

Putting Your Money Where Your Mission Is

*Lisa Paradis, MBA, CPRP
Manager, BerryDunn*



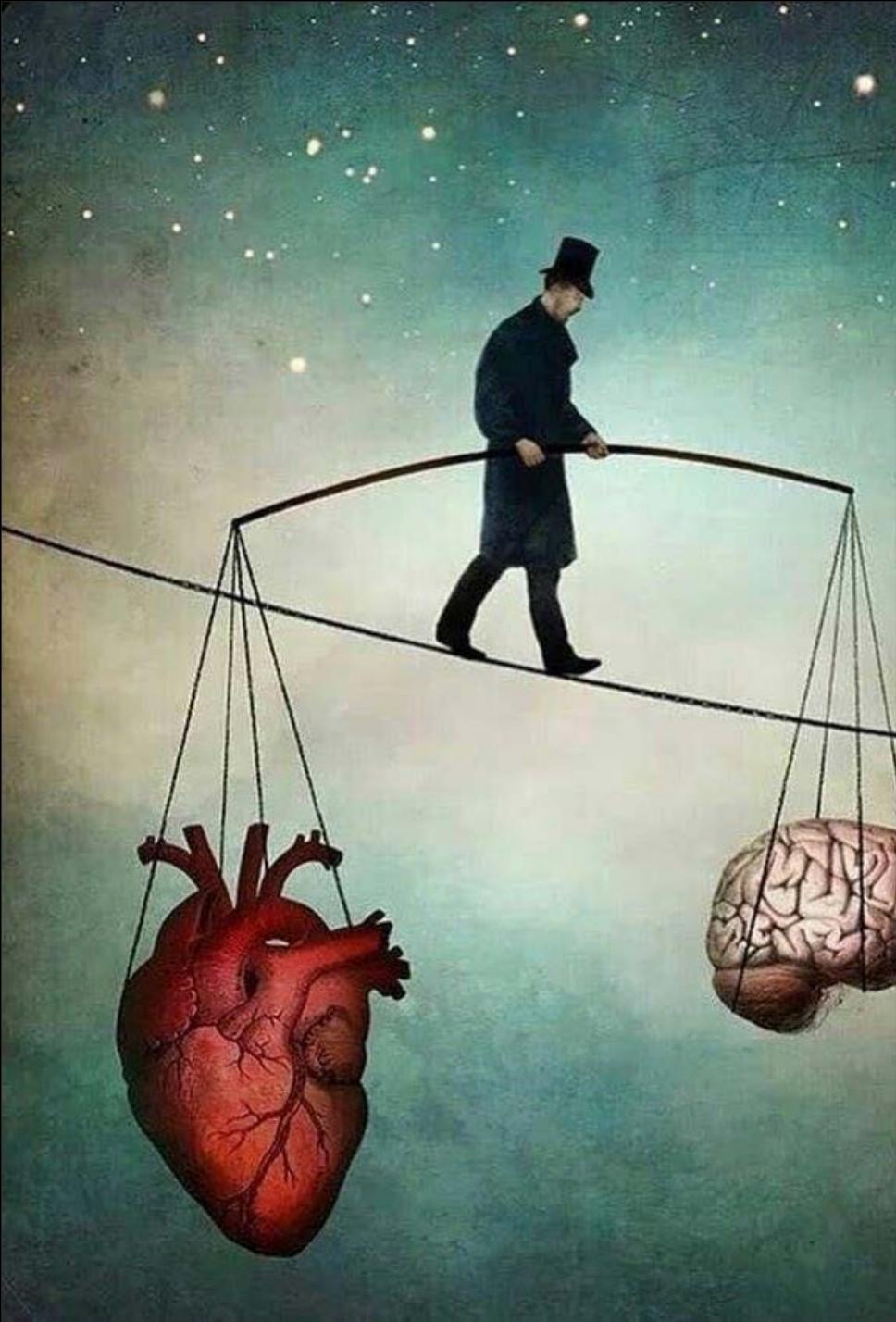
How can we address the needs of
our community?

...in a Covid-19 world?

Are We **Essential**?

