



Business Planning Steps Direction 2015

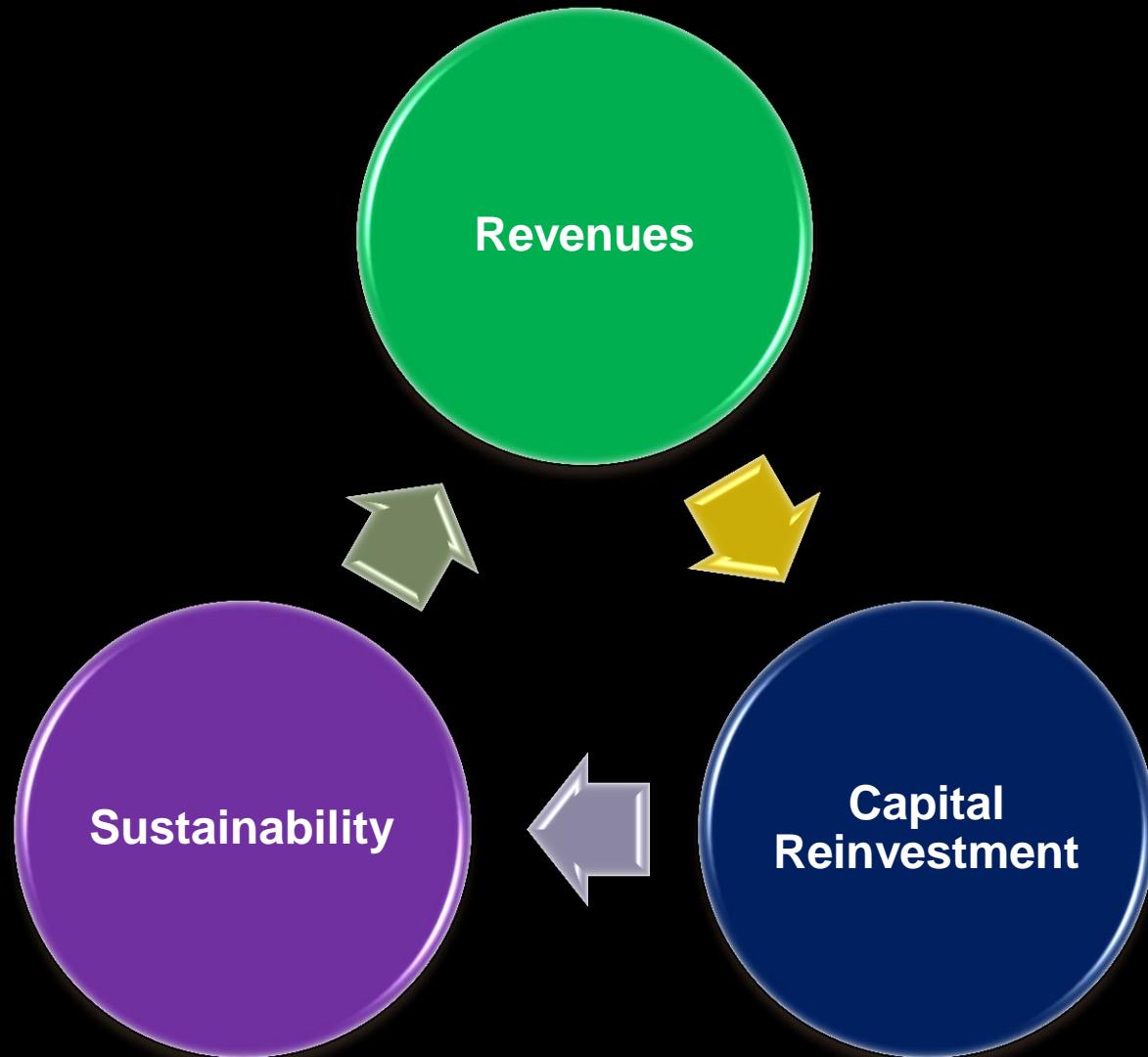


Business Planning Process

- **Assessments** *Where are we now?*
- **Analysis** *Where do we need to go?*
- **Strategies and Tactics** *How do we get there?*



