



FRPA AGENCY SUMMIT

*Leveraging Technology, Partners, and
People to Create Innovative and Equity
Based Systems Plans*

Lisa Paradis, MBA, CPRP

Intended Outcomes

- Identify advanced technology platforms that provide multi-dimensional information about your system to drive management decisions
- Define new ways to engage your community and stakeholders through partnerships and creative outreach approaches
- Expand understanding of system equity to allocate your resources effectively

Why Develop a Plan?

“Someone’s sitting in the shade today because someone planted a tree a long time ago.”

Warren Buffett, investor

Things might've been different...



Things
might've been
different...



Things
might've been
different...



Why Develop a Plan?

- **Comprehensive** process
- Guidance and **policy direction**
- Engages stakeholders and garners public input
- Provides a **foundation for understanding** and responding to the parks and recreation needs of a community
- Examines a **community's vision** about existing and future needs
 - Community services
 - Facilities
 - Resources
- Blueprint for the future

A group of young cyclists are racing on a track. They are wearing helmets and colorful jerseys. In the background, an American flag is visible, and there are trees and a fence. The scene is outdoors and appears to be a competitive event.

Master Planning

What do we want to be when we grow up?

Telling Your Story

- Beginning, middle, end
- All perspectives



Telling Your Story



What's your story?

- Pick one element of your system (facility, division, service)
- Describe the current state
- Describe what you envision it to be

What information do you need to make this happen ?



Typical Elements of a Master Plan

- Asset Mapping
- Facilities Assessment
- Gap/Needs Assessment
- Operational Assessment
- Organizational Assessment
- Level of Service Assessment
- Recreation Program and Services Assessment
- Benchmark Analysis
- Trends Analysis
- Demographics
- Best Practices Analysis
- Cost Recovery/Cost of Service Analysis
- Market/Similar Provider Assessment
- Strategic Plan*

Outcomes of a Master Plan

- Resource allocation
- Capital project prioritization
- Bond, millage or referendum data
- Operational resource allocation prioritization
- More in depth studies including:
 - Feasibility
 - Organizational
 - Compensation
 - DEI

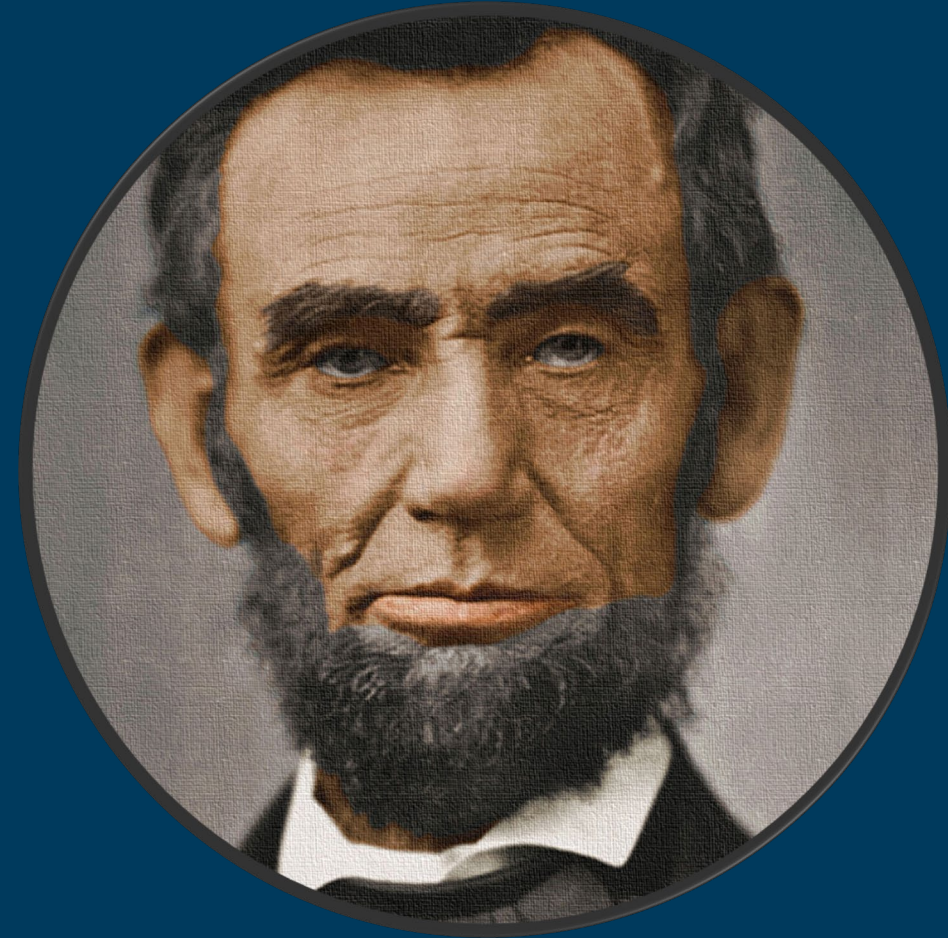




Strategic Planning

How will we get there?

“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”



Dist:0.76 km Bearing:60.96°

0.85 km

Navigational tool for implementation

Running an organization without a strategic plan is like driving across the world blindfolded without a map





Creating a Plan that is Innovative and Inclusive

Planning for the Plan

Before you write
the RFP/Q



Who are we? (mission,
vision, values)

What do we want to be?

Why are we doing this?

Can we operationalize?

The RFP Process

- Include your team prior to the RFP development – communicate with them **every step of the way**
- Form a **core team** to help with process
- **Same team** throughout project
- Listen to the **fingertips of your organization**
- Assign a leader, but **don't allow that person to be a bottleneck** for progress
- Establish **reasonable expectations**



The RFP Process

Yes!

- Know what you **really want**
- Be **explicit**
- Use **consistent** language
- Provide **background**
- Allow **enough time** for all stages
- Make sure to **add implementation** stage
- Include a clause about **bandwidth of consulting team**
- Be **realistic** with expectations
- Provide a **budget**

The RFP Process

Avoid

- Cut and paste... (NRPA Connect)
- Neglecting internal stakeholder input
- Legal/purchasing surprises
- Bottlenecks (process and people)
- Funding shortages (planning and implementation)

Case Study

Hmmmm....

E. Budget

1. The budget for the District Strategic Plan is \$100,000.

F. Interviews

1. In addition to submitting a written proposal, the top-rated Vendors may be interviewed by the RFP assessment team and asked to participate in an oral presentation to provide an overview of the company, approach to the project and to address questions. The evaluation criteria for the oral interviews will be the same as the criteria for the written evaluations and is included in the below section.

G. Subcontractors

1. Vendors will be responsible for identifying any subcontractors in their proposal. Please note that the District will contract solely with the awarded Vendor; therefore, subcontractors will be the responsibility of the Vendor.

H. Invoicing and Payment

1. Invoices should be emailed monthly to [redacted]. The cost of the work completed shall be paid to the Vendor each month following the submittal of a correct invoice by the Vendor indicating the project name, task description, hours worked, personnel/work type category, hourly rate for each employee/work type category, date of the work performed specific to the task, percentage of that work that has been completed by task, 3rd party supporting documentation with the same detail and a brief progress report.
2. Payments will be made using the prices listed on the agreed-to Price Schedule. In the event a service is requested which is not listed on the Price Schedule, the Vendor and the District will negotiate an appropriate unit price for the service prior to Vendor initiating such work.

Proposal Submittal

For this section, Vendors are required to provide detailed written responses to the following items in the order outlined below. A proposal that does not include all the information required may be deemed non-responsive and subject to rejection. Responses must include all the items in the order listed below.

[redacted] shall not reimburse any firm for costs incurred in the preparation and presentation of their proposal. The District reserves the right to make the final determination of responsible respondents, and to waive informalities and/or irregularities and to accept or reject any or all proposals.

Share your experience (good and not so good)
with pre plan efforts.

How do we inform the elements of the plan?

Technology

- GIS - Mapping
- Artificial Intelligence
- Online platforms

People

- Internal (staff, electeds, stakeholder groups)
- External (your community)

Partnerships

- Outreach
- Implementation



Gather
Data!

Information we might want to know



Who uses our facilities and why?



Are we providing equitable access to services and facilities?



Who is not using our facilities and why?



Are we staffed according to community needs?



What are the gaps in service delivery?



How do we create efficiencies to save time and money?

