

Town of Belmont Recreation

# Strategic Action Plan & Cost Analysis 2016–2019 Process Summary



October 2016



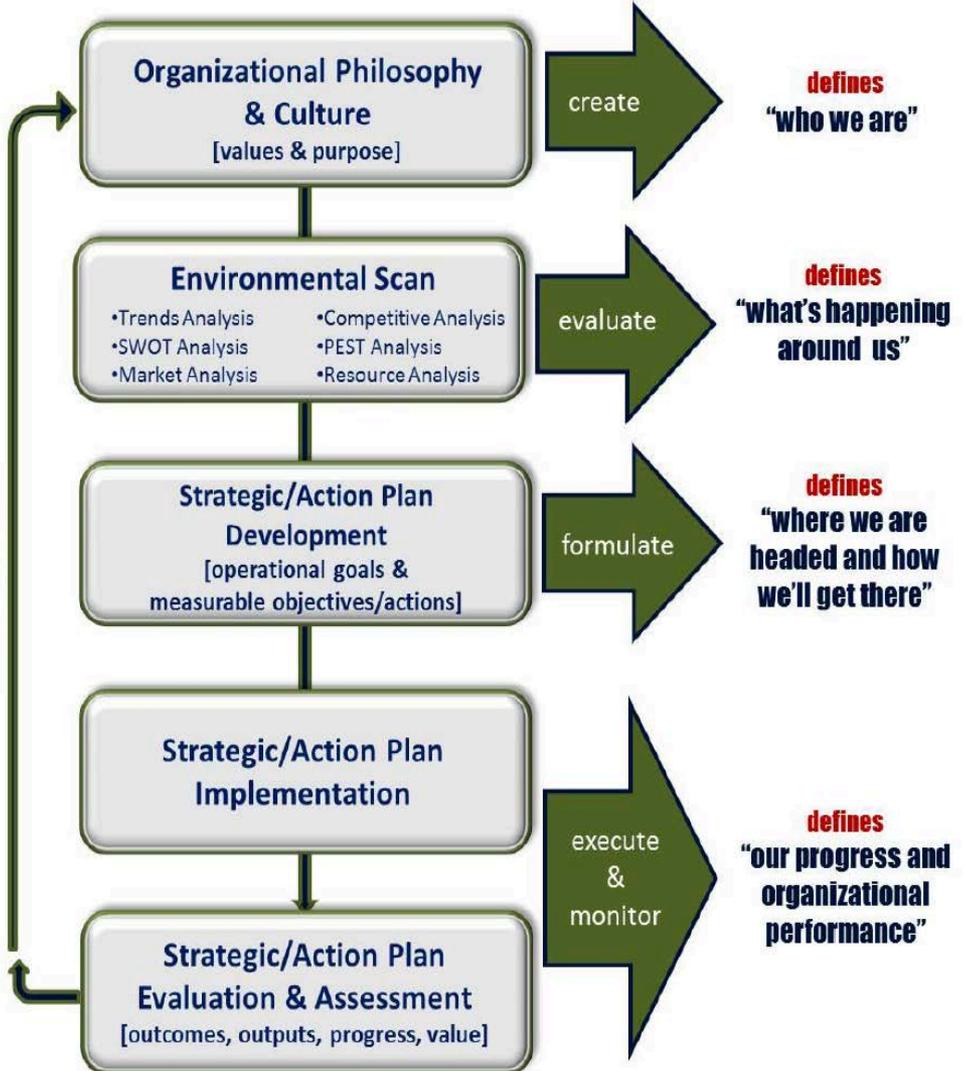
Town of Belmont Recreation . 19 Moore Street, Belmont, MA

# **Agenda**

- I. Review of the process**
- II. Identifying themes & key issues**
- IV. Revisiting values & mission**
- V. Developing the strategic plan**
- VI. Key issues & recommendations**



Stakeholder Engagement



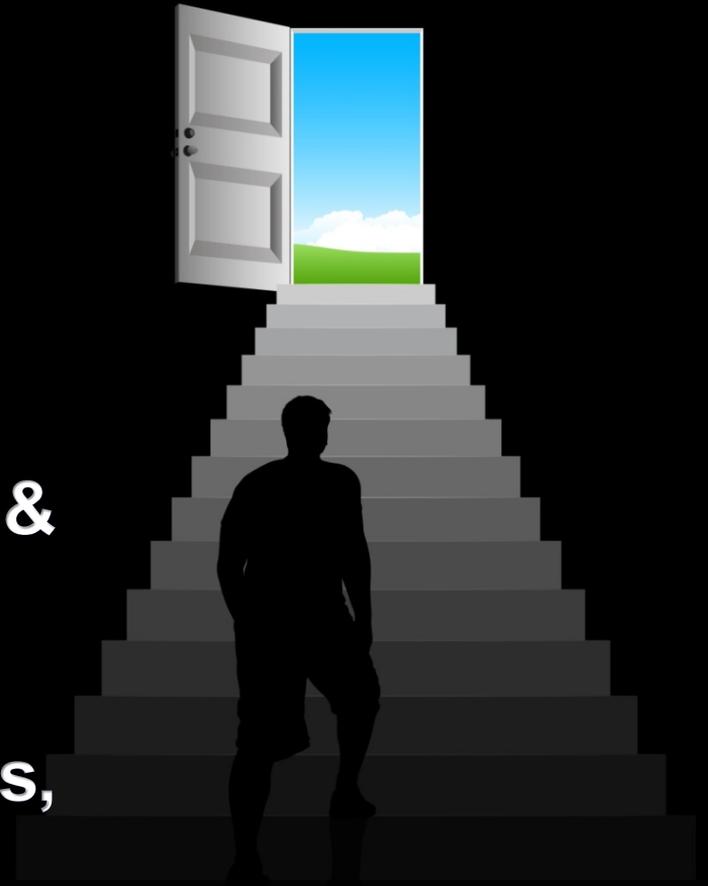
### Operational Analysis & Strategic Thinking