- **3 in 5 people** — or more than 190 million people — visited a local park, trail public open space or recreation facility during the first three months of the COVID-19 pandemic (mid-March through mid-June 2020)
- **77%** of U.S. adults considers high-quality park and recreation amenities important factors when choosing a new place to live
- **More than 4 in 5** people agree that parks and recreation is an essential local government service.
- **72%** of U.S. adults are more likely to vote for a local political leader who makes parks and recreation funding a priority.

- 
- 800% increase in use of public parks, trails, open space since 3/2020
 - 6 in 7 agree the Parks and Rec are worth the tax dollars spent on it
 - Largest cut in funding when city/town suffers budgetary pressure



Deliberate

Articulate

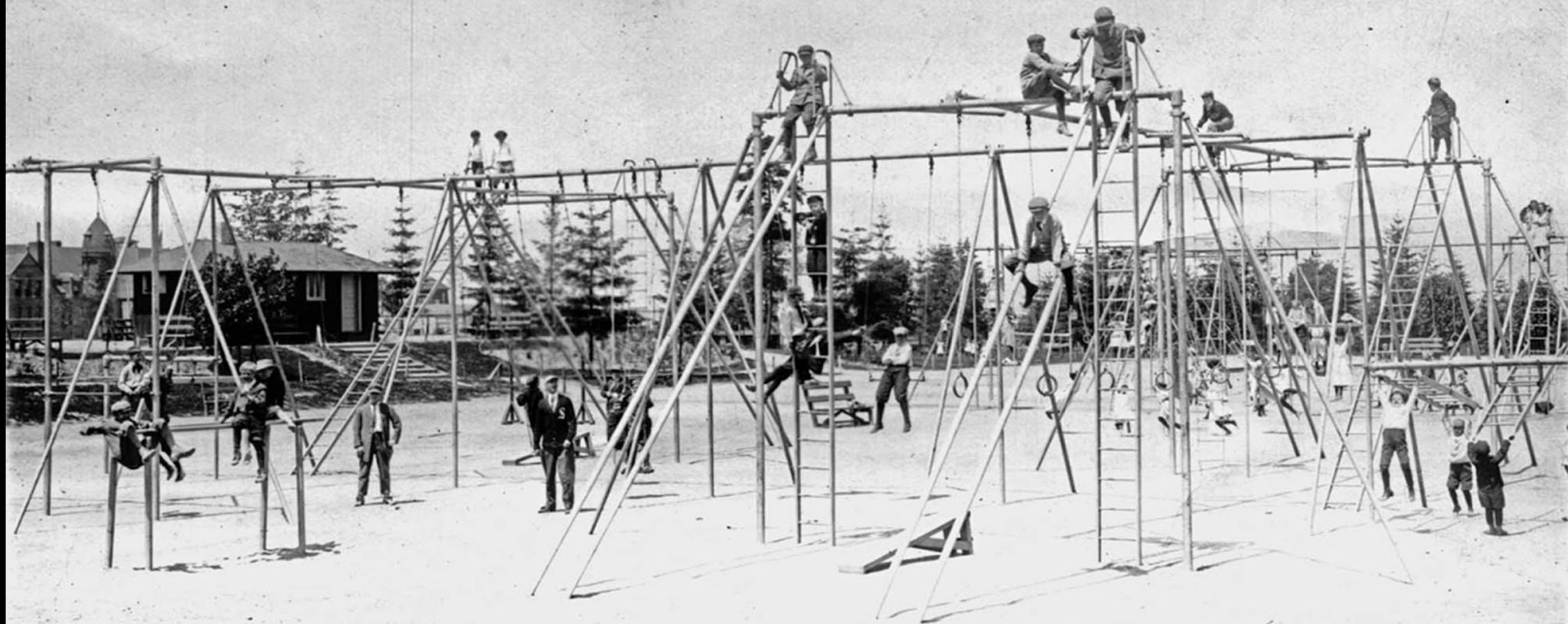
Responsible

Mission Focused



Let's Talk HISTORY

Where are we
and how did we
get here?



