

SERVING THE PARK & RECREATION INDUSTRY



# Financial Sustainability Strategy Process

*Work Plan & Approach*

2024

# *Our commitment* is to help your organization position itself for long-term financial resilience, strength, and vitality.

## Parks & Reconomics©

There are few approaches to creating cost recovery or financial sustainability strategies for public parks and recreation organizations which exist today - and none quite like **110%'s Financial Sustainability Strategy process**. This game-changing approach builds on the philosophy of Parks & Reconomics© - how parks and recreation organizations manage finite resources - and an interest in every park and recreation professional being able to confidently say, "We responsibly manage our financial resources".

## The 110% Difference

Since 2010, **110%** has been synonymous with cost recovery and financial sustainability efforts in public parks and recreation across the U.S., helping hundreds of organizations. Our unique and comprehensive approach and methodology positions organizations to create effective and actionable financial sustainability philosophies and strategies.

## Why we do what we do

**At 110%, we recognize the untapped potential within the parks and recreation industry.** Our journey together begins with a commitment to break through the status quo, to explore the uncharted, and to advocate for change based upon rich information and data. We are not just another consulting firm; we are thought leaders committed to helping you in the pursuit of ethical decision making, strengthening leadership competencies, and ensuring the financial sustainability of parks and recreation.

**At 110%, we're not just shaping the future; we're defining it – one professional and one agency at a time.**

## Say hello to Earl!

Keep an eye out for our passionate Parks & Rec nut throughout this proposal for additional details on each section of work.



# Financial Sustainability Strategy in Parks & Recreation

## Key Focus Areas...



Through careful analysis and thoughtful planning, your organization can develop a comprehensive strategy that aligns with your goals working towards financial sustainability.

#1



### Education & Training

- Financial Sustainability 101 Workshop(s)
- Service Category Development Workshop
- Beneficiary of Service Work Sessions

#2



### Financial Analysis

- Cost-of-Service Analysis - Operating
- Financial Insights and Historic Trends
- Operating and Performance Metrics

#3

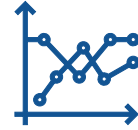


### Strategies & Recommendations

- Cost Recovery/Subsidy Goal Setting
- Financial Sustainability Strategy & Alternatives
- Financial Sustainability Policy
- Insights Into Action
- Continuous Improvement Recommendation



# Focus Area #1 Education & Training



## Financial Sustainability 101: Staff, Advisory Groups & Policy Maker Workshops

These workshops provide a comprehensive overview of the *Financial Sustainability Strategy* process, explaining its benefits for service quality and delivery. Topics include financial management and cost recovery, revenue generation, responsible spending/investment of taxpayer dollars, and the importance of a sound financial sustainability strategy.

*Note: Up to 3 (three) virtual workshops will be provided.*

## Service Category Development Workshop

Working collaboratively, the consulting team and your pre-determined service category development team will create service categories representing all of your organization's services. The workshop covers service category development, distinctions between services, service areas, and service categories, and provides resources for defining service categories. This step is necessary for an effective financial sustainability strategy.

## Beneficiary of Service: Staff, Advisory Groups & Policy Maker Work Sessions

These interactive work sessions enable staff, advisory groups, and policy makers to rank your organization's service categories based upon their alignment with the "common good" versus those services which are "exclusive". By ranking all service categories in this manner, your organization can better allocate subsidies, focusing investment in "common good" services while considering responsible subsidies for "exclusive" services.