Importance of our Infrastructure



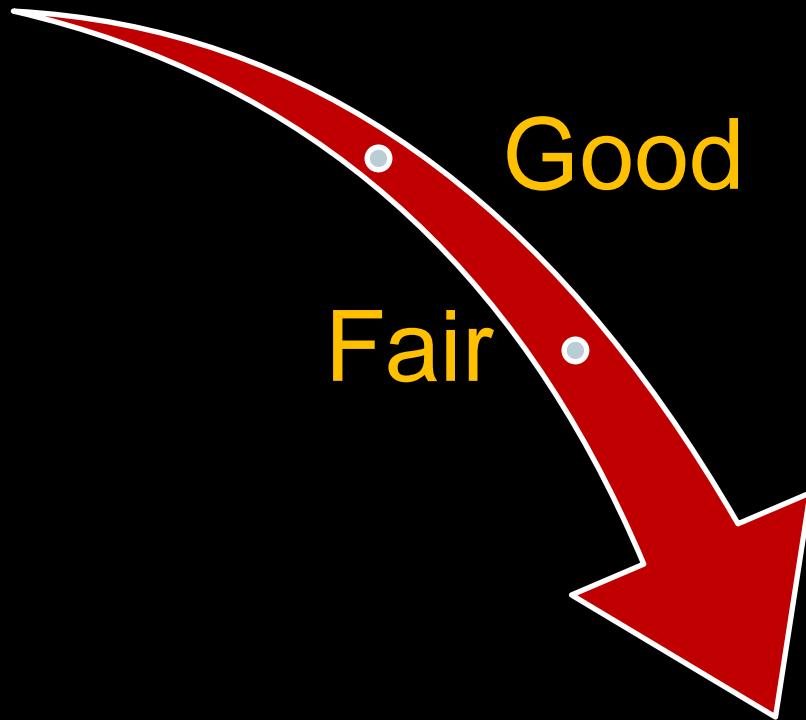
Site and Facility Assessments

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

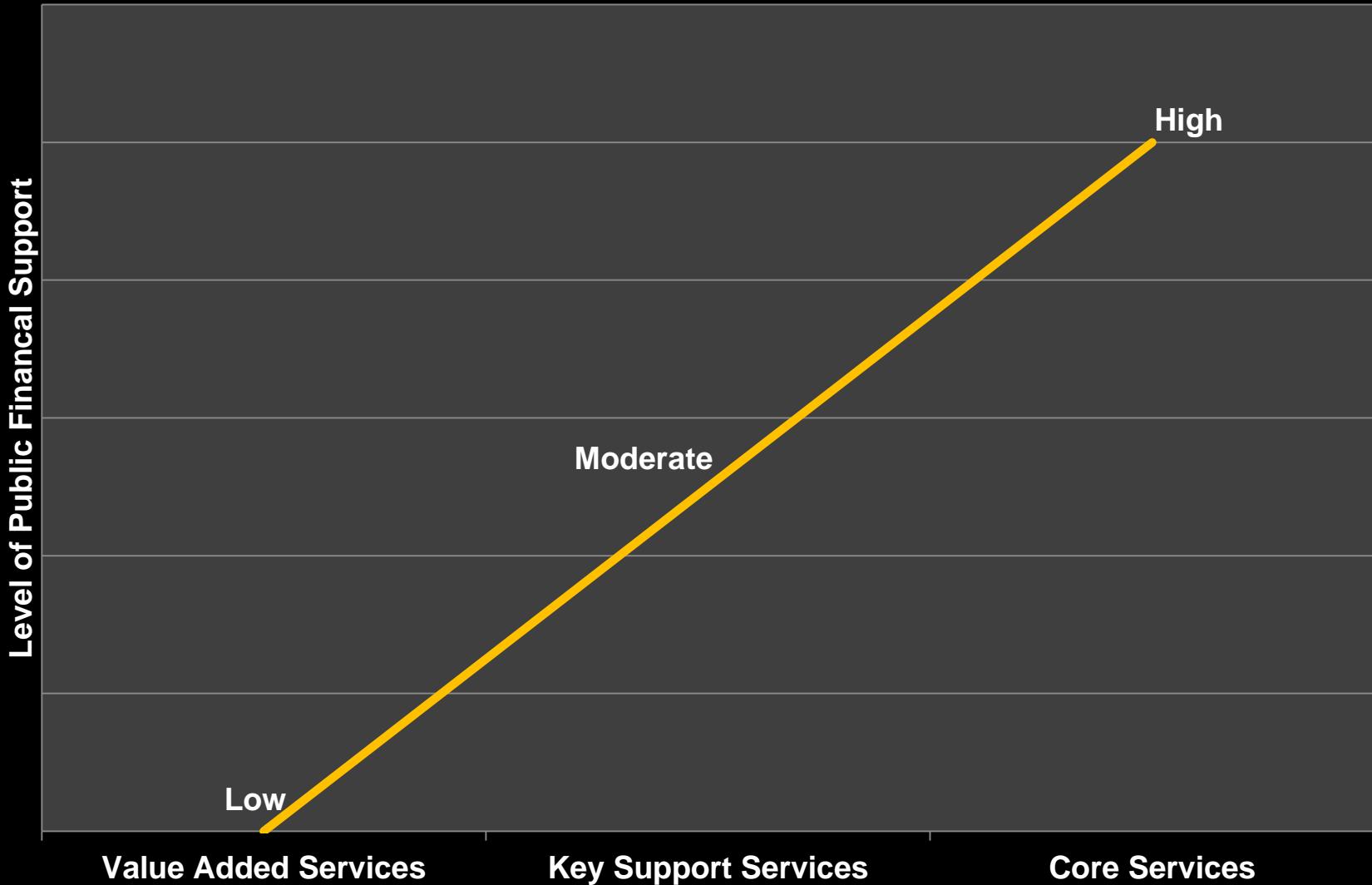
Core