1974





Free Stuff

- Open access
- Fully subsidized
- Lack of quality staff
- Under paid
- Civil service



- Healthcare
- Benefits
- Retirement

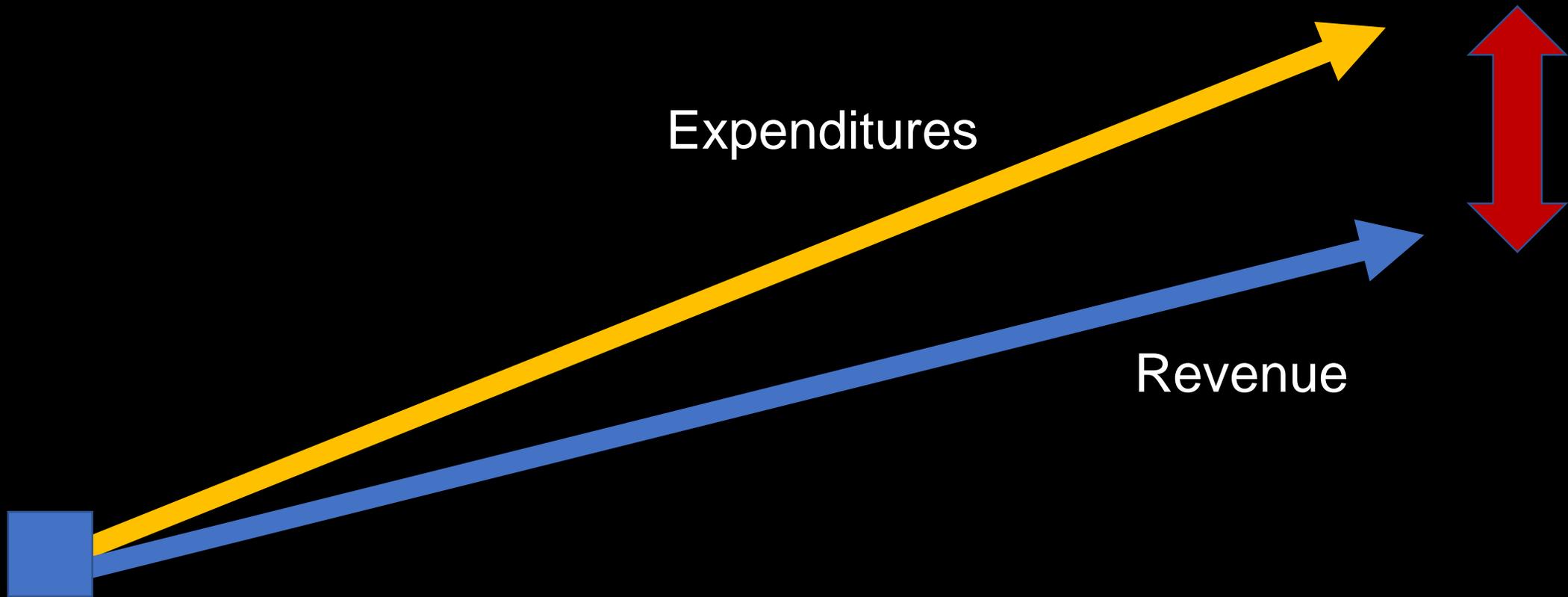
Proposition 13

Proposition 2 ½

*Outpaced ability to raise
revenue through taxes*



Structural Deficit



Solution?