*Note: Up to 3 (three) virtual workshops will be provided.*



**By leveraging data-driven decisions,  
you can plan for today and tomorrow.**



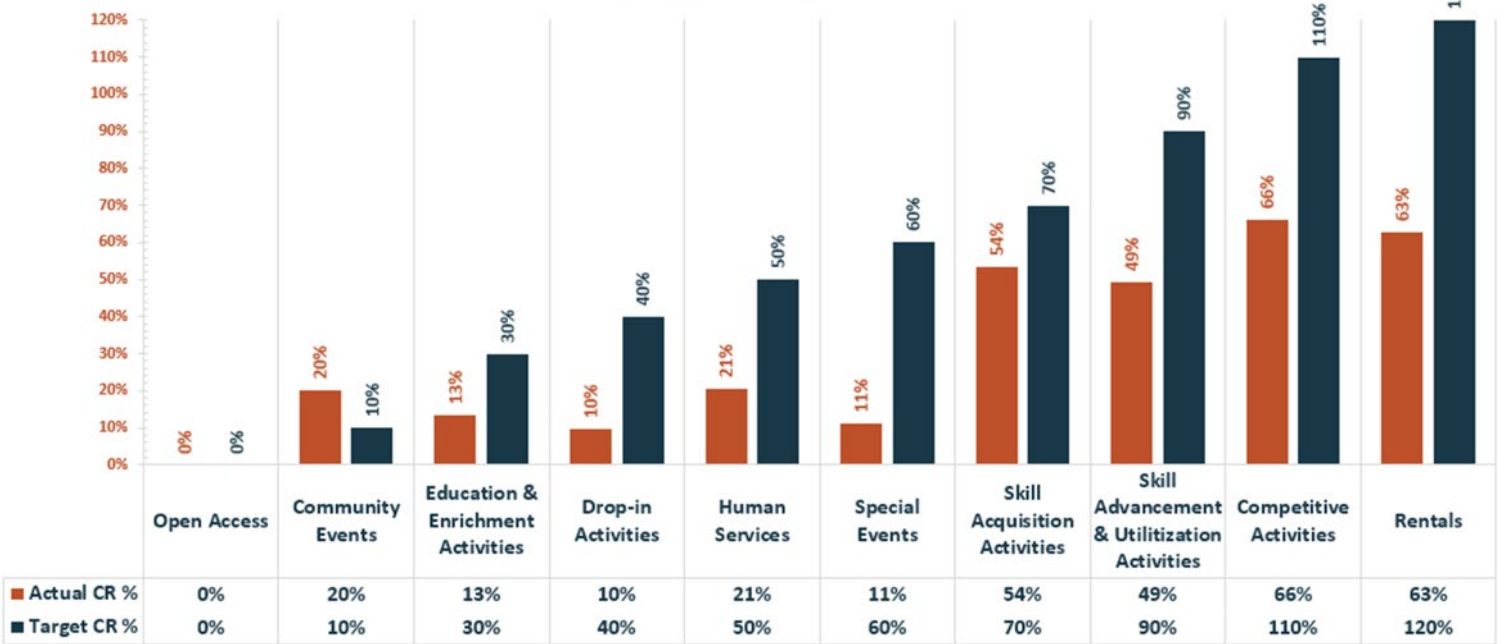
## Focus Area #2 Financial Conditions Analysis

### Cost-of-Service Analysis - Operating

The cost-of-service analysis identifies the organization's total cost-of-service delivery by thoroughly reviewing and analyzing all expenses and participation/use data provided for the study period. The consulting team works closely with your data gathering team to ensure that all expenses and services are identified, and to develop meaningful service, facility, and park areas to appropriately attribute expenses to services. The result is a clear picture of your total cost-of-service which will guide the development of cost recovery/subsidy investment goals.

SERVICE CATEGORIES  
ACTUAL TO TARGET COST RECOVERY %

Actual CR % Target CR %



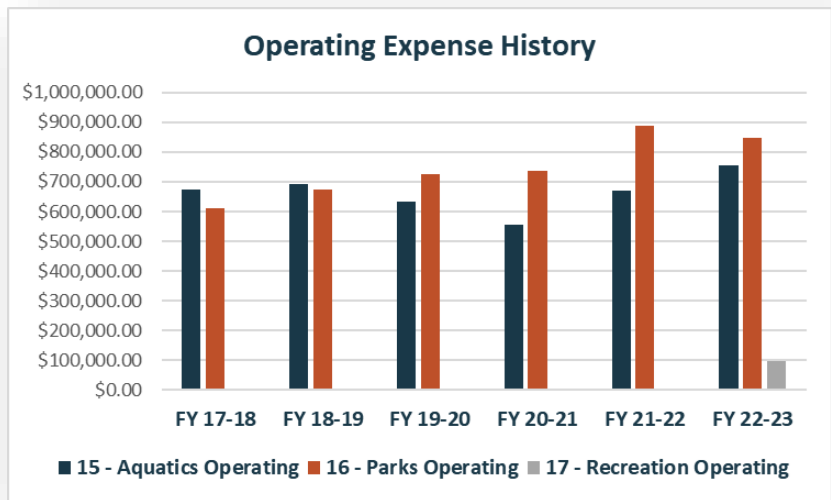
We specialize in transforming data into **actionable strategy**. Our approach is focused on navigating current realities while proactively planning for the future.



