



Business Planning Steps

Direction 2015



Business Planning Process

- **Assessments**

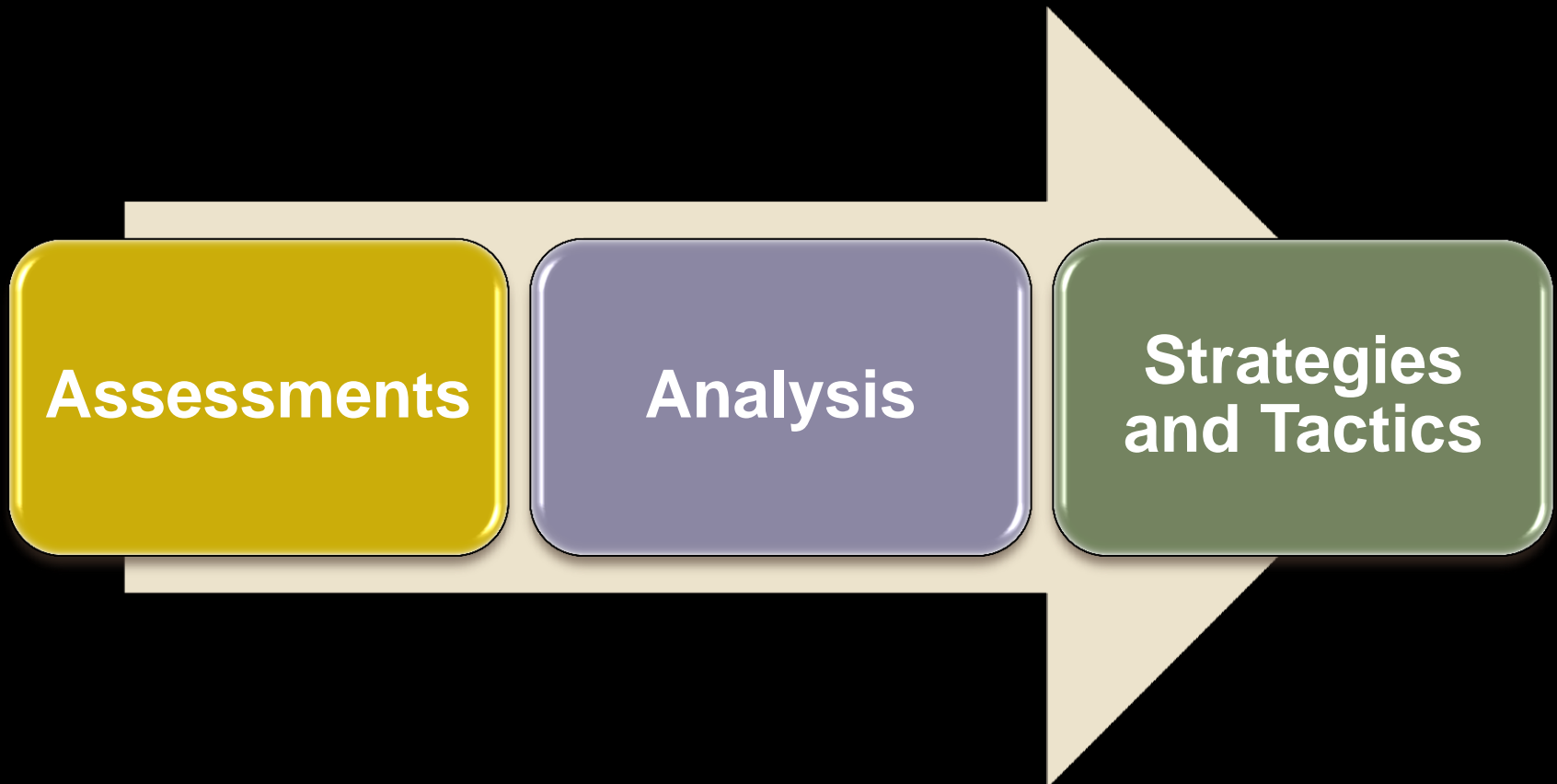
Where are we now?

