



## **Staff Report**

---

### STAFF REPORT ON STRATEGIC PLANNING FOR THE PARKS AND RECREATION DEPARTMENT

Honorable Mayor, Council Members, Honorable Chair and Commissioners:

#### **Summary**

The Parks and Recreation Department wants to give the City Council and the community the 30,000 foot overview of the Department. This includes a brief discussion of the history of the Department, the current focus and weighting of the Department, and the proposed direction for the future. The purpose of the presentation is to provide context to the current situation, establish the framework for initiatives coming forward, and receive feedback on the proposed direction.

#### **Background**

Belmont hired a new Parks and Recreation Director in August 2008. As part of the transition, a strategic planning effort is being undertaken within the Department to examine the following key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

The new Director worked with the Department to take a hard look at what the Department does, how well it is accomplishing the mission, where the gaps are, and possible ways to fill them.

#### **Discussion**

This presentation is designed to provide the results of the functional analysis of the Department and present a strategy for moving forward. The purpose of the presentation is to provide context to the current situation, establish the framework for initiatives coming forward, and receive feedback on the proposed direction.

**General Plan/Vision Statement**

- Our actions today preserve and enhance Belmont’s beauty to make it even lovelier for our grandchildren.
- Our strong sense of community and enjoyment of the town’s assets and activities deepen as we become better informed and connected.
- We facilitate lifelong learning in our academic, artistic, athletic, and social dimensions.
- Education, arts and the economy flourish in concert.

**Fiscal Impact**

The strategic planning was undertaken internally, without consultant support, and will not result in any fiscal impact.

**Public Contact**

This meeting is the first presentation of the strategic planning effort to the public.

**Recommendation**

There is no recommendation at this time. The item is presented for information and feedback.

**Attachment**

- A. Power point presentation

Respectfully submitted,

---

Jonathan Gervais  
Parks and Recreation Department Director

---

Jack R. Crist  
City Manager

**Staff Contact:**

Jonathan Gervais- Parks and Recreation Department Director  
(650) 595-7441  
jgervais@belmont.gov

# Parks and Recreation for Belmont



## Belmont Parks and Recreation Strategic Planning

November 5, 2008

# Parks and Recreation for Belmont



## Agenda:

1. Purpose
2. Functional Analysis
3. Strategic Plan

# Parks and Recreation for Belmont



## Purpose of the Presentation

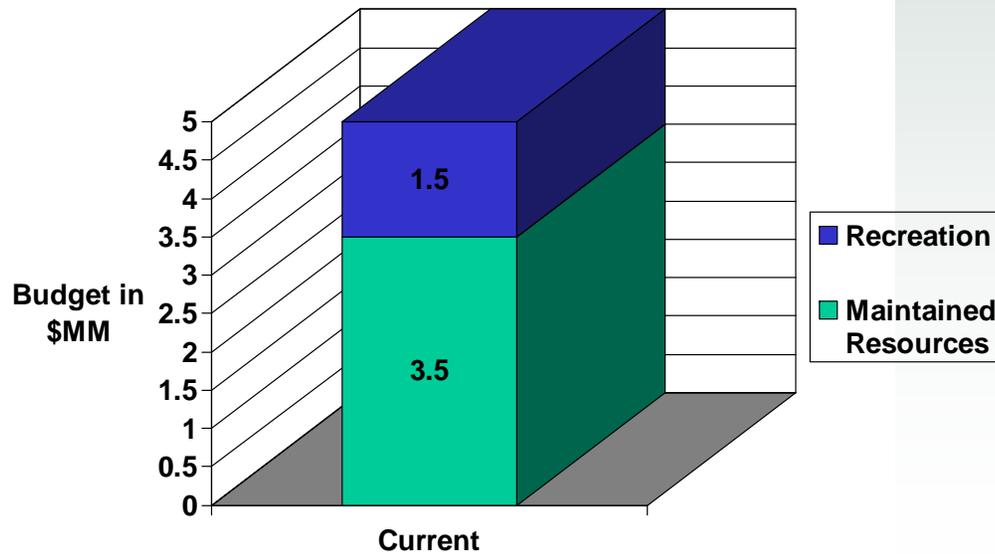
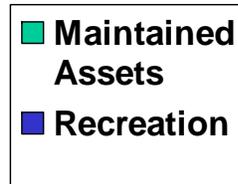
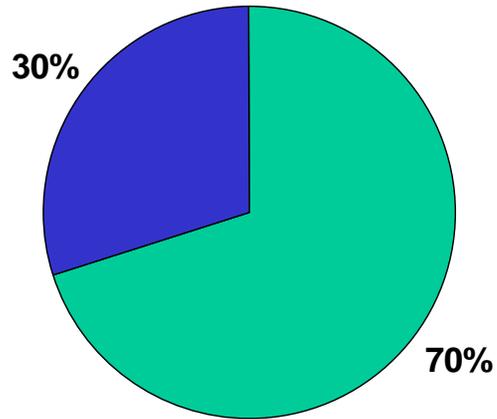
1. Provide context to current situation
2. Establish the framework for initiatives coming forward
3. Receive feedback on the proposed direction

