and recreation contribute to the building of healthy, vibrant communities in six main areas — physical health, mental health, social functioning, youth development, environment, and economic impact.

According to the 2010 report, *A Look at Trends in Parks and Recreation* by Emily Tipping, the nation’s park and recreation agencies as a whole are facing:

- 1. Reduced Revenue** — 17.6% of the park systems project lower revenues than the previous year.
- 2. Rising Costs** — Operating budgets are expected to rise by 3.5%; 90.8% of park systems have taken some measures to reduce costs (e.g. staff reductions, increasing fees, and energy efficiency measures).
- 3. Changing Utilization Levels** — 54.3% of park systems project an increase in usage levels; 41.1% project no change in usage levels; and 3.6% of park systems project a decrease.
- 4. Facility Planning** — 28.2% will build new facilities; 25.5% will make additions to existing facilities; 49.4% will renovate existing facilities, and 35% have no plans to build right now. Playgrounds and splash play areas are at top of list for facility additions; and 15.8% plan to build a skate park.
- 5. Program Planning** — More than a third (34.2%) of park systems will add more programs to their lineup. Focus will be on teen programs, environmental education, fitness programs; programs for active older adults; mind/body balance programs; holiday events; performing arts; special needs; and adult sports teams.

Key Issues Facing the Department

Every year during its business planning process, the Department evaluates its “horizon issues” as a precursor for determining what issues must be addressed in the coming year to successfully deliver programs and services to the community. For FY 2011-12, these include:

- 1. Staffing for facility and parkland maintenance and program supervision:** — Balancing the addition of new parks, facilities and services while being asked to contain costs, holding the number of positions constant, and reducing capital equipment acquisitions continues to be a challenge. The Department can’t meet the financial demands to restore and rehabilitate aging urban park infrastructure despite the economic, cultural and social benefits they provide.
- 2. Current technology system challenges:** — Lack of an online registration management system and an asset management system has previously hindered the Department’s ability to meet its performance goals. Both of these areas are being addressed this fiscal year.
- 3. Inadequate cost recovery efforts:** — The Department has not been able to recover the costs associated with daily program operations and service delivery. This is further compounded by unfunded mandates and fee waivers.
- 4. Staff training and professional certification limited due to funding:** — Without sufficient training dollars, the ability of the Department to build continuous professional competency is severely limited. Succession planning and organizational development is highly dependent on employee training

Community Profile & Trends

The Austin metropolitan area is a young, educated community and over 43 percent of the adult population holds a bachelor's degree or higher. The median age is 31 years old, and the median household income is \$50,000 per year. Austin is the home of the University of Texas, the fifth largest public university in the country. It is also home to other significant institutions of higher learning, including Austin Community College, Concordia University, Huston-Tillotson University, St. Edward's University, and the Austin Presbyterian Theological Seminary.

The City of Austin is nationally regarded for the quality of life provided by having a vast parks system and is known as "a city within a park." Austin is also known as "The Live Music Capital of the World." This well-deserved musical title is celebrated every year through events such as the South by Southwest Music Festival and the Austin City Limits Music Festival.

Austin was named the "Greenest City" in America by MSN.com, and it currently leads the country in use of wind power and bio-diesel. The Austin Climate Protection Plan sets forth an aggressive program to make all City facilities, fleets and operations carbon-neutral by 2020. Downtown Austin is growing, and the Mayor and Council set a goal to increase downtown residents by 25,000 in the next 10 years.

Austin was the fastest growing city in the United States as of May 2011. Yet, despite growth, the citizens of Austin have demonstrated their commitment to parks and open space conservation. There is strong support for land acquisitions for parks and preserves, and a renewed emphasis on the riparian corridors along the Colorado River and creeks in the desired development zone in East Austin.

As the capital of Texas, Austin is home to numerous governmental institutions, which add a significant number of jobs to the area, as well as a vibrant political atmosphere.

The diverse mixture of social cultures, professors, students, politicians, lobbyists, musicians, state employees, tech and blue collar workers has an instrumental influence on the Austin Parks and Recreation Department's delivery of services.

Top Ten Demographic Trends in Austin*

1. No Majority: Austin has now crossed the threshold of becoming a Majority-Minority City.
2. Decreasing families-with-children share in the urban core.
3. African American share of the population will more than likely continue to decline.
4. Hispanic share of the total population will approach the Anglo share in approximately 25 years.
5. Asian share of the total population is growing rapidly
6. Geography of African Americans - dispersion and flight to the suburbs
7. Geography of Hispanics - intensifying urban neighborhoods along with movement to rural areas
8. An increasingly sharp edge of affluence
9. Regional indigent health care burden
10. Intensifying urban sprawl

City of Austin Demographics*

	1990	2000	2010
Anglo (non-Hispanic White)	287,289	347,554	385,271
African-American	55,409	64,259	60,760
Hispanic-Latino	106,162	200,579	277,707
Asian	15,366	30,915	49,560
Other	1,397	13,255	17,092
Total Population	465,623	656,562	790,390

Sources: 2010 Census & Ryan Robinson, City of Austin Demographer

*Source: City of Austin Demographer.

