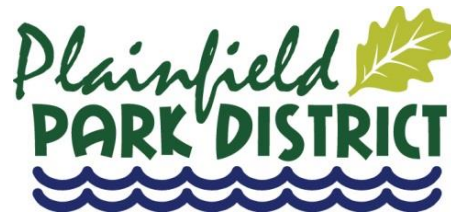




# GOALS AND OBJECTIVES

January 1, 2018 - December 31, 2018



## **BOARD OF COMMISSIONERS**

Mary Kay Ludemann, President  
Ridgley Ann "Mimi" Poling, Vice President  
Peter Steinys, Commissioner  
Rob Ayres, Commissioner  
Bill Thoman, Commissioner  
Rebecca Hosford, Commissioner  
Jason Rausch, Commissioner

## **LEADERSHIP TEAM**

Carlo Capalbo, MPA, CPRE, Executive Director  
Wendi Calabrese, CPRP, Director of Administrative Services  
Maureen Nugent, MBA, Director of Finance & Information Technology  
Jennifer Rooks-Lopez, ASLA, LEED AP BD & C, Director of Parks & Planning  
Cheryl Crisman, MA, CPRP Director of Recreation

## **ADMINISTRATIVE OFFICE**

Plainfield Township Park District  
Recreation Administration Center  
23729 West Ottawa Street  
Plainfield, IL 60544

## **OUR MISSION**

The Plainfield Park District seeks to enhance lives through quality recreation opportunities.

Executive Director Approved 12/31/2017  
Board Reviewed 01/10/2018



## 2018 Goals & Objectives Table of Contents

### PLAINFIELD TOWNSHIP PARK DISTRICT GOALS AND OBJECTIVES 2018

TABLE OF CONTENTS	PAGE
<b>Introduction</b>	
Transmittal Letter .....	4
District Organization Chart .....	6
2017 Overview .....	7
2018 District Goals & Objectives Established by the 2016-2020 Comprehensive Master Plan .....	8
<b>Administration &amp; Finance / I.T.</b>	
Department Organization Chart.....	12
<b>Administration</b>	
Individual Goals	
Wendi Calabrese, Director of Administrative Services .....	13
Corinne Vargas, Marketing Manager .....	14
Jill Boreham, Human Resources Manager .....	15
<b>Finance / I.T.</b>	
2017 Overview .....	16
2018 Department Goals .....	17
Individual Goals	
Maureen Nugent, Director of Finance / I.T. ....	18
Paul Pluth, Accountant .....	20
<b>Parks &amp; Planning</b>	
Department Organization Chart.....	21
2017 Overview .....	22
2018 Department Goals .....	23
Individual Goals	
Jennifer Rooks-Lopez, Director of Parks & Planning .....	24
Bill Frossard, Division Manager Fleet & Facilities .....	25
Paul Crisman, Division Manager Parks & Grounds.....	26
Brett Smith, Parks Supervisor North .....	27
Keith Miller, Parks Supervisor South .....	28



## 2018 Goals & Objectives Table of Contents

### Recreation

Department Organization Chart.....	29
2017 Overview.....	30
2018 Department Goals .....	32
Individual Goals	
Cheryl Crisman, Director of Recreation.....	33
Andy Dunfee, Superintendent of Facilities .....	34
Kathy Whalen, Recreation Manager Adult Services .....	35
Leslie Anderson, Recreation Manager Early Childhood & Youth.....	36
Amanda Bergman, Recreation Manager Equine Services.....	37
Misty Bartlett, Recreation Manager General Programming .....	38
Cindy Offerman, Recreation Supervisor Dance .....	39

### Committees

Risk Management & Wellness	
2018 Goals .....	40
New Committees Forming .....	41

Glossary of Terms and Abbreviations.....	42
--	----



January 10, 2018

Honorable Board of Commissioners;

The Plainfield Park District Annual Goals and Objectives for 2018 provide direction and a planned pursuit of the mission, vision, values, key strategies, and goals and actions of the District during Fiscal Year 2018. These annual goals reflect the District's dedication towards responsiveness, efficiency, and effectiveness. This emphasizes the methods in which the District exemplifies our efforts of moving toward greater strategic planning directions, which are the next logical steps in the organization's life cycle and planning evolution. The goal setting process establishes the desired target end results and identifies the means to achieve them. It provides the District with the ability to channel resources and efforts in a direction that yields the greatest benefit to resident taxpayers, constituents and guests.

Setting clear goals and objectives is a critical foundation for any successful planning effort. As the District has adopted our Comprehensive Master Plan in December of 2015, a four tier process was established to set direction for FY 2018. The tier establishment can be broken down into the following categories of goals:

- Master Plan Based goals identified within Chapter 4 and time-lined in Chapter 5 in the areas of Administrative, Recreational, and Parks & Facilities.
- Departmental Based goals established by each department director that will enhance the overall efficiency and effectiveness of the Department. These goals can usually be directly linked to the Master Plan goals for that area.
- Individual Based goals established by individual team member that work toward over Master Plan or Departmental goals or an individual area of responsibility growth aspect that will be for the betterment of District operations and service.
- Preceding Based goals that were established in the previous fiscal year that were not obtained or still remained due to lack of ability to physically or administratively accomplish, but still are desired to progress towards completion.

As individual goals are developed, they shall be composed under **S.M.A.R.T.E.R.** philosophy. Each team member was to establish three goals with a minimum of two tasks required for completion. As the goals and corresponding objectives or tasks were developed, they were reviewed and discussed between each team member and their direct supervisor to establish relevance and viability to the District's direction and mission as established.

**Attributes of S.M.A.R.T.E.R. objectives:**

- Specific:** includes the "who", "what", and "where". Use only one action verb to avoid issues with measuring success.
- Measurable:** focuses on "how much" change is expected.
- Achievable:** realistic given program resources and planned implementation.
- Relevant:** relates directly to program/activity goals.
- Time-bound:** focuses on "when" the objective will be achieved.
- Evaluate:** review status and monitor any change in factors or progress toward accomplishment
- Revise:** re-do goals that need changing to strengthen after an evaluation has taken place

Objectives can be *process* or *outcome* oriented.

Each goal is monitored and key performance measures are established with the team members to monitor the progress of objectives that are presented and reviewed with supervisors on a quarterly basis with an annual evaluation of all three tiers annually at District-wide and Department-level meetings.

Additionally, the District implemented a performance appraisal system, where team member's "Ability to Achieve Goals and Objectives" is evaluated as part of the annual review and aids in the determination of merit increases based on the performance measures and outcomes.

All goal progress will be reported to the Board on a semi-annual basis with mid-year and final reports. It is essential that as Board members are kept aware of the progress and implementation of the District's established direction as we work towards 2020 and look to amend or create new strategies in the process.