1. Alternate revenue sources needed to be found
2. Cuts needed to be made
3. Both





Pay to Play

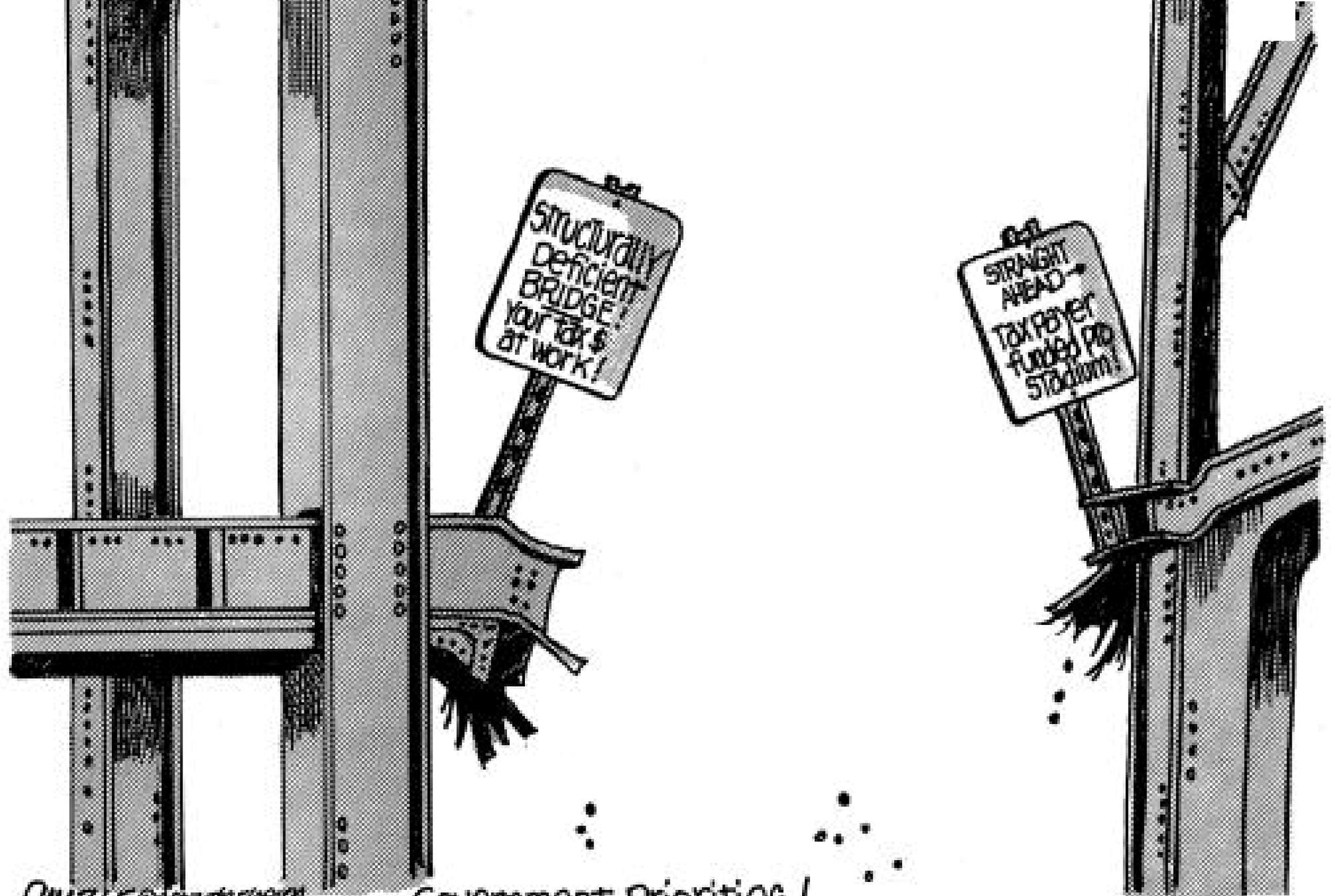


Arbitrary Pricing

Raise fees in response to need or “feeling” about the market, rather than cost of doing business

The Modern Day Park





GAMBLE © 2007 THE FLORIDA
TIMES-UNION

Government Priorities!



1981

1990

2001

2007

2020 – the mother of all

Reliance on taxes

+

Special interest

+

Reduced revenue

=

Instability



Covid-19 is an **accelerant**

Cracks in foundations become **crevasses** when stressors are introduced.

If you do not change direction, you may
end up where you are heading – Lao Tzu

“We’re ready to begin
the next phase of
keeping things exactly
the way they are.”

“Everything
for everyone
all the time.”





Balancing Act:

**Business and
Social Purpose**

A mathematical equation is drawn on a green background using sticks. The equation is $2 + 2 = 5$. The numbers and the plus sign are formed by sticks, and the equals sign is formed by two parallel sticks.

Do the Math



Campbell's

CONDENSED



**Chicken
Noodle**

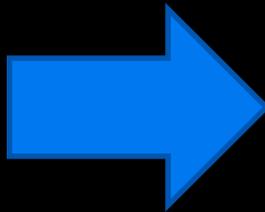
SOUP



A *Direct Cost* is a cost associated uniquely with one activity or program.
(Program Coordinator's salary, contractual instructors, soccer balls)

An *Indirect Cost* (often called *Overhead*) is a cost associated with multiple activities or programs and cannot be directly associated to one activity or program. (Director or Manager's salary, Administrative Staff taking reservations, activity guide creation and distribution)

Cost Recovery is Does Not Mean...