## Focus Area #2 Financial Conditions Analysis

### Financial Insights & Historical Trends

Through this process, insight into how your organization utilizes its expense budget is developed. In addition, a look back at historical trends provides important context for current data. This review contributes to a holistic understanding of your organization's fiscal landscape and plays a pivotal role in forecasting future performance and capital investment needs.



### Performance & Operational Metrics

Dependent upon the availability, quality, and consistency of additional data provided by your organization, additional insights may include cost per acre, cost per park amenity, cost per mile of trail, cost per square foot, resident vs. non-resident usage, % of program capacity, etc. These metrics, paired with data from other assessment areas offer a deeper understanding of your organization's operational efficiency and financial performance.



We work *with* you. Leverage this strategic approach and insights to strengthen your organization.

Parks	Acres	Direct Expense Per Park (Annual)
Adair Park	5.00	\$ 41,123.50
Corley Commons	0.62	\$ 5,099.31
Dearborn Park	8.70	\$ 71,554.90
Ebster park	4.27	\$ 35,119.47
Glenlake Park (Pool & Tennis Center)	14.32	\$ 117,777.71
Glenn Creek Nature Preserve	2.50	\$ 20,561.75
Rev. Roy Moss Sr. Garden	2.29	\$ 18,834.56
Harmony Park	0.65	\$ 5,346.06
Hidden Cove Park	9.85	\$ 81,013.30
McKoy Park	8.98	\$ 73,857.81
Mead Road Park	0.67	\$ 5,510.55
Oakhurst Park (Oakhurst Rec Center)	12.01	\$ 98,778.65
Oakview Road Park	0.26	\$ 2,138.42
Parkside Circle Park	1.81	\$ 14,886.71
Poplar Circle Trail Extension	0.37	\$ 3,043.14
Scott Park (Decatur Rec Center)	2.92	\$ 24,016.13
Spring Stree Pocket Park	0.11	\$ 904.72
Sycamore Park	1.04	\$ 8,553.69
Waddell Park	0.59	\$ 4,852.57
Wylde Woods	0.22	\$ 1,809.43
<b>Total</b>	<b>77.18</b>	
<b>Cost Per Acre   Total Direct Parks Expense</b>	<b>\$ 8,224.70</b>	<b>\$ 634,782.40</b>



