

# **MARKETING ASSESSMENT APPENDIX**

## Introduction

BerryDunn assessed the Parks and Recreation Department (Department) marketing efforts as part of the City of Bozeman's (City) Parks, Recreation, and Active Transportation Plan. For this study, BerryDunn conducted research for the marketing assessment by reviewing information that was provided by the client and that is publicly available. A summary of agency documents and background information resources is as follows:

- City and Department websites
- Bozeman City and Parks and Recreation budgets
- Engage Bozeman
- 2020 Communication Plan
- 2020 Bozeman as an Inclusive City Report
- 2021 Gaps Analysis for Equity Indicators Project
- City and Department social media accounts.
- Department's Parks and Recreation Program Guides.

In addition, the team created multiple online accounts including the portal to "Engage Bozeman," Instagram, Facebook and Twitter to understand process, consistency and to follow important projects.

A focus group session with key leadership staff was conducted on November 15, 2021 as well. The purpose of the meeting was to determine how the Department is marketing currently, as well as to understand areas of challenge and opportunity.

## Review of Current Operations

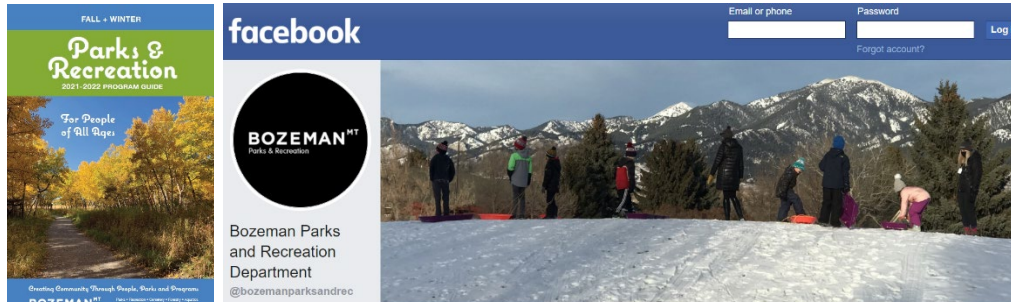
The Department implements a hybrid model of marketing and outreach, which is common in the field of parks and recreation. Some functions are centralized in Office of the City Manager in the Administration Division. These include creating and maintaining the City's brand, color scheme, and related high-level functions. Other functions are decentralized, such as creating presentations, social media posts, printed materials, and other efforts.

BerryDunn identified one dedicated full-time equivalent (FTE) for marketing and outreach functions across the City, who is located within the City Manager's Office. Staff report that one additional FTE (Outreach Coordinator) is planned to be added in the FY23 budget.

BerryDunn was made aware that an increased focus on marketing and outreach has occurred in recent years. This includes greater emphasis in the City's strategic plans, hiring the City's first Communication and Engagement Manager, and the creation of specific marketing and outreach plans. Through these recent actions, coordination and quality of efforts have been improving.

BerryDunn could not identify a specific marketing and outreach budget. Staff report a dedicated budget is challenging to identify due to the hybrid model of these services. Staff estimate \$25,000 is budgeted for advertising. The City's FY22 budget is \$158.3 million, and of this amount, \$2,322,748 is budgeted for Recreation and \$5,167,179 is budgeted for Parks.

Current marketing activities for the Department focus on use of the website and social media as well as printed materials. Staff implement several outreach-related activities, such as the Department's Rec Mobile and special events.



The City's vision states "Bozeman remains a safe, inclusive community, fostering civic engagement and creativity, with a thriving diversified economy, a strong environmental ethic, and a high quality of life as our community grows and changes." Some of the language in this vision highlight the importance of marketing and outreach such as "**inclusive community**" and "**civic engagement.**"

The City's Strategic Plan includes vision statements on the following key areas:

1. An Engaged Community
2. An Innovative Economy
3. A Safe, Welcoming Community
4. A Well-Planned City
5. A Creative, Learning Culture
6. A Sustainable Environment
7. A High Performance Organization

