



Sustainability 101

Positioning for the 21st Century

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State of the Industry

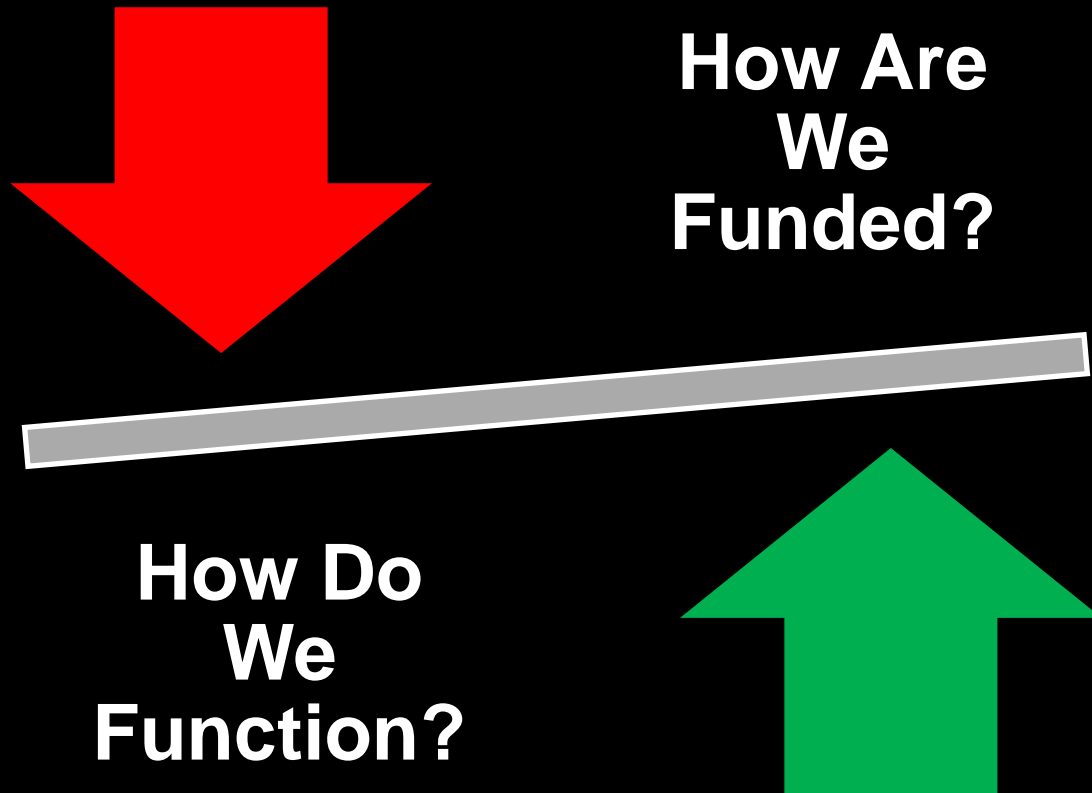
→ **Missing 10% - 25% of necessary funding on average; some as much as 50%.**



→ **Facilities and infrastructure are tired and deteriorated**

→ **Often outdated programs, services, and management models**

Park Agencies Around the Nation



- ◆ Need an updated management model to address changes in park operating environments
- ◆ Need to take bold steps to move their agency into a brighter future

Today's Challenges to Park Sustainability



- Parks remain high in our social value system, but have slipped in the matrix of public funding priorities

