

Chapter 7

Planning for Strategic Management

Case Studies

Case Study #1

The City of Baldwin, about 40,000 people, does not have a Parks and Recreation Department. Last year, the city manager determined there was a need and took the first steps toward establishing a department, that is, he requested the City Council to appoint a Recreation Board. There is no budget and no personnel at this time. There are a number of existing parks that the City maintenance division maintains. The only recreation programming, however, are some summer ball leagues that use the diamonds and a children's playground program. There are four non-profit boys and girls clubs in the area who presently program for youth and the churches have a joint senior citizens' program. The city manager suggested that the parks could be under the advisory guidance of the Recreation Board.

You are a member of the Recreation Board. After great discussion, board members have decided to do a parks and recreation strategic plan for the City. Discuss the steps that the board should take. What stakeholders should be included in the process? Outline a strategic plan that might be presented to the city council — include:

1. *Vision statement for what a parks and recreation department would be in 20 years.*
2. *Mission statement that fits this vision.*
3. *Two sets of goals and objectives*
4. *An action plan to meet the goals and objectives*

Case Study #2

The YMCA located in Switzer is 30 years old. The executive director who has been there almost as long as the Y building, 25 years, has done very little in terms of changing programs, policies, or procedures in the last ten years. He now sees that the association is going into crisis. The membership is dropping and the infrastructure is deteriorating. He is having funding problems. Some of his new staff have come to him and suggested that perhaps they should do a strategic plan.

You have been hired as an outside consultant to work with them on the plan. What steps should you advise them to take? Who should be involved at each step? What aspects of a plan would be developed? Give examples for possible vision and mission statements, goals and objectives, and action steps.