- **Analysis**

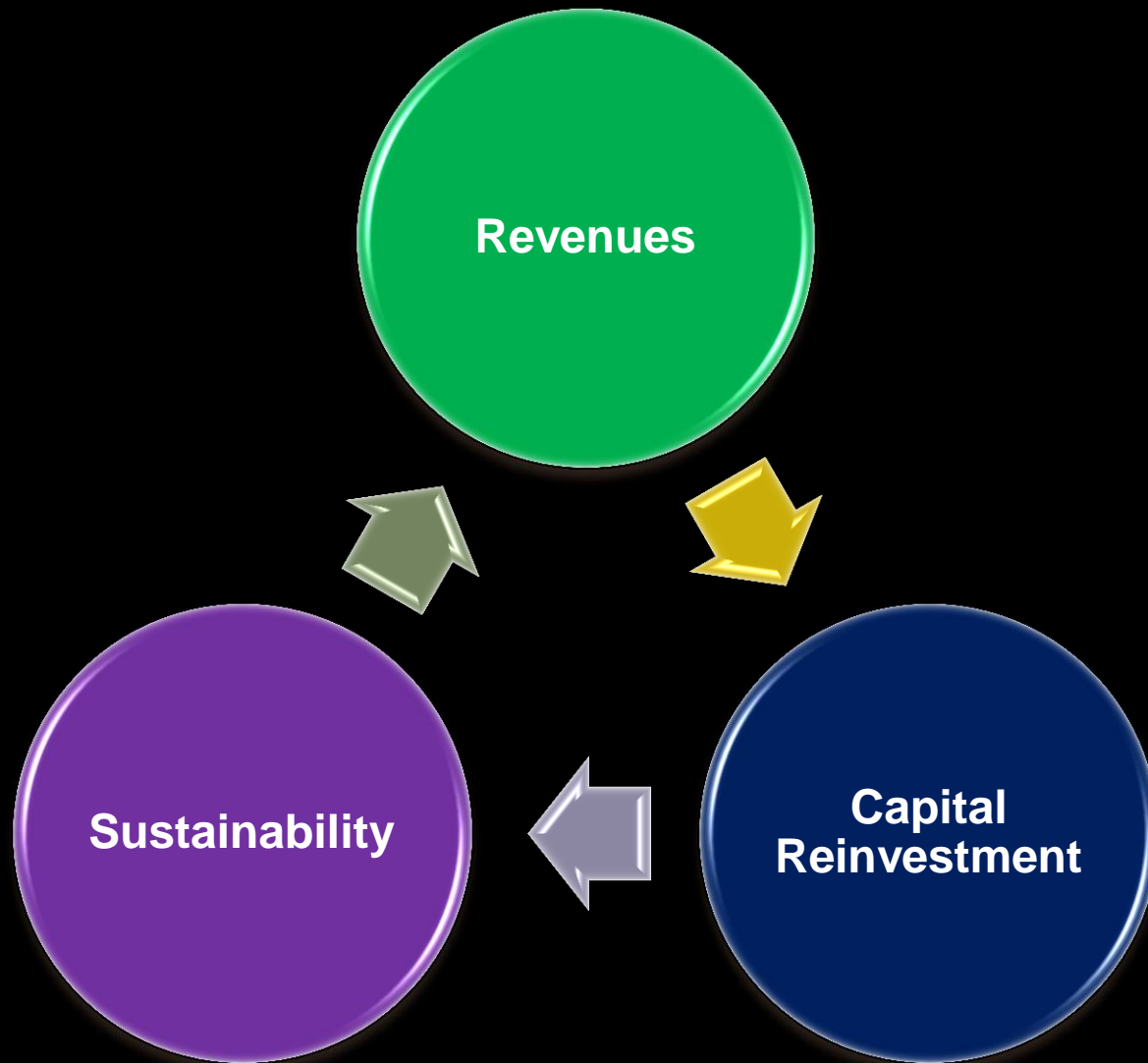
Where do we need to go?

- **Strategies and Tactics**

How do we get there?