Today's Challenges to Park Sustainability



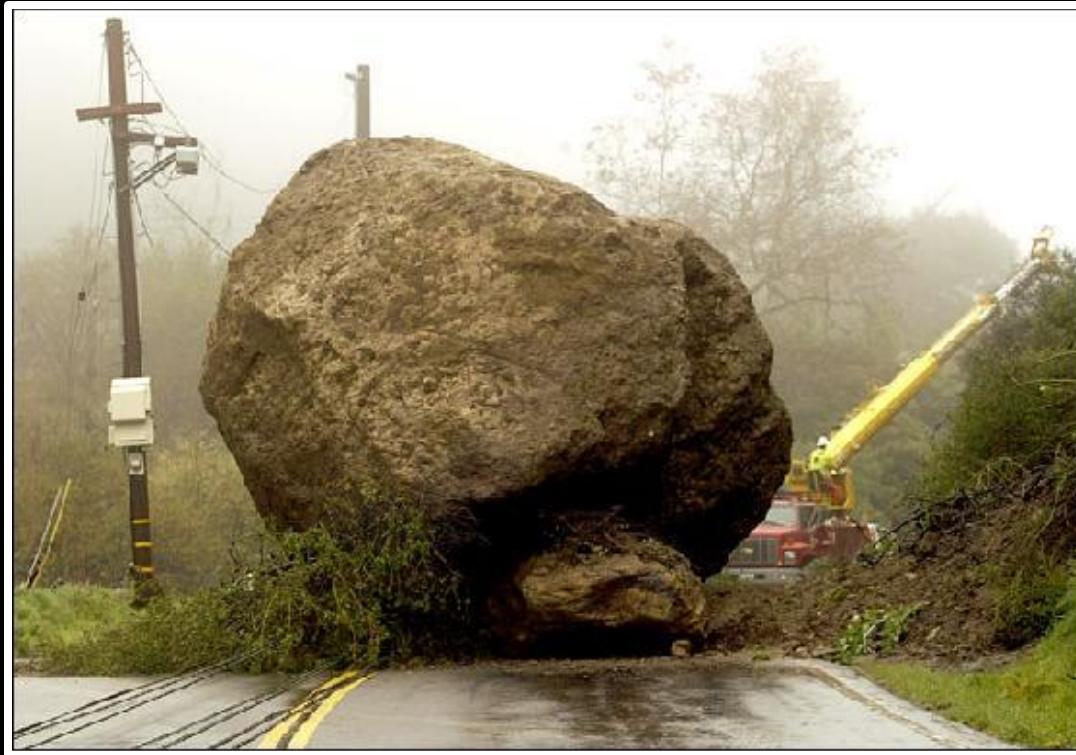
– Managing from a defensive position

Today's Challenges to Park Sustainability



- The costs associated with operating high quality parks and park systems has increased dramatically

Today's Challenges to Park Sustainability



- **Maintain park experiences for free or low cost to the user**
- **Being accountable and responsive to public interests**
- **Maintaining limited competition with related private businesses**

What is the difference between a private business and a public agency operating under business principles?

What is “privatization” in state parks?

Public Parks Management Model Characteristics[▽]

- **Social Management Model**
(Spend Mindset)
- **Business Management Model**
(Sustainability Mindset)



Social Management Model (Spend) vs. Business Management Model (Sustain)

Social Management Model

- personality and resource driven
- manage the money/resources based on traditions

Business Management Model

- produce desired outcomes that are performance driven
- core mandates and financial sustainability