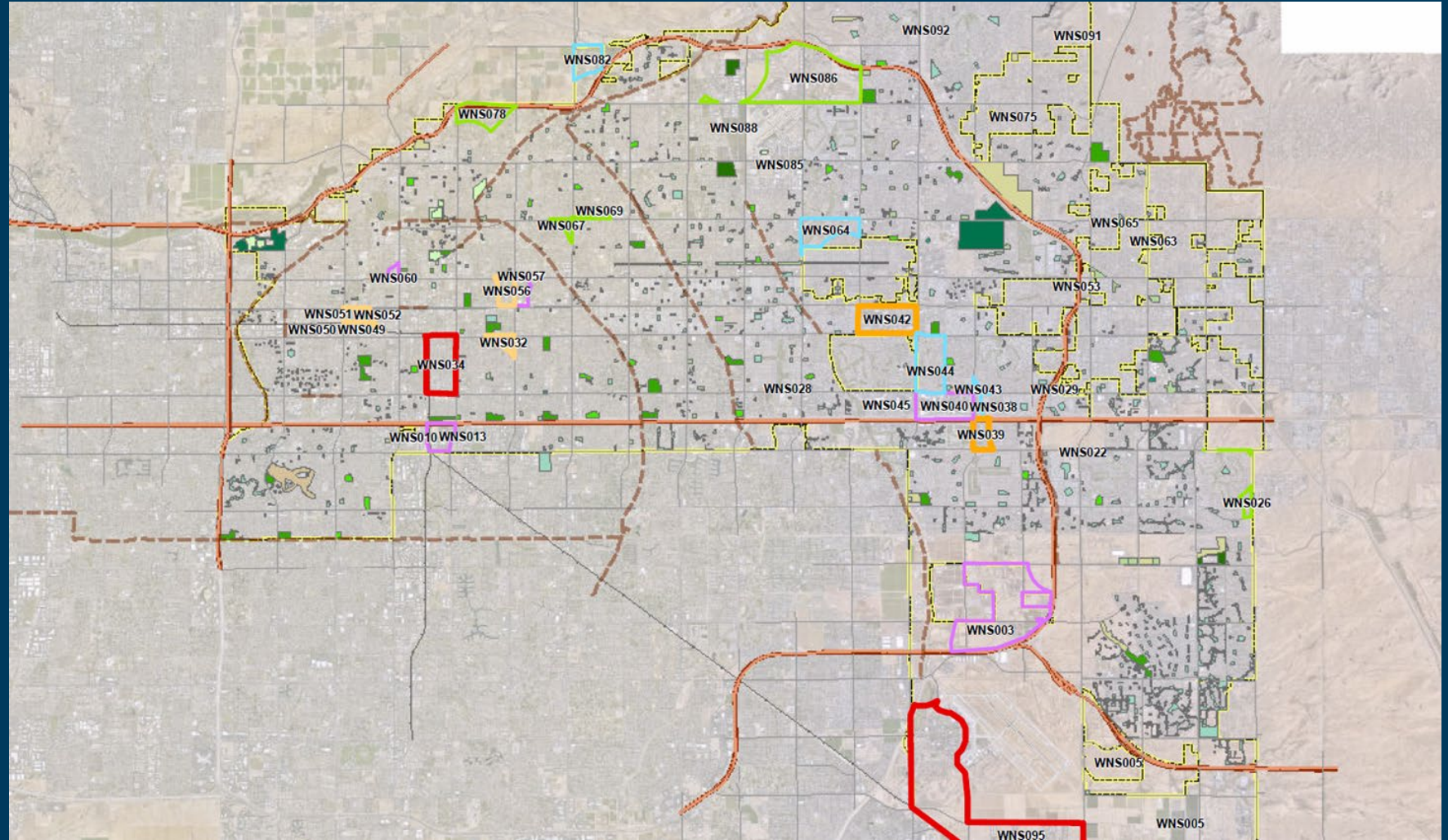
Gathering the data – asset mapping

Level of Service Priority Data

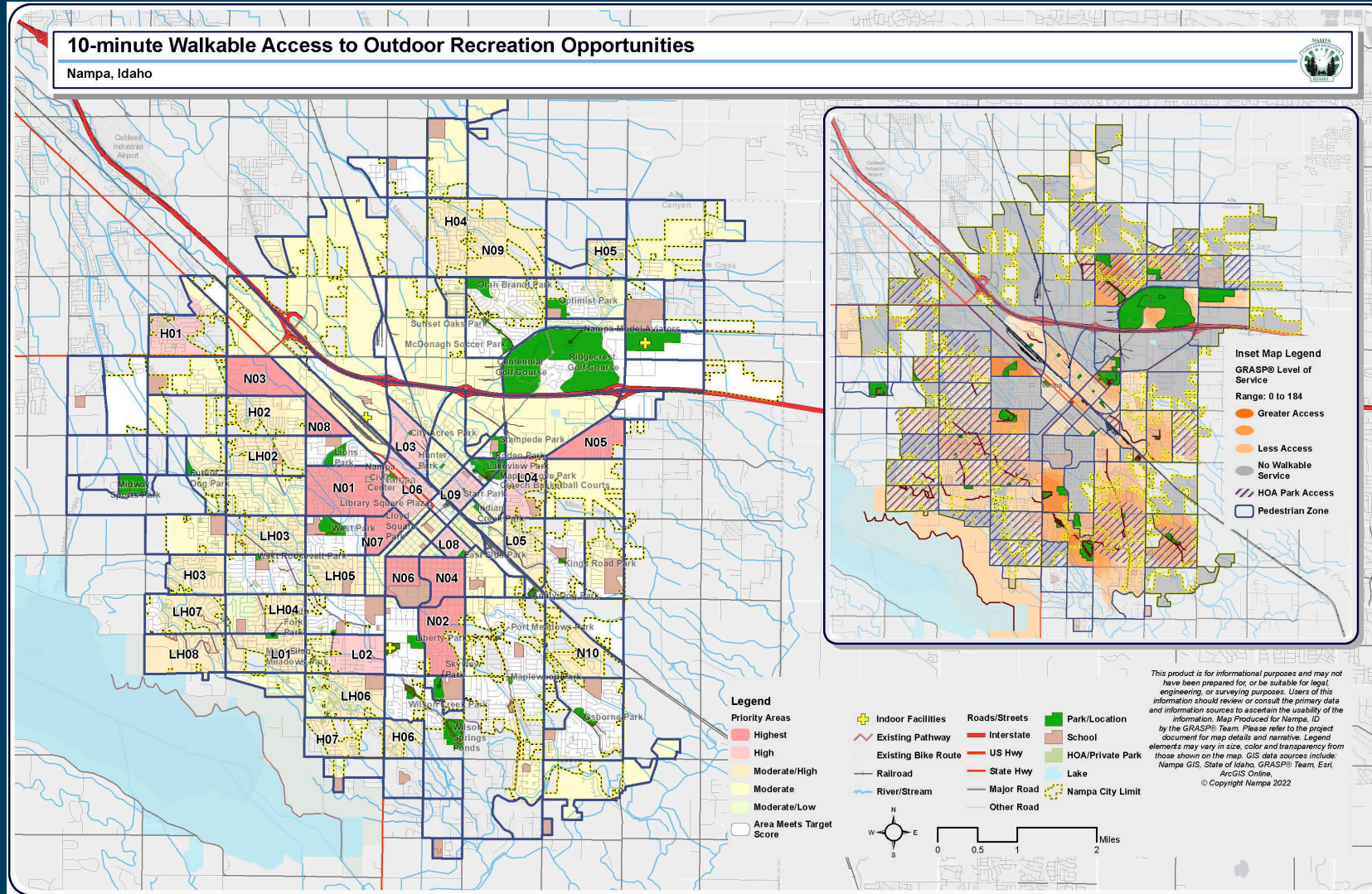
Area Label	Service Level	Initial Priority	Comments	Priority Sort	Priority Index x/5	Population	%gro	Income	Diversity	Crime	PedZone	Future Population	Acres
N01	No Service	High	An established central Nampa neighborhood with no parks, schools, or HOAs. There is a stream/creek that runs thru and possible undeveloped or underdeveloped properties in area. Borders NO7	1	4	3960	1%	\$ 39,942	67.2	109	PZ094	4018	403
N02	No Service	High	Southcentral Nampa neighborhood. Separated from Liberty and Skyview Parks by ped barriers. Might be some underdeveloped or undeveloped areas within. Stream bisects the area and also a couple islands of outside of City limits	1	4	3382	17%	\$ 48,601	68.3	74	PZ034	3941	269
N03	No Service	High	Lots of commercial on north and east sides. Mobile home park. Elijah Drain. Large church with open area in NW corner and maybe a couple other under or undeveloped parcels. Borders N08	1	4	2245	2%	\$ 41,909	80.1	154	PZ072	2286	252
N07	No Service	High	An established central Nampa neighborhood with no parks, schools, or HOAs. West Park is just west but would be beyond walkable for most residents. Borders NO1	1	4	1426	2%	\$ 44,939	62.4	151	PZ095	1452	133
N04	No Service	High	An established central Nampa neighborhood with no parks, schools, or HOAs. East Side Park is separated by ped barrier. Most of residents would be within 10 min. Deal with possible ped barrier of Roosevelt near the park. Borders N06	1	3	1904	2%	\$ 41,537	68.6	64	PZ100	1937	179
N05	No Service	High	East central border of city limit. Very industrial area north of the airport. Mobile/manufactured housing in area. Maybe some under or undeveloped properties. Large apt complex with its own amenities. There also appears to be an unidentified HOA park in area	1	3	1854	2%	\$ 42,065	78	88	PZ075	1885	197
N06	No Service	High	An established central Nampa neighborhood with no parks, or HOAs. NNU occupies most of southern half of this area. East Side Park would be beyond walking distance. Borders N04	1	3	1604	1%	\$ 30,872	51.9	142	PZ090	1623	188
			An established central Nampa neighborhood with no parks, or HOAs. NE is very commercial. Lions Park is to the south and would be partially walkable to some of this area. Orchard Ave ped barrier. A couple of										

Gathering the data – asset mapping

Level of
Service
Recommendations
Map



Gathering the data – asset mapping



Trust for Public
Land (TPL)

NRPA Park Metrics

System amenities

East Cooper

East Cooper features a day park, nature park, and two waterfront parks. However, staff have mentioned the underutilization of older parks like Palmetto Islands and the potential of undeveloped parks like Laurel Hill.

