



2001 NIRSA Conference

*Preparing to Open
a Building*

Presented By:

Maureen McGonagle & Brad Noyes

Presentation Outline

- Introduction
- Why Planning Is Important
- Understanding The Basics
- Tools To Support Your Plan
- Q & A
- Wrap-up



Introduction



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Introduction



Today's Speakers

- Maureen McGonagle – Director of Campus Recreation, DePaul University
 - Over 12 years of University Recreation Experience
 - National conference speaker
 - Business / Campus Recreation
- Brad Noyes - Vice President, Brailsford & Dunlavey
 - Firm Has Worked on Over 100 Sports & Recreation Projects (ranging from 35,000 SF to over 400,000 SF)
 - National conference speaker
 - Architecture / Real Estate Finance / Strategic Planning



Ray Meyer Fitness & Recreation Center

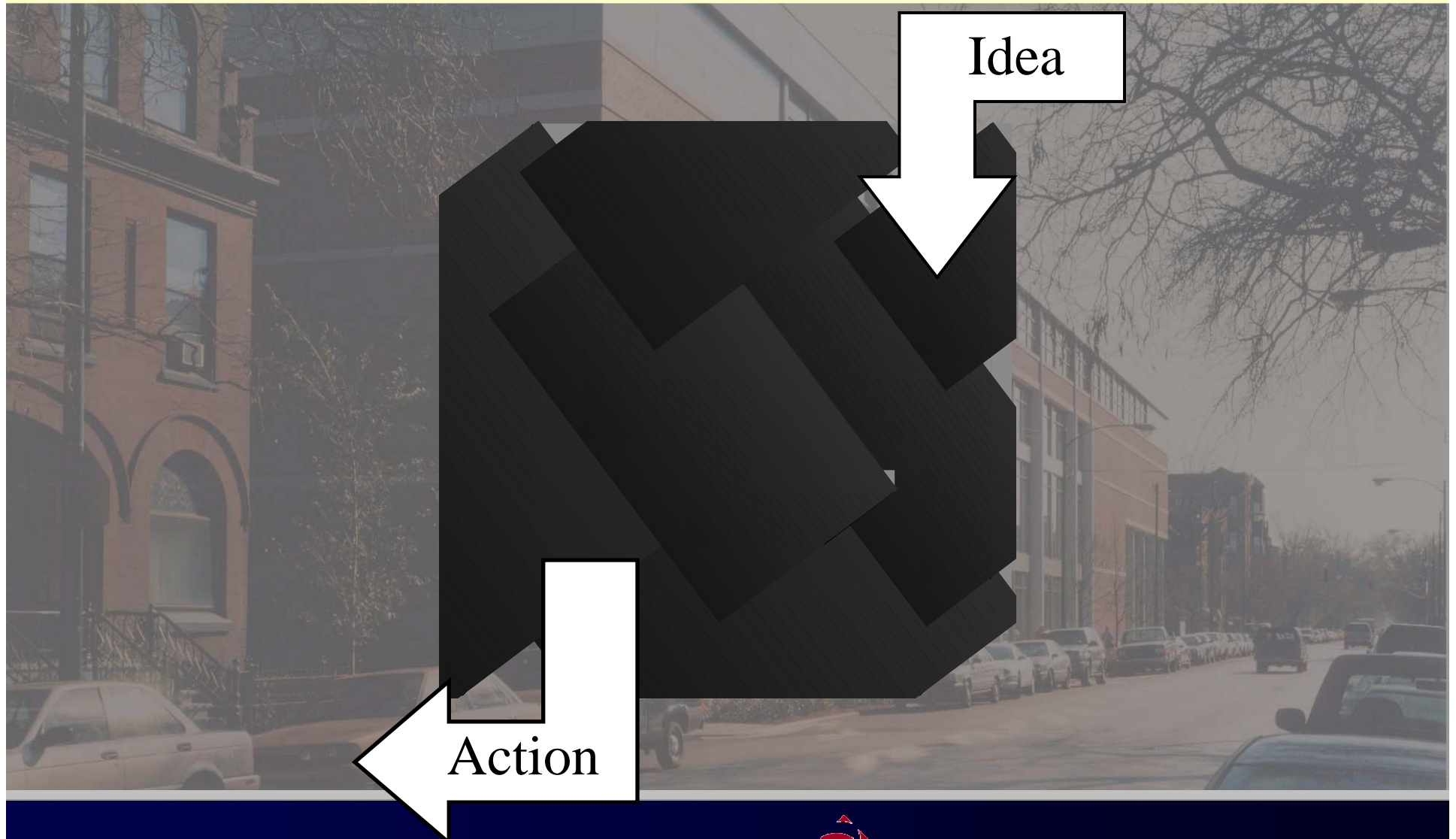


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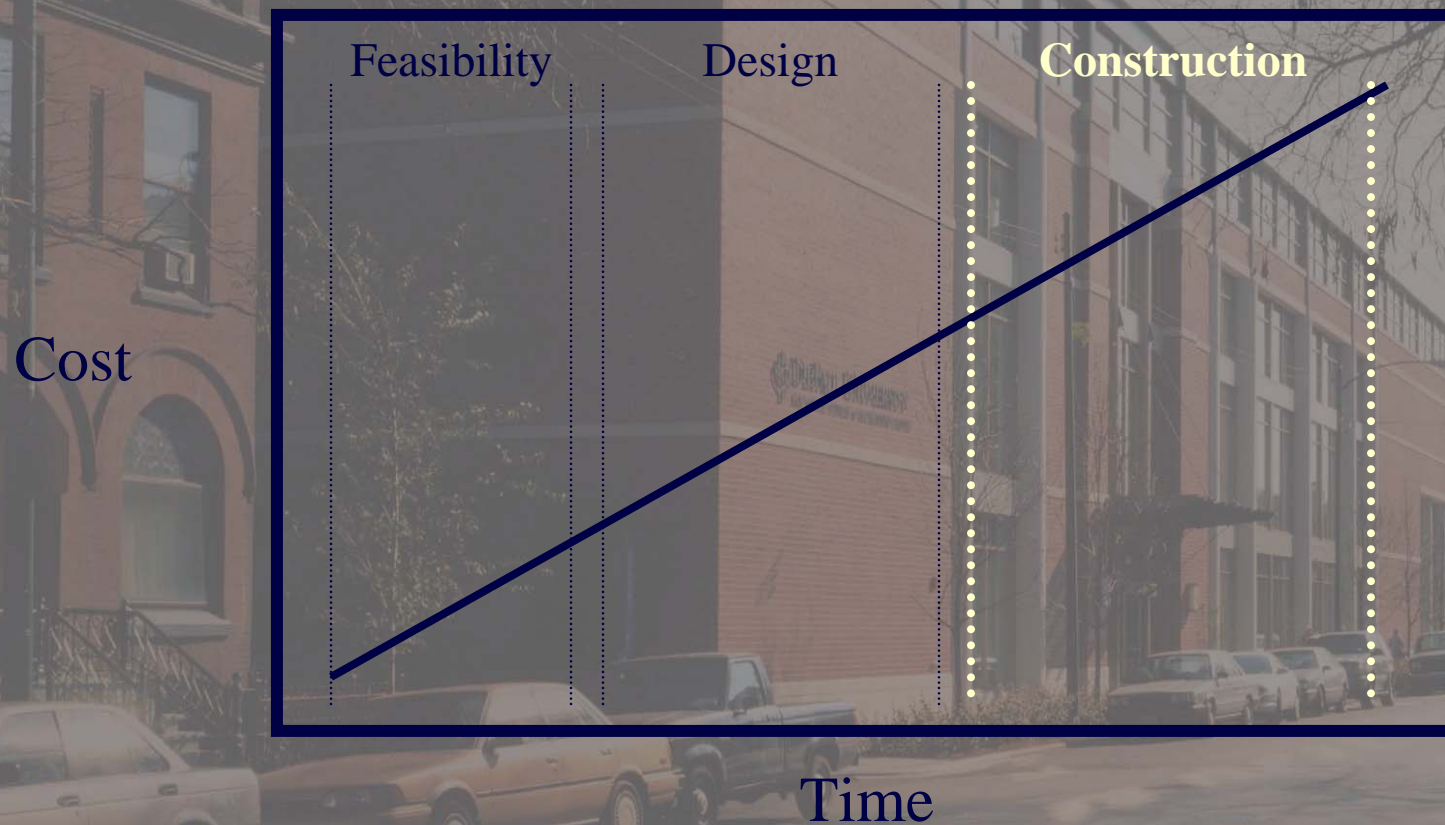
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Why Planning Is Important



Why Planning Is Important

Where are we in the process?



Why Planning Is Important

Why Do We Need A Plan?