Management Models are derived from Organizational Culture

Social Management Model

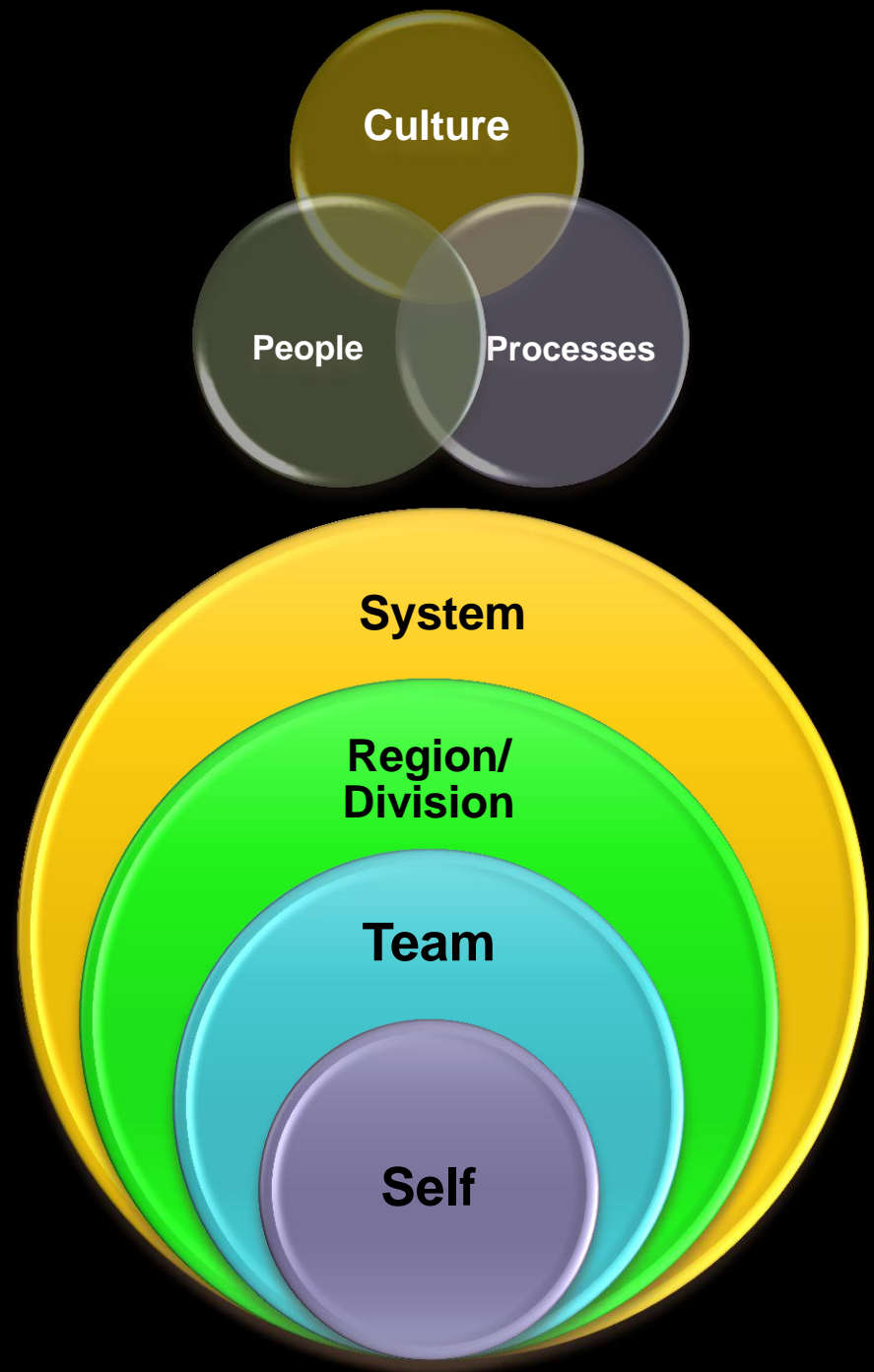
- ♦ Staff are given a bucket of money and are expected to spend it all by the end of the year or lose it
- ♦ Next year's budget is based on past year plus required variance
- ♦ **Effort based culture**

Business Management Model

- ♦ Focuses on the needs of visitors first and how to deliver core services to achieve measurable outcomes and financial sustainability
- ♦ Staff make decisions based on “if this was my money”
- ♦ Zero-based budgeting – built from scratch each year
- ♦ **Outcome based culture**