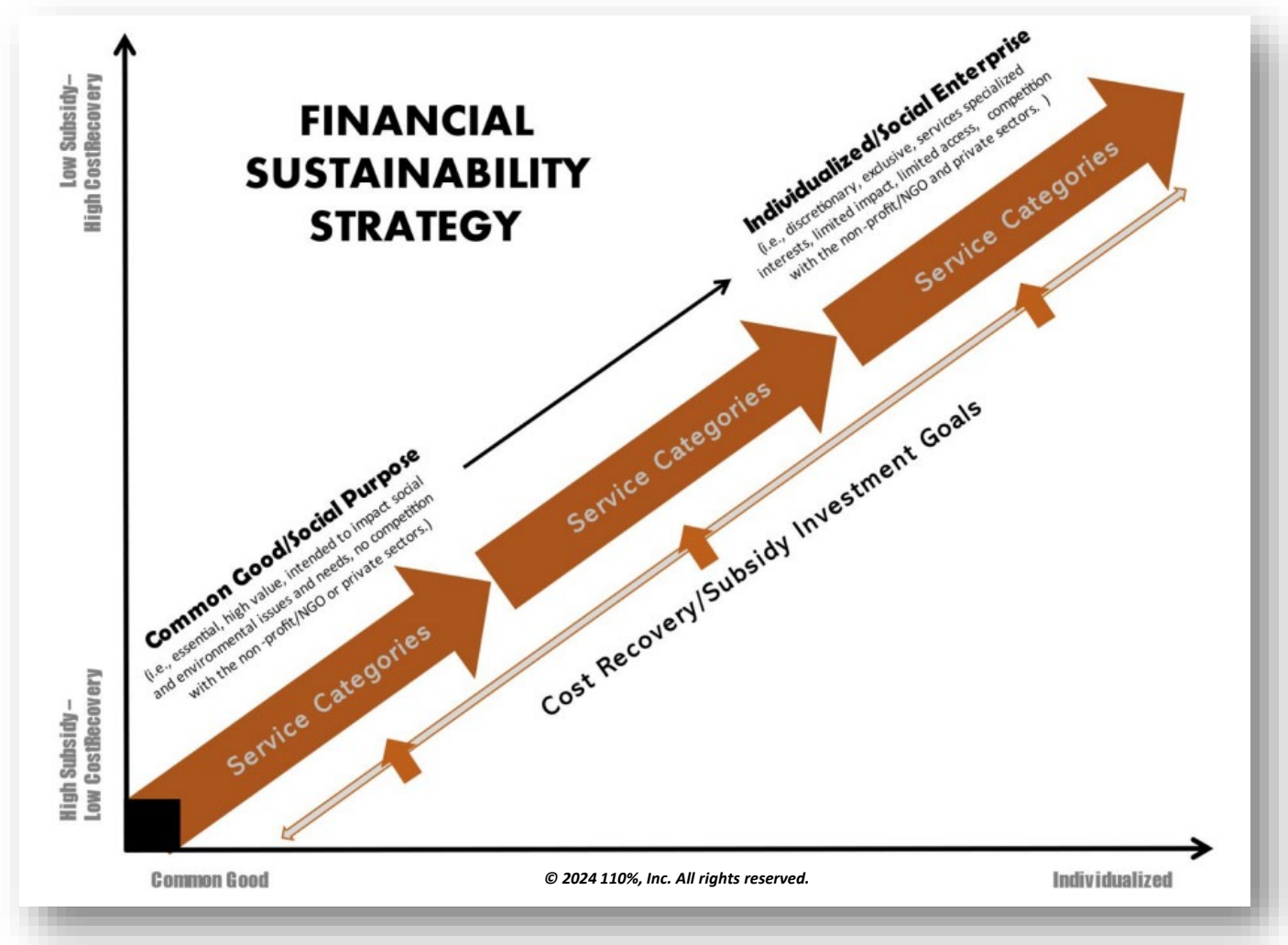
## Focus Area #3 Strategies & Recommendations

### Cost Recovery/Subsidy Goal Setting

After completing the financial conditions analysis, your organization will set cost recovery/subsidy investment goals based upon current performance, analysis insights, and budget projections. At this point, the Financial Sustainability Strategy begins to take shape.

### Financial Sustainability Strategy & Alternatives

Your organization's financial sustainability serves as the cornerstone for sound financial decision-making. Strategy alternatives are useful for addressing performance gaps or exploring new revenue streams. These options may focus on specific service areas like enterprise operations (e.g., golf course, water park) or on short-term vs long-term performance objectives.





## Focus Area #3 *Strategies & Recommendations*



### Financial Sustainability Policy

Developing a financial sustainability policy can position your organization to address immediate financial challenges and long-term goals, such as infrastructure investments. Alternatively, existing policies can be updated to better align with your organization's current needs. Note - A virtual presentation can be made to an advisory group and/or policy makers upon request.



### Insights Into Action Work Session

This session helps your project team turn insights into action by providing guidance on using the data. It includes a tutorial on a standard interactive pricing calculator, cost reduction options, exploration of partnership opportunities, capital investment considerations, and opportunities for continuing education for staff, advisory, and policy makers with the goal of making a greater community impact and increasing revenues.

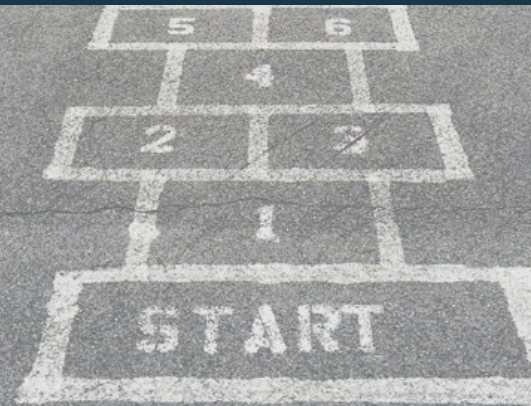


### Continuous Improvement Recommendations

This process aims to improve your organization's financial health. We offer recommendations based upon analysis findings, observations, and feedback collected throughout the process. These include tailored suggestions for implementation immediately or incrementally, to suit your organization's needs.