Customer Profile

Essential to fully understanding and meeting the unique recreation and cultural needs of Austin residents is the Department’s ability to accurately define its customer base through market segmentation. The Department recently acquired a new recreation management software system designed to provide comprehensive demographic and utilization data necessary for market segmentation.

Until the new system (RecTrac) is fully operational and reliable data is collected, the Department will focus its current marketing activities to current customers, and will be looking at additional target groups to increase registration numbers at its facilities. The Department currently tracks data on three market segments—age, gender and location. The following charts show 3-year comparisons of this data

Age:

Age	Number of Austin Parks and Recreation Customers			% of Austin Population (2010 Census)
	2008-2009	2009-2010	2010-2011	
Under 5	2,964	1,923	2,246	7.3%
5 to 12	28,562	26,076	30,981	14.9%
13 to 17	3,259	2,626	2,799	
18 to 24	2,010	1,762	1,857	1814.5%
25 to 34	2,801	2,393	2,572	20.7%
35 to 44	2,285	1,947	1,965	14.8%
45 to 54	1,374	1,344	1,720	12.1%
55 to 64	1,696	1,612	1,785	8.7%
65+	4,728	4,616	5,309	7%
Total Department Customers Registered*	49,679	44,299	51,234	100%

**These numbers reflect customers enrolled in Department programs via RecWare. Customers who use Department facilities, pools, parks, museums, and other services areas are not reflected here.*



Based on the customer data available from RecWare, the highest percentage of the Department’s current customers are children 5 to 12 years old, followed by adults over 65 years, per noted in order below:

1. **Children:** 5-12 years
2. **Adults:** 65 years and older
3. **Teens:** 13-17 years
4. **Children:** under the age of 5 years

Gender:

Gender	Number of Austin Parks and Recreation Customers			2010 Census % of Total Austin Population
	2008-2009	2009-2010	2010-2011	
Male	27,174	23,388	26,276	50.57%
Female	23,824	21,399	24,323	49.43%

Highest Zip Code Participation per Year:

2008-2009		2009-2010		2009-2010	
Zip Code/number	% of total	Zip Code/number	% of total	Zip Code/number	% of total
78702: 4,159	8.3%	78702: 3,785	8.5%	78702: 4,111	8%
78745: 3,671	7.3%	78745: 3,323	7.5%	78704: 3,868	7.5%
78704: 3,216	6.4%	78704: 2,898	6.5%	78745: 3,443	6.7%
78744: 2,746	5.5%	78748: 2,388	5.3%	78753: 2,622	5.1%
78748: 2,564	5.1%	78749: 2,122	4.8%	78748: 2,487	4.8%

Customers come from seven key zip code areas. The top three zip codes are 78702, 78704 and 78745. Of note, the top zip codes are located adjacent to each other and concentrated in the southern core of Austin.

How Customers Currently Learn About Department Programs

In June 2011, the Department’s Community Services Division conducted a two-pronged Recreation Center community engagement outreach program. Over 350 individuals participated in 22 focus group meetings to provide insight to staff on the underlying motivations and values that encourage or prohibit their participation in recreation center based programming. The following table is an excerpt from the June 2011 final report which shows how participants stated they hear about program offerings. Even though the data obtained was collected informally, it nonetheless provides insight into customer trends for information dissemination planning purposes.

As noted in the table below, the top three ways customers cite hearing about the Department’s programs and services is through word-of-mouth, visiting a park or recreation center, or through the Department’s website. Careful attention should be paid to the importance of good customer service by Department staff, as word-of-mouth referrals are an inexpensive and easy way to help build customer loyalty, retention, and program participation. The Department’s website is another key communication vehicle. Under the guidance of the MCU, the site is undergoing a comprehensive revamp as part of the Austin Go project underway by the City of Austin.

It should be noted that although social media was not a significant source for information as noted by the respondents, it is a growing contemporary communication channel that cannot be overlooked. The MCU is working diligently to establish a presence in that space to be positioned for fast-paced, real time communications across generations and lifestyles. As such, social marketing is considered to be a critical tool and important marketing strategy.

Customer Profile

How do you hear about Austin Parks and Recreation Department recreation programs?
Please mark ALL that apply.