Transforming Organizational Culture

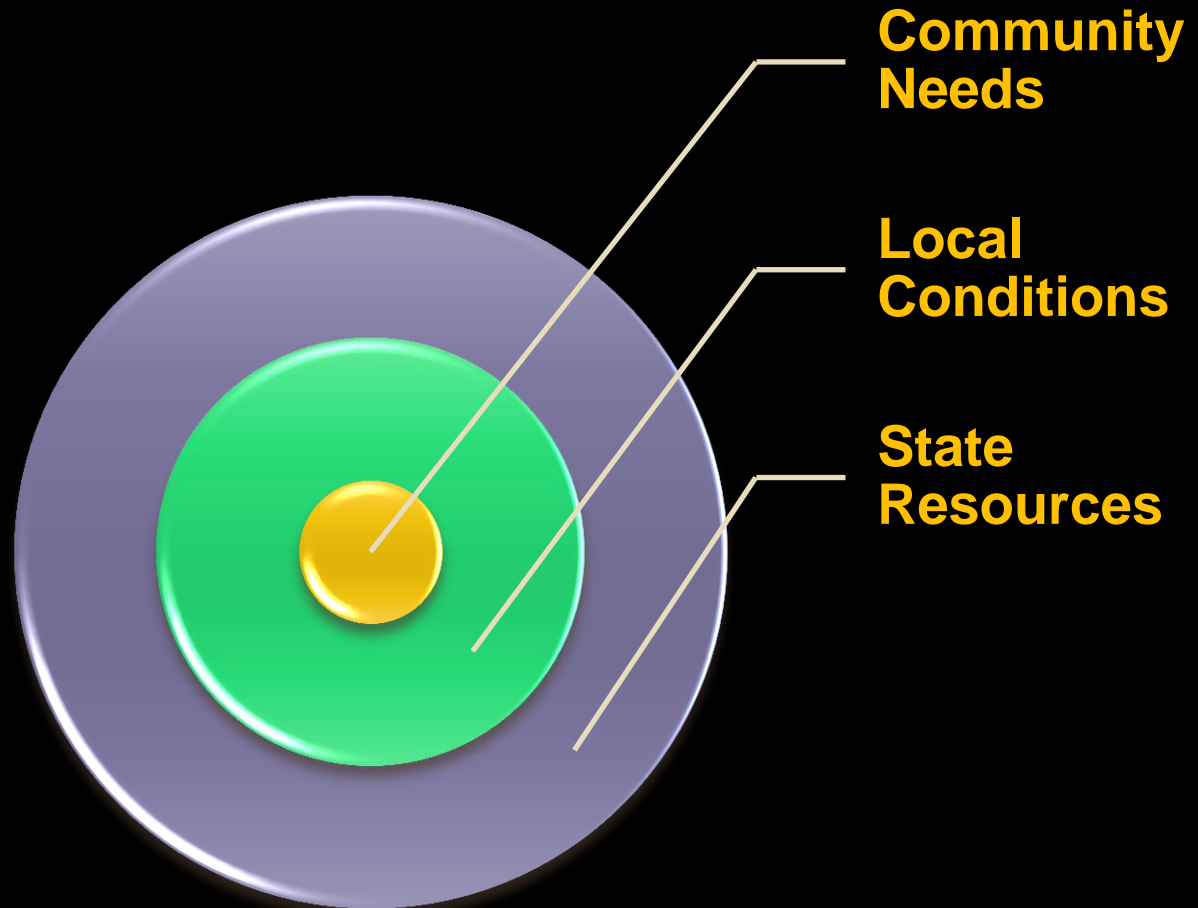
- ♦ High quality state park systems = high quality state park agencies
- ♦ Change should be well planned and lasting
- ♦ Change is exhilarating when it is done by you; it is frightening when it is done to you.



Common Recommendations

- ◆ Continually evaluate the relevant parks and recreation needs of your community
- ◆ Continually evaluate the means of your service delivery

The Community Bulls-eye



Common Recommendations

- ◆ **Become the foundation of a network of multiple public and private providers to meet these needs**



Common Recommendations

- ♦ **Reduce or eliminate operating losses from non-core functions, including programs and services**



Common Recommendations

- ♦ **Fix what you have before you develop more, except where smart development can change your outlook**



Common Recommendations

- ◆ **Support innovative thinking and creative solutions through training and incentives**



Common Recommendations

- ♦ Energize your parks through creative and edgy programs



The New Definition of Value

- ◆ Price
- ◆ Quality
- ◆ Energy



Sustainable State Park System Standards

- Planning documents to guide the organization to achieve sustainability
- Creating a balanced approach to all phases of operations
- Proactive communication in seeking visitor input to increase visitation and length of stay
- Knowing your mandates
- Managing by standards and performance measures
- Developing core services/ lines of businesses
- Managing infrastructure effectively and efficiently
- Knowing your costs
- Development of earned income to help offset operational costs
- Pricing services correctly based on cost recovery goals
- Developing revenue producing facilities to off-set operating costs
- Managing equitable partnerships
- Marketing and communicate services effectively
- Organization aligned correctly
- Governance managed effectively
- Make the tough decisions when you have to

Discussion