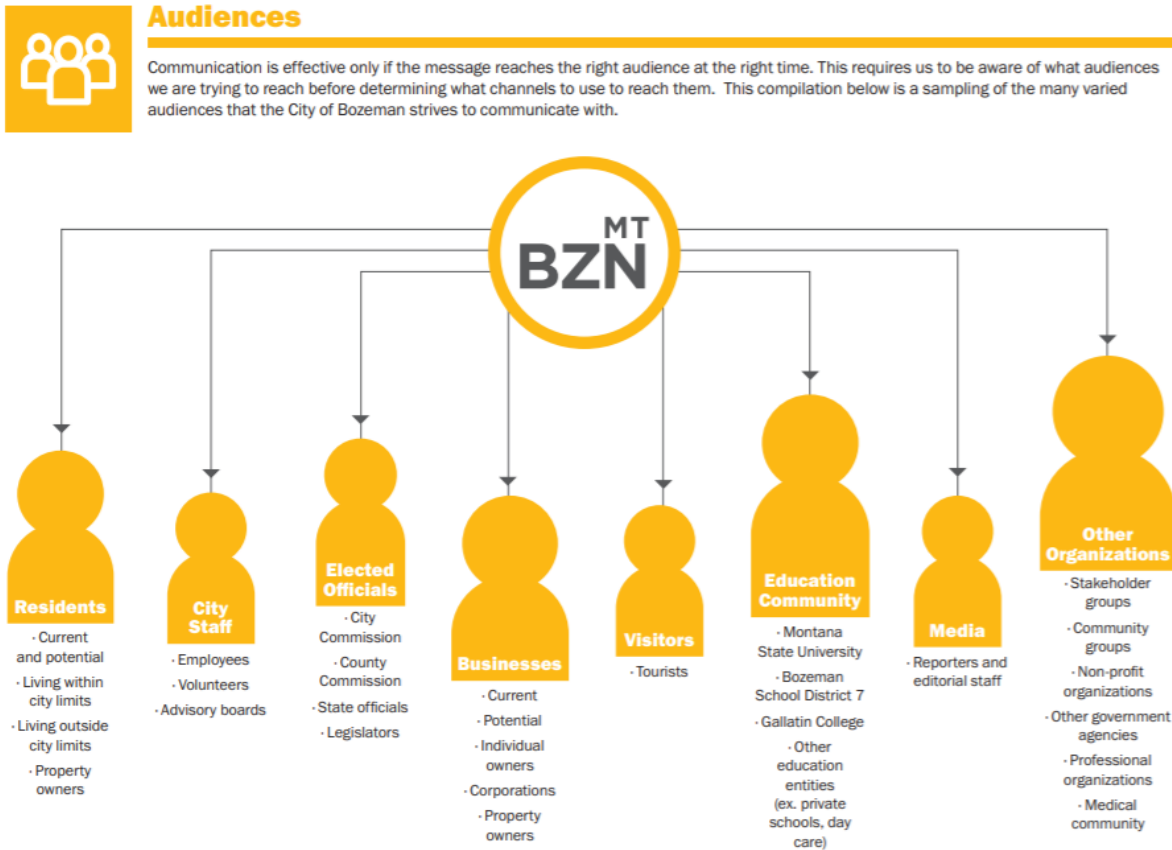
While all of these areas relate to marketing and outreach, the statement on an engaged community is especially important to consider and review for the marketing assessment. Outreach is identified as 1.1 in the City's Strategic Plan, with the goal of continuing to strengthen and innovate in how information is delivered to the community and partners.

The City developed a 2020 Communications Plan, which was supported by the 2018 Strategic Plan. The plan's purpose is to serve as a guide and vision for staff for how to best communicate, inform, and engage with the public. Clear goals support the Communication Plan, including:

1. Telling the Story
2. Engagement
3. Celebrating and Enhancing Partnerships
4. Communicating the Strategic Plan
5. Communications Infrastructure as an Agency
6. Communications and Public Engagement as an Integrated City Service

Specific objectives and audiences are identified through the City's Communications Plan.

Figure X: Graphic From Page 20 of the City of Bozeman 2020 Communications Plan:



The City created “Engage Bozeman,” which is a 2021 community engagement initiative. The foundation of this initiative is the Engage Bozeman Plan, which includes guiding principles and goals for community engagement.

From the research conducted on these documents and efforts, it is clear that marketing, outreach, communication, and engagement are important to the City of Bozeman.

### Marketing and Outreach Strengths for the Department

The City has prioritized marketing and outreach at an increasing level in the past few years. These efforts have created new tools for the Department to utilize to help advance services.

The following strengths were identified:

- The City’s Communication Plan, Engage Bozeman, and Strategic Plan are updated resources available for services. These new resources have generated more awareness and attention to the Department, such as Engage Bozeman efforts providing the ability for individuals to receive updates on key endeavors (including the Parks, Recreation, and Active Transportation Plan).