Key Support

Value Added Services

Service Classifications

Appropriate Public Financial Support by Types of Services



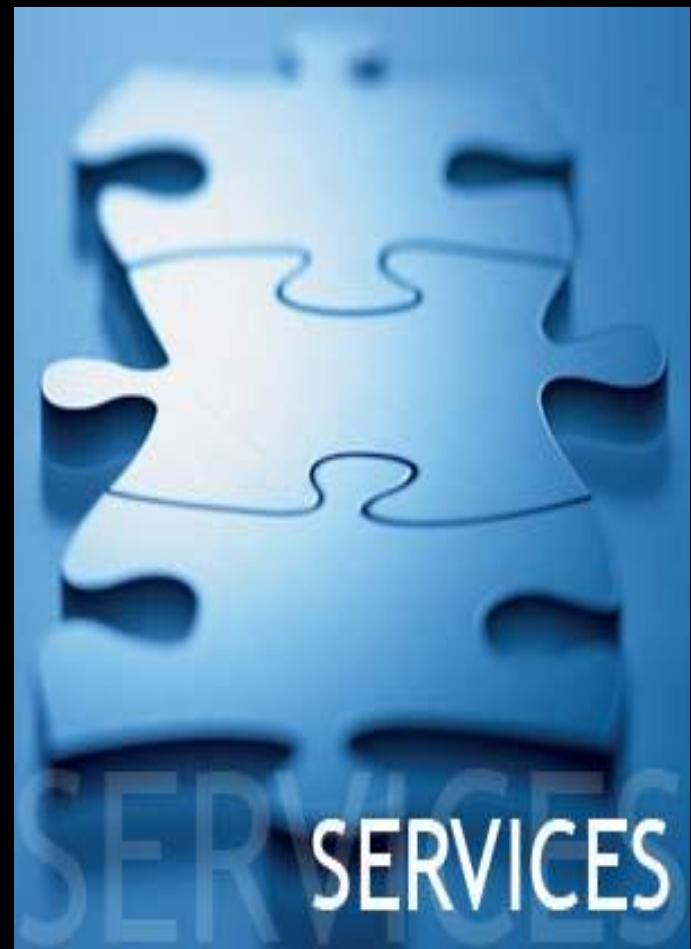
Fixing the Problem versus Stopping the Bleeding