Importance of our Infrastructure



Site and Facility Assessments

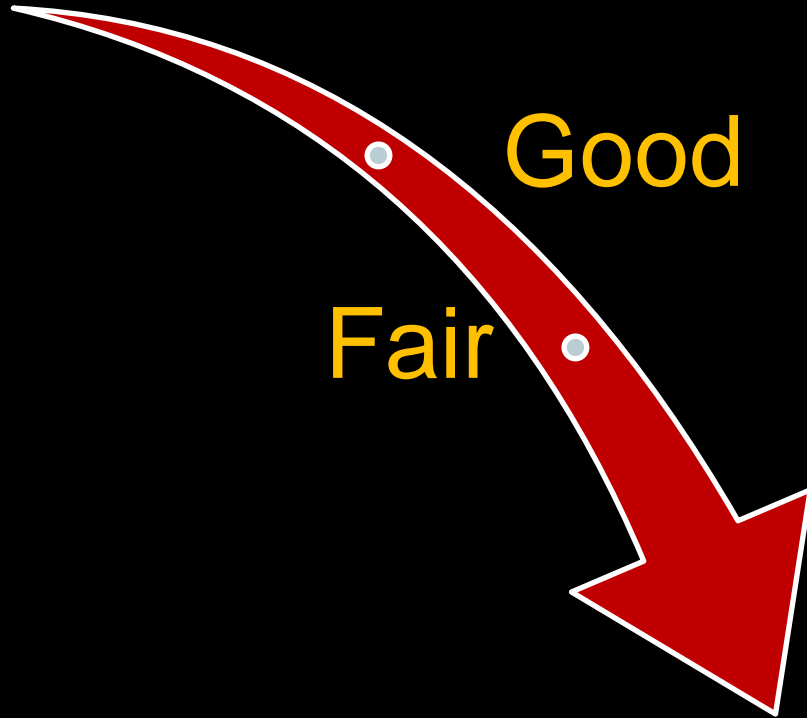
Excellent

Good

Fair

Poor

Facility Needs



Service Classifications

- **Determine functional priorities:**
 - Core Services and Functions
 - Important and Value Added Services