Respectfully Submitted,



Carlo J. Capalbo, MPA, CPRE  
Executive Director

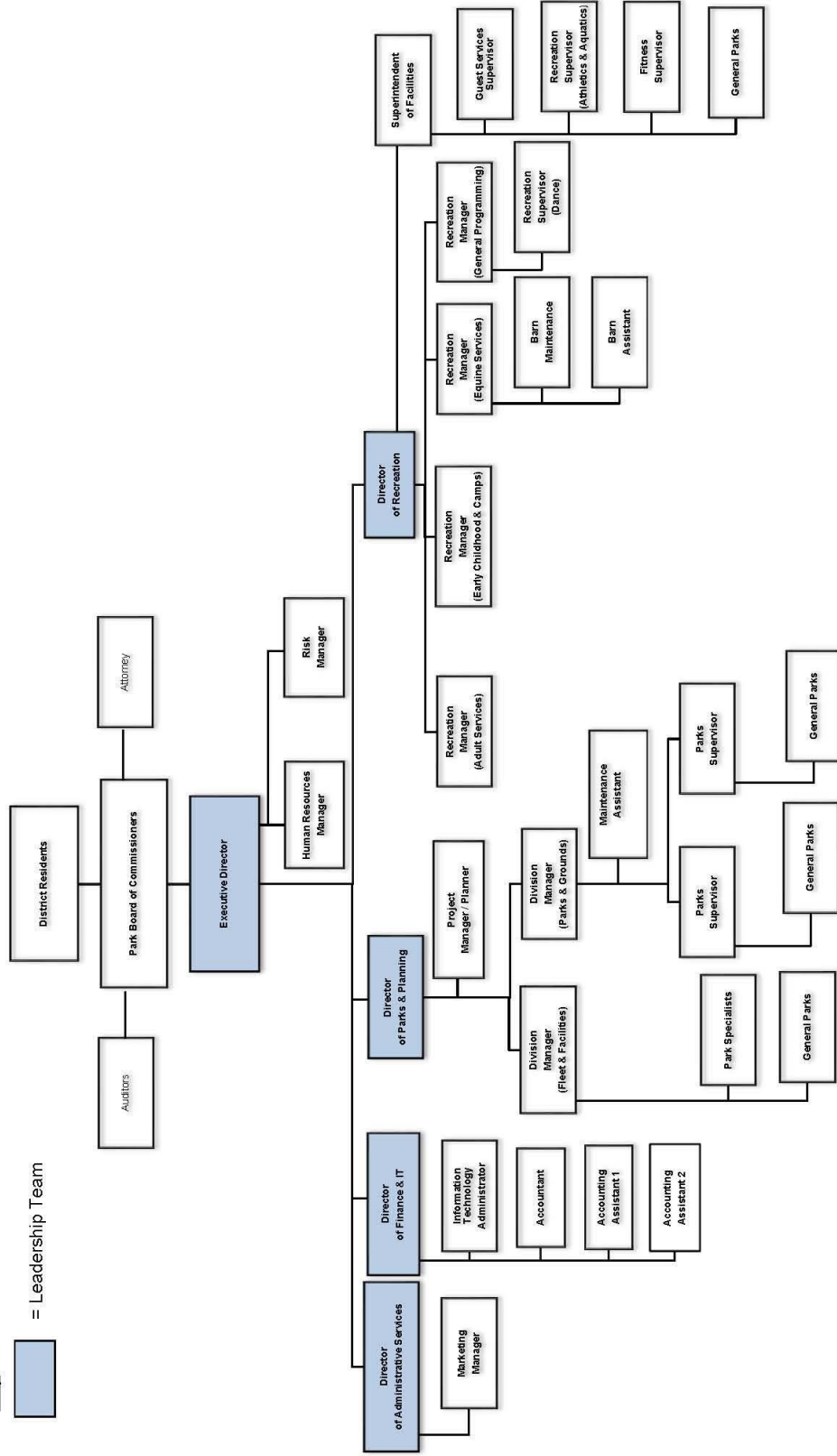


PLAINFIELD TOWNSHIP PARK DISTRICT ORGANIZATION CHART

Key



= Leadership Team



Carlo J. Capallo

Approved By: \_\_\_\_\_

Date Approved: 01/05/17 Revised 01/01/18



## 2018 Goals & Objectives 2017 District Goals Overview

### 2017 DISTRICT GOALS OVERVIEW

As the District progresses through our five-year Comprehensive Master Plan, the focus continues on the eighteen (18) core goals areas that are broken down into specific objectives correlating to each fiscal year. These goals were tied to the established Strategic Atlas that identified the desired outcomes from the District's three operating areas of Administrative, Parks and Facilities, and Recreation. As team members strived towards the establishment of those goals, focus has been placed on the objectives.

The Administrative Section of the goals covers the largest portion of the plan where nine (9) of the 18 core goals were developed. The focus around these core goals is seen in marketing, finance, IT and overall agency operation initiatives. During the course of 2017 the District and its team members continued to make large strides in working toward accomplishment of these core goals.

A large success for the agency was the approval of the review committee establishing the Plainfield Park District as an IAPD/IPRA Distinguished Accredited Agency. This effort created many new policies and review of existing policies as well as the creating of required plans and processes. The District created operating manuals for all departments and approved a new central policy center in the Administrative Policy. Through board actions both a succession plan and capital improvement plan was established allowing for better fiscal forecasting and individual team development for career advancement. This continues to aid towards developing an organizational culture of excellence.

The District continued its focus area on the Communication and Marketing function, both internal and external. Several large team meetings were held for the continual training and information dissemination amongst the district team. Looking externally, the efforts were established and continued toward a new website to allow for greater user compatibility and information availability. To aid in this area, a part-time marketing assistant was created and filled to assist in distributing and marketing District information to our constituency. This addition also moved toward the enhancement of solicitation of sponsorships and advertisements to help offset costs to the end users of various District events and programs.

Fiscal awareness continues to be a backbone of our District. After the district passed a 10.5 million dollar referendum in 2016, bond issuance was a focal point for capital in 2017. The District worked toward the ability to capitalize on investments and engaged with PMA for both bond proceeds and reserve fund investing to garnish greater revenue. There was also an in-depth review of the cost recovery model under the Administrative Policy Manual review to determine sufficient levels of fees being charged for end users.

Looking into the technology and communications, the District saw several advancements with new software implementation for both fiscal and recreational functions. As the District continues to move forward, the continued updating of our IT hardware and needs was reviewed and completed and an in-house IT Administrator was looked at as a needed position moving forward.

The District continues to grow and excel. As we move forward into 2018, we shall see the construction of our indoor recreation facility continue. There will also be a continued supported push to enhance and strengthen our risk management program as we move toward our first formal review with PDRMA. The launch of a website in the early part will be a focal part to continued improved communication along with the addition of a Communication Coordinator to enhance our social media presence. 2018 brings an exciting year that continues to show the strength of the District and prosperity it brings to its residents.