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**



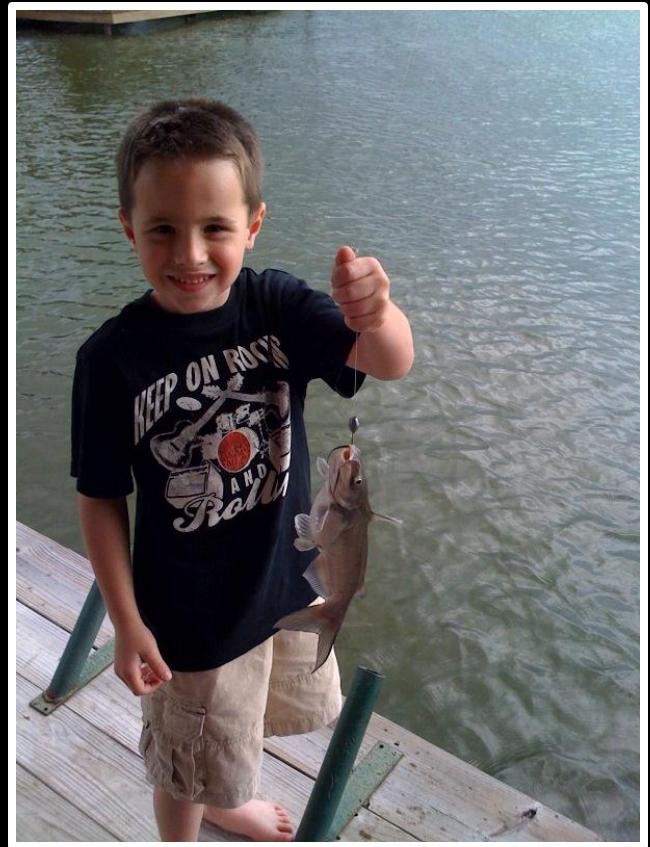
• FLEXIBLE STAFFING •

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



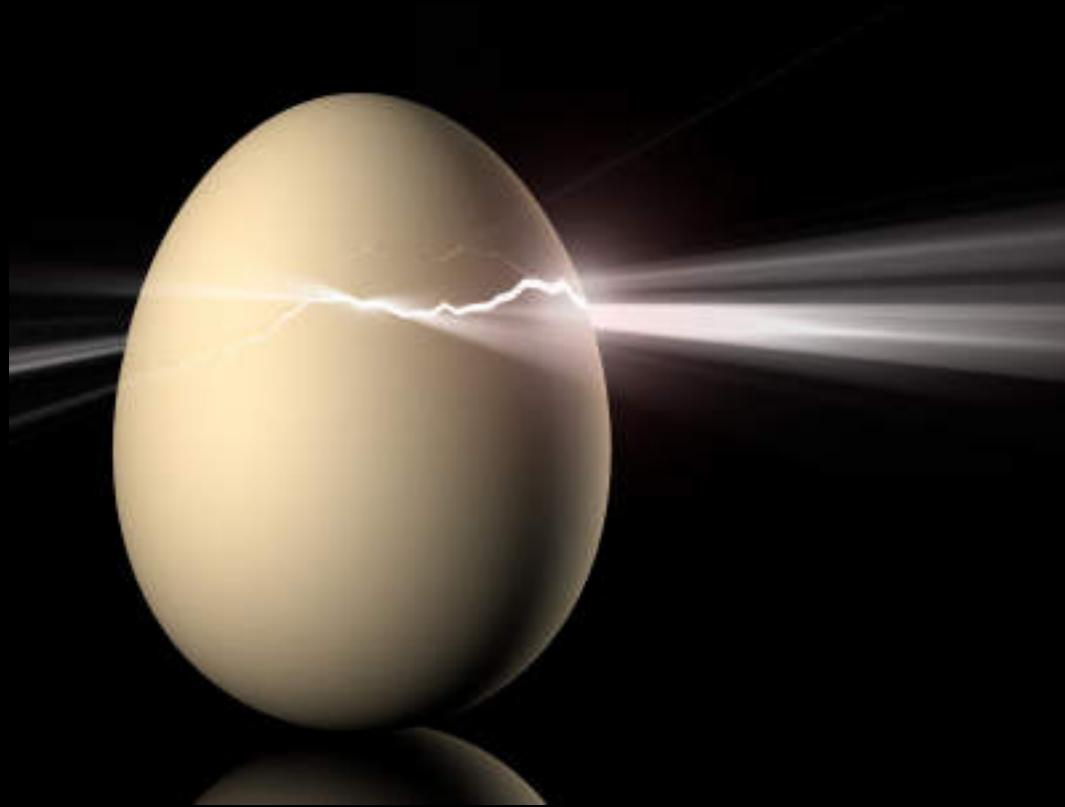