Facility
Management

Core

**Key
Support**

**Value Added
Services**

Land
Management

Core

**Key
Support**

**Value Added
Services**

Program
Management

Core

**Key
Support**

**Value Added
Services**

Administration

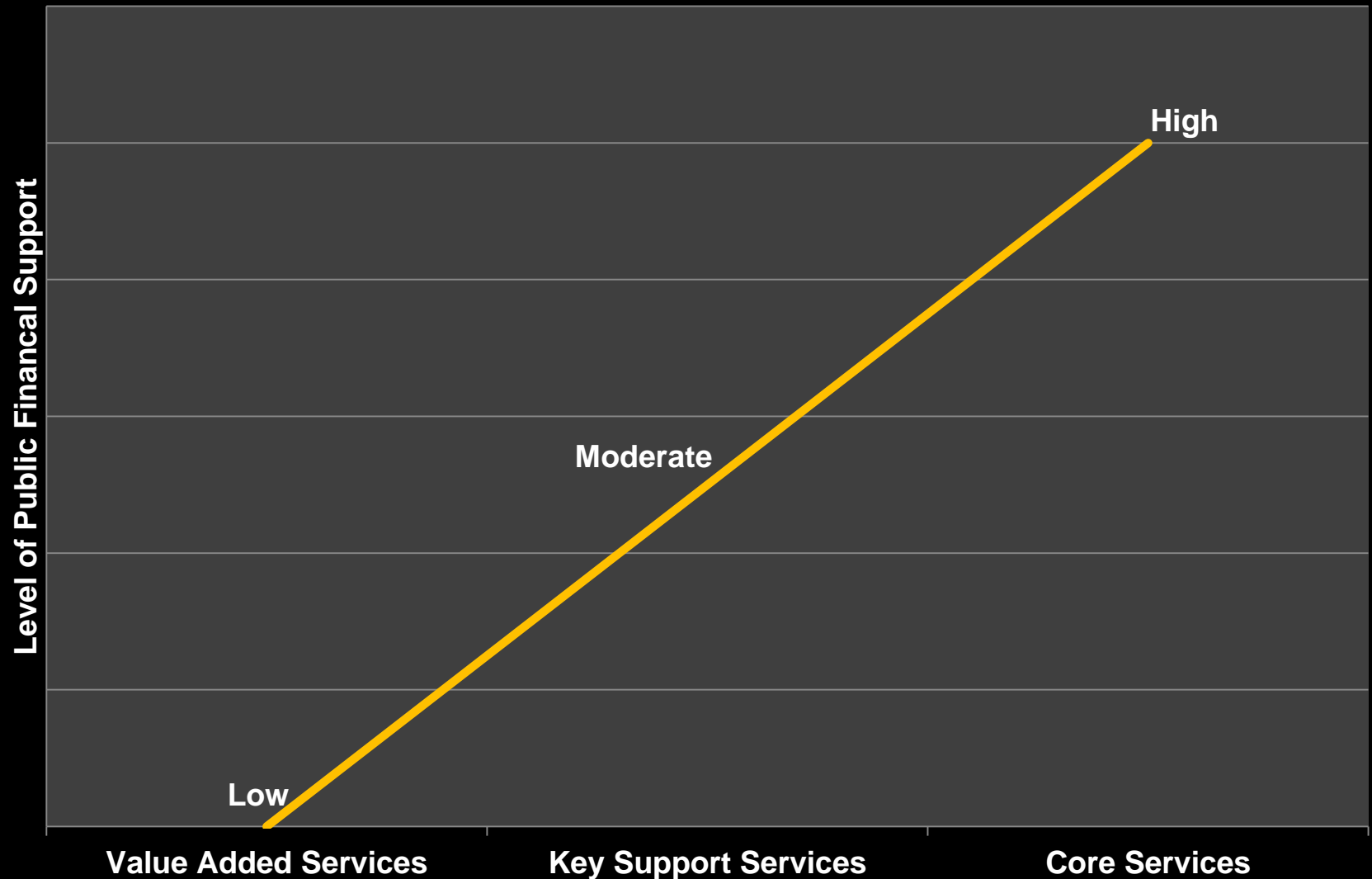
Core

**Key
Support**

**Value Added
Services**

Service Classifications

Appropriate Public Financial Support by Types of Services



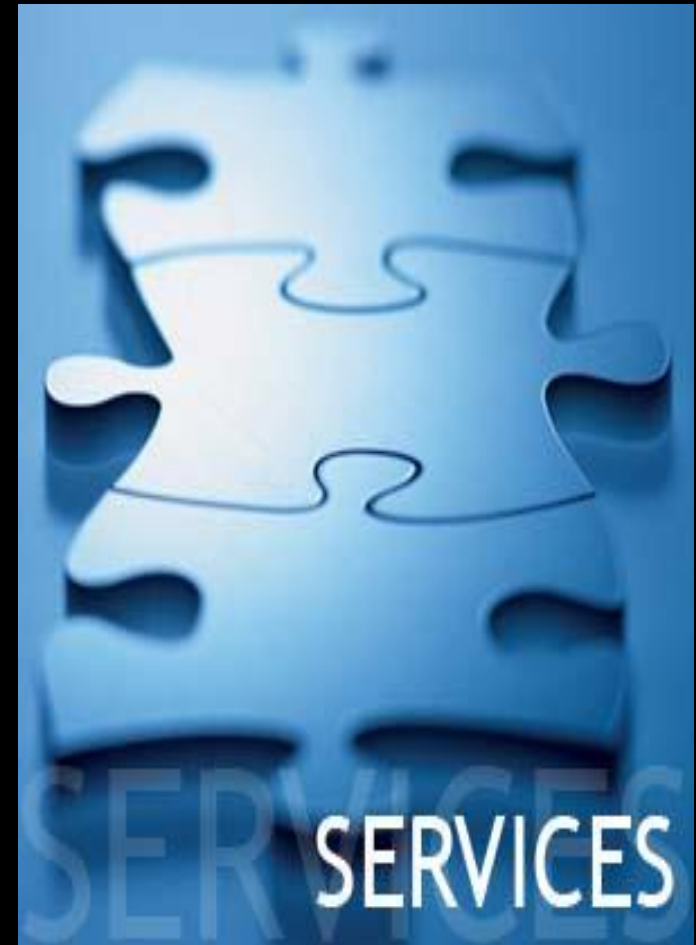
Fixing the Problem versus Stopping the Bleeding

Redesign a sustainable organization focused on a streamlined mission and delivery of core services that matches operational expenses with ongoing revenues and resources.