# Parks and Recreation for Belmont



Maintained Assets	Recreation
Facilities Management	Youth Recreation Programs
Parks Management	Teen Recreation Programs
Athletic Fields Management	Adult Recreation Programs
Open Space Management	Field Scheduling
Trees	Pre-School
Medians/Right-of-Ways	Senior Services
Capital Improvement Projects	Partnerships, Agreements, & Marketing
Recreation Facilities Rental	Special Events
Planning	

# Parks and Recreation for Belmont



# Parks and Recreation for Belmont



## Maintained Assets:

- ❖ Scope has shifted to maintained assets- buildings, parks, open space, and fields

	Belmont	San Carlos
Buildings	8 major	4 major
Parks	7 big 4 mid 7 mini (2 in planning)	3 big 3 mid 7 mini
Fields (in parks)	11 (7 city owned, 4 school district owned- city maintained)	12 (6 City owned, 6 school district owned- city maintained)
Open Space	302 acres	65 acres
Parks Staff	9	9

# Parks and Recreation for Belmont



## Recreation:

- Certain programs provide excellent recreational opportunities including senior services, aquatics programs, and dance.
- Field Scheduling works
- Revenue trend is upward across the board (65% self funded)
- Events are improving

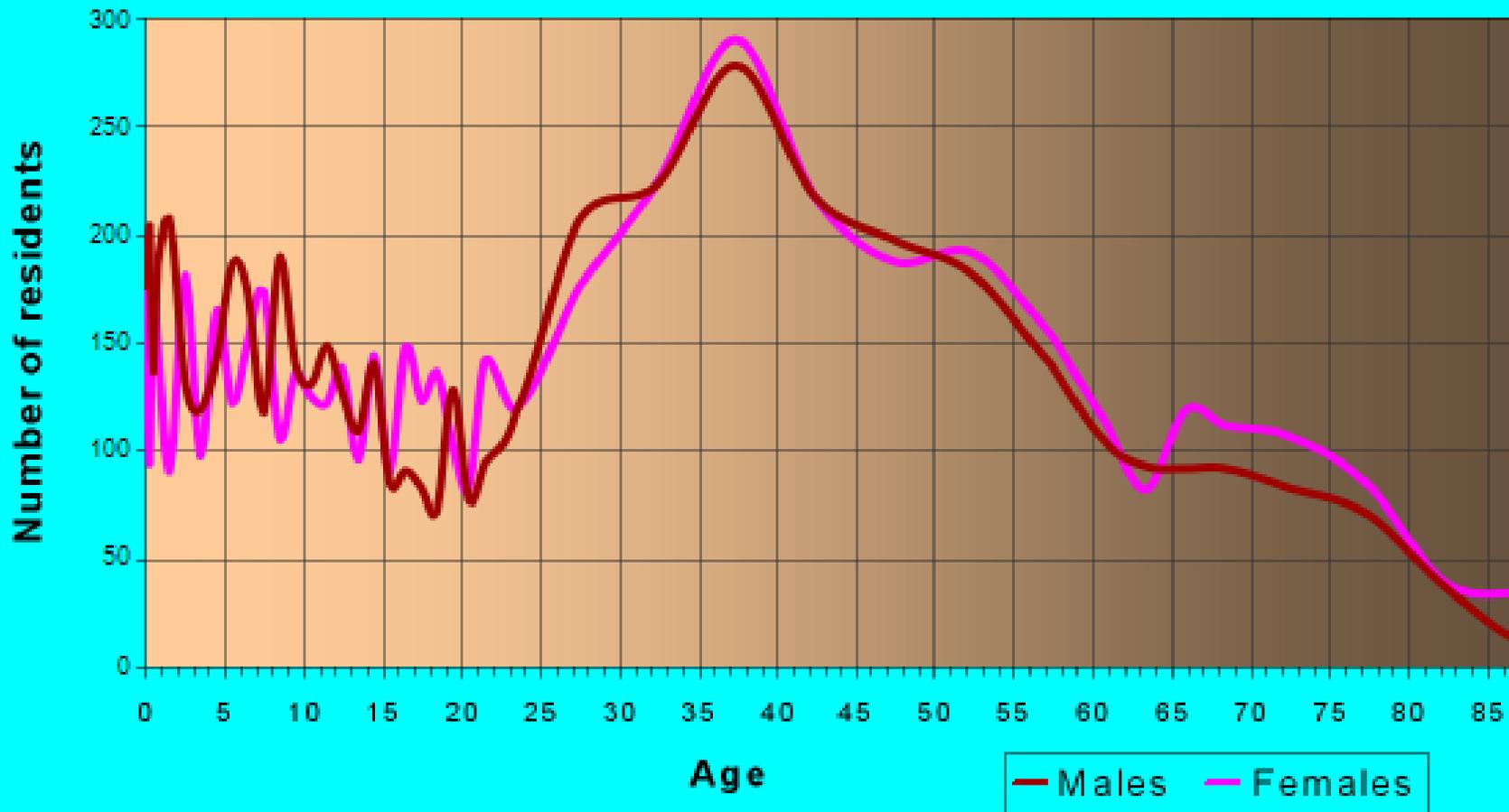
## Gaps:

- Lack of Customer Intelligence
- Teens and adults underserved
- Most underfunded part of department in relation to mission