Parks

4

Future Park

1

Recreation Amenities

Tower

Boardwalks

Picnic areas/
shelters

Playgrounds

Dog park

Multipurpose field

Trail Amenities

10 trail miles

Water Access

Fishing pier
Boat landing

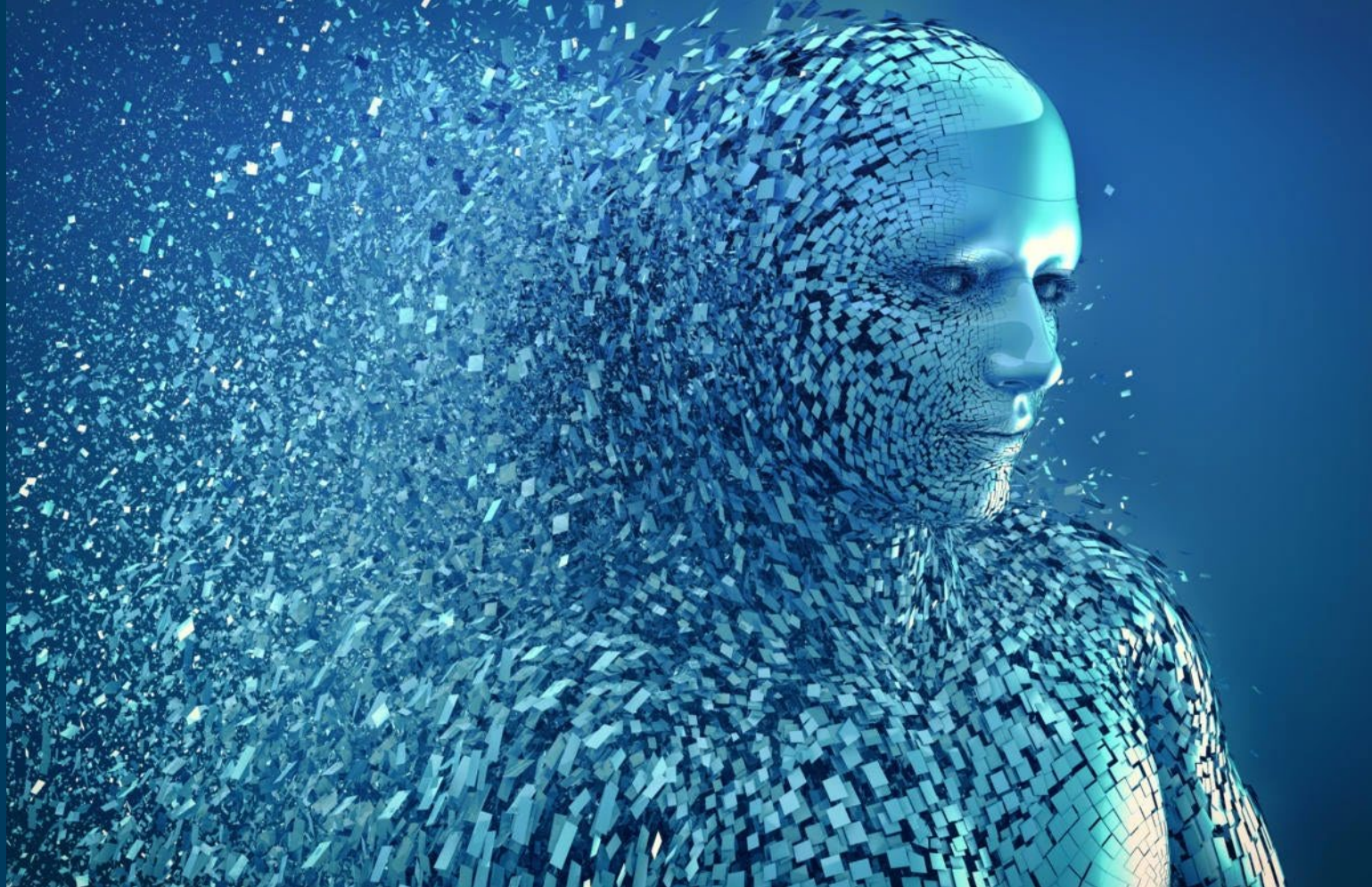
Beach park
Waterpark



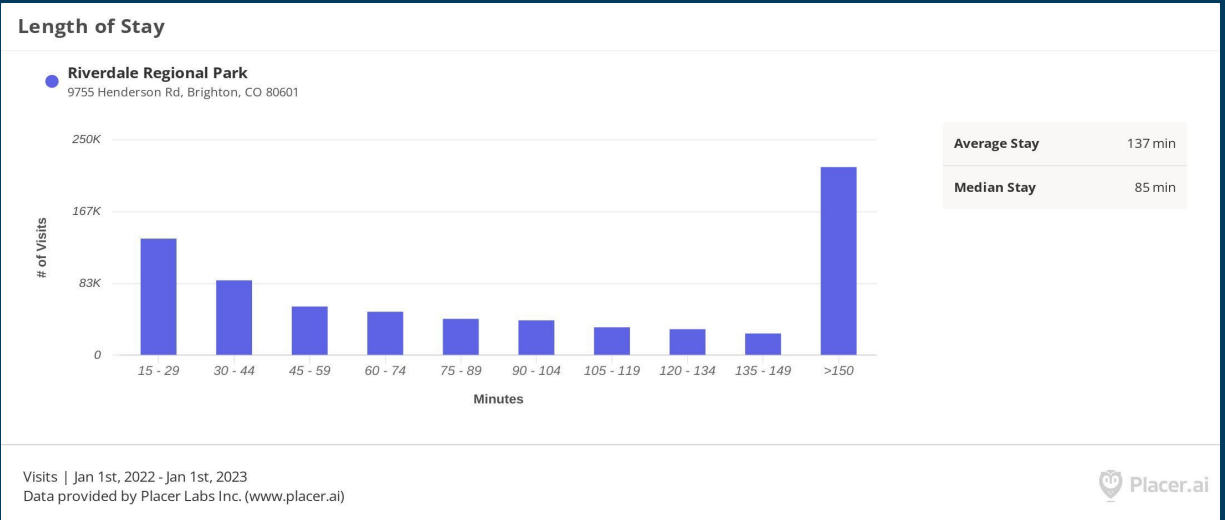
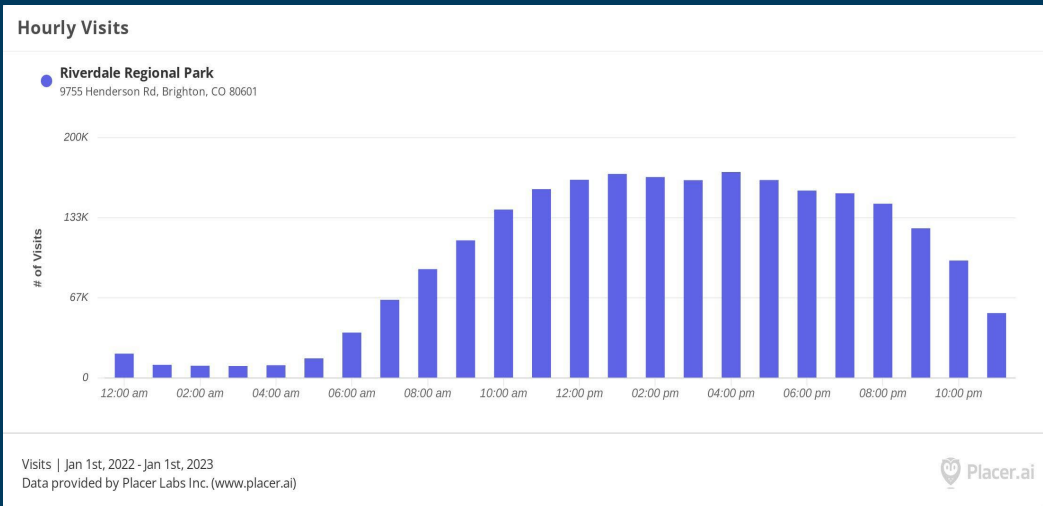
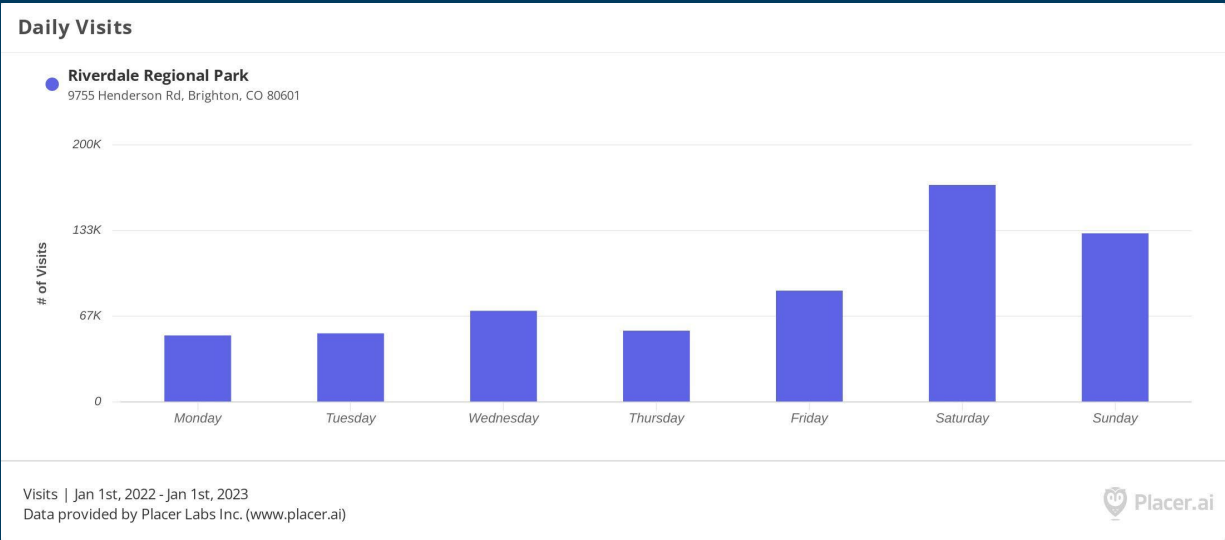
- | | | |
|---------------------------------------|--------------------------------------|---|
| Community Recreation Facility | Community Recreation - 15 min drive | Community Recreation - 15 min walk |
| Parks - Open to the Public | Parks - 15 min drive | Parks - 15 min walk |
| Future Parks - Not open to the public | Parks + Community Rec - 15 min drive | Areas expected to grow by more than 50% |

Gathering the Data - Artificial Intelligence

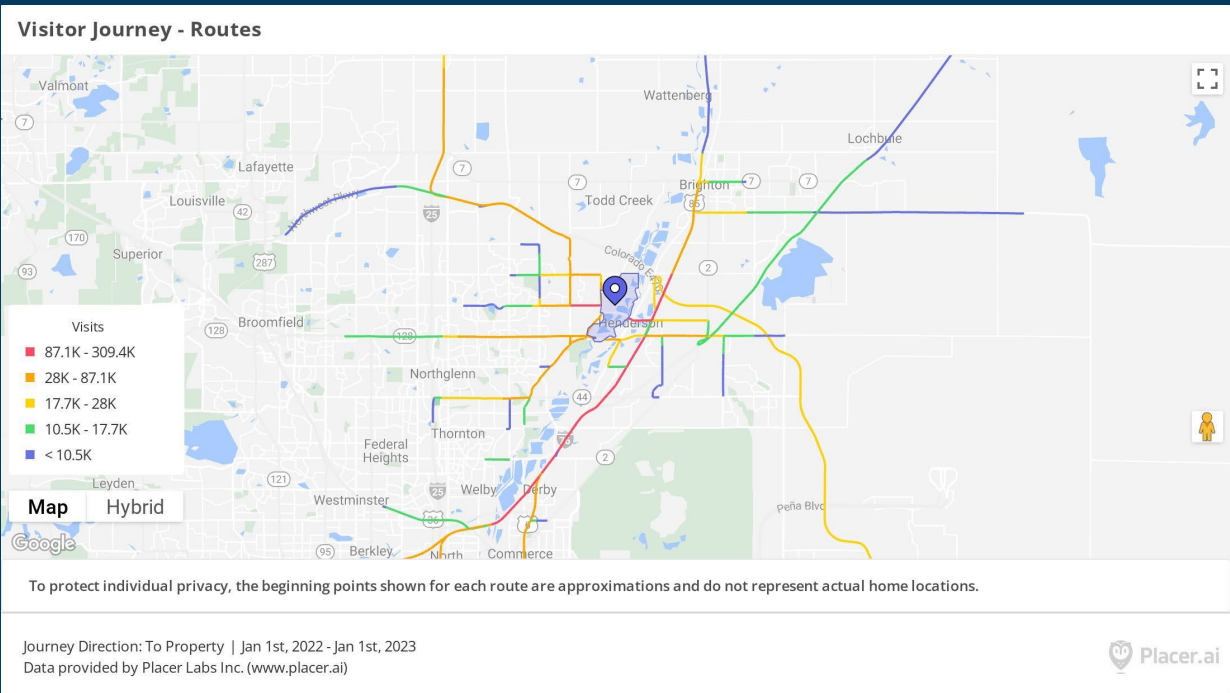
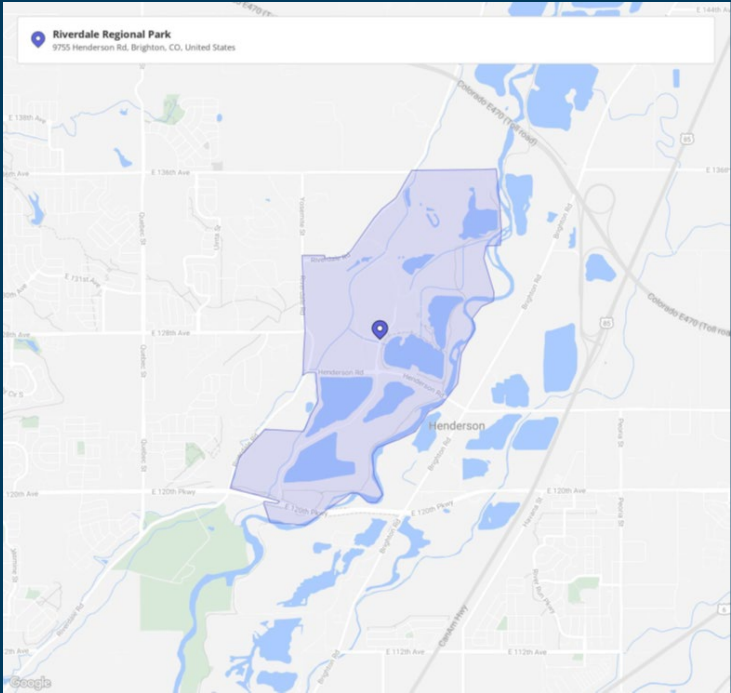
- AI as the “disruptor”
- Mobile location data
- Visits analysis
- Trends
- Customer journey
- Placer.ai