## 2018 Goals & Objectives Administrative Goals

### 2018 PLAINFIELD PARK DISTRICT GOALS & OBJECTIVES ESTABLISHED BY THE 2016-2010 COMPREHENSIVE MASTER PLAN

#### ADMINISTRATIVE GOALS

##### **Develop a clear District wide communication plan**

- Develop a simple but effective communication plan that includes digital, verbal and written parameters to grow Park District's message out into the community *(2016 carried to 2017)*
- Prepare a "simple to follow" verbal communication standard regarding initial interaction with the community *(2016 carried to 2017)*
- Share information readily with the community
- Hold quarterly All-Staff meetings for general employee awareness of Park District efforts and happenings
- Keep website information current, viable and revised on an on-going basis for an enhanced experience
- Appoint regular contact persons within the Park District for difference community inquiries based on knowledge and communication skills

##### **Review and revise Park District personnel policies**

- Review and update the organizational chart for the Park District on an as needed basis
- Review and update job evaluation formats for all positions which require a formal evaluation that reflect the responsibilities presented in that position's job description

##### **Develop an effective marketing plan**

- Validate the strong competitive positions of the agency's core target market research performed by in house personnel
- Set marketing budget based on tactics and desired level of exposure
- Develop strong bonds with the business community and secure exclusive sponsorships
- Marketing efforts to be persuasive and progressive in interaction with the community

##### **Develop an organizational culture of excellence**

- Develop a mentoring program for succession planning *(2016 carried to 2017)*
- Schedule on-site sessions with a management coach based on relevant topics for discussion and potential actions *(2017)*
- Provide opportunities for continuing education learning for full time staff
- Implements departmental cross training and/or job shadowing for efficient staff interaction and backup
- Continue to focus on the delivery of outstanding customer service

##### **Improve the effectiveness of the Park District Staff/Board of Commissioners communication**

- Conduct Park Board and staff retreat in order to discuss important goals and policy decisions for the year
- At least three months before the fiscal year begins, include a board of commissioners meeting agenda item to discuss the comprehensive goals for the upcoming year and staff direction moving forward

##### **Elevate the effectiveness of community relations**

- Develop new partnerships with other organizations
- Continue to build upon the Special Recreation Association relationship





## 2018 Goals & Objectives

### Finance & Information Technology Goals

#### **FINANCE & IT**

##### **Obtain a desired future from a sustainable financial approach**

- Continue the budget philosophy that fund balances need to be balanced and a surplus when possible with appropriate reserves in place for future commitments
- Prepare fiscally responsible budgets based on a thorough budgeting process which includes reporting methods to document progress
- Develop a long term balanced budget forecast for both operations and capital improvements to address aging existing infrastructure and potential new spaces to address future community needs for leisure services
- Evaluate all alternative revenue sources such as grants, sponsorships, partnerships, program fees and rental income
- Review fee pricing structure for class offerings, passes, memberships and other revenue elements. Explore options for increasing revenues when the market allows.
- Evaluate development projects for land cash ordinance implications and opportunities to secure cash if level of service can be obtained through existing park spaces

##### **Invest into the interaction of technology & telecommunications**

- Identify best possible means to connect all Park District facilities for operational effectiveness *(2016 carried to 2017)*
- Provide training for software upgrades or new programs



## 2018 Goals & Objectives Parks & Facility Goals

### **PARKS & FACILITY GOALS**

#### **Advance trail development within the Park District**

- Develop a trails master plan with a strategies thought process as to where and why people do use the trails *(2016 carried to 2017)*
- Advance linear “spine” trail development as both a recreation and transportation amenity as a priority
- Identify loop trails and/or trail connections to adjacent parks that can be built and construct appropriate trail segments if funding is available

#### **Implement capital improvement projects that will make an impact**

- Construct parks and facilities that strive to have elements that provide activities for a diverse demographic and age groups
- Pursue grant opportunities through the Illinois Department of Natural Resources and other funding providers to improve parks and facilities when available
- Align projects according to planning level of service, GRASP scores, timelines and budget parameters
- Review each applicable capital project with Recreation Department for possible adjustment and alignment with program opportunities
- Hold a public open house to display upcoming projects and update the community on progress of implementing the capital improvement plan

#### **Create unique parks and recreation facilities that excite the community**

- Use creativity in the design of park and recreation spaces to avoid redundant approach to the design process
- Construct parks that strive to have elements that blend active and passive uses
- Partner with special interest groups and/or affiliates when a beneficial relationship can be achieved to enhance park and recreation facilities

#### **Prepare a series of feasibility studies for Master Planning follow through**

- Explore the possibilities of future aquatic redevelopment or new development

#### **Conduct parks maintenance management initiative**

- Develop an open space, open water & natural areas conversion plan *(2017)*
- Prepare a District wide maintenance operations plan including effective deployment of crew resources
- Install only commercial grade or higher materials and/or components within park spaces, even if project is developer driven

#### **Find the future direction for recreation facilities**

- Explore the options to re-purpose the Streams Recreation Center pending other developments
- Explore the best use of current indoor space based on population demographics and programming trends within the community