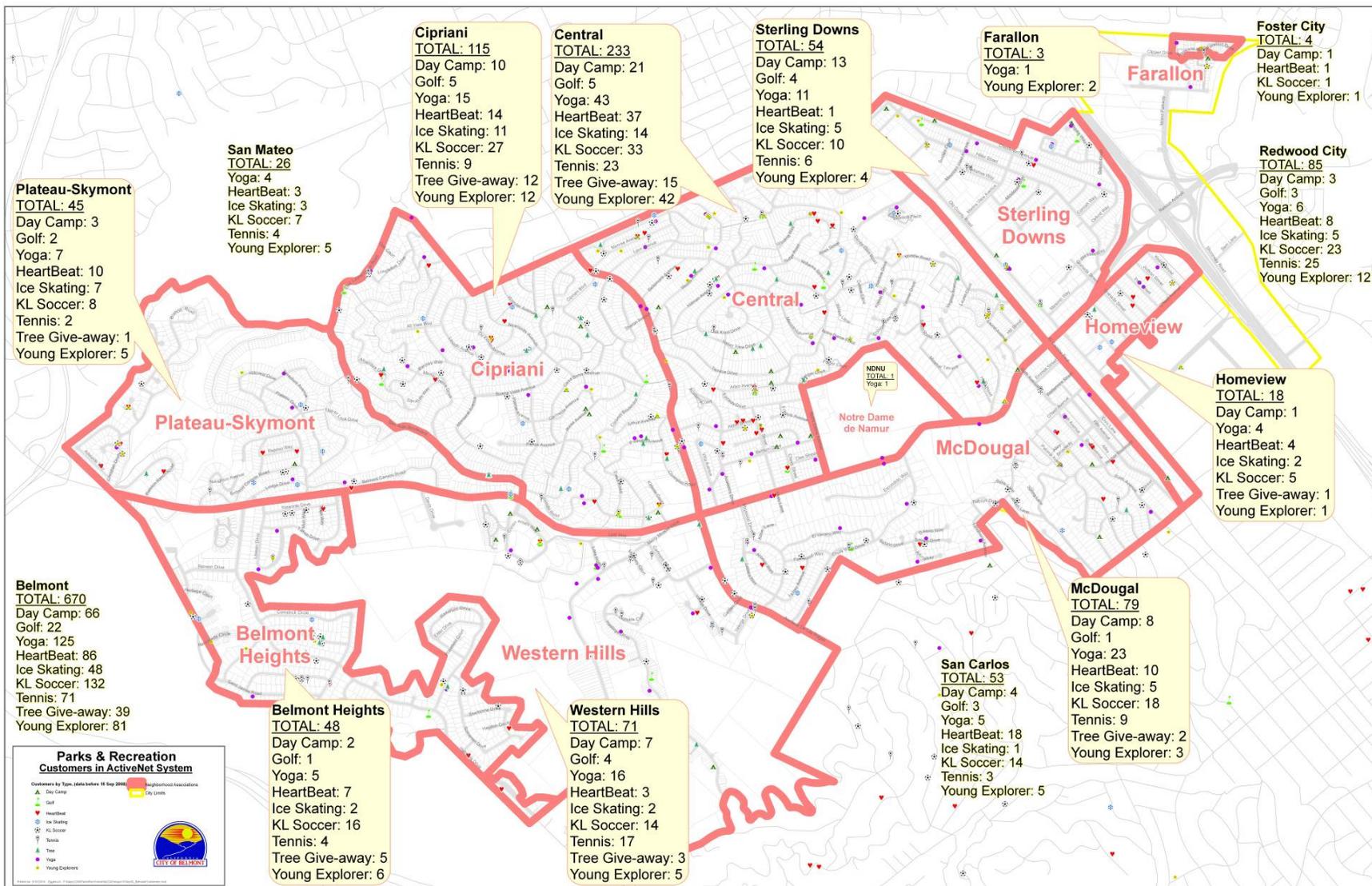
# Parks and Recreation for Belmont



## Distribution of Residents' Ages

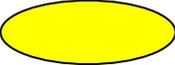
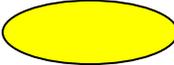
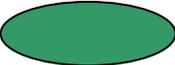
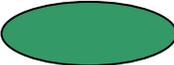
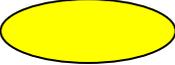