Gathering the Data — Case Study Adams County

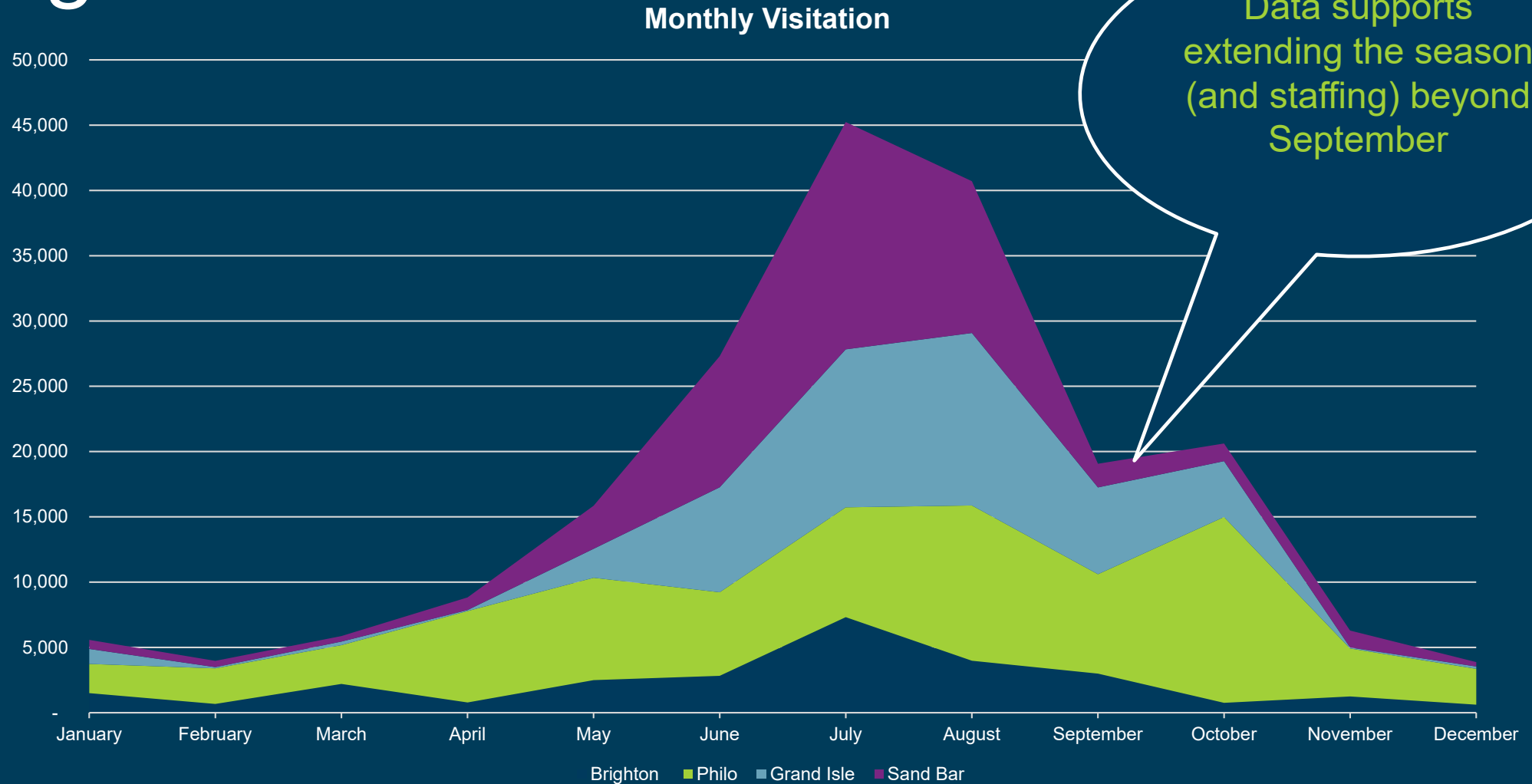


Gathering the Data — Case Study Adams County



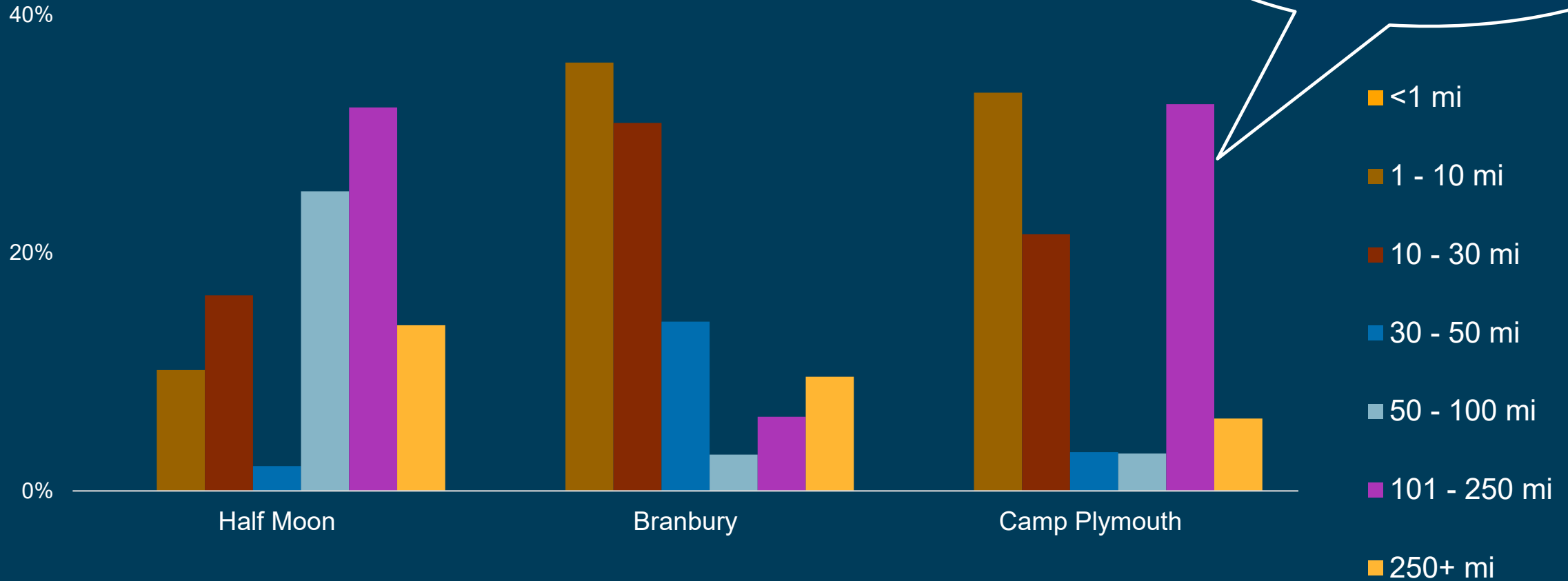
Metrics			
<div><div></div>Riverdale Regional Park 9755 Henderson Rd, Brighton, CO 80601</div>			
Visits	618.4K	Panel Visits	21.8K
Visitors	277.1K	Visits YoY	-2.2%
Visit Frequency	2.23	Visits Yo2Y	+71.6%
Jan 1st, 2022 - Jan 1st, 2023 Data provided by Placer Labs Inc. (www.placer.ai)			

Using the Data



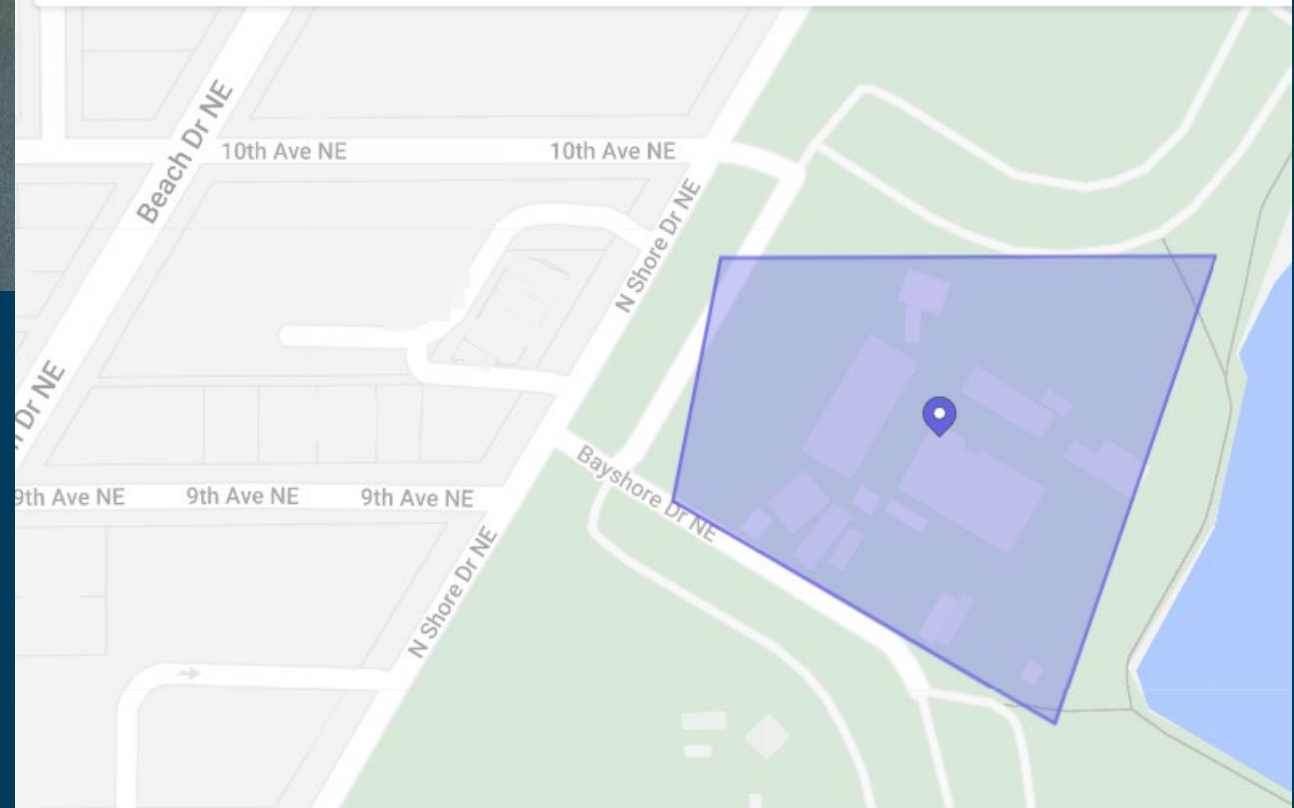
Vermont State Parks operating season is June through Labor Day (some parks open through Indigenous People's Day). Mobile data shows that even when the parks are closed, visitors are enjoying the parks.

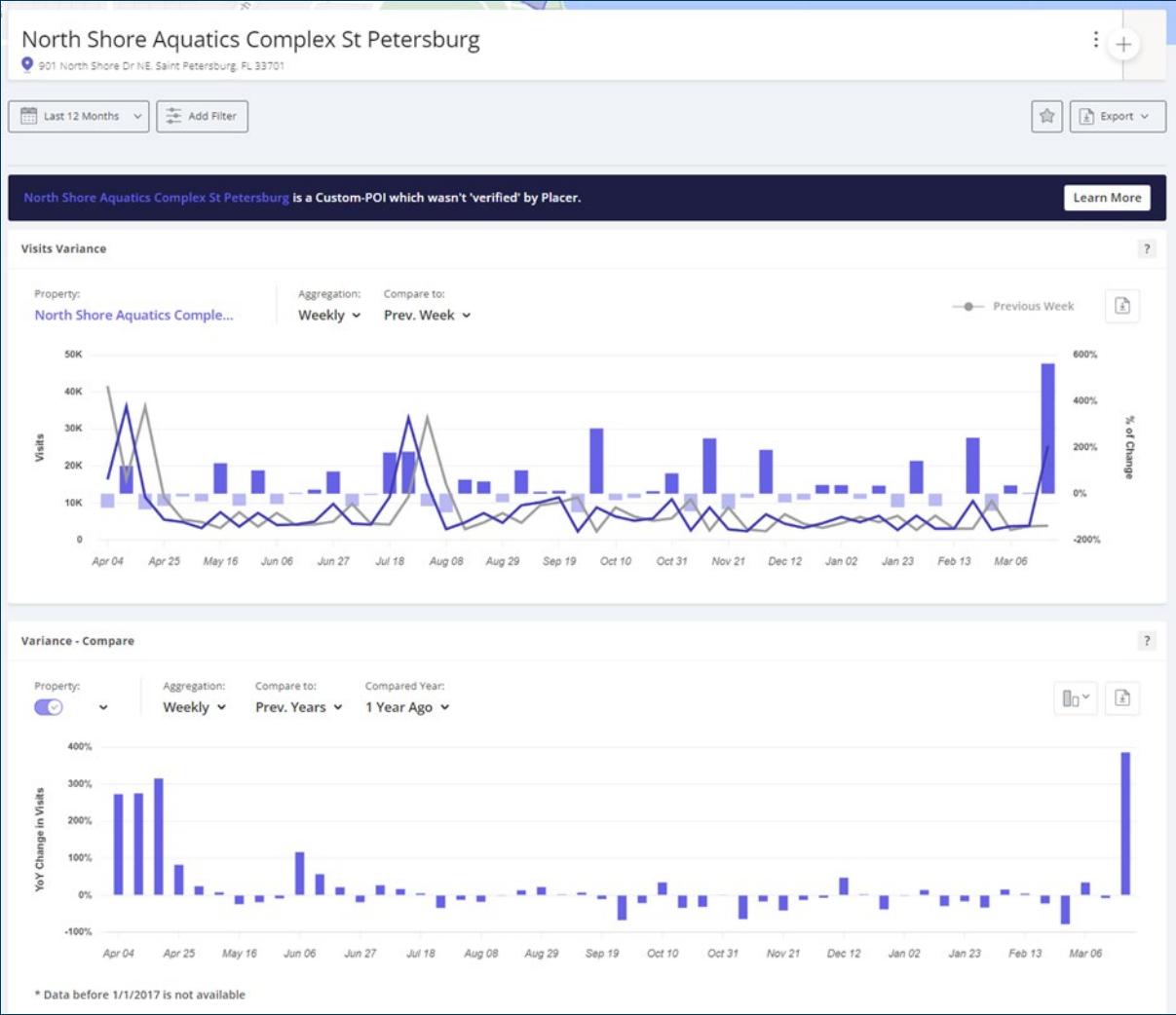
Distances Traveled to State Park





901 North Shore Dr NE, Saint Petersburg, FL 33701





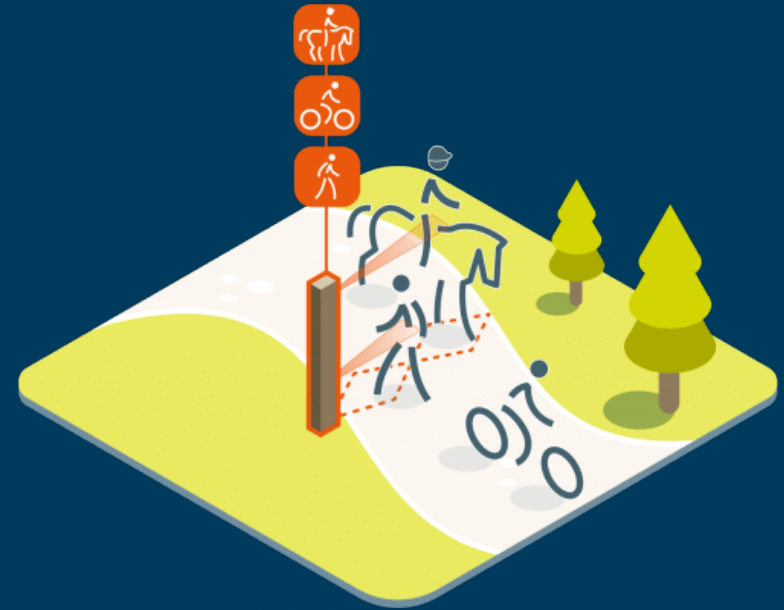


Gathering the Data – Tech Platforms

Eco Counter - Trail Counters

www.Eco-Counter.com

- Count and classify pedestrians and cyclists
 - Paved and unpaved
 - Real time display



"I can't believe all systems don't use this tool for parks and trails. We used them here to make important decisions about trail expansion and maintenance. We had 150 miles of trails that we can't cover with our rangers. This type of technology is instrumental in decision making."
JG Westminster, CO

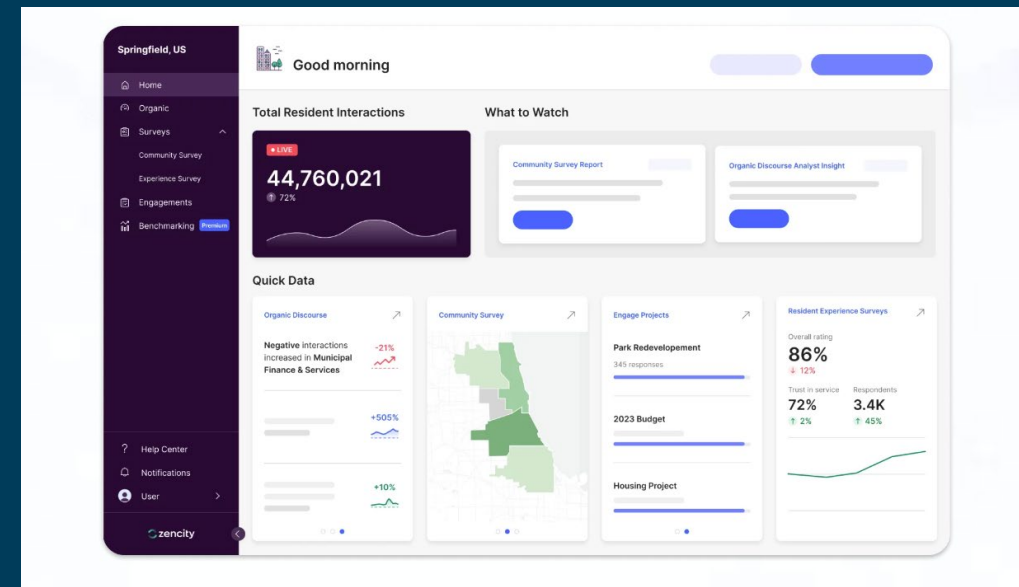


Gathering the Data – Tech Platforms

<https://www.realtimefeedback.com/>



[Community Engagement Platform for Local Governments | Zencity](#)



Which tools might be useful for your system ?