- Construction Phase (12 to 24 months long)
 - Hit the ground running
 - Staffing & Equipment
 - Operating Issues & Policies
- Management Tool
 - Blueprint for Managers
 - Annual Performance Evaluation
 - Institutionalization of Culture
- External Decision-making & Approvals



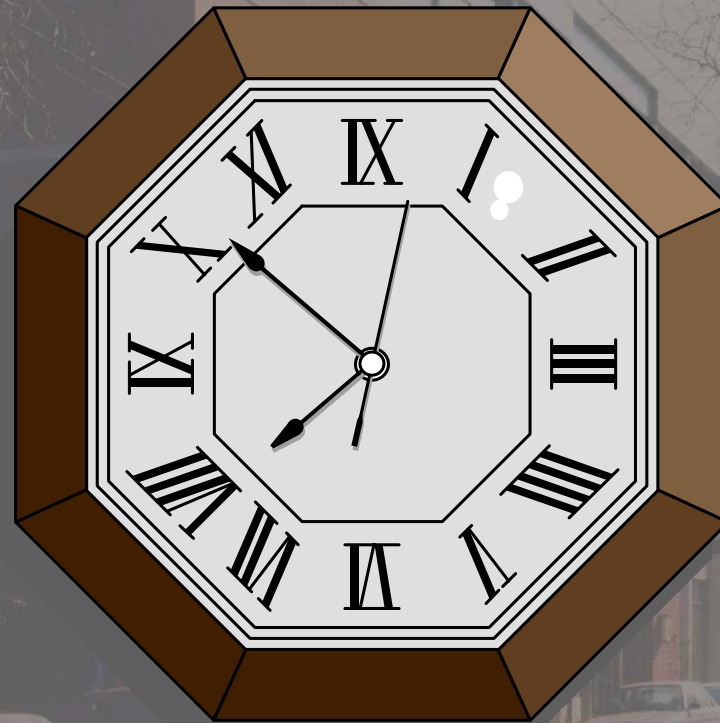
Why Planning Is Important

What is a Recreation Center?

- Speculative Building → Choice (market forces)
- Community Building → Shared Value (target markets)
- Sports Facility → Scheduling (priorities)
- Learning Center → Definition? (options)
- Business Operation → Efficiency (bottom line)
- Strategic Asset → Mission (the reason)



Planning Step by Step



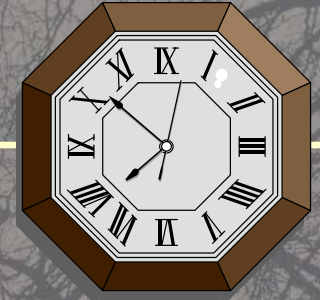
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Planning Step by Step

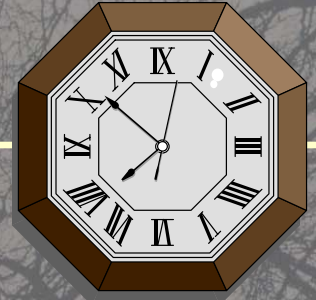


12 Months - Business Plan

1. Case Statement
2. Feasibility / Economic Justification
3. Operating Paradigm / Service Delivery & Pricing Strategy
4. Organizational Structure & Staffing Plan
5. Marketing Plan & Budget
6. Risk Mitigation Plan
7. Implementation Schedule



Planning Step by Step



12 Months - Business Plan

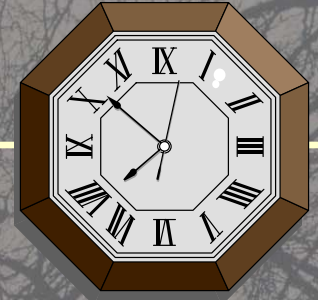
1. Case Statement

a. Mission Statement

- i. What services?
- ii. Services for who?
- iii. What are the targeted outcomes?
- iv. Why are the outcomes mission relevant?



Planning Step by Step



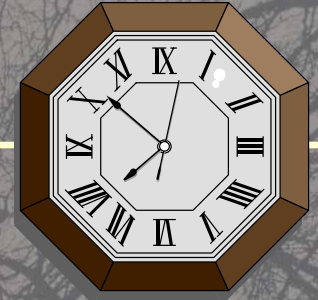
12 Months - Business Plan

1. Case Statement

- a. Mission Statement
- b. Current Conditions / Practices / Limitations
 - i. Facilities
 - ii. Financial condition (operating budget / reserves)
 - iii. Staff (quantity & skills)
 - iv. Services & Policies
 - v. Outcomes (positive / unattainable / negative)



Planning Step by Step



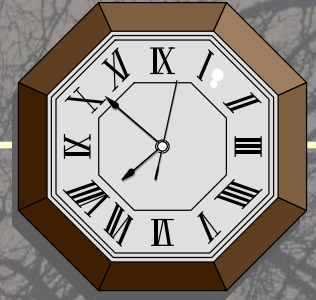
12 Months - Business Plan

1. Case Statement

- a. Mission Statement
- b. Current Conditions / Practices / Limitations
- c. Projected Conditions & Targeted Outcomes
 - i. Facilities
 - ii. Financial condition (operating budget / reserves)
 - iii. Staff (quantity & skills)
 - iv. Services & Policies



Planning Step by Step



12 Months - Business Plan

1. Case Statement

- a. Mission Statement
- b. Current Conditions / Practices / Limitations
- c. Projected Conditions & Targeted Outcomes
- d. Investment or Action Decision(s) Required
 - i. Facility / student fee / debt
 - ii. Additional staff (FTE)
 - iii. Related policies



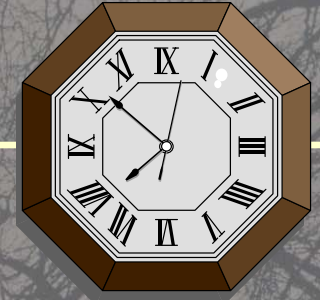


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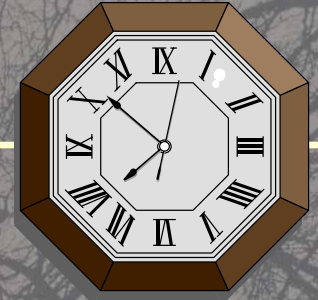


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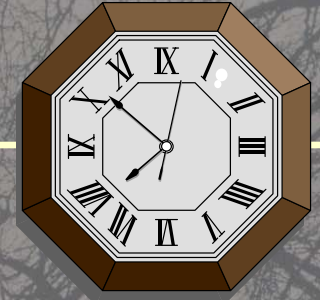
12 Months - Business Plan

2. Financial Feasibility & Justification

- a. Direct Market Research
- b. Competitive Analysis
- c. Financial Analysis & Projections
- d. Industry Standards & Benchmarks
- e. Third Party Authority & Other Factual Support
- f. The Risk of Doing Nothing



Planning Step by Step

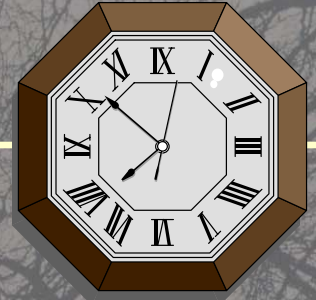


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Planning Step by Step



12 Months - Business Plan

3. Operating Paradigm / Service Delivery / Prices

- a. Income Generating Strategy
- b. Level of Service Quality
- c. Membership Benefit Packages
- d. Pricing & Access Philosophy



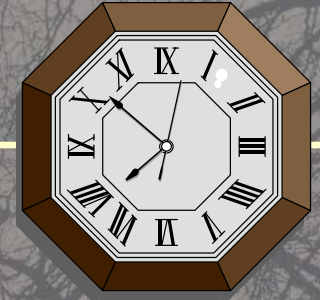


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Planning Step by Step

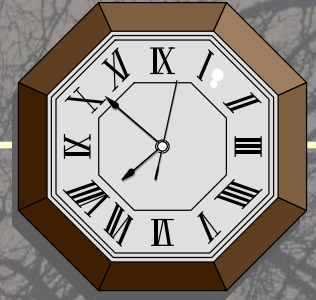


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Planning Step by Step



12 Months - Business Plan

4. Organizational Structure & Staffing Plan

- Reporting Structure & Managerial Responsibilities
- Recruiting Strategy
- Compensation Plan
- Full-time / Part-time Staff Distribution
- Contracting Strategy (in-house vs. outsourced)



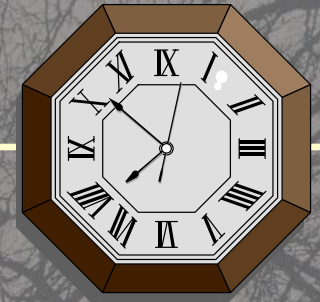


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Planning Step by Step

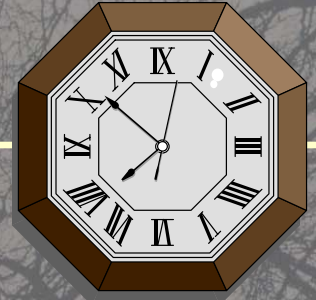


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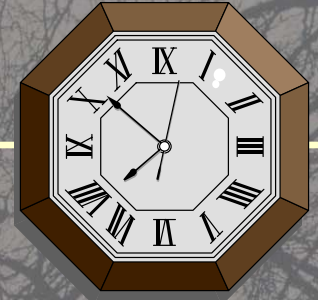
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5. Marketing Plan & Budget