# Parks and Recreation for Belmont



# Parks and Recreation for Belmont

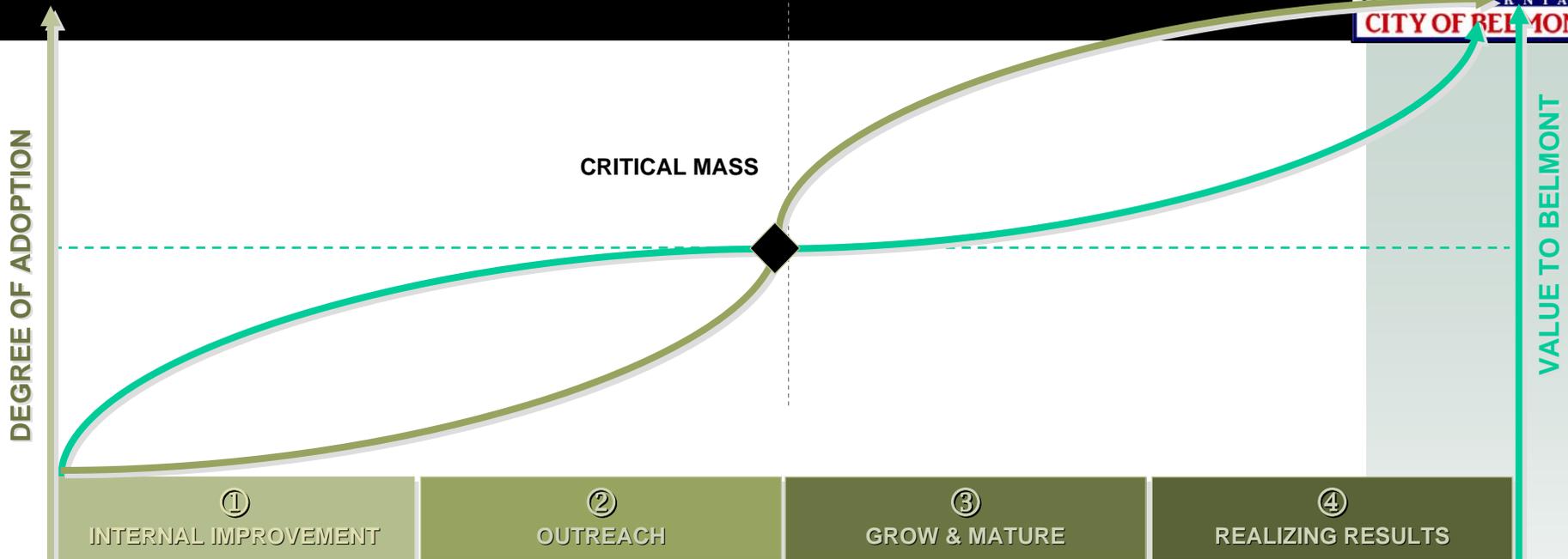


Maintained Assets		Recreation Programs	
Facilities		Youth Recreation	
Parks		Teen Recreation	
Fields		Adult Recreation	
Open Space		Field Scheduling	
Trees		Pre-School	
Medians		Senior Services	
Capital Improvements		Partnerships	
Facility Rental		Special Events	
Planning			

# Parks and Recreation for Belmont



# Parks and Recreation for Belmont



<p><b>① INTERNAL IMPROVEMENT</b></p> <ul style="list-style-type: none"> <li>■ Customer Intelligence</li> <li>■ Stakeholder Engagement</li> <li>■ Resource Rebalancing</li> <li>■ Enhanced Efficiency</li> </ul>	<p><b>③ GROW &amp; MATURE</b></p> <ul style="list-style-type: none"> <li>■ Volunteer Programs</li> <li>■ Non-profit Partners</li> <li>■ Media Programs</li> <li>■ Capital Improvements</li> </ul>
<p><b>② OUTREACH TO THE COMMUNITY</b></p> <ul style="list-style-type: none"> <li>■ Volunteer Networks</li> <li>■ Philanthropic Outreach</li> <li>■ Partnership Development</li> <li>■ Internal Concord</li> </ul>	<p><b>④ REALIZING RESULTS</b></p> <ul style="list-style-type: none"> <li>■ Enhanced quality of life in Belmont</li> <li>■ Reduced Crime, Improved Economic Development</li> <li>■ Wellness, Sense of well-being and connection</li> </ul>