Gathering the data - People

Engagement



Engagement Strategy

Develop an Engagement Strategy with the District and discuss both virtual and in-person options



Social Pinpoint

Create a virtual engagement platform where citizens can share their input



Internal Engagement

Interviews and meetings with the Agency Board of Directors/Commission, staff, and volunteers



Public Input Sessions

Stakeholder meetings with community leaders as well as in-person focus groups

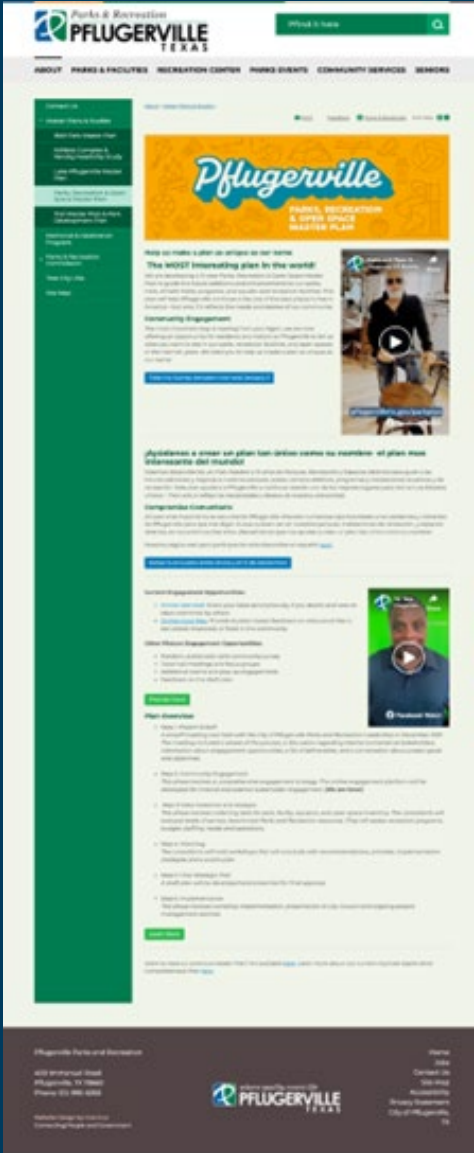


Statistically Valid Survey

Develop and distribute a community statistically valid survey to residents in the agency's service area

Gathering the data - People

Branding and Visibility



A Transparent & Inclusive Process

- Tactical
- Collaborative
- Data-driven
- Interactive
 - Equity focus groups
 - Pop up events
 - Local businesses
 - Information where people can see it



[Gilbert AZ Social Pinpoint Site](#)



Engagement Methodology/DEI

蒙特利公园布鲁格迈尔图书馆

社群建设

愿景
这家图书馆是这个群体的重要资源，受到充满活力、欣欣向荣的蒙特利公园的每一个人的认可和重视。

使命
蒙特利公园布鲁格迈尔图书馆的使命是为所有年龄和背景的学习者创造机会，促进在群体内建立联系，在蒙特利公园推动各个方面的文化水平的进步。

图书馆价值观

我们的实践和运营的指导原则。它们描绘了我们如何在方方面面为群体提供服务。

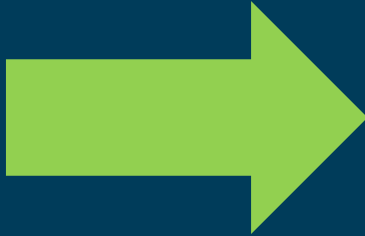
- 热情**
在每一次互动中，我们都提供热情、个性化和卓越的服务。
- 包容**
我们为所有居民消除障碍，使他们能够使用我们的服务，并为代表和反映我们所服务的这个多元化的群体而努力工作。
- 创新**
我们大胆而创造性地引领方向，适应我们的居民不断变化的需要和期望。
- 以赞助人为中心**
我们的项目、收藏和服务都是受我们这个群体的独特需求和渴望驱动的。
- 社群驱动**
我们与其他为我们社群服务的组织合作，为丰富我们的居民的生活提供资源。



- Language
- Faith based organizations
- Multiple touch points
- Live and in person
- Meet people where they will be


Case Study – Pflugerville TX

- Internal emgagement
- 33,000 + engaged
- 12 events
- Social media campaign
 - “Cameos”
 - Facebook, Insta, TicToc
- Local business campaign
- 10,000 postcards mailed
- Unique collateral
- 6,500 unique website visits
- Friday Night Lights



- Momentum
- Urgency
- Feasibility study for Recreation Center
- Dedicated future funding for master plan priorities
- Staff buy-in

Community Engagement





Parks and Recreation, Town of Colonial Beach

January 25 · 🌐

A brief comment on how impressive the turnout and engagement has been this week for our Parks and Rec Master Plan process. It brought together folks from all walks of life, demographics, and political perspectives with one goal: to play a part in what our Parks and Rec department AND parks and open spaces will look like heading into the future. Special "Thank You!" to Sally and our new friends from Berry Dunn, James and Hibah! Incredible team effort! Looking forward to seeing the Plan come to reality. We can't thank you ALL enough!

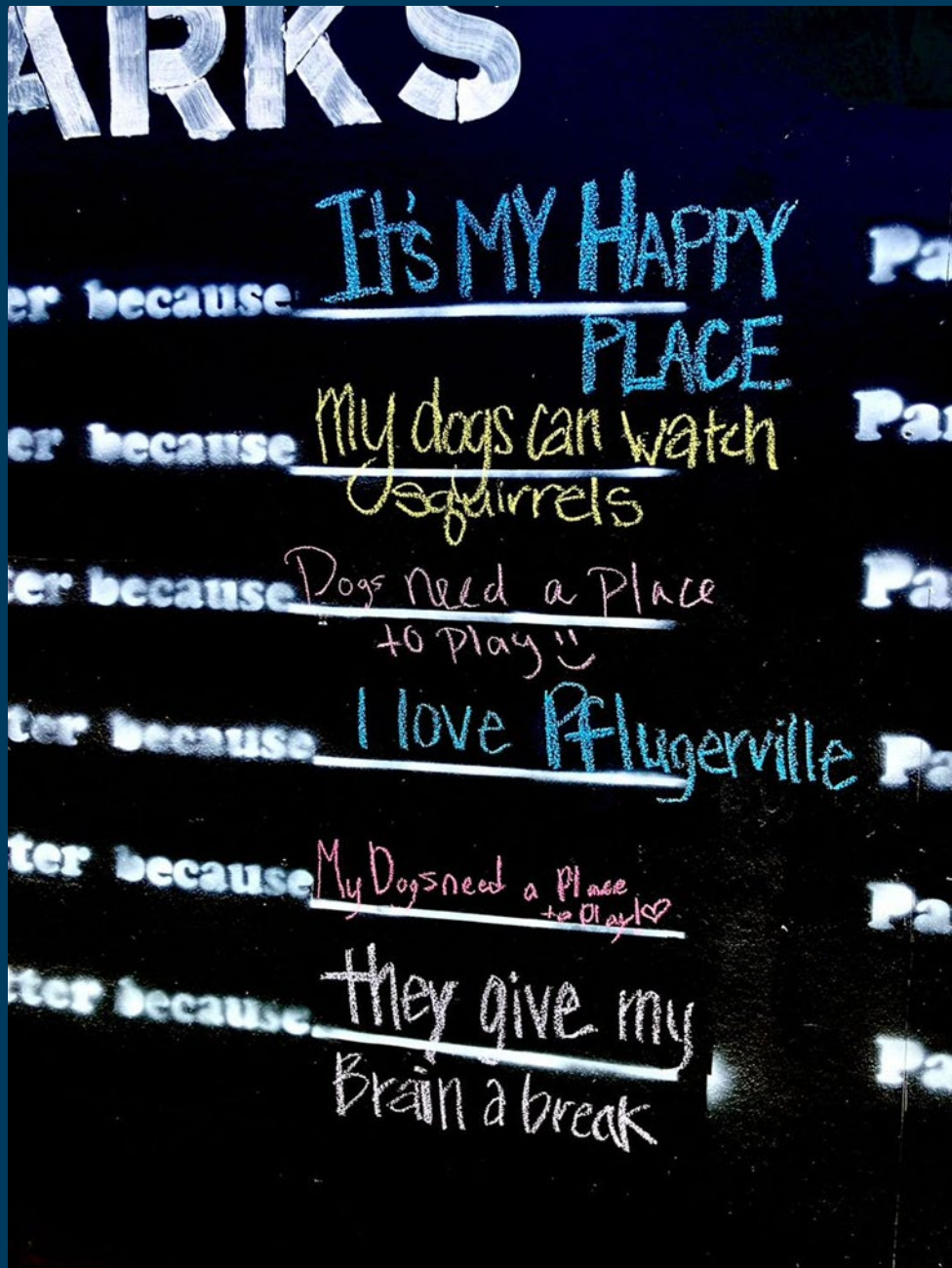




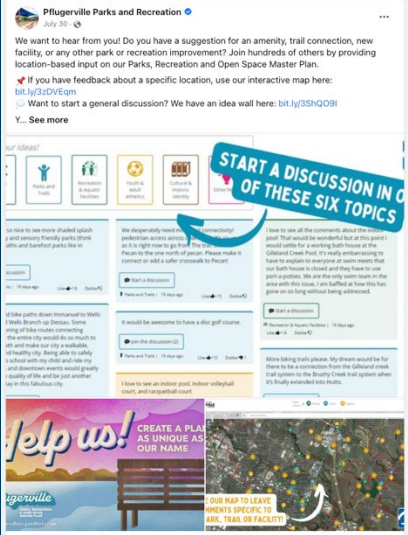
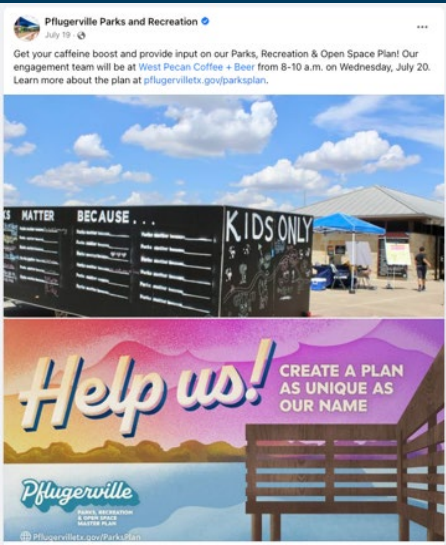


Your input matters. What do you want to see in the future for your Pflugerville Parks, Recreation and Open Space?