Redesign Principles

- **Protect public benefits**
- **Establish and/or refine service levels and standards that are good, appropriate & affordable**
- **Achieve highest and best use of permanent employees**



Redesign Principles

- **Staff for the everyday work load**
- **Develop flexible staffing strategies for seasonal or periodic fluctuations in workload**

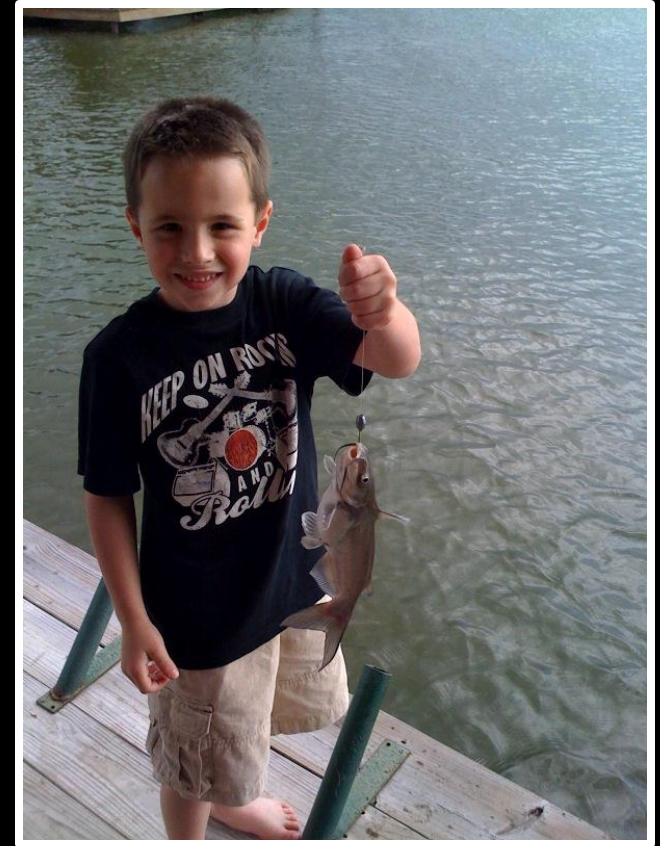
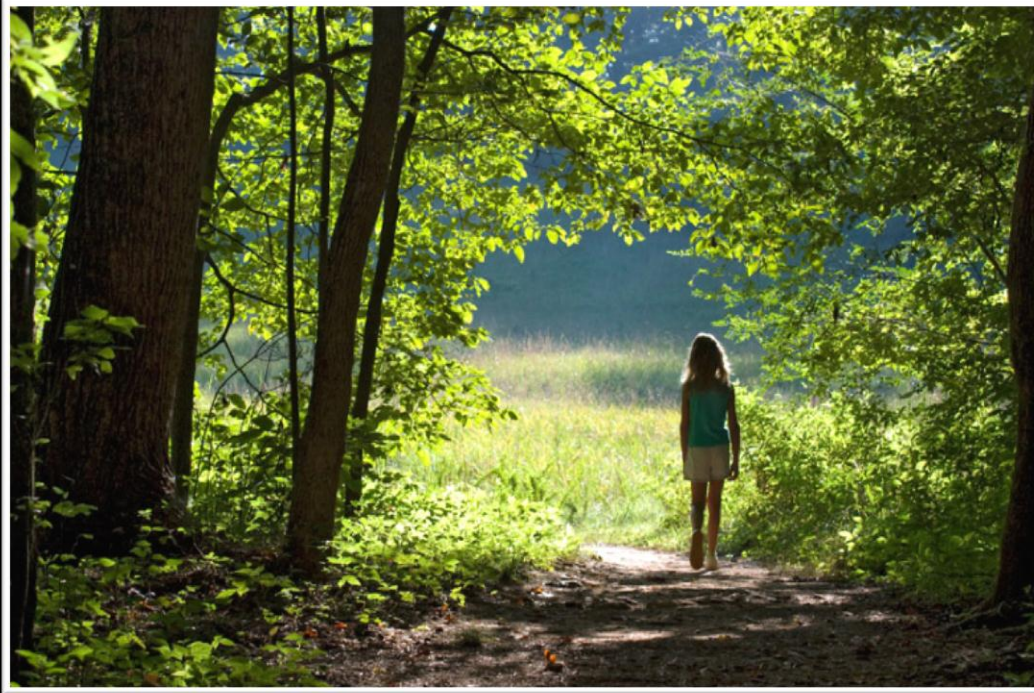