One size does *not* fit all. We craft *unique* recommendations, not cookie cutter solutions. 110% strives to be the catalyst for transformative change – and will be your guide and advocate throughout this journey.





# Deliverables

Comprehensive, detailed information will be provided based upon all project work as identified in this proposal and confirmed in the project kick-off meeting. A final financial sustainability strategy report will be delivered to close out the process, providing key summaries and discovered findings.

*Note: Deliverables will be presented for review, and the project lead/team will have the opportunity to provide comments prior to approval and final delivery.*



**Final Report**  
Comprehensive overview of data



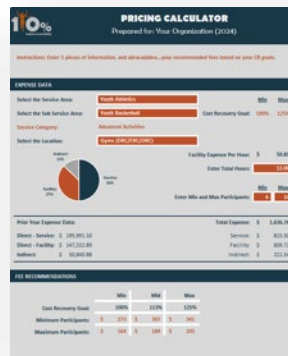
**Financial Sustainability Strategy**



**Insights Into Action**  
Customized & actionable recommendations



**Cost-of-Service Analysis**  
Detailed results



**Interactive Simulator & Pricing Calculator\***



**Financial Sustainability Policy**



## Our Services

**Ethics | Leadership | Financial Sustainability**

**We are 110%. A parks and recreation consulting firm of former practitioners who advocate for inspiring ethical decision making, strengthening leadership competencies, and ensuring the financial sustainability of parks and recreation.**

### **Education, Presentations, & Trainings**



Our educational content, expert presentations, and training programs effectively address important industry issues around the three key areas of ethical decision making, adaptive leadership and financial sustainability. By delivering effective and engaging content which provides tangible and impactful results, we carefully design programs around your specific needs so the experience is impactful and memorable.

### **Financial Sustainability**



The Financial Sustainability Strategy empowers organizations to use data and information to make informed decisions. Whether done as a standalone project or with as part of a planning initiative, our unique process combines sound financial management principles with our one-of-a-kind cost-of-service process to help organizations clearly understand how taxpayer resources are being used.

### **Planning Initiatives**



Our custom-tailored planning initiatives blend visioning what an organization and community can become with creating a responsible and sustainable future. We strive to leverage our experience and networks to provide your organization with an optimized and practical master or strategic plan.



**Phone**

720.304.2167



**Email**

info@110percent.net



**Website**

110percent.net



**LinkedIn**

@110-percent-inc

# Meet the Team



## **Jamie Sabbach** Founder | President | Principal

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Jamie founded 110% Inc. in 2010 with the intention of helping organizations be more strategic and bolder amid dynamic social, environmental, and economic change. Having decades of experience in the public park and recreation field and as a college instructor have fed her passion to help others enhance their own talents and improve performance. Jamie has testified in front of the United States Congress on the importance of public parks and recreation. She is a past President of the American Park and Recreation Society and was inducted as a Fellow into the American Academy for Park and Recreation Administrator in 2008. Jamie is a native of Illinois who lives in the mountains of Colorado. She's a former college jock who enjoys hiking, biking, golf, volunteering, and has a love affair with the Chicago Cubs!



## **Farrell Buller** Principal | Certified Executive Coach | Change Advocate

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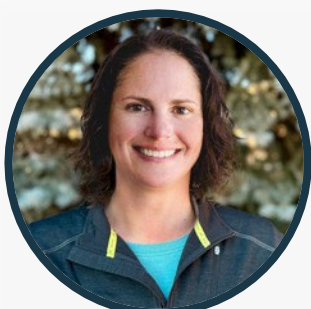
Farrell has more than 20 years in progressively responsible leadership roles. She has focused on achieving results for leaders and their teams, successfully leading organizations of 500+ employees, with budgets of up to \$80M, as well as smaller organizations and teams. As a graduate of the University of Northern Colorado in Therapeutic Recreation and as a former Parks and Recreation Director and City Manager, Farrell embraced her passion for serving others. She brings the ability to impact, influence, and inspire leaders at all levels. Farrell is the recipient of several awards, including Outstanding New Professional of the Year, Mid-West Region Professional of the Year, and the Pottsie Development Scholarship. You can often find Farrell and her family intentionally taking the "road less traveled" as they discover their next adventure!