#### **Elevate the effectiveness of community relations**

- Develop an Adopt-a-Park program *(2016 carried to 2017)*



## 2018 Goals & Objectives

### Recreation Goals

#### RECREATION GOALS

##### **Grow recreation programs to increase participation levels**

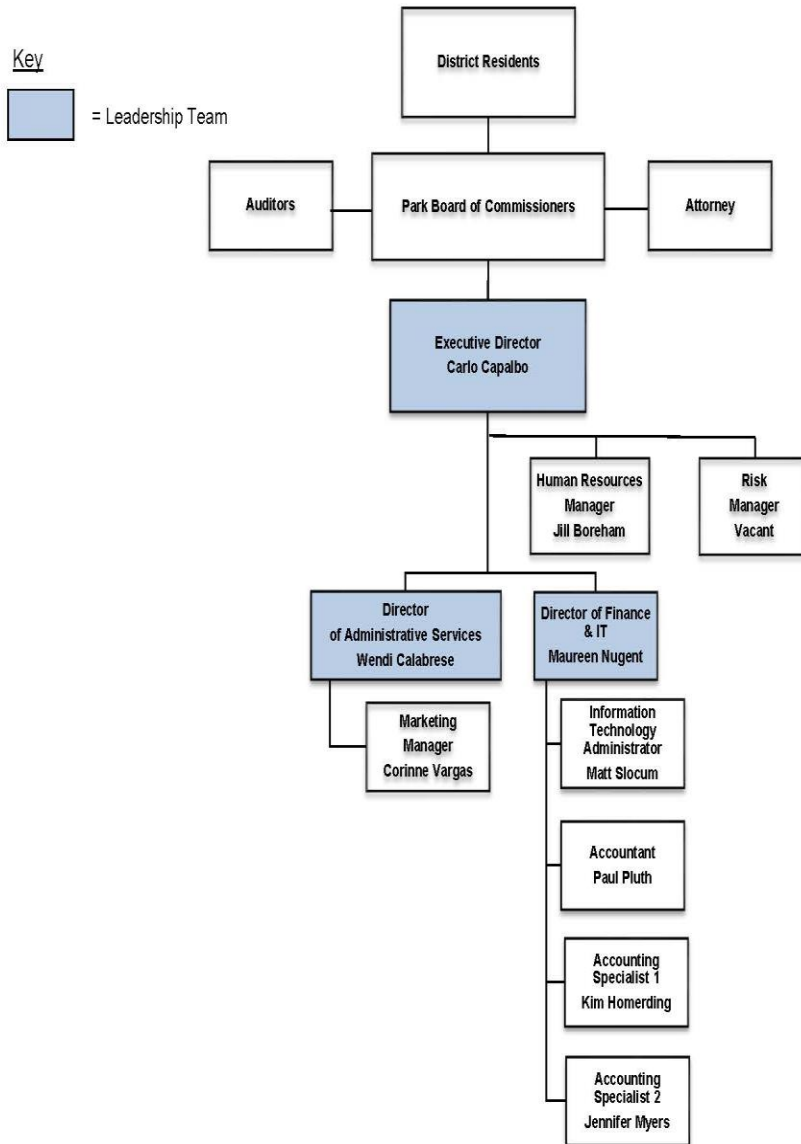
- Explore the creation of a Senior Passport to Adventure series with trips locally, regionally and internationally centered on cultural enrichment (2017)
- Aggressively market programs within the community
- Provide programming opportunities to strengthen core offerings by expansion of additional dates, times and/or locations
- Expand community special events especially in the areas of multiculturalism
- Stay relevant by offering technology based options for recreation participation
- Develop a healthy lifestyle category of programming geared for all ages including mind-body balance options
- Expand water based recreation with a creative edge and rebrand of aquatic experience
- Look at the creation of a line of nature based programs utilizing the vast open space and natural areas of the Park District
- Explore the idea of bundling for similar recreational class offerings by linking scheduling times and reduced costs to produce additional registration of programs

##### **Develop Recreation performance standards & improve pricing policy**

- Set criteria to correct unwarranted recreation class performance and decide if class has merit or current portfolio (2016 carried to 2017)
- Review and compare program outsourcing against in-house opportunities with factors of profitability and program quality (2016 carried to 2017)
- Collect and review data for facility use by program use to maximize effectiveness of limited indoor space
- Collect and review data seasonally to identify strengths and weaknesses of the recreation groupings
- Continue to analyze historical revenue and expenses in program areas to improve levels of profitability
- Set program pricing to be competitive, evaluate pricing on an on-going basis and make adjustments per brochure cycle to competitive market values



# PLAINFIELD TOWNSHIP PARK DISTRICT ORGANIZATION CHART ADMINISTRATION & FINANCE / IT





## 2018 Goals & Objectives Administration

**Team Member/Title:** Wendi Calabrese, Director of Administrative Services  
**Department:** Administration  
**Supervisor:** Carlo Capalbo, Executive Director

### **Goal 1: Develop an organizational culture of excellence – Expand 5 Star Customer Care Program**

#### **Department Goal: Master Plan Administrative Goal**

Tasks	Timeframe
1. Create customer care training kit to be used for new hire orientation	1 <sup>st</sup> quarter
2. Develop mini training for each of the 5 stars of Customer Care	2 <sup>nd</sup> quarter
3. Train Leadership Team on 5 Star Customer Service	2 <sup>nd</sup> quarter
4. Work with Marketing Manager to incorporate PPD branding standards into Customer Care	3 <sup>rd</sup> quarter
5. Coordinate with Guest Services Supervisor to incorporate Customer Care into staff meetings	1 <sup>st</sup> -4 <sup>th</sup> quarters

### **Goal 2: Convert to electronic board packets**

#### **Department Goal: Independent**

Tasks	Timeframe
1. Gather information on different products available at state conference	1 <sup>st</sup> quarter
2. Research products and review options with IT	2 <sup>nd</sup> quarter
3. Work with IT to purchase appropriate tablets	2 <sup>nd</sup> quarter
4. Board training and implementation	3 <sup>rd</sup> quarter

### **Goal 3: Develop a clear District wide communication plan**

#### **Department Goal: Master Plan Administrative Goal**

Tasks	Timeframe
1. Review standards or procedures currently established	1 <sup>st</sup> quarter
2. Develop standards for manuals, minutes letters (i.e. format, font, spacing)	2 <sup>nd</sup> quarter
3. Create "scripts" for standard responses whether verbal or written for consistent messaging to the community	2 <sup>nd</sup> – 3 <sup>rd</sup> quarter
4. Present standards and train staff	3 <sup>rd</sup> -4 <sup>th</sup> quarters



## 2018 Goals & Objectives Administration

**Team Member/Title:** Corinne Vargas, Marketing Manager  
**Department:** Administration  
**Supervisor:** Wendi Calabrese, Director of Administrative Services

### **Goal 1: To enhance Marketing's use of technology**

#### **Department Goal:**

Tasks	Timeframe
1. Develop a marketing plan that includes the opening of Snap Chat, Instagram, and FB live and the purchase of a Dept. PC based service tablet.	1 <sup>st</sup> quarter
2. Establish 2018 goals for the new social media coordinator to strive for using the new Social media platforms.	2 <sup>nd</sup> quarter
3. Develop a way to track ROI of new social media platforms.	3 <sup>rd</sup> quarter
4. Survey staff and patrons on their knowledge and use of PPD social media.	4 <sup>th</sup> quarter

### **Goal 2: Marketing efforts to be persuasive and progressive in interaction with the community**

#### **Department Goal:**

Tasks	Timeframe
1. To beta test new website with select members of the public & staff before publishing website	1 <sup>st</sup> quarter
2. To establish a social media campaign around the winter Olympics. Having people of the PPD FB page participate in the daily Olympic task and trying to win a Scout doll	2 <sup>nd</sup> quarter
3. Survey PPD patrons on how they interact with PPD and how they prefer to receive their information on the PPD. Analyze results and use in 2019 marketing	3 <sup>rd</sup> quarter
4. To host more social media contests for patrons to participate in	4 <sup>th</sup> quarter