Redesign Principles

- **Plan and deliver non-core services in ways that are less dependent on general fund tax support**
- **Consolidate functions to minimize duplication and to increase efficiency and cost effectiveness**



Protect What Matters Most



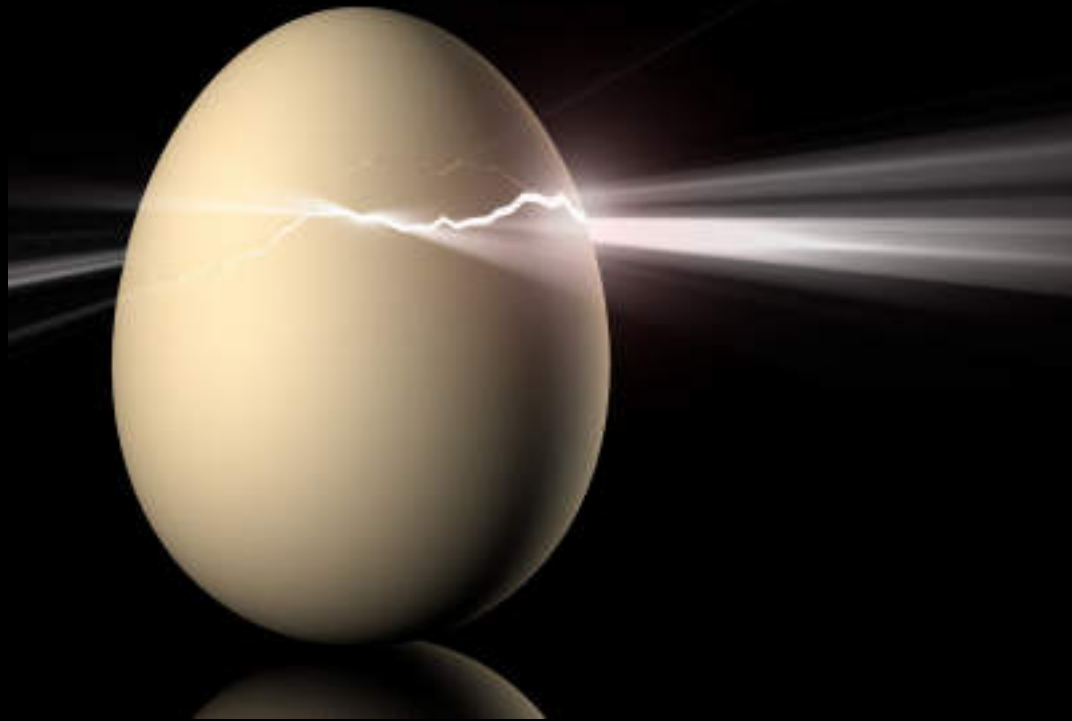
Focus On What To Keep Versus Cut



“Every act of creation is first of all an act of destruction”

Pablo Picasso

Adopt a “Fresh Start” Approach



Don't Just Manage....Lead

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**"It's not a great mission statement,
but we'll revise it if things get better."**