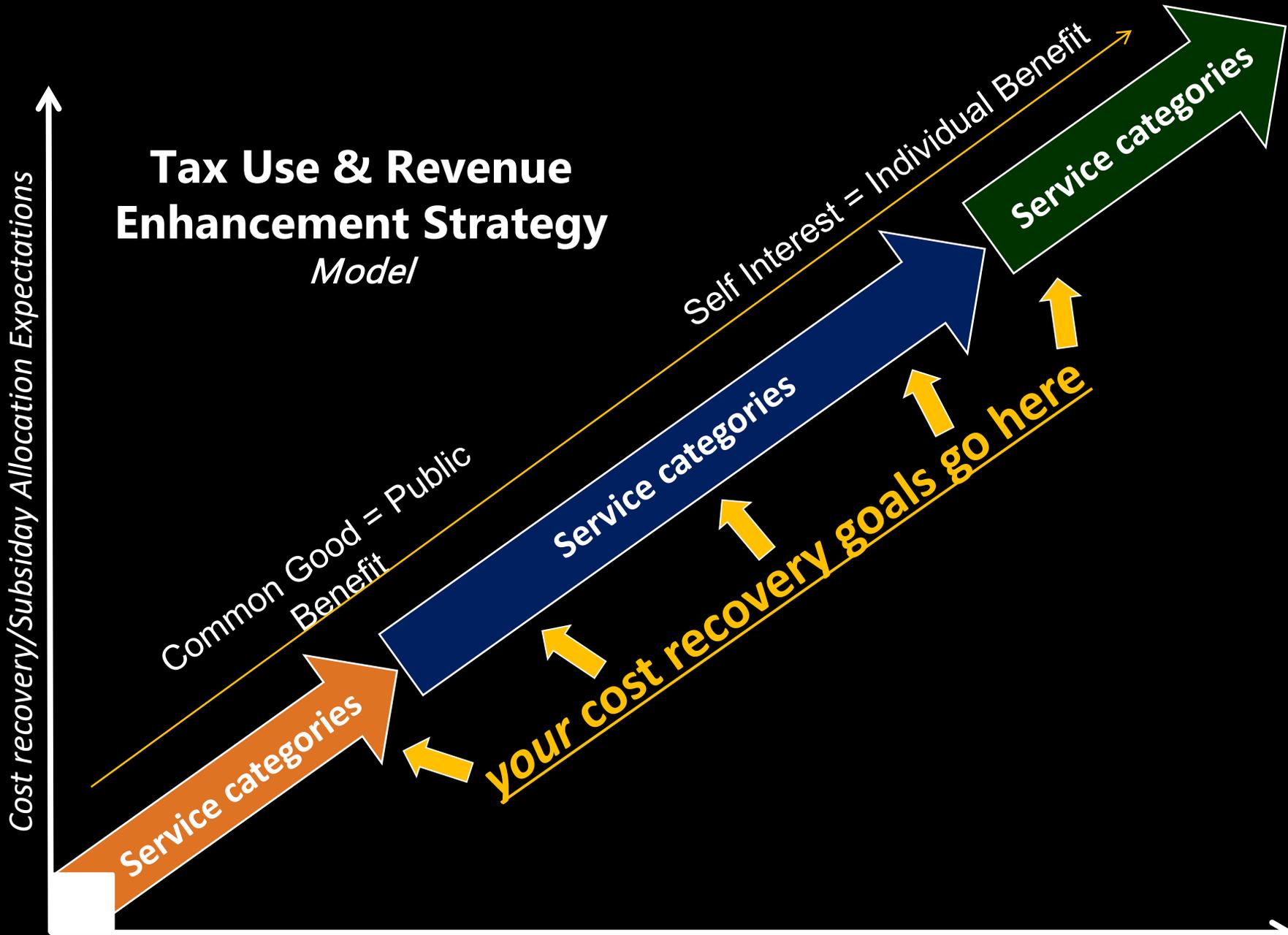


Youth Soccer Cost of Service =
\$100/pp

Fee Charged = \$40

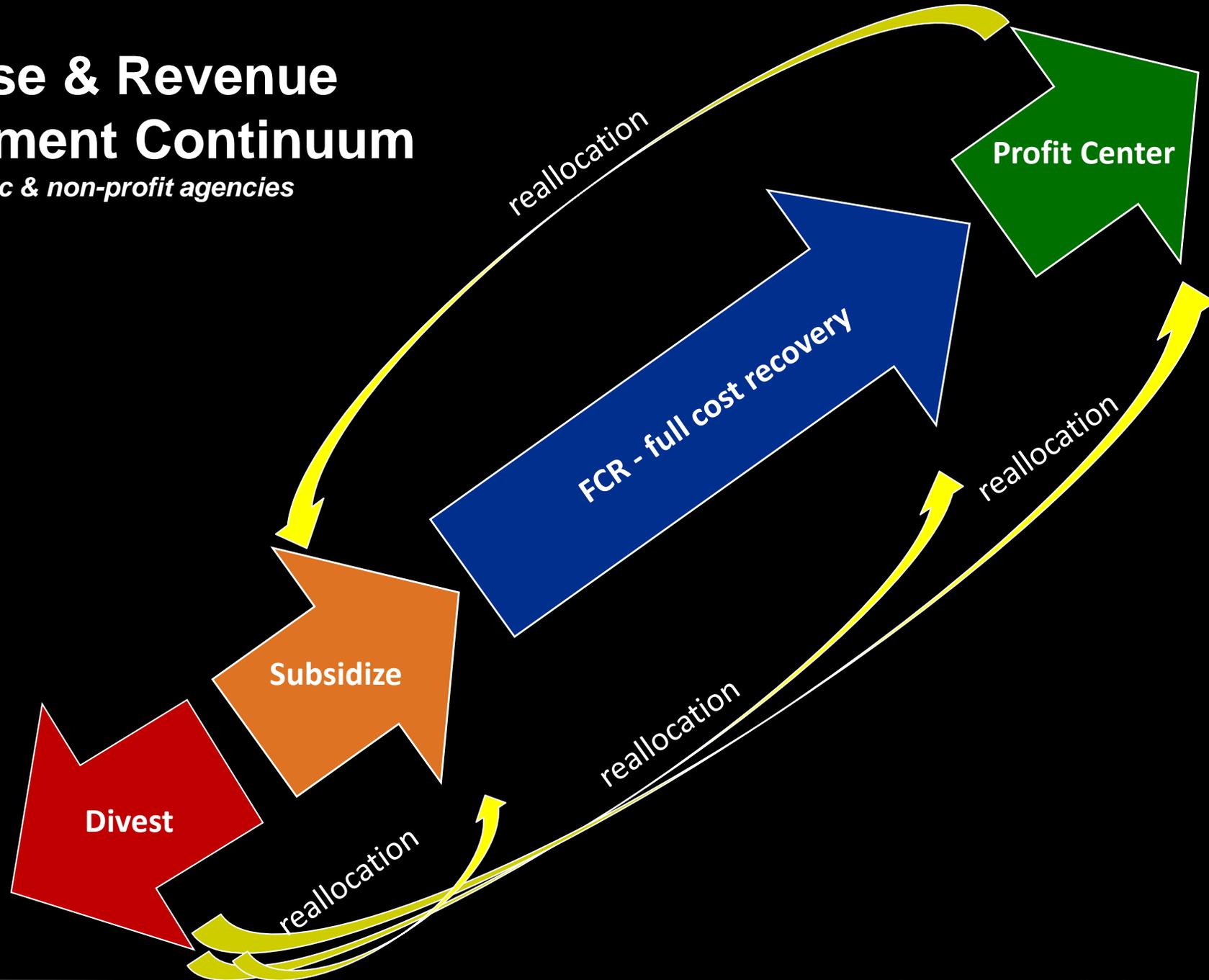
\$60 Gap = tax dollars or profits
from another higher performing
service

Arbitrar~~X~~ **subsidy**



Tax Use & Revenue Enhancement Continuum

for public & non-profit agencies





Allocation of Resources

EQUITY

The Filters

Mission:

Does this service fit our mission?