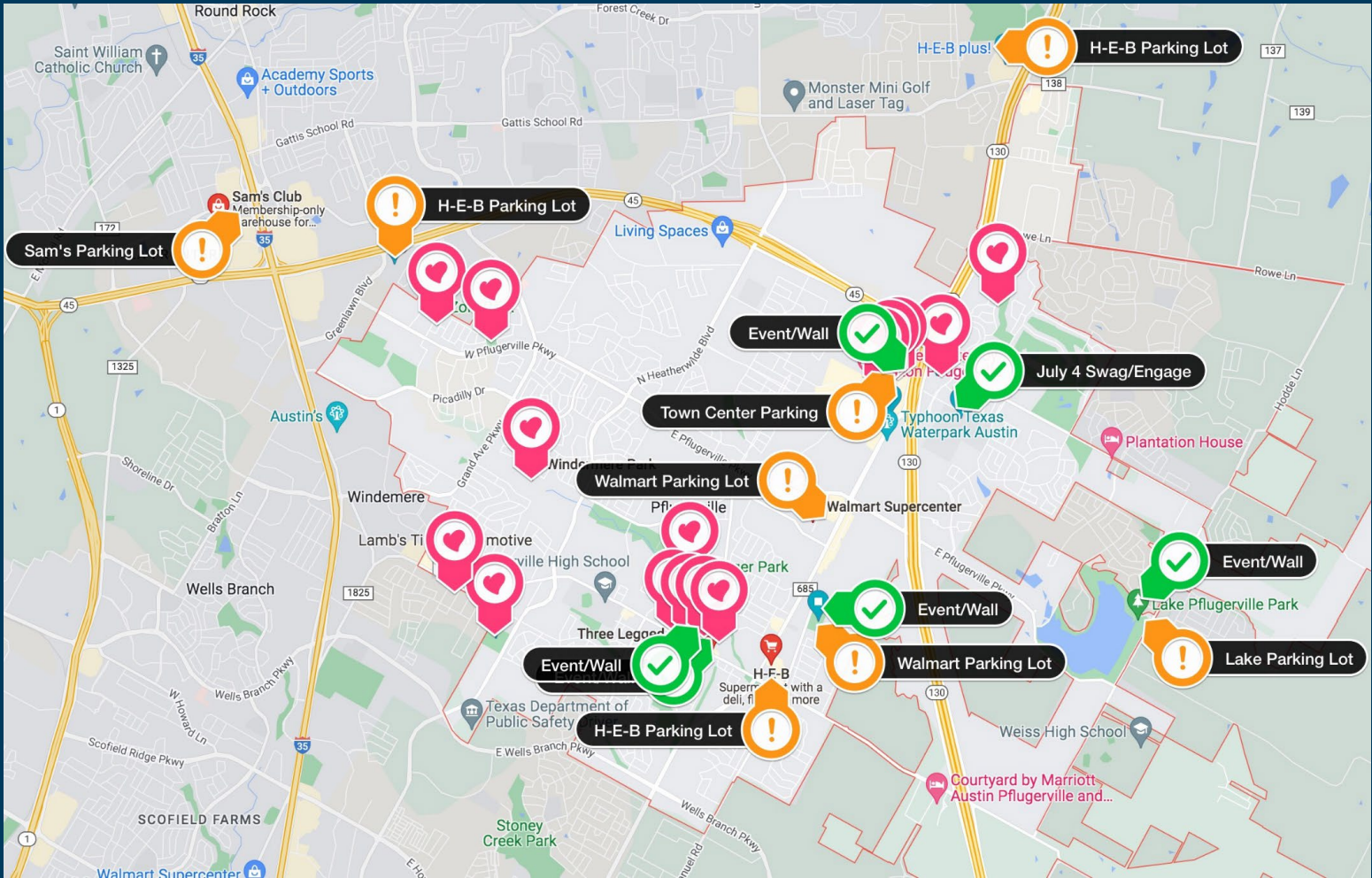




Community Engagement



Sampling of Engagement Touchpoints



Pflugerville Parks and Recreation
March 3 at 3:40 PM · 🌐

🎉 Congratulations to our Parks and Recreation department for bringing home a State TRAPS award this week!

Over the past week, team members attended the Texas Recreation and Parks Society (TRAPS) State Conference in Frisco, TX. The team took home the award for Promotions and Marketing Excellence, which honors the most outstanding promotional efforts of park, recreation and leisure agencies in 2022.

The development of the Pflugerville Parks, Recreation & Open Space Master Plan gave the team an opportunity to educate residents on what Parks and Recreation has to offer while providing creative ways to grow marketing efforts.

Special thanks to BerryDunn, who partnered with the Parks and Recreation team to make this award possible! Read all about the Parks, Recreation & Open Space Master Plan here: <http://parks.pflugervilletx.gov/.../parks-and-open-space...>

Four staff members of Pflugerville Parks and Recreation are standing together, smiling. One person is holding a framed certificate or award. They are wearing dark polo shirts with the Texas Recreation & Parks Society logo.

Help us!
CREATE A PLAN AS UNIQUE AS OUR NAME

We are developing a 10-year Parks, Recreation & Open Space Master Plan and we need your input!

SHARE YOUR IDEAS & LEARN MORE!

Pflugerville
PARKS, RECREATION & OPEN SPACE MASTER PLAN
Pflugervilletx.gov/ParksPlan

An aerial photograph of a park area, showing a large open field, a paved path, and surrounding trees. Several orange location pins are placed on the map, indicating specific points of interest or engagement touchpoints.

What we've heard from you!

The map displays Charleston County Parks with various icons and callouts. The icons are color-coded: green for 'Opportunities to sustain ORGANIZATIONAL HEALTH', blue for 'Opportunities to improve CONNECTIVITY', red for 'Opportunities to uphold RELEVANCY', and yellow for 'Opportunities to strengthen RESILIENCY'. The callouts are: '4 opportunities to sustain ORGANIZATIONAL HEALTH' (green), '13 opportunities to improve CONNECTIVITY' (blue), '13 opportunities to uphold RELEVANCY' (red), '16 opportunities to strengthen RESILIENCY' (yellow), and '16 opportunities to increase ACCESS' (orange). The map also shows major roads like I-26, I-17, and I-526, and various parks and recreational areas like North Charleston, West Ashley, and Folly Beach.

4 opportunities to sustain ORGANIZATIONAL HEALTH

13 opportunities to improve CONNECTIVITY

13 opportunities to uphold RELEVANCY

16 opportunities to strengthen RESILIENCY

16 opportunities to increase ACCESS

14 ROADBLOCKS

CHARLESTON COUNTY PARKS

Agency Landscape + Planning

14 ROADBLOCKS

CHARLESTON COUNTY PARKS

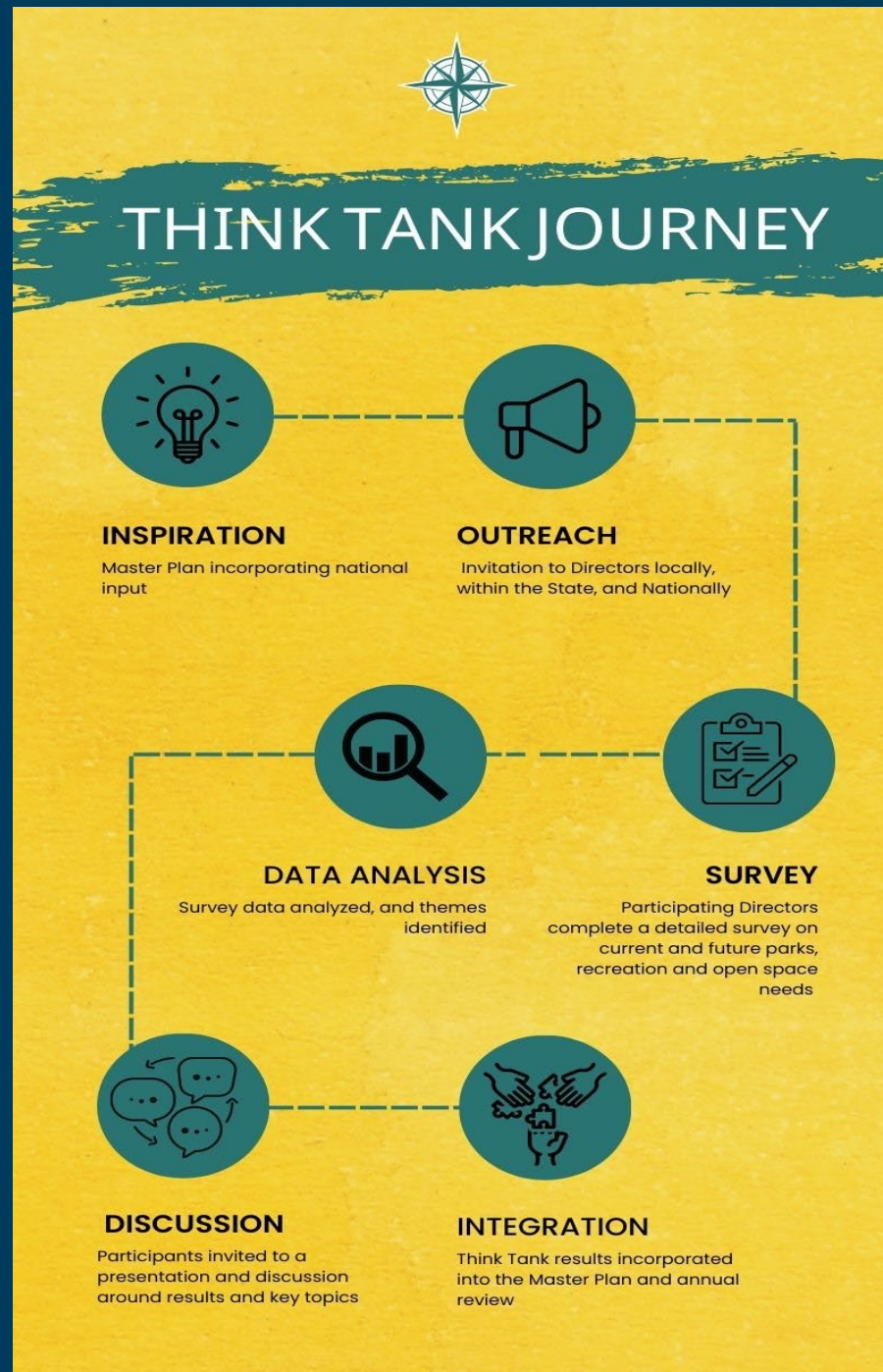


CHARLESTON
COMMUNITY COLLEGE

Agency
Landscape + Planning

ORGANIZATIONAL HEALTH

Think Tanks



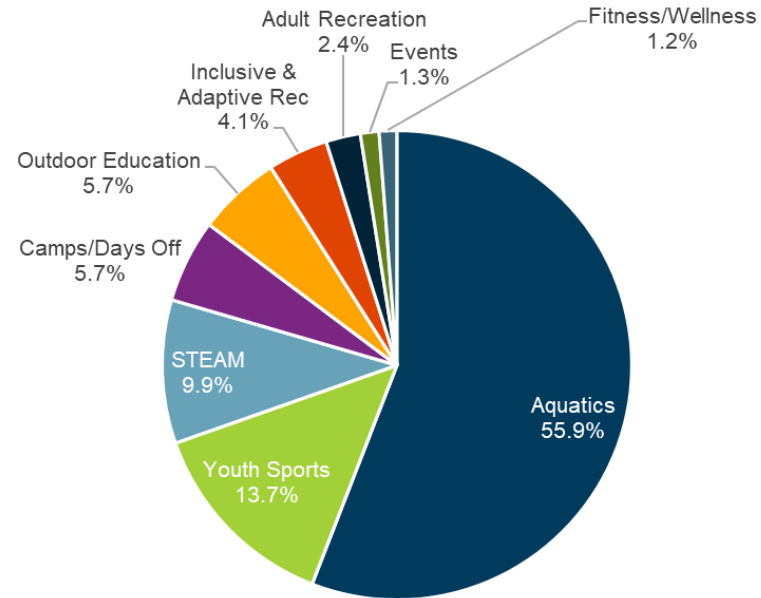
Recreation Program Assessment



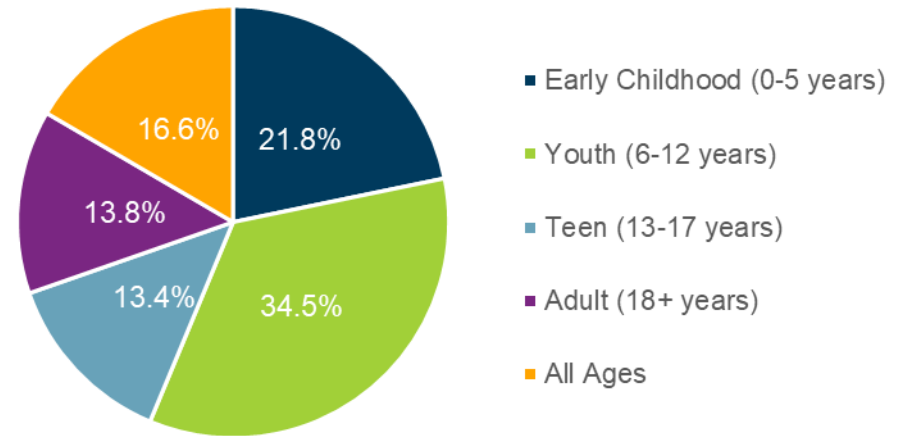
- SWOT Analysis
- Inventory: Type and Age Segmentation
- Core Programs Life Cycle
- Demand
- Compare Demographics with Offerings
- Outcomes Assessment
- Alignment of Programs with Community Needs

Recreation Program Assessment

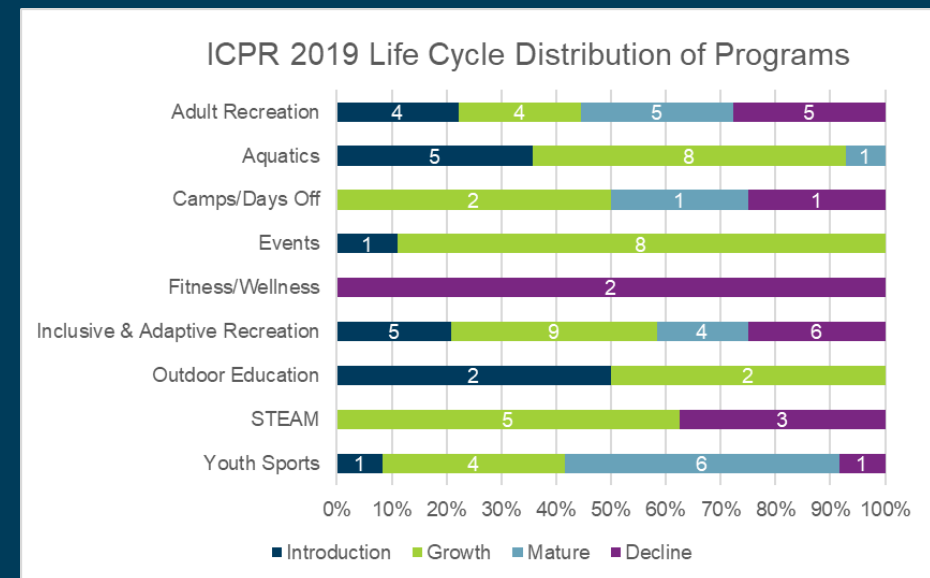
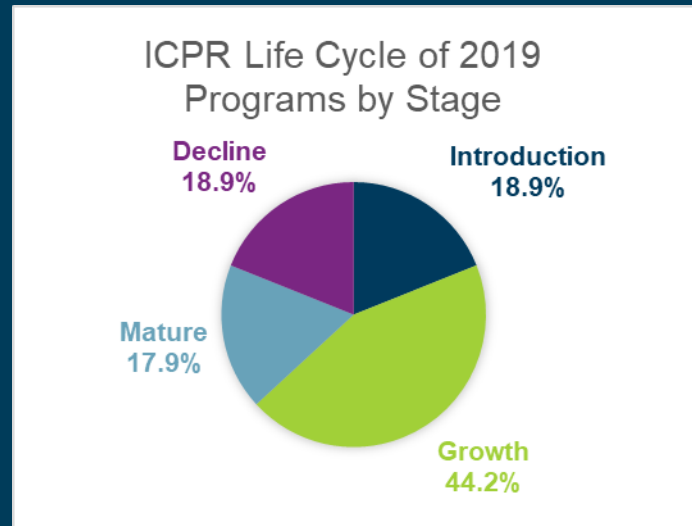
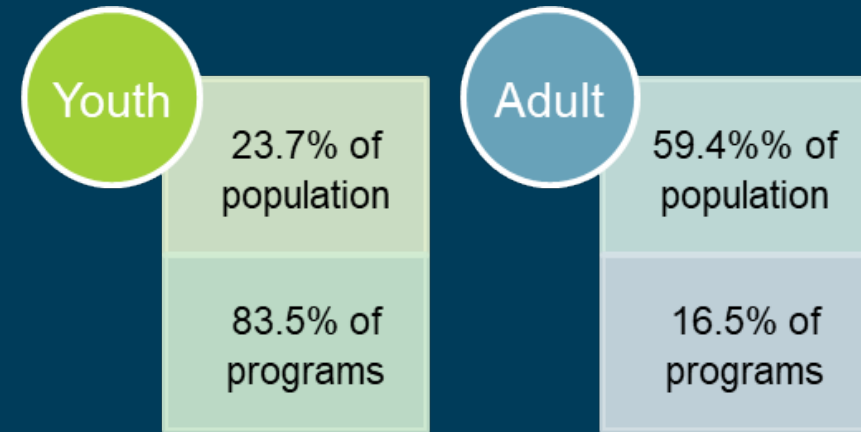
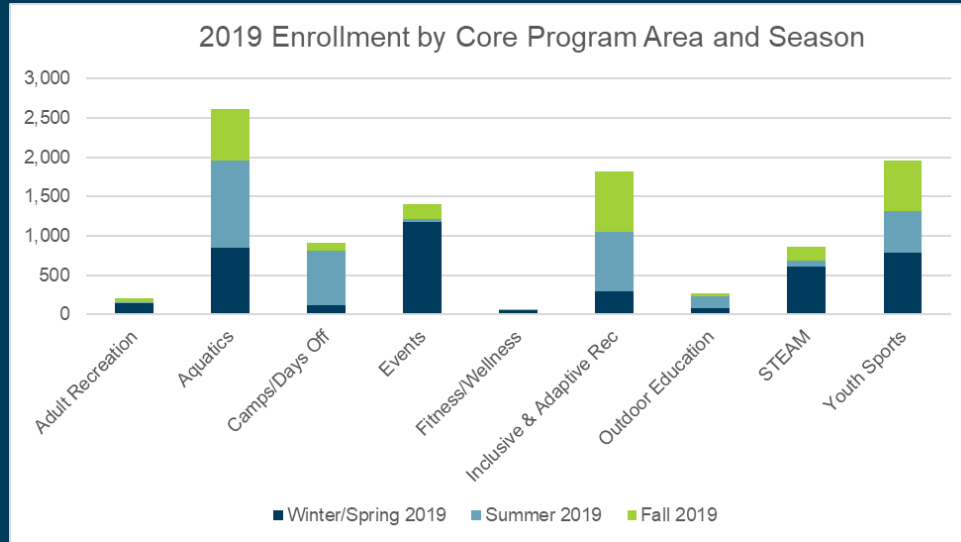
2019 Enrollment-based Program Distribution



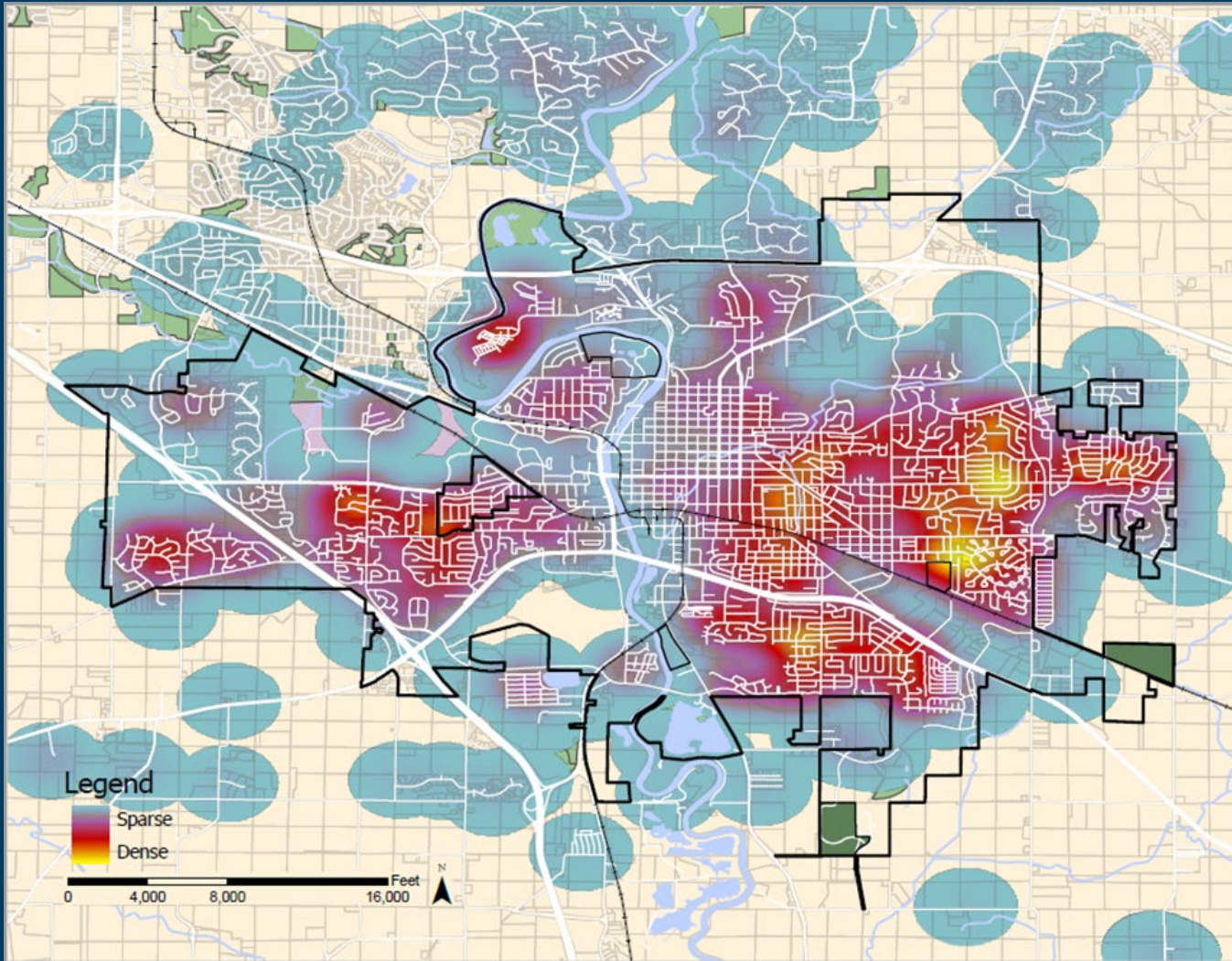
Age Segmentation of Enrollment-Based Programs Offered, 2019



Recreation Program Assessment



Gathering the data – participant mapping

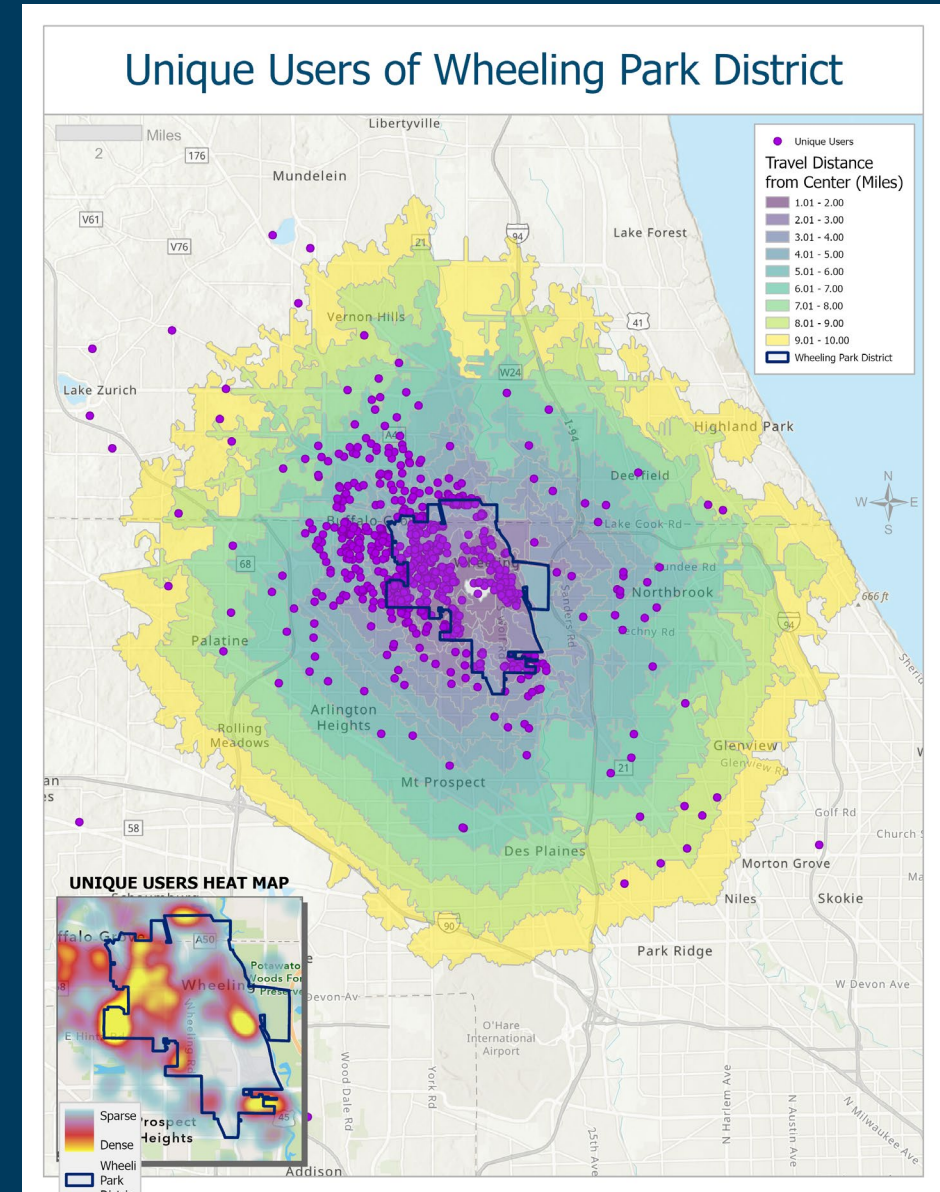


Participant Reach Heat Map

The yellow color represents the highest concentration of participant households, whereas blue is the lowest concentration. Blue circles in areas of high population density represent an opportunity to attract new participants

Gathering the data – participant mapping

Participant Reach Heat Map



Recreation Program Assessment - DEI

	EQUITY				DIVERSITY			INCLUSION		
	Geographic Locations	Fairness	Scheduling	Health / Wellness	Variety of Skill / Ability Levels	Cultural Connection	Primary Dimension	Program Serves Underserved Groups	Access	Engagement
Adult Recreation	1.1	3.6	1.3	3.3	2.3	1.8	2.4	2.1	1.9	2.0
Aquatics	2.7	3.0	2.8	3.0	2.4	1.0	1.1	2.1	2.0	2.5
Camps/Days Off	1.0	4.0	1.3	3.8	3.3	3.0	2.0	4.0	3.0	3.8
Events	1.0	4.0	1.0	3.2	3.8	2.7	2.0	4.0	2.1	3.2
Fitness/Wellness	1.0	3.5	1.0	4.0	3.0	2.0	2.0	2.0	2.5	2.5
Inclusive & Adaptive Rec.	1.2	3.8	1.0	2.1	3.7	1.4	2.0	4.0	4.0	2.1
Outdoor Education	3.0	4.0	2.0	4.0	3.0	2.5	2.0	2.0	3.0	3.0
STEAM	1.3	4.0	1.8	4.0	3.0	3.0	2.0	2.5	3.0	3.0
Youth Sports	1.5	4.0	1.8	2.2	1.2	1.9	2.0	2.8	3.0	2.0
Average Rating	1.5	3.8	1.5	3.3	2.8	2.1	1.9	2.8	2.7	2.7

		Weighted Score	ICPR Departmental Assessment																								
			Non-Existent/ Weak					Emerging					Developing					Transforming					Expert / Leader				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Administrative Equity:																											
1 Fair registration policies and processes (i.e. reserve windows of time to accommodate different schedules, multilingual forms)		13																									
2 Simplified financial aid application and use process		16																									
3 Equipment supply/check-out (equipment library concept as well as program-based)		7																									
4 Hiring practices (race, geographic origin, gender)		15																									
5 Staff training in equity, bias, cultural awareness, mental health first aid, de-escalation, etc.		15																									
Program Menu Equity:																											
1 A variety of price levels throughout core program categories		10																									
2 Community groups/partners included in program menu creation		11																									
3 Representative planning (program designed by staff or residents from underserved populations)		8																									
4 Thoughtful scheduling (avoid/accommodate religious observances; coordinate with other community groups' events)		17																									
Program Execution:																											
1 Multilingual instructors		6																									
2 Program led in language(s) other than English		5																									
3 Community collaboration/partnerships to plan and/or execute		15																									
4 Inclusion aides		12																									
5 Greeters/guides/welcome crew		8																									
6 Representative leadership (i.e., instructors)		12																									
7 Marketing/outreach to specific, underserved groups		12																									
8 Marketing/outreach regarding financial aid availability		15																									

Implementing Equity

Partnerships



Mishawaka, IN - The Parks department partnered with the school district to create augmented reality walks in local parks. Visitors use an app to scan stations across the park. Everything from dinosaurs to insects can be viewed in 3D – allowing families to combine fitness and education into one exciting outdoor experience.



City of Hialeah FL partnered with professional baseball team,
the **Miami Marlins**, and J.P. Morgan to offer a free youth baseball and softball training.



Using the Data

Implementing Equity

[Advocating for Consistent Funding: A Two-Pronged Approach | Advocacy | Parks & Recreation Magazine | NRPA](#) November 2022

1. Having one-on-one conversations with officials and providing them with tours of facilities or programs
2. Providing compelling evidence with data on use, resident opinions, economic impact and facility quality

Advocating for Consistent Funding: A Two-Pronged Approach
October 20, 2022, Department, by Dr. Andrew Mowen, Dr. Sammie Powers, Dr. Nicholas Pitas and Asia Simms
Advocacy



For an enhanced digital experience, [read this story in the ezine](#).

Local government officials consider parks and recreation to be important to their community, but so too are many other community services that compete for limited resources. When funds are tight, park and recreation agencies often face the most drastic budget cuts. However, when there is a budgetary surplus, these funds are typically re-established. Communicating how services address community priorities is important, so what are effective ways to advocate officials for investing in parks and recreation?

A recent study conducted by the [Pennsylvania Recreation and Park Society \(PRPS\)](#) and the [Pennsylvania State University surveyed park directors' opinions regarding funding and effective advocacy strategies](#). This study examined the impact of the coronavirus (COVID-19) pandemic on agencies' operations and their effective advocacy on behalf of their parks. Researchers also polled local officials to assess what factors corresponded to the importance they placed upon parks and recreation. Findings from the director survey suggested strong support for a two-pronged approach:

1. Having one-on-one conversations with officials and providing them with tours of facilities or programs
2. Providing compelling evidence with data on use, resident opinions, economic impact and facility quality

Any time you can get an official in to see your facilities, services and constituent use is worthwhile, especially in partnership with compelling data that augment the case for investing further to support community need. Local officials perceive park and recreation services as more important when they address community priorities, when constituents are vocal in their support, when officials have a good working relationship with park staff, and when they or their family personally use local park and recreation facilities and services.

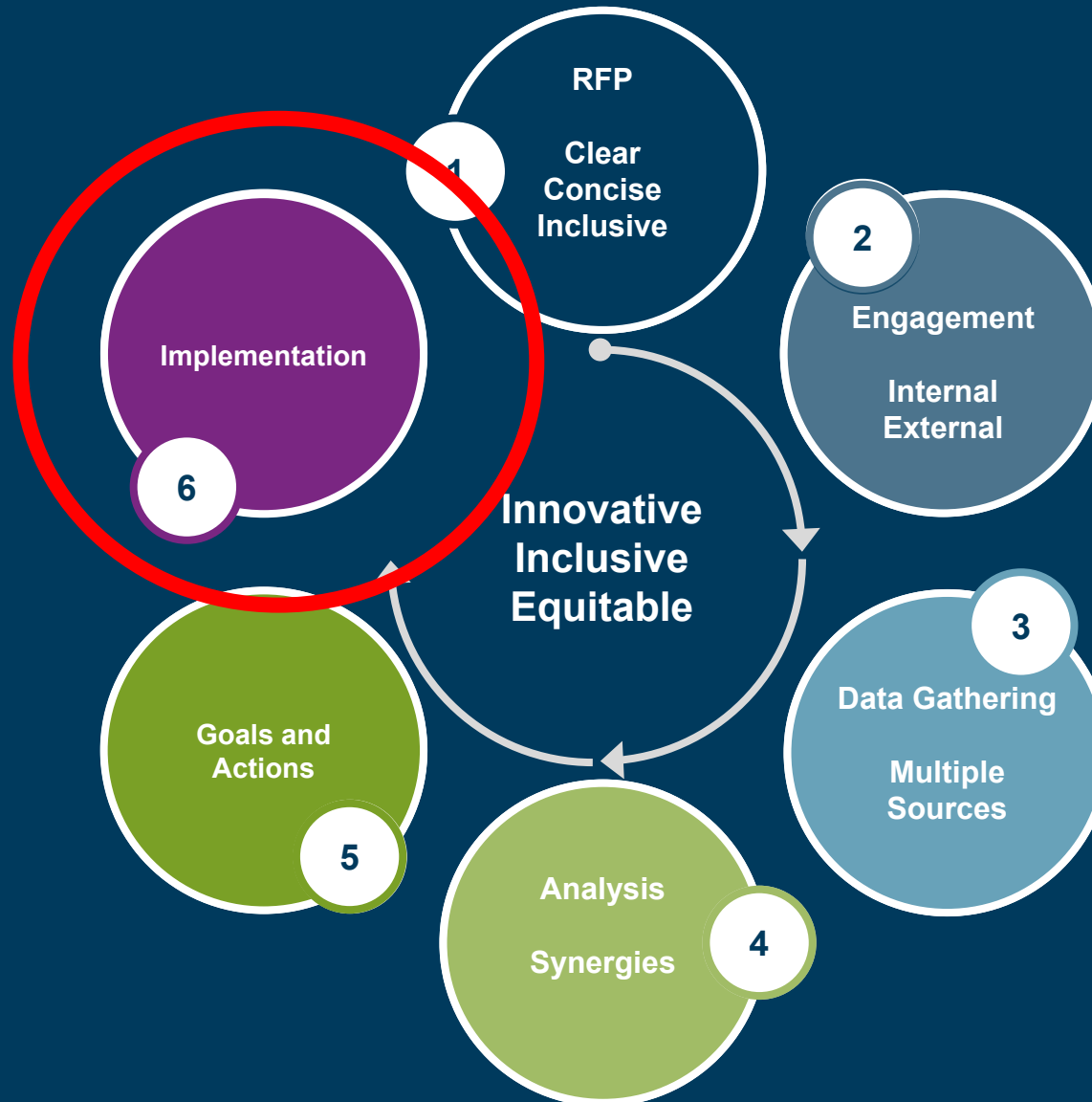
State and local park and recreation agencies have generated support using these strategies. In Pennsylvania, PRPS successfully utilized this research to secure funding on both the statewide and local levels. Pennsylvania's 2022-2023 budget contains the largest investment for Pennsylvania's conservation, parks and recreation systems in the past 20 years — nearly \$700 million. An additional \$100 million in federal American Rescue Plan funding will [create a new Outdoor Recreation Program for investments in state park and state forest infrastructure, community parks and recreation centers, trails and greenways, riparian buffers, and other purposes](#).

"We're always glad for the opportunity to work with Dr. Mowen and his colleagues [at Pennsylvania State University] to identify valuable new insights into industry trends and perceptions," says Tim Herd, CEO of PRPS. "The fresh data helps our recreation and park providers become more adept community leaders in the issues that enrich the lives of all Pennsylvanians."

As you are planning ways to generate support for your agencies, remember that you are not alone, and there are valuable resources at your disposal. These tactics, when employed in advocating for funding support, have tangible benefits. Put these valuable insights to work for you and the communities you serve, and don't forget to share the strategies that work for you with NRPA and others.

Dr. Andrew Mowen is a Professor in the Recreation, Park and Tourism Management Department at The Pennsylvania State University. **Dr. Sammie Powers** is an Assistant Professor of Recreation Management at George Mason University. **Dr. Nicholas Pitas** is an Assistant Professor in the Recreation, Sport and Tourism Department at the University of Illinois Urbana-Champaign. **Asia Simms** is the Park Champions Specialist Intern at NRPA.

Using the Data



“attraction-selection-attrition model” - Benjamin Schneider

People are drawn to organizations with ***characteristics similar to their own***; organizations are more likely to select individuals who ***seem to “fit in”***; and over time those ***who don’t fit in tend to leave***. Thus culture becomes a ***self-reinforcing*** social pattern that grows increasingly ***resistant to change and outside influences***.

“Culture eats strategy for breakfast.” Peter Drucker



Thank You



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