### **Goal 3: Develop new building marketing plan for 2018-2019**

#### **Department Goal:**

Tasks	Timeframe
1. Develop timeline of building construction in 2018 keeping public informed of building progress.	1 <sup>st</sup> quarter
2. Host soft grand opening when preschool moved into new building	2 <sup>nd</sup> quarter
3. Develop plan for internal building marketing needs... signs, posters, electronic signs, etc.	3 <sup>rd</sup> quarter
4. Establish park partnership plan just exclusive for new recreation building	4 <sup>th</sup> quarter



## 2018 Goals & Objectives Administration

**Team Member/Title:** Jill Boreham, Human Resources Manager  
**Department:** Administration  
**Supervisor:** Carlo Capalbo, Executive Director

### **Goal 1: Schedule training for managers/supervisors to discuss and resolve staff issues**

#### **Department Goal:**

Tasks	Timeframe
1. Schedule training dates according to list of topics and conduct training assigned for 1 <sup>st</sup> quarter	1 <sup>st</sup> quarter
2. Contact and schedule outside vendors for relevant topics and conduct training assigned for 2 <sup>nd</sup> quarter	2 <sup>nd</sup> quarter
3. Assess training from first 6 months of the year, make adjustments and conduct training for 3 <sup>rd</sup> quarter	3 <sup>rd</sup> quarter
4. Plan for 2019 training sessions and conduct training for 4 <sup>th</sup> quarter	4 <sup>th</sup> quarter

### **Goal 2: Review and update job evaluation formats for all positions which require a formal evaluation that reflect the responsibilities present in that position's job description**

#### **Department Goal:**

Tasks	Timeframe
1. Meet with leadership and management team for SWOT analysis on current system	1 <sup>st</sup> quarter
2. Discuss options of evaluation system with leadership and management	2 <sup>nd</sup> quarter
3. Draft new performance evaluation system	3 <sup>rd</sup> quarter
4. Introduce new system to leadership and managers, review results in 2019	4 <sup>th</sup> quarter

### **Goal 3: Restructure Employee Personnel Files**

#### **Department Goal:**

Tasks	Timeframe
1. Current files need to be updated in order to comply with legal regulations and recommended best practices	1 <sup>st</sup> - 2 <sup>nd</sup> quarters
2. Conduct audit I-9 forms and update forms and file accordingly	2 <sup>nd</sup> - 3 <sup>rd</sup> quarters
3. Reorganize files in HR office	4 <sup>th</sup> quarter



## 2018 Goals & Objectives 2017 Finance & IT Overview

### **FINANCE AND INFORMATION TECHNOLOGY 2017 OVERVIEW**

2017's most time consuming and highest priority goal was the effective implementation of the Incode Financial Software. Finance staff began working on the implementation in the fall of 2016, working on the chart of account structure with the leadership team. The chart of account structure was driven by the recreation department so that financial reports could be run by facility, and program area. In January, finance staff began working with Tyler on the core system setup. Finance staff worked with INCODE staff on the extraction of data (such as vendor, employee information, account balances) prior to May 1<sup>st</sup>. On May 1<sup>st</sup>, the District went "live" with INCODE. Finance staff hosted several trainings with end users, on topics such as running reports and entering budget data. Finance is currently working with Tyler on a few items (employee time off tracking, email delivery of employee pay stubs, and cash receipts interface with RecTrac software) that will be completed in the 1<sup>st</sup> quarter of 2018.

In February, the District completed a major upgrade to its registration software, RecTrac. Finance and I.T. met with the Director of Recreation and RecTrac implementation supervisor bi-weekly and implemented a new server for the RecTrac software. Once live, Finance staff has been working with Recreation staff and RecTrac on issues with duplicate credit card payments in the software. RecTrac has recommended that the District change its credit card processor to assist in eliminating duplicate credit card payments in the system. Finance & I.T. will be also be replacing the credit card processing devices in 2018 so that they are PCI (Payment Card Industry) compliant.

In May, the District began transitioning from the District's prior to contracted information technology support provider to Andromeda Technology Solutions. Finance & IT staff has been working with Andromeda on assessing intermittent internet connectivity issues prior to the purchase of a VOIP phone system. At this time, Andromeda is recommending that the District replace its modem with Comcast.

In the 4<sup>th</sup> quarter, Finance staff began researching time keeping software and hardware for the District. Finance staff contacted other park districts and viewed two software demos from two software vendors. Finance staff will be completing its software demos and making a recommendation in the 1<sup>st</sup> quarter of 2018 as to the recommended software and hardware for timekeeping for the District.

Finance & IT reassessed its goal of assessing the District's internal controls. While this goal was not completed in 2017, the goal has been re-defined to establish and updated internal control procedures relating to the new recreation center in 2018.

Two other major accomplishments that were goals of the Department that were accomplished in 2018 were the attainment of the Distinguished Budget Award for 2017 and the solicitation, recommendation, and selection of a financial advisor for the District's bonds and investments.





## 2018 Goals & Objectives Finance & IT

### FINANCE & INFORMATION TECHNOLOGY GOALS

#### 1. Complete Incode Processes

- a. Establish/Implement Time off Accruals/Automated tracking
- b. Test/Implement G/L Interface with Rectrac
- c. Establish Email of Direct Deposit Advices Heads

#### 2. Implement timekeeping software

- a. Complete research of compatibility of Tyler's timekeeping system with Park District time-keeping needs
- b. Evaluate infrastructure of District for time keeping software/hardware
- c. Prepare implementation and training schedule for timekeeping software
- d. Consult with Department Managers and Executive Director on effective implementation of time keeping system

#### 3. Assess District's internal controls

- a. Accountant to attend internal control training and identify areas of potential weakness within the District
- b. Implement annual payroll check pick up with identification
- c. Randomly test cash drawers at facility front desks for balancing in middle of shifts
- d. Randomly test class rosters with attendance at classes on sight

#### 4. Provide Technology and Finance Support in Planning of New Facility

- a. Work with Recreation Department of Chart of Accounts for new facility
- b. Work with Recreation Department on establishing internal controls in new facility
- c. Work with Recreation Department on establishing procedures in financial/information technology matters

#### 5. Communicate Finance & I.T. Processes & Procedures

- a. Update processes and procedures for internal customers to follow in relation to finance & information technology. Update division of duties/define with end users.
- b. Conduct training on updated processes and procedures to end users
- c. Communicate during training the end result of the processes and procedures to end users.
- d. Update Internal Processes & Procedures

#### 6. Implement VOIP Phone System

- a. Select Vendor
- b. Confirm infrastructure is functioning properly
- c. Training of staff



## 2018 Goals & Objectives Finance & IT

**Team Member/Title:** Maureen Nugent, Director of Finance & I.T.  
**Department:** Finance & I.T.  
**Supervisor:** Carlo Capalbo, Executive Director

### Goal 1: Complete Incode Processes

Tasks	Timeframe
1. Work with Accounting Assistant/Payroll and Incode to complete time off tracking	1 <sup>st</sup> quarter
2. Work with Accounting Assistant/Payroll, Rectrac, and Incode to complete G/L interface	1 <sup>st</sup> quarter
3. Work with Incode to implement email of direct deposits	1 <sup>st</sup> quarter