What are our Core Services?

Market:

Who do we compete with?

Are they better equipped to perform this service?



MacMillan Matrix as a Guideline

Refocusing on mission

Competing where appropriate

Avoiding duplication

Maximizing strengths

Increasing partnerships and collaborations



Making Management Decisions



Invest

Partner/Collaborate

Exit Strategy

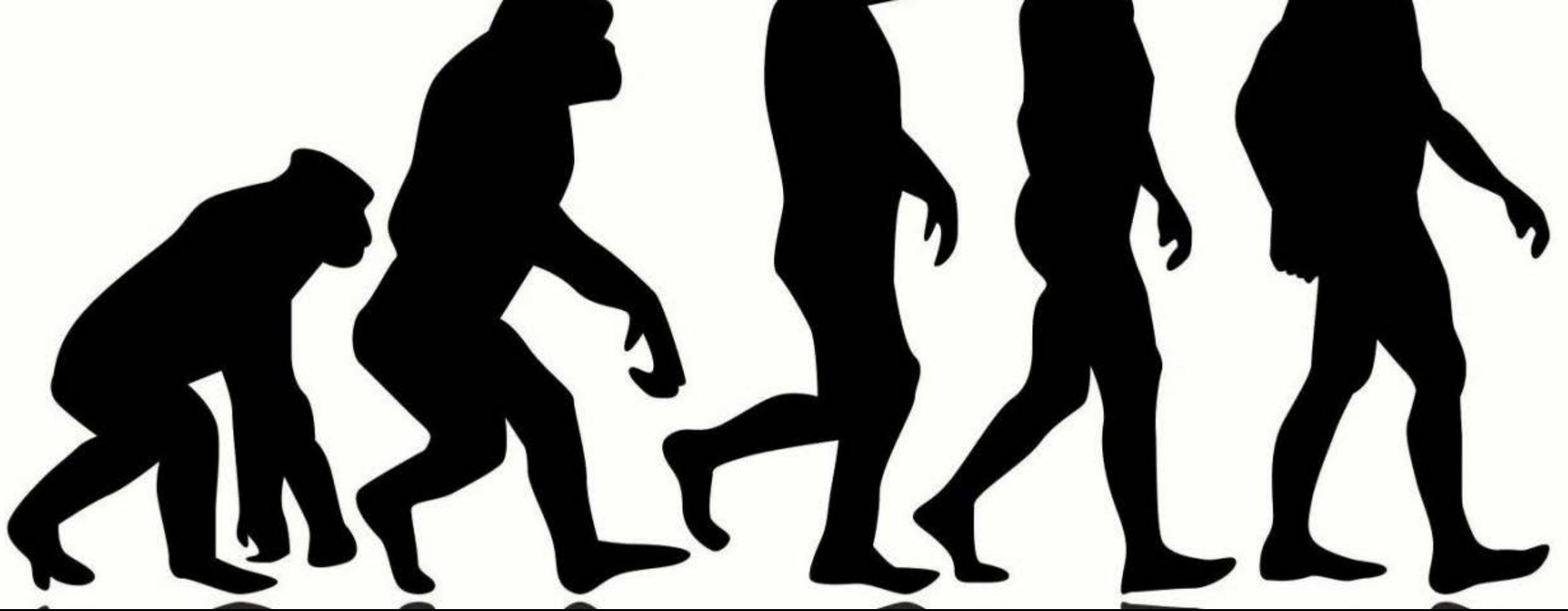
Wants vs Needs





Courageous Conversations |

The greatest danger **in times of turbulence** is not the turbulence – it is to act with yesterday's logic – *Peter Drucker*



A Change in DNA |

Treat your agency as if it were a
STARTUP

What problem are you solving?

New Core Competencies

Your Agency's Essential Questions

What is my mission?

Does this meet a need?

Is this feasible?

Does my product add value to a customer's life?

Can I get a complete stranger to buy my product?

Can it be monetized?

What is my elevator speech?

Turn on the jets

Make yourself useful

Solve a problem

Deliver/articulate the message

Monetize it (create value)



Network • Learn • Empower



Thanks for attending!

Lparadis@berrydunn.com