Answer Options	n	%
1. Word of mouth	91	34.9%
2. Visiting or calling a parks/recreation center	74	28.4%
3. Parks and Recreation Website	72	27.6%
4. Email/List serve	43	16.5%
5. I don't hear about programs	42	16.1%
6. Seasonal program activity guide	33	12.6%
7. Neighborhood newsletter	30	11.5%
8. Community bulletin board at Recreation Center	23	8.8%
9. Fliers sent home at school	22	8.4%
10. Other (please specify)	22	8.4%
11. Newspaper announcement	20	7.7%
12. Fliers posted in community (grocery stores, on cars etc.)	15	5.7%
13. Direct home mail	13	5.0%
14. Radio announcement	13	5.0%
15. Cable TV community access program	12	4.6%
16. TV news	12	4.6%
17. Social media (Facebook, Twitter)	11	4.2%

Competitive Analysis

Four direct competitors are identified below as examples of organizations that provide similar services and compete for the same target audiences. The MCU, along with other divisions in the Department, monitor these organizations very closely to avoid duplication of services and assess possible collaborative partnership or joint-use opportunities.

	AUSTIN YMCA	BLUEBONNET HILL & RIVERSIDE GOLF COURSES	ROUND ROCK PARKS AND RECREATION	BOYS & GIRLS CLUB
Key feature	Captive audiences; membership option	Controlled audience; cheaper services	Athletic fields; participant prizes & incentives	Programs for families, schools and home-schooled children
Price	Memberships: \$56 monthly \$72 couple \$78 family	\$15 to \$40 per round/ per person	N/A	Free
Primary customer	Austin community	Adult males	Round Rock community	Parents of school age youth
Market share	39,000 Members; 49,522 Participants	N/A	N/A	N/A
Annual revenue	\$15,000,000	N/A	\$85,000,000	Government funded
Customer benefit(s)	Member discounts	Member specials and packages	Convenience of programs	Convenience for parents
Strengths	11 Locations; Spanish programming; Family discounts; Financial aid; Afterschool programs with AISD	Online purchases and tee times	Online registration	Free or discounted fees Spanish speaking Enhances education
Weaknesses	Christian-based	One location	Minimal facilities	Early release
Marketing strategy	Focus on fitness and a healthier lifestyle	Fast and smooth greens	“Sports Capital of the World”	Controlled audience; Parental trust; Non-profit supported by community