[setting the standard for continuous improvement and organizational resilience]

# The Process



- ✓ **Project Kick Off**
- ✓ **Strategic Plan Questionnaire**
- ✓ **Staff & Board Work sessions**
- ✓ **Focus Group Meetings - Staff & Community**
- ✓ **Developing the Plan - Priorities, Goals, Actions, etc.**



## Town of Belmont Recreation Department Strategic Action Plan Identified Themes & Key Issues



Below is a listing of response themes and key issues which resulted from staff and commission workshops and 9 community/customer focus group meetings that took place February 9<sup>th</sup> - 11<sup>th</sup>. These themes and issues were repeated responses to questions posed to participants during workshops and focus groups indicating that they are common interest areas and/or concerns of multiple people representing different factions affected by the Department and its operations.

These themes and issues are intended to guide Department staff in the development of organizational priorities that will act as overarching guideposts for the Department's strategic action plan (2016 - 2018).

### Organization - centric

- Relevant mission/purpose
- Identifying the Department's niche' and role
- Lack of organizational "leadership"

### Community/customer - centric

- Shifts in community/customer recreational interests & demands
- Interests in enhanced community/customer connectivity & outreach
- Partnership opportunities – strengthen and/or enhance current relationships, build new relationships, etc.
- Accessibility challenges – language, etc.
- Conflict between demographics and programmatic focus

### Fiscal & Physical Resource - centric

- Duplication of services/fragmenting resources
- Imbalance between current customer expectations and operational requirements with available resources – financial, staffing, etc.
- Deteriorating infrastructure and unknown deferred maintenance

### PEST (political, environmental, societal & technological) - centric

- Competition and competing interests for the same target markets
- Changing community demographics
- Technological changes & impacts
- Clarifying the role and responsibilities of the Recreation Commission
- Town/school conflicts re: facility use/scheduling/maintenance – lack of clarity re: role, responsibility
- Special interest group expectations

Themes resulting from Staff Workshop & Community/Customer Focus Group Meetings – February 2016

# Themes & Key Issues

*Town of Belmont Recreation Department  
Values*

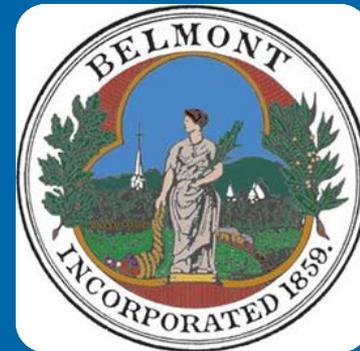
*Community*

*Conserve, protect & maintain  
resources*

*Healthy lifestyles*

*Quality experiences*

*Service*





*Town of Belmont Recreation Department  
Mission/Purpose*

*We are driven to provide high quality recreational experiences for our community and customers through the responsible use of resources and collaboration.*

Community,  
customer & staff  
interests & needs



Department  
**values & mission**

Who we are...  
What's important...  
Why we exist...

Department  
**priorities**

Where we  
will focus  
our energy &  
resources...

Department  
**goals**

What we  
want to  
do...

Department  
**actions**

How we will  
make things  
happen...

Our VALUES

Community  
Conserve, protect & maintain  
resources  
Healthy lifestyles  
Quality experiences  
Service

Our MISSION

*We are driven to provide high  
quality recreational  
experiences for our  
community and customers  
through the responsible use  
of resources and  
collaboration.*

**Organizational  
Identity**

1. Identify our role and responsibilities in the community
2. Create a positive image in the community
3. Determine what services we should be in the business of providing

**Community  
Connections**

1. Mobilize community support
2. Establish mutually beneficial partnerships
3. Celebrate our successes

**A Financially  
Viable Future**

1. Use our current condition to support less dependency on the GF
2. Minimize duplication of services and effort

**Community &  
Customer  
Needs**

1. Maintain and update our existing infrastructure
2. Responsibly utilize our collective resources
3. Stay relevant and current

Implementation, execution & monitoring our  
**2016-2019**  
**Strategic Action Plan**

**Performance Outcomes – RESULTS!**



**Recreation Department  
Strategic Thinking & Direction  
2016-2019**

# Key Recommendations

- ❑ **Appoint a temporary executive/director**
- ❑ **Facilitate a conversation between Belmont Recreation Department & Belmont Public Schools**
- ❑ **Cease current use permitting process**



recommendations

# Key Recommendations

- Conduct annual analysis of fund set-up**
- Invest in and use registration software**
- Review financial management operations and practices**



recommendations

# Key Recommendations

- ❑ **Adopt the use of Service Categories**
- ❑ **Develop a cost recovery strategy & model**
- ❑ **Establish a fees and charges policy**



recommendations