Focus On What To Keep Versus Cut



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

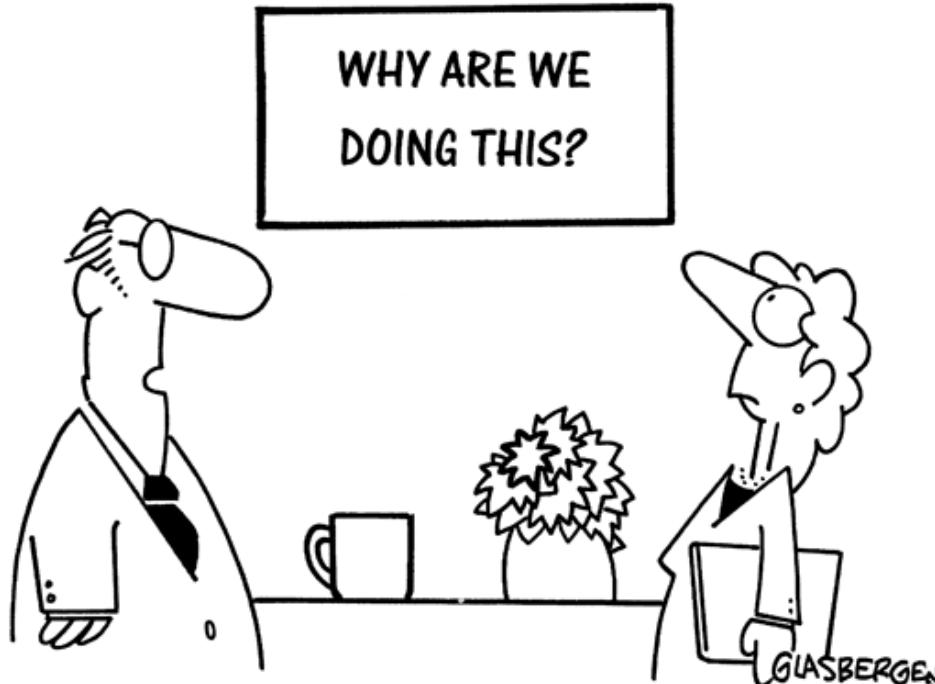
Pablo Picasso

Adopt a “Fresh Start” Approach



Don't Just Manage....**Lead**