### Goal 2: Select, Recommend, and Implement Time Keeping Software

#### Department Goal: Select Employee Time Keeping Software

Tasks	Timeframe
1. Contact Reference provided by Tyler to evaluate other agencies use	1 <sup>st</sup> quarter
2. Schedule follow up demo with Tyler and 2 additional demos as provided by other park districts	1 <sup>st</sup> quarter
3. Consult with Department Managers & E.D. on software functionality/dept needs	1 <sup>st</sup> quarter
4. Make recommendation on purchase to Executive Director and Board	1 <sup>st</sup> quarter
5. Prepare Implementation Schedule	
6. Begin implementation process	2 <sup>nd</sup> -3 <sup>rd</sup> quarters

### Goal 3: Assess District's Internal Controls for New facility

#### Department Goal: Assess District's Internal Controls for New facility

Tasks	Timeframe
1. Work with Accountant & Rec Staff on internal control procedures for new facility	3 <sup>rd</sup> -4 <sup>th</sup> quarters
2. Work with Accountant, I.T. & Rec Staff on establishing/updating procedures for new facility relating to Financial and I.T. matters.	3 <sup>rd</sup> -4 <sup>th</sup> quarters

### Goal 4: Provide Technology and Finance Support in Planning of New Facility

#### Department Goal: Same

Tasks	Timeframe
1. Work with Recreation Director and Accountant on Chart of Accounts for New Facility	3 <sup>rd</sup> quarter
2. Work with I.T. and facility manager of set up of computers and all I.T. related functions, including security cameras.	4 <sup>th</sup> quarter

### Goal 5: Communicate I.T. Finance Processes & Procedures

#### Department Goal: Communicate Finance & I.T. Processes & Procedures

Tasks	Timeframe
1. Work with finance and IT staff on documentation of processes and procedures for internal customers to follow in relation to finance. Define/update division of duties.	3 <sup>rd</sup> quarter
2. Work with Finance & I.T. staff to conduct training on processes and procedures to end users	3 <sup>rd</sup> - 4 <sup>th</sup> quarters
3. Communicate during training the end result of the processes and procedures to end users	3 <sup>rd</sup> -4 <sup>th</sup> quarters
4. Update internal (finance & I.T.) for intradepartmental end users.	3 <sup>rd</sup> - 4 <sup>th</sup> quarters



## 2018 Goals & Objectives Finance & IT

### **Goal 6: Obtain Distinguished Budget Award from GFOA**

Tasks	Timeframe
1. Evaluate comments from 2017 award to determine changes	1 <sup>st</sup> quarter
2. Prepare timeline to complete prior to due date	1 <sup>st</sup> quarter
3. Assist in updating and making changes to 2018 award submittal	1 <sup>st</sup> quarter
4. Work with marketing to determine better layout/pictures	1 <sup>st</sup> quarter

### **Goal 7: Implement VOIP Phone System**

Tasks	Timeframe
1. Update I.T. staff on progress to date	1 <sup>st</sup> quarter
2. Replace modem per Andromeda recommendation	1 <sup>st</sup> quarter
3. Monitor for outages	1 <sup>st</sup> quarter
4. Based I.T. staff previous experience, determine need for other vendor input	1 <sup>st</sup> quarter
5. Make recommendation to E.D. and Board	1 <sup>st</sup> quarter
6. Prepare implementation timeline and implement	2 <sup>nd</sup> quarter



## 2018 Goals & Objectives Finance & IT

**Team Member/Title:** Paul Pluth, Accountant  
**Department:** Finance & I.T.  
**Supervisor:** Maureen Nugent, Director of Finance & I.T.

### **Goal 1: Complete Incode Processes**

Tasks	Timeframe
1. Assist in completing Incode processes (as per department goals) as needed.	1 <sup>st</sup> quarter

### **Goal 2: Assist in Selection of Employee Time Keeping Software** **Department Goal: Select Employee Time Keeping Software**

Tasks	Timeframe
1. Assist in completion of research of time keeping software other Districts are utilizing.	1 <sup>st</sup> quarter
2. Assist in making recommendation of vendor/hardware	1st quarter
3. Assist in preparation of implementation and training schedule.	1st quarter
4. Assist in implementation of timekeeping software	2 <sup>nd</sup> - 3 <sup>rd</sup> quarters

### **Goal 3: Assess District's Internal Controls for New facility** **Department Goal: Assess District's Internal Controls for New facility**

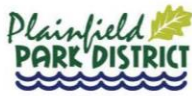
Tasks	Timeframe
1. Work with Director of Finance/I.T. & Rec Staff on internal control procedures for new facility	3 <sup>rd</sup> - 4 <sup>th</sup> quarters
2. Work with Director of Finance/I.T. & Rec Staff on establishing/updating procedures for new Facility relating to Financial matters.	3 <sup>rd</sup> - 4 <sup>th</sup> quarters

### **Goal 4: Communicate Finance Processes & Procedures** **Department Goal: Communicate Finance Processes & Procedures**

Tasks	Timeframe
1. Assist in documentation of processes and procedures for internal customers to follow in relation to finance.	3 <sup>rd</sup> quarter
2. Assist in training on updated processes and procedures to end users	3 <sup>rd</sup> - 4 <sup>th</sup> quarter