## **Matt David** Operations & Marketing Manager | Utility Player

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With a tip-of-the-cap for his love for baseball, Matt is our team's "Utility Player" and does a little bit of everything due to his wide range of experiences and skill set. He has municipal, nonprofit, and private sector experience in marketing, operations, programming, budgeting, digital design, project management, and general administration. Matt has an eye for detail, mind for inquisition, and a big heart for community and servant leadership. Outside of work, he enjoys life with his wife and two dogs in Stillwater, MN by exploring the outdoors, spending time with friends and family, tackling home improvement projects, and cheering on their favorite sports teams.



## **Alexis Rankey** Project Consultant | Data Analyst

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Alexis is a seasoned parks and recreation professional with 15 years of experience, demonstrating a high level of business acumen and a passion for high-quality parks and recreation management. She is driven by a strong sense of purpose to make a positive impact on the parks and recreation industry. Utilizing her skills in data analysis, finance and budgeting, critical thinking, and problem-solving, Alexis leverages her expertise to produce meaningful results. Alexis's thorough understanding of parks and recreation operations, coupled with her love for processing and interpreting data, allows her to help others "put it all together" to make well-informed decisions. She graduated summa cum laude in 2010 with a Bachelor of Arts in Recreation Management from the Metropolitan State University of Denver and true to her rec rat roots, she spends her free time biking, golfing, playing hockey, glamping, and spending time with her friends and family.



*Together,*

**let's navigate building the foundations for new possibilities.**



Recognized leaders in the field of parks and recreation with a passion for excellence and the ability to manage and energize diverse audiences, 110% is the real deal.

**Carolyn Keith**  
Director | Commerce City, CO



110%'s Financial Sustainability Strategy has been the single most important tool I have used in my 15+ year career in parks & recreation.

**Katrina Gregory**  
Recreation Manager | City of Napa, CA



Thank you for presenting a workshop that was thought provoking, relevant, engaging, and that will propel us toward sustaining our services.

**Katie Anderson**  
Former Deputy Director | Redmond, WA

### Project References



**Parker (CO)**  
Parks & Recreation Department:  
Financial Sustainability Plan

**Contact:** Mary Colton, Director  
**Email:** mcolton@parkeronline.org  
**Phone:** 303.841.0353  
**Address:** 20120 E Mainstreet, Parker, CO 80138  
**Date:** February – July 2021



**Oquirrh (UT)**  
Recreation & Park District:  
Financial Sustainability Plan

**Contact:** Kevin Schmidt, Executive Director  
**Email:** kschmidt@kopfc.com  
**Phone:** 801.545.4114  
**Address:** 5624 S. Cougar Ln, Kearns, UT 84118  
**Date:** August – November 2021



**Glencoe (IL)**  
Park District:  
Master & Strategic Plans

**Contact:** Lisa Shepperd, Director  
**Email:** lshepperd@glencoe parkdistrict.com  
**Phone:** 847.835.7531  
**Address:** 999 Green Bay Rd., Glencoe, IL 60022  
**Date:** March 2023 – Present



# Imagining the future on behalf of others is a *privilege.*

## A Call to Action for Public Parks and Recreation

High-performing park and recreation organizations seek out and embrace responsible financial and service management practices. Completion of a Financial Sustainability Strategy project represents a significant commitment to ensuring the long-term financial health and sustainability of your organization. Through careful analysis and thoughtful planning, your organization can develop a comprehensive strategy that aligns with goals and furthers work towards financial sustainability.

## Thank you!

A *small firm by choice*, we remain committed to working with those who want to change the world for the better and want to do the right thing all day, every day.

We would like to extend our heartfelt thanks and appreciation to you for considering partnering with 110%, Inc. on this important project. We look forward to the opportunity to work alongside you!

Sincerely,

***Jamie, Farrell, Matt, and Alexis***



Let's get  
to work!