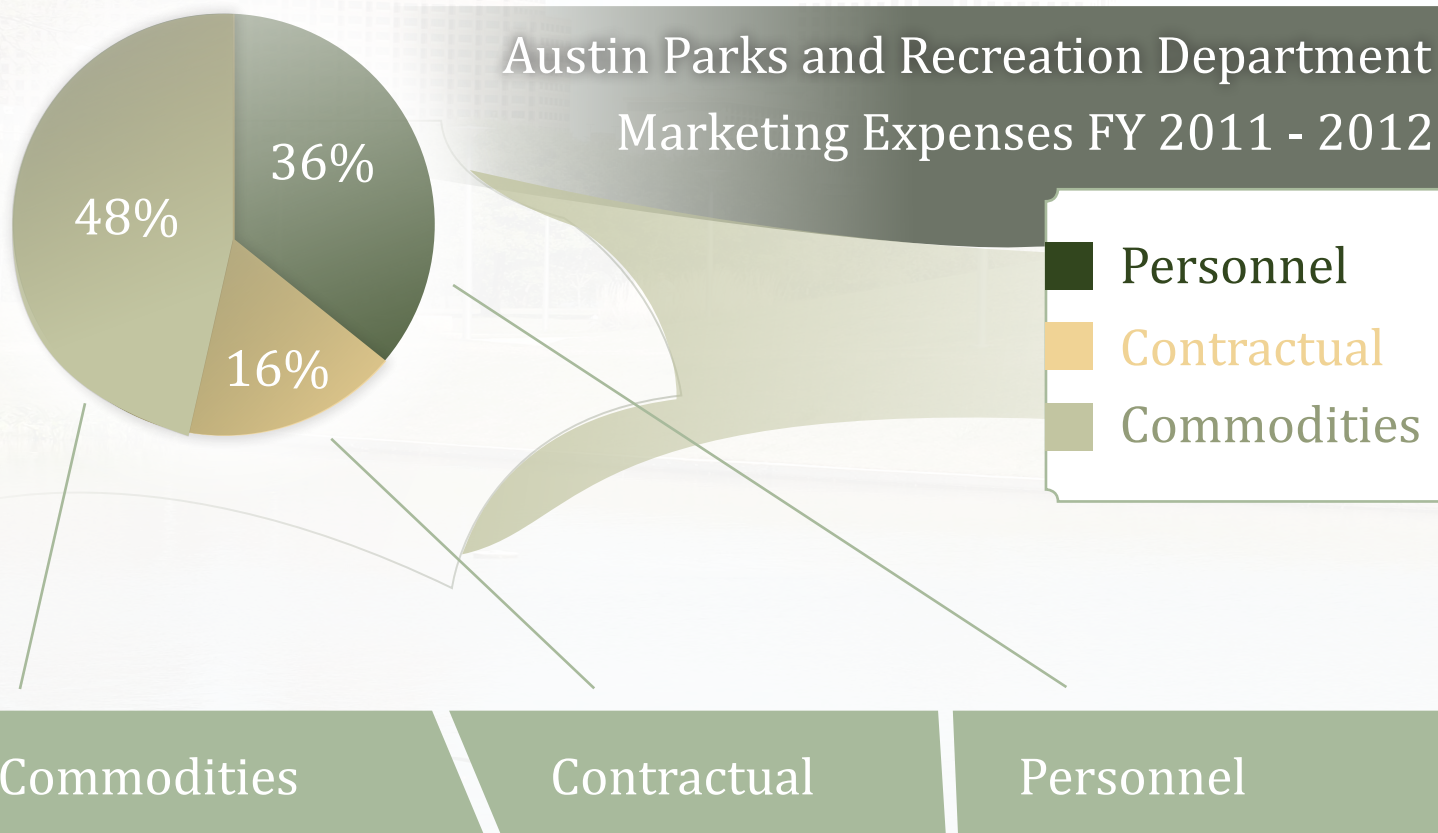
Marketing Budget

The Austin Parks and Recreation Department budget for FY 2011-12 was \$45 million. The FY 2012-13 budget is projected to be \$48 million.

The FY 2011-12 marketing budget is \$557,408, of which there are three major expenses defined as follows:

- Personnel: Salaries of MCU staff (four FTE's/one temp.)
- Contractual: Advertising and printing/binding/photography expenses
- Commodities: Educational/promotional expenses and expenses for special events

This budget includes approximately \$202,592 for personnel, \$90,874 for contractual, and \$263,942 for commodities. The chart below reflects the percentage of the total budget for each cost.



Annual Evaluation

The MCU will conduct an evaluation of its performance by year-end. The evaluation process will include a review of established goals and objectives achieved during the plan period, an assessment of customer information, market segments against Austin demographic and cultural trends, web/social media analytics to better segment and define future target markets, and the sufficiency of the marketing budget toward accomplishment of stated goals.

SWOT Analysis

Funding issues are the primary concern for the Department. Funding for maintenance of the parks system has fallen behind the growth and acquisition of parkland. Facilities are suffering due to lack of funding to properly maintain them. Staffing levels are lower than staffing levels in the past, but program and service demand is higher due to Austin's growing population. The Department is looking at new avenues to bridge the gap for programs, services and maintenance through collaborations, partnerships and community involvement. The following is a high-level overview of the Department's current strengths, weaknesses, opportunities and threats.

Department Strengths

- ◆ The Department offers affordable programs and services
- ◆ The Department offers accessible and inclusive programs and facilities
- ◆ The Department has developed strategic planning and Long Range Planning
- ◆ The Department has some exceptional facilities / open spaces / natural resources
- ◆ The Department offers cultural programming for the diverse Austin community
- ◆ The Department offers environmental programs and services

Department Weaknesses

- ◆ The Department is under-funded
- ◆ Quality of programs and services is not standardized
- ◆ Marketing for programs and services is severely under-funded
- ◆ Full implementation of asset management system not completed

Department Opportunities

- ◆ The Department has strong community support
- ◆ The Department has restructured to enhance delivery of services and programs
- ◆ The Department has the opportunity to enhance Department branding
- ◆ Increase private and public partnerships
- ◆ Interdepartmental collaborations
- ◆ Improve data collection through new RecTrac system
- ◆ Centralized marketing and communications function

Department Threats

- ◆ Slow economic recovery
- ◆ Budget deficits
- ◆ Funding cuts
- ◆ Growth of the parks system without appropriate funding
- ◆ Uncertain environmental conditions (e.g. Central Texas drought, water quality, ozone depletion, extreme heat conditions, etc.)
- ◆ Private sector competition for recreation and leisure
- ◆ Rising costs of doing business (e.g. utility costs, personnel)
- ◆ Declining local schools and program cutbacks (e.g., afterschool, fine arts, physical education)
- ◆ Commercial use of parkland