- City staff collaboration is strong, and staff report significant improvement of efforts with the hiring of the Communication and Engagement Manager.
- Many staff members in the Department include job functions that relate to marketing, communication, and outreach as part of the hybrid approach of this service.
- Many programs, services, and events provided by the Department are outstanding forms of marketing, outreach, communication, and engagement and significantly contribute to the brand of the City.
- Department services are identified in many ways for contributing to citywide strategic goals with opportunities for more achievement.

## Marketing and Outreach Challenges for Parks and Recreation

While several new outreach tools, efforts, and resources are available citywide, the Department experiences challenges to provide and connect services to the community in ways that are aligned with the City's Strategic Plan. Key challenges relate to budget, staffing, and planning.

The following challenges were identified:

- The budget is low for current needs and is not enough to support growth
- There is a lack of a dedicated marketing and outreach FTE for the Department, which results in lack of coordinated efforts and reactive marketing (and less storytelling, engagement, and other priorities consistent with the City's Communication Plan)
- Budget resources are not clear
- A marketing plan for the Department does not exist
- Program Guide circulation is limited and needs to reach more audiences (e.g., the Program Guide is not mailed directly, and underrepresented populations do not receive quality access to this information). Approximately 76% of park and recreation agencies across the country print a program guide (based upon National Park and Recreation Association's [NRPA] 2019 Marketing and Communications Report).
- The Department's social media is well-utilized and updated by staff in a timely fashion. BerryDunn identified regular posting of information and promotions with 5,130 followers on the Recreation Facebook page. When compared to NRPA Gold Medal Award Winners for the past 10 years in Class IV population 30,000 to 75,000, the average number of Facebook followers for these park and recreation agencies is 9,687. Based on this benchmark and consideration of Bozeman residents' high access to the internet, Facebook usage has the opportunity to increase. Reported in the US Census 2019 Quick Facts of Bozeman, 96% of households in the City have a computer, and 89% have access to the internet. Community residents appear to have a high level of access to technology.

*City's "Moose on the Loose" creative and engaging outreach program*



## Marketing and Outreach Recommendations for the Department

1. Continue to provide training on marketing and outreach-related resources that are available citywide, including any updated or expanded resources (e.g., City Communication Plan, Engage Bozeman, etc.).
2. Develop a centralized budget for marketing and outreach that will support the goals identified in the City's Strategic Plan, Communications Plan, as well as the Department's cost-recovery and general marketing needs. Based on the NRPA's 2019 Communications and Marketing Report:

***The typical park and recreation agency allocates three percent of its annual operating budget to marketing and communications activities, including all aspects of these activities from printing and design costs to paying for salaries and benefits of any associated employees. Some agencies spend even less of their budgets on these efforts. Twenty-eight percent of survey respondents indicate their agencies designate less than two percent of their annual operating budgets to marketing and communications. Conversely, 17% of park and recreation agencies spend at least 10% of their annual budgets on marketing and communications strategies. Smaller park and recreation agencies tend to dedicate a greater percentage of their annual budgets to marketing activities than do larger ones (although this is, of course, relative as these agencies' overall budgets are comparatively small). The typical park and recreation agency serving fewer than 20,000 residents and the typical agency with an annual budget under \$1 million each spends five percent of their annual budgets on marketing and communications activities. In comparison, the median is three percent for agencies serving every other population cohort.***

Considering the population of Bozeman is 52,619, then the median of 3% of the Department’s budget should be dedicated for this important function. For fiscal year 2022, the combined Department budget is \$7,489,927, which means that approximately **\$224,000 should be allocated for marketing and outreach** when considering national best practices. From a staffing perspective, NRPA reports that the typical park and recreation agency has 1.5 FTEs dedicated to marketing and communication activities. Also, more than one in three park and recreation agencies use outside contractors to support marketing and communication efforts.

*Figures X and Y: Graphics From National Park and Recreation Association’s (NRPA’s) 2019 Communications and Marketing Report:*

**The Typical Park and Recreation Agency Has 1.5 Full-time Equivalent Employees Dedicated to Marketing and Communications Activities**

(Median Number of Full-time Employees)

	POPULATION SERVED					ANNUAL OPERATING BUDGET			
	All	Less than 20,000 residents	20,000 – 49,999 residents	50,000 – 99,999 residents	100,000 residents and greater	Under \$1 million	\$1-4.9 million	\$5.0 million - \$9.9 million	\$10 million and greater
Median	<b>1.5</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>2.1</b>	<b>1.0</b>	<b>1.0</b>	<b>1.8</b>	<b>3.0</b>