Guiding Principles

- **Develop budgets and manage financial performance by cost centers**

Administration

Campground

Food and Dining

Accommodations

Golf

Recreation

Rangers

Maintenance

Miscellaneous / Undistributable

Guiding Principles

- Utilize zero-based budgeting principles

Build Your Budget From Scratch

Know your
goals

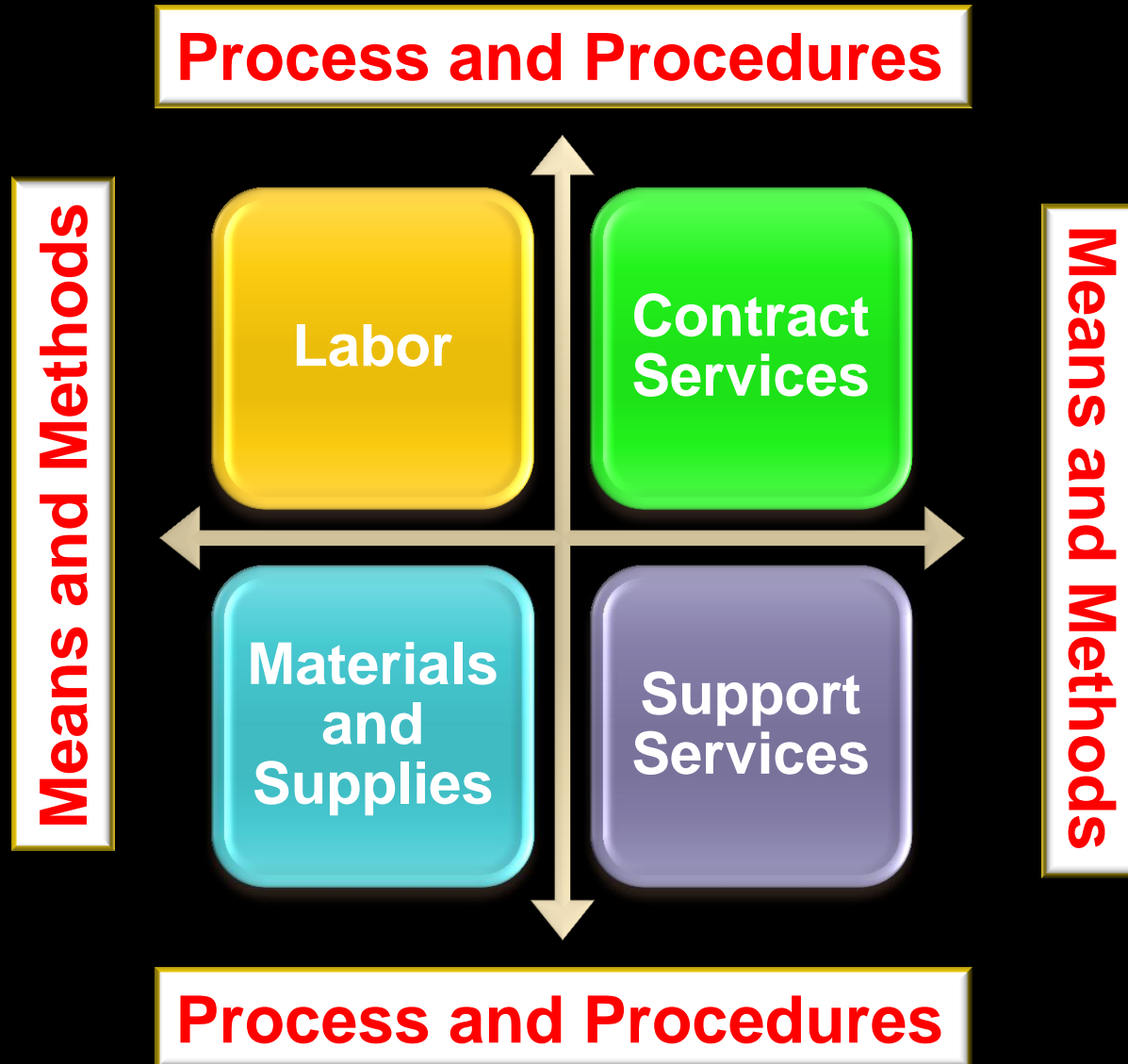
Know your
incremental
costs

Budget and
manage to
standards

Manage the
“Bottom
Line”

Guiding Principles

- Minimize and eliminate waste



Guiding Principles

- Utilize opportunities for shared resources and efficiencies



Guiding Principles

- **Maximize revenue generation capacity**

Core

- Accommodations
- Camping
- Programs

Support

- Food and Dining
- Golf
- Marinas
- Rentals

Ancillary

- Sponsorships
- Donations
- Advertising
- Leases / Misc



Discussion