Copyright 2005 by Randy Glasbergen.
www.glasbergen.com



**"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

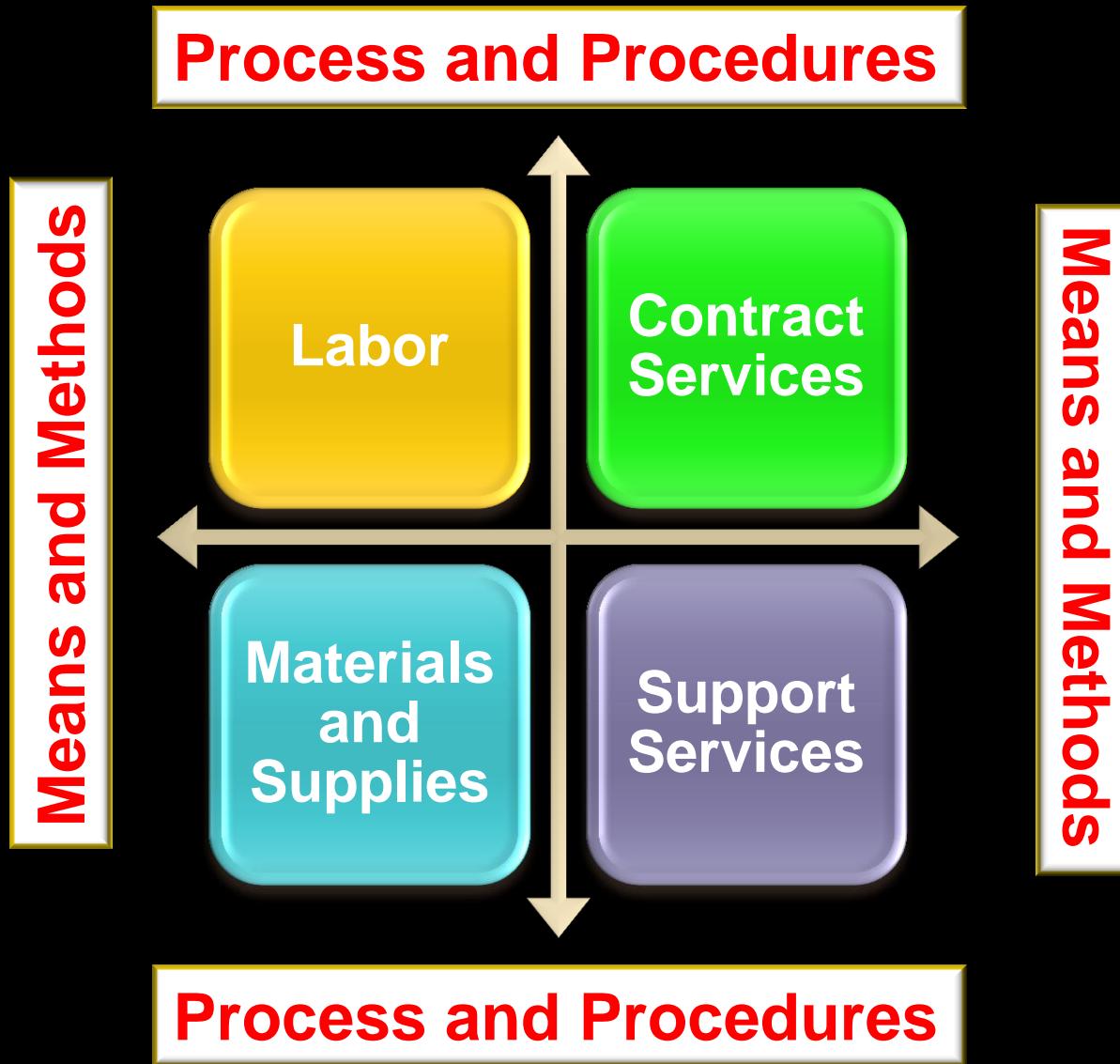
Know your incremental costs

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