- a. Establish Pre-Open Strategy (budget)
- b. Direct Mail Plan (budget)
- c. Patron Development / Customer Service Plan (budget)
- d. Information Technology Plan (budget)



Planning Step by Step

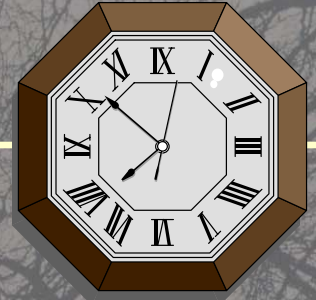


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Planning Step by Step



12 Months - Business Plan

6. Risk Mitigation Plan

a. Identification of Potential Problems

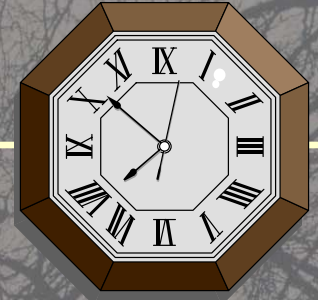
- i. Market demand shifts
- ii. Fee base (enrollment stability)
- iii. Increased competition (off-campus / other schools)
- iv. Increased operating costs (utilities, salaries, reserve)

b. Risk Mitigation & Contingency Plans

- i. Pre-opening period
- ii. Start-up period
- iii. On-going research & quality control initiatives



Planning Step by Step

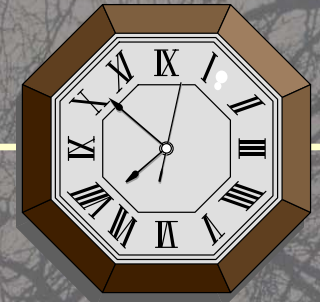


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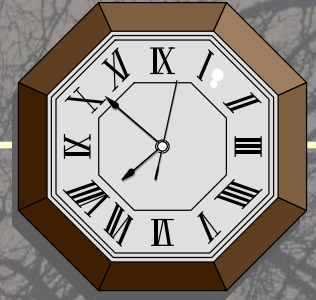
12 Months - Business Plan

7. Implementation Schedule

- a. Pre-opening period (12 months to 3 months out)
 - i. Building construction
 - ii. Staff development
 - iii. Systems development & integration
 - iv. Program development
 - v. Marketing & public relations
- b. Start-up period (3 months to opening)



Planning Step by Step



12 Months - Business Plan

- ✓ Address the Audience Appropriately
 - Background Knowledge
 - Target The Right Issues / Questions / Concerns
- ✓ Treat “Why” Explanations as Most Important
- ✓ Be Specific & Back-up Facts
- ✓ Limit the Length (40 pages + exhibits)
- ✓ Ensure Internal Consistency



Executing the Plan



Executing the Plan



9 Months - Pre-opening Period

- Building construction
- Staff development
- Systems development & integration
- Program development



Executing the Plan



9 Months - Pre-opening Period

- Building Construction
 - i. Review design
 - ii. Attend owner trailer meetings
 - iii. Seek advice from colleagues
 - iv. Commissioning
 - v. Changes are increasingly expensive





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Executing the Plan



9 Months - Pre-opening Period

- Staff Development
 - i. Recruitment
 - ii. Training
 - iii. Contracting
 - iv. Start early





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Executing the Plan



9 Months - Pre-opening Period

- Systems development & integration
 - i. Marketing
 - ii. Memberships
 - iii. Level of Service
 - iv. Consistency with business plan





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Executing the Plan



9 Months - Pre-opening Period

- Program Development
 - i. Front desk operation
 - ii. Intramurals
 - iii. Instructional programs
 - iv. Fitness & wellness
 - v. Prioritize development





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Executing the Plan



3 Months - Start-up Period

- Equipment delivery & coordination
- Marketing
- Negotiating contracts
- Student staff hiring & training
- Outside revenues
- Membership services





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Wrap-up



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Wrap-up



Key Points

- Your Planning Effort
 - Use an Appropriate Level of Detail
 - Macro (strategies & targets) => Micro (detailed answers)
 - Target Your Audience & Answer Key Questions
- Execution
 - Follow the Plan
 - Watch the Clock
 - Build the Team



Wrap-up



Looking Forward

“The future is not a result of choices among alternative paths offered by the present, but rather a place that is created - created first in mind and will, created next in activity. The future is not some place we are going to, but one we are creating.”

John Schaar - Futurist





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