### **Goal 5: Obtain Distinguished Budget Award from GFOA**

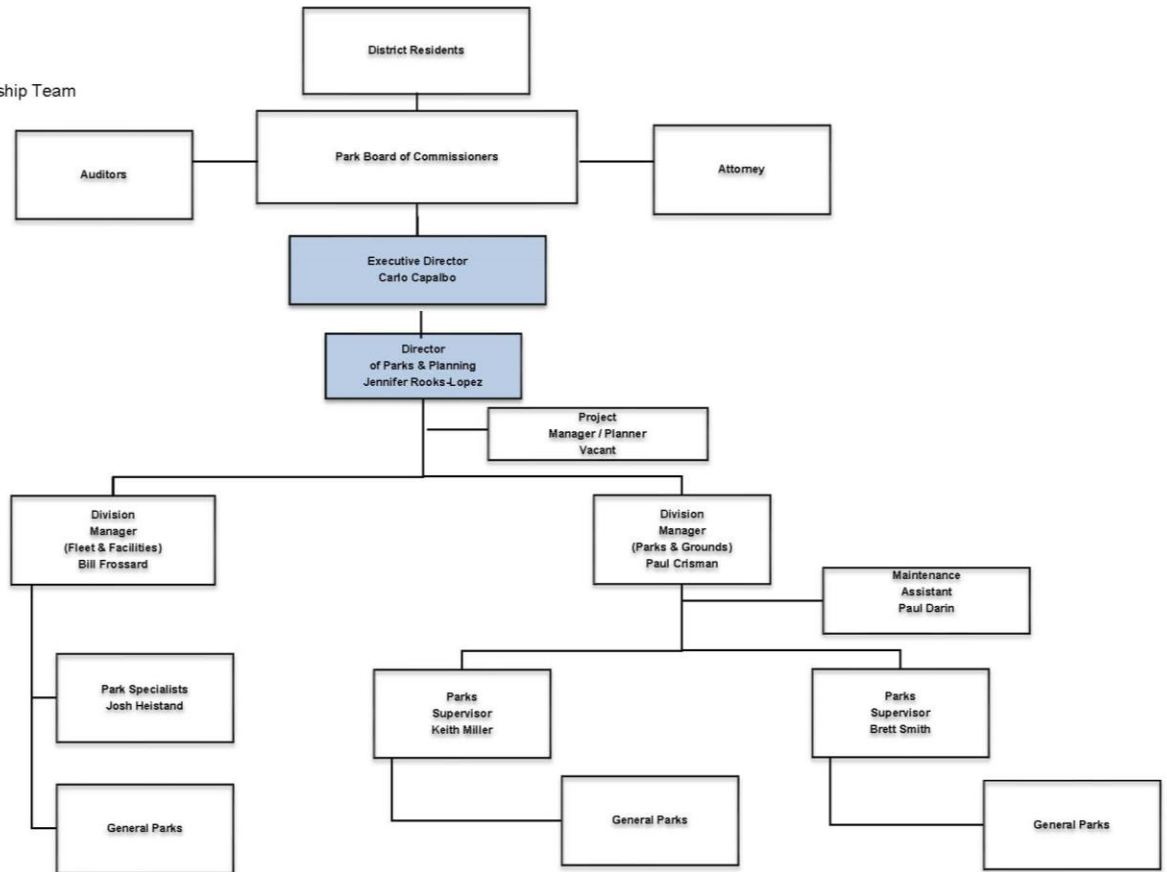
Tasks	Timeframe
1. Evaluate comments from 2017 award to determine changes	1 <sup>st</sup> quarter
2. Assist in preparation of timeline to complete prior to due date	1 <sup>st</sup> quarter
3. Assist in updating and making changes to 2018 award submittal	1 <sup>st</sup> quarter



# PLAINFIELD TOWNSHIP PARK DISTRICT ORGANIZATION CHART PARKS & PLANNING

Key

 = Leadership Team





## 2018 Goals & Objectives 2017 Parks & Planning Overview

### **PARKS & PLANNING 2017 OVERVIEW**

2017 was a busy and productive year in the Parks and Planning Department with many changes and improvements in operations, procedures and facilities. Most of the department goals will be works in progress over the next few years while others are easier to complete in a year or two.

The number one goal of the department for 2017 and for the foreseeable future is to “Improve and maintain a quality system of parks and facilities that excite the community”. In January 2017 the District was awarded a grant from IPRA/Game Time of \$40,000.00 to be used towards the construction and purchase of a renovated park at Kendall Ridge. Kendall Ridge is now the District's first inclusive play park intentionally providing opportunities for physical, cognitive, communicative, social/emotional, and sensory development. Additional playground renovations in 2017 included Village Green, which features a Nature theme and the new Biba electronic interactive program; Van Horn with new tower and zip line; relocated Harvest Glen for better neighborhood visibility and replacement of Commons basketball court with fitness equipment. Avery Preserve Disc golf improvements are generating excitement within the Disc Golf community. A group of local residents have worked all season to clean out and reshape the course and in late 2017 new T's and baskets were installed. Of course a list of projects in 2017 wouldn't be complete without mentioning the design and start of construction on the new recreation center at Bott Park.

While not always exciting on paper, quality maintenance is integral to a quality park system for the community. As part of the effort to meet the requirements of Distinguished Agency the department developed a formal operations and procedures manual to establish and solidify guidelines for inspections, operations and routine maintenance. Controlling damage caused by the Emerald Ash Borer (EAB) continued as a department priority in 2017 focusing removals on those parks in the far north section of the District and any hazards identified. Hazards would include trees near pathways, playgrounds or private property. In 2018 staff will be focusing on parks in the south west and east quadrants. Controlled burns and Nuisance species management, chemical controls, were implemented at Auburn Lakes, Canterbury Woods, the Ponds, Eaton Preserve, Norman Greenway, Mather Woods and Olde Renwick parks. Farm stone Ridge and The Reserve burns have been postponed until Spring of 2018.

Advancing trail development within the District will be a goal of the department that will continue for the foreseeable future. Staff has concentrated this year in working towards an agreement with the Village and the Spring Bank developer to expand the trail south of the DuPage River Bridge, through Mather Woods across Renwick Road to connect to Spring Bank.

It was determined in 2016 to move the Fleet department to North Shop To make full use of available space and improve department operations and make full use of the available space. Completed in Spring 2017, the new location has allowed Fleet to expand its operations work space and increases the amount of indoor storage for fleet storage and repairs. To take advantage of the available space, Four Seasons shop will convert the former fleet garage to useable work shop space with improved storage in the winter of 2018.



### **PARKS & PLANNING GOALS**

- 1. Improve and maintain a quality system of parks and facilities that excite the community**
  - a. Continue to improve and update the district management plans
  - b. Improve Parks Department Services to community and internal customers
  - c. Implement Adopt a Park program
  - d. Use creativity in design to avoid redundant spaces
  - e. Develop wayfinding and location marking signage for trails
- 2. Continue to improve Parks maintenance management initiative.**
  - a. Continue to improve the District maintenance operations plans including effective deployment of personnel
  - b. Successfully implement new Parks Operations Manual
  - c. Improve staff skills and responsibilities
- 3. Advance trail development within the Park District**
  - a. Continue to update and expand the existing trails masterplan with a strategic thought process as to where and why people use the trails
  - b. Continue to work with potential landowners and developers to expand trail connections. Work with Village related to Spring Bank expansion.
- 4. Implement Capital improvement projects that will make an impact**
  - a. Continue to review and adjust the District's Capital Improvement Plan based on changing needs of the District.
  - b. Align projects according to planning level of service, GRASP scores, timelines, ADA and budget.
  - c. Research potential grants and pursue when the proper fit is found



## 2018 Goals & Objectives Parks & Planning

**Team Member/Title:** Jennifer Rooks-Lopez, Director of Parks & Planning  
**Department:** Parks & Planning  
**Supervisor:** Carlo Capalbo, Executive Director