# Parks and Recreation for Belmont

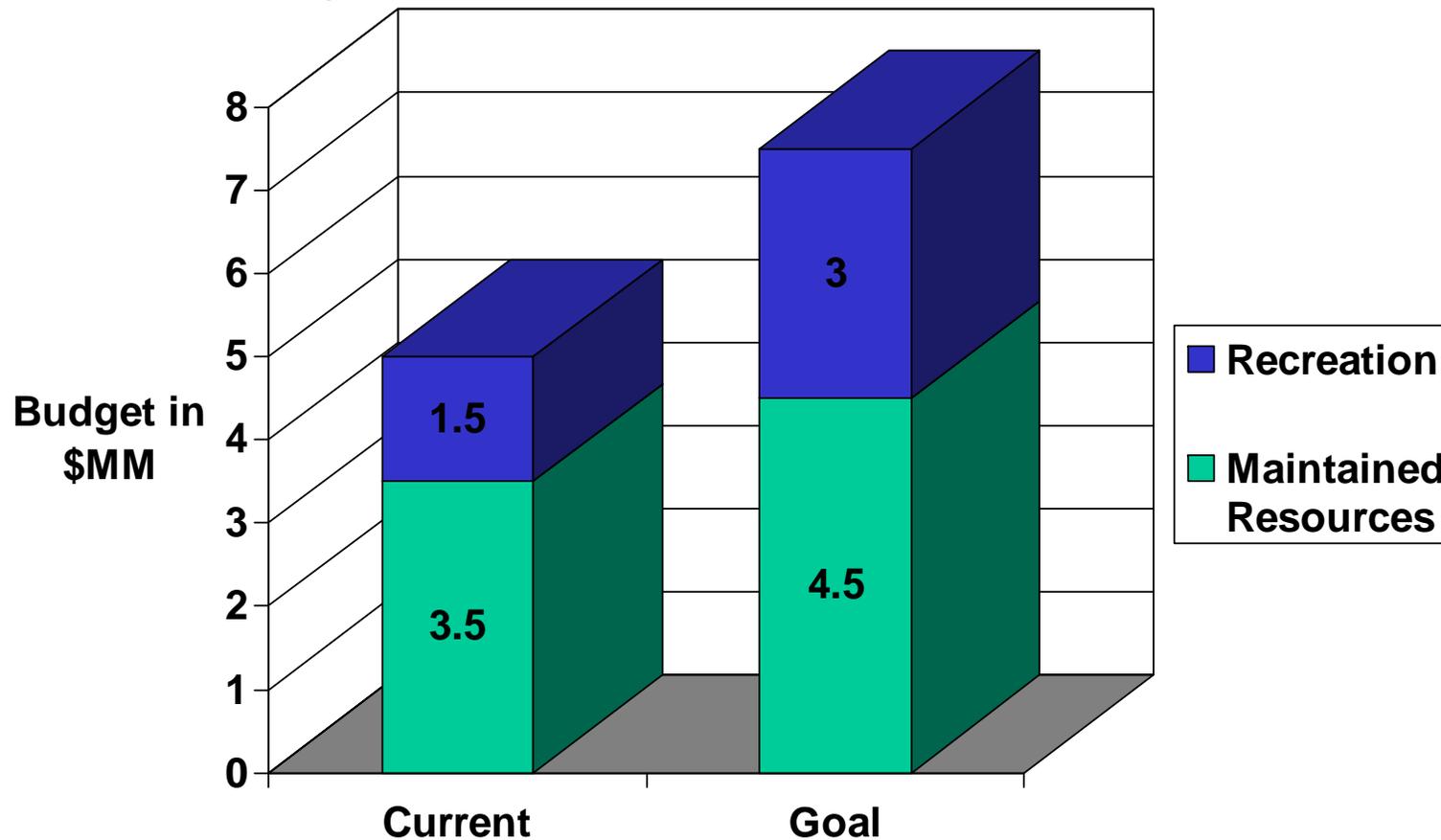


	Phase I	Phase II
Maintained Assets	<ul style="list-style-type: none"> <li>• Improve Efficiency &amp; Reduce fixed costs</li> <li>• Develop Project Pipeline</li> <li>• Remedy Staffing Gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate Asset Management</li> <li>• Barrett Project</li> <li>• Complete Master Plan</li> </ul>
Recreation	<ul style="list-style-type: none"> <li>• Rebalance Staff and Resources</li> <li>• Philanthropic Outreach</li> <li>• Develop Volunteer Programs and Partnerships</li> <li>• Develop Marketing</li> <li>• Complete School Agreements (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Profit Partners</li> <li>• Complete Art Agreements (2)</li> <li>• Develop Grant Funding Sources</li> <li>• Manage volunteer Network</li> </ul>

# Parks and Recreation for Belmont



## Possible Budget Outlook



# Parks and Recreation for Belmont



## Measuring success

- Utilization / attendance
- Revenue increase / cost reduction
- Volunteer service
- Donations and sponsorships
- Partnerships
- Secondary yardsticks
  - Wellness
  - Economic Development/ House Prices
  - Crime reduction

# Parks and Recreation for Belmont



## Parks and Recreation Mission Statement

“Belmont Parks and Recreation Department mission is to ensure and *enhance the quality of life for the Belmont community* by providing cultural, social, and recreational opportunities in the City’s parks recreation facilities, and open space.”

# Parks and Recreation for Belmont



The End