



D15 Planning and Implementation: Update for Friends Chapters



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Need for D15



Respond pro-actively to impacts of economic recession (FY2009) and state fund reductions (FY2010)

Goal for D15



**Improve sustainability by reducing costs
and increasing revenues**



Process & Timeline for D15



PROS workshop (spring 2011):

- **Business plan template**
- **Business planning manual**

(Funded by Statewide Friends)

Process & Timeline for D15



Business plans:

- **Prepared**
- **Reviewed**
- **Discussed with CFOs**
- **Business plans finalized & approved**

(Refer to hard copies of business plans that site managers have for CFOs at conference)

Metrics for D15



- **Cost center accounting completed for FY2012, continuing during FY2013 and to be revamped for FY2014**
- **D15 dashboards (scorecards) developed for FY2012 accomplishments**

(Refer to hard copies of dashboards that site managers have for CFOs at conference)

Anticipated Outcomes from D15



- **Significant improvement in cost recovery through decreased costs and increased revenues**
- **Visitation increases as the economy recovers**
- **Increased funding for capital repairs and maintenance needs**

Anticipated Outcomes from D15



- **Additional funding for investments in amenities with high cost recovery**
- **Increased and improved visitor experiences**
- **Targeted use of marketing funds for site marketing and promotion strategies**

Gaining Momentum



Sites will be better positioned to achieve these anticipated outcomes through partnerships with:

- **Friends chapters**
- **Concessionaires**
- **Community stakeholders and supporters**

D15 Implementation



(Refer to timeline handout in notebook)

- **Today:**
 - **Implementation launched at Director's Conference and Friends' Conference**
- **Next:**
 - **Engagement with stakeholders and partners in host community and region**
(more on this ...)

D15 Implementation



- **Strategic marketing plan and focus on site marketing initiatives (with Friends funding support)**
- **Development of Strategic System Plan (with Friends funding support)**
- **Facility assessments for 24 sites**

D15 Updates



- **Business Services Team develops updated, streamlined business plan template**
- **Business plan updates performed by sites with partner and stakeholder engagement**
- **Business plan implementation will continue through FY20, with dashboards submitted annually**

CFO Discussions of Business Planning



Discussions of business plans and implementation are crucial to CFOs understanding and supporting their site manager's sustainable business strategies within the context of system-wide needs and goals

CFO Roles in Partnership Development & Stakeholder Engagement

(refer to handout in notebook)

- **Business plans include partnership development section**
- **Friends chapters can play instrumental role in helping their sites develop partnerships for:**
 - **Operations, concessionaires, visitor services, co-branding, marketing and fundraising**

D15 Stakeholder Engagement



(refer to handout in notebook)

- **Meetings will be scheduled for site managers to discuss their D15 business plan and sustainability strategies with local stakeholders and partners**
- **Goal: community awareness, support and engagement to help site achieve its strategies**

CFO Role in Stakeholder Engagement

Public Meetings

CFOs can play vital role by helping site managers to:

- **Identify local community stakeholders**
- **Send written invitations**
- **Co-host the meetings**
- **Follow-up with stakeholders**

Examples of Community Stakeholders



- **Local and statewide elected officials**
- **Business leaders (Chamber of Commerce or Economic Development)**
- **Travel / tourism organizations (CVBs, regional tourism rep & assn, VICs)**
- **Civic and community organizations**
- **News media**

More Examples of Stakeholders



- **Education groups (school systems, colleges, home schoolers)**
- **District health agencies**
- **Area Aging Agency & senior programs**
- **Church / faith-based leaders**
- **Youth groups (YMCAs, scouts, athletic associations)**

And More Examples of Stakeholders



- **Park visitors**
- **Activity groups (trail runners, mountain bikers, equestrian, geocachers, camping clubs, boaters / anglers, canoers / kayakers)**
- **Historical associations and re-enactors**

Logistical Support for Stakeholder Engagement Public Meetings

- **Templates for invitations, announcements and site overview**
- **Outline of recommended meeting agenda, D15 speaking points and key sustainability strategies, with formatted slides for a PowerPoint presentation**

Management Support for Stakeholder Engagement Public Meetings

- **Current stakeholder lists already compiled (should be supplemented by sites / CFOs)**
- **Assistance / guidance from region offices for planning / holding meetings**
- **Attendance at meetings from senior division leadership whenever possible**

Tomorrow's Breakout Sessions



Tomorrow's breakout sessions will provide CFOs and site managers an opportunity to:

- **Review the D15 business plans and dashboard (scorecards) for their sites**
- **Discuss implementation of their site business plans**
- **Begin planning their stakeholder engagement meetings (more tomorrow)**