### **Goal 1: Implement Adopt a Park Program**

**Department Goal: Improve and maintain a quality system of parks and facilities that excite the community**

Tasks	Timeframe
1. Work with Affiliates and HOA's for feedback on potential program guidelines	2 <sup>nd</sup> quarter
2. Contact other park district's to research what works and what does not	1 <sup>st</sup> quarter
3. Work with marketing to create online and other program announcements	3 <sup>rd</sup> quarter
4. Work with recreation staff to develop appropriate volunteer guidelines for Adopt a Park Program	3 <sup>rd</sup> quarter

### **Goal 2: Successfully implement new Parks Operations Manual**

**Department Goal: Continue Parks maintenance management initiative**

Tasks	Timeframe
1. Accountability – Hold staff, managers and supervisors accountable for implementing	1 <sup>st</sup> -4 <sup>th</sup> quarters
2. Continue to improve Facility Dude – Design and implement online inspection form process	1 <sup>st</sup> quarter
3. Assist in the redesign of Four Seasons Shop organization	1 <sup>st</sup> quarter
4. Begin development of facility operations manual and inspections for new recreation center	3 <sup>rd</sup> – 4 <sup>th</sup> quarters

### **Goal 3: Align projects according to planning level of service, GRASP scores, timelines, ADA and budget**

**Department Goal: Implement Capital improvement projects that will make an impact**

Tasks	Timeframe
1. Offer community input sessions for park and playground designs – research including website input	2 <sup>nd</sup> quarter
2. Research trends and changes in park design and implement when feasible	1 <sup>st</sup> – 4 <sup>th</sup> quarters
3. Research possible implementation of fully ADA playground at Bott Park	2 <sup>nd</sup> quarter
4. Research potential grants and pursue when the proper fit is found	1 <sup>st</sup> – 4 <sup>th</sup> quarters





## 2018 Goals & Objectives Parks & Planning

**Team Member/Title:** Bill Frossard, Division Manager, Fleet & Facilities  
**Department:** Parks & Planning  
**Supervisor:** Jennifer Rooks-Lopez

### **Goal 1: Continue to improve and update the district management plans**

**Department Goal: Improve and maintain a quality system of parks and facilities that excite the community**

Tasks	Timeframe
1. ADA transition plan (bathrooms at RAC – look into design and pricing for ADA compliance)	4 <sup>th</sup> quarter
2. Innovative Aquatic Design recommendations for pool/play area repairs	2 <sup>nd</sup> quarter
3. The W-T Group building repairs to pool bathhouse	2 <sup>nd</sup> quarter

### **Goal 2: Continue to improve the District's maintenance operations plans including effective deployment of personnel**

**Department Goal: Continue Parks maintenance management initiative**

Tasks	Timeframe
1. Full implement fleet tracking and maintenance; Verizon network fleet	3 <sup>rd</sup> quarter
2. Update and implement of vehicle and mower inspections/checklists and files	1 <sup>st</sup> – 2 <sup>nd</sup> quarters
3. Assist in design and implementation of Four Seasons cleanup/storage/remodel	1 <sup>st</sup> quarter

### **Goal 3: Continue to review and adjust District's Capital Improvement Plan based on the changing needs of the District**

**Department Goal: Implement Capital improvement projects that will make an impact**

Tasks	Timeframe
1. Assess fleet-continue removal of unneeded surplus equipment and vehicles. Review replacement schedule of CIP	4 <sup>th</sup> quarter
2. Assess fleet/equipment changing needs and adjust CIP accordingly. Review with Division Manager of Grounds	2 <sup>nd</sup> & 3 <sup>rd</sup> quarter review, 4 <sup>th</sup> CIP recommendations
3. Complete inspection of district owned plumbing/electrical/HVAC/roofs to develop a replacement schedule. Add large \$ items to CIP or budget. Create a replacement schedule.	3 <sup>rd</sup> quarter Inspections, 4 <sup>th</sup> quarter budget



## 2018 Goals & Objectives Parks & Planning

**Team Member/Title:** Paul Crisman, Division Manager Parks & Grounds  
**Department:** Parks & Planning  
**Supervisor:** Jennifer Rooks-Lopez, Director of Parks & Planning

### **Goal 1: Improve Parks Department services to community and internal customers**

#### **Department Goal: Improve and maintain a quality system of parks and facilities that excite the community**

Tasks	Timeframe
1. Implement regular meetings with recreation staff and mowing supervisor to ensure sport fields are maintained in an acceptable condition; adjust necessary (bi-weekly)	2 <sup>nd</sup> – 4 <sup>th</sup> quarters
2. Work with grounds supervisor to develop a park improvement plan for 2018 including projected start dates/timeframes and required staff	2 <sup>nd</sup> quarter
3. Work with mowing supervisor to schedule mowing dates/orders/staff needs for 2018. Review with recreation manager prior to start of season – adjust as needed with approval	2 <sup>nd</sup> quarter
4. Get feedback on projects and review for the next improvement project	Ongoing

### **Goal 2: Successfully implement new Parks Operations Manual**

#### **Department Goal: Continue Parks maintenance management initiative**

Tasks	Timeframe
1. Work with staff awareness of Park Procedure Manual. Provide trainings quarterly (4) at staff meetings	Ongoing
2. Adjust and implement regular inspections per procedures manual	Ongoing
3. Maintain staff operations and correct deviations from procedure. Follow up on completed projects to verify acceptable standards – retrain if necessary – document in Facility Dude.	Ongoing

### **Goal 3: Continue to review and adjust the District's Capital Improvement Plan**

#### **Department Goal: Implement Capital improvement projects that will make an impact**

Tasks	Timeframe
1. Assess playgrounds and site amenities in 3 <sup>rd</sup> quarter for position and inclusion on Capital Plan; make suggestions based on condition, use and overall safety.	3 <sup>rd</sup> quarter
2. Assess department equipment and fleet needs in 3 <sup>rd</sup> quarter; review with Division Manager of Fleet and Facilities, Park Supervisors based on anticipated needs/condition and operational efficiency improvements. Present recommendations. Large ticket items can be worked into CIP while lower items will be in operations.	3 <sup>rd</sup> quarter
3. Assess playground park amenities for potential inclusion in CIP: shelters, fencing, restrooms, etc.	



## 2018 Goals & Objectives Parks & Planning

**Team Member/Title:** Keith Miller, Parks Supervisor  
**Department:** Parks & Planning  
**Supervisor:** Jennifer Rooks-Lopez, Director of Parks & Planning

### **Goal 1: Improve Parks Department services to community and internal customers**

#### **Department Goal: Improve and maintain a quality system of parks and facilities that excite the community**

Tasks	Timeframe
1. Create schedule of mowing dates/orders/staff needs for 2018. Review with Division Manager Parks & Grounds and Recreation Manager prior to start of season-adjust as needed with approval.	1 <sup>st</sup> quarter
2. Document issues and repairs seen in parks in work order – Facility Dude	Ongoing
3. Implement regular with Recreation