

BUSINESS PLAN
FORT MONMOUTH COMMUNITY CENTER
FY2003

Executive Summary

The Fort Monmouth Community Center has been in existence since August 1942, when it was the USO Center/Post Restaurant. Then it became the Service Club, later turning into the Recreation Center, and now it is the Fort Monmouth Community Center – open to the entire Fort Monmouth Community.

An independent survey showed that there was a need for a Conference Center situated on main post, with the move of CECOM to main post.

With this factor in mind, fort Monmouth Community Center developed special programming including: Instructional Classes and we are available during normal duty hours for Command Functions, i.e. NCO Call, Change of Command Ceremonies, USMAPS special functions, Retirement Ceremonies, Press Conferences, and Military Conferences. In addition, the RDS team is also planning other special events, including talent shows and craft fairs.

The following business plan outlines the current status of the Fort Monmouth Community Center future goals, and plans for the facility. The plan is a document that will change as consumer demands change, more information becomes available, and the marketing environment changes.

INTRODUCTION

A Community Center (CC) should foster the creation of a community. In the dynamic Army community a CC must provide a sense of a community that accommodates the different lifestyles of its team, including: males and females, married and single soldiers, non-commissioned officers (NCOs), officers, spouses, family members, retired military and eligible civilians. It is the role of Morale, Welfare and Recreation (MWR) to create activities and programs which build the community strength and cohesiveness, foster a sense of sharing between all members of the community, and providing opportunities for enrichment of daily life.

A Community Center should be responsive to local factors. The post population, their needs and wants must be included in the planning of an effective CC. To date, no standard or ideal pattern for provision of Community Services or planning of a CC has been set, and each installation must develop its own. This could include many different daily life activities, some of which are: instructional classes, retail services, recreation programs, meeting and/or conference rooms, and social reception areas. The CC should be available to the lower income community families for social functions at a minimum charge, i.e. weddings, birthdays, anniversaries, etc. When conveniently placed together, these services provide alternatives to MWR programs and may reduce the need for provisions by Army sources.

A Community Center should be under continuous development. Plans for a CC should be designed and built sequentially over time. Plans should allow parts of the facilities to be built independently, and should be flexible to accommodate construction from different source.

A Community Center should offer a variety of activities that invite personal choice. A CC should maximize an individual's opportunities to choose, and should present a broad and varied mix of activities and services as possible. The more different the mix of activities, the greater the convenience, excitement, and attraction that can be generated. In addition, location is crucial and the CC should be highly visible and be a desirable access to various other locations, including family housing, post administration and other operating areas.

A Community Center should be able to consolidate existing programs and facilities. A CC should be open, attractive and non-institutional. It should also demonstrate facility cost-savings, both in reduced space requirements and shared multi-purpose space, labor cost savings in staff utilization and program improvements.

A Community Center should be available to Command functions on a space available basis during normal duty hours.

In addition to these six principles, the CC must support the mission of MWR, and enhance the quality of life of the soldiers and their families by providing meaningful community support which increase readiness, pride in service, a sense of belonging, and public support of the Army.

MISSION STATEMENT

To provide a multi-diversified social and recreational environment to the Fort Monmouth community and to offer superior customer service, which generates minimum revenue for the sustainment of MWR.

GOALS AND OBJECTIVES

Goal: To provide quality customer service during FY 03.

Objectives:

1. Train at least 90% of facility technicians and operators in customer service by end of 3rd quarter FY 03.
2. Ensure 100% compliance of personal standards are met pertaining to customer service.

Goal: To maintain a quality facility that enhances Community Center programs.

Objectives:

1. Develop a plan to replace damaged, broken or obsolete equipment by end of 2nd quarter FY03.
2. Ensure at least 95% of all equipment in facility is operational at any given time.
3. Ensure daily cleanliness of the facility.

Goal: To achieve 2% patronage/participation increase by end of FY 03.

Objectives:

1. Host no less than two (2) new customer driven programs semiannually, in coordination with the RDS Program Team.
2. Coordinate information dissemination for services and programs through the RDS Marketing Office at least one month prior to program.
3. Maintain utilization and customer information database through use of the RecTrac system with 90% accuracy and reviewed quarterly for changes in information.

Goal: To provide skilled job related training to the facility staff based on Individual Development Plans, which are updated on a yearly basis.

Objectives:

1. Research specific training that is needed to provide professional service to patrons with no less than five specific opportunities per year.
2. All personnel must attend planned and scheduled training and provide evidence of compliance with no less than one excused absence.

PRESENT SITUATION

Authorized Patrons:

FMCC serves active duty military and their family members, military retirees, DOD civilians, and National Guard and Reserve personnel. Realignment has reduced the number of active duty patrons and increased the number of DOD civilians using the facility with no dues assessment.

Hours of Operation:

Administrative offices: Monday – Friday 11am – 4pm

Special functions: as needed

Programming Mix:

FMCC hosts a variety of command-type functions, i.e. NCO Call, Change of Command Ceremonies, USMAPS special functions, and blood drive. Free of charge Monday through Friday during normal duty hours. In the evenings, the FMCC is available for programming such as Country and Western Line Dancing, instructional classes geared for adult participation, or social events.

MARKET ANALYSIS

The following is a demographic outline of the Fort Monmouth Community:

This facility offers services to:

Military: 585 (tenant activities and Fort Monmouth)

Family Members: 1,465

Civilians: 5,547

Retirees: 23,177 within 50-mile radius

Contractors: 2,666

MARKET BUILDUP

There is an additional market at Earle Naval Weapons Station, and numerous Naval Personnel have been utilizing FMCC.

OPPORTUNITIES

Most patrons indicate they use the Monmouth Message, activity flyers, e-mail, and word of mouth to learn about FMCC programs.

The need to do more advertising was also brought out in the survey, and the fact that many people do not know the locations of FMCC.

The market indicated that there was a need for more program variety, stronger customer service, reasonable prices, and an attractive facility for Fort Monmouth Community Center.

MARKETING STRATEGY

In response to the research results produced by the survey, the Fort Monmouth Community Center will adopt the following marketing strategy:

RDS will strive and continue to attract participation by the FM community, by offering a variety of programs, i.e. talent shows, craft fairs, and dances, etc.

In order to increase awareness of FMCC the RDS team will adopt an advertising strategy that utilizes cc:mail, the Command Channel, the MWR Messenger, the Monmouth Message (post newspaper), and flyers to announce all upcoming events at least 2-3 weeks in advance. Included in this strategy, the advertisements will include the phrase "Fort Monmouth Community Center, Bldg. 552, is located on Malterer Avenue, across the street from the Main Post Chapel."

CONCLUSION

Financial projection for the Community Center FY2003 NIBD \$1,200. The majority of gross income for the Community Center is based on room rental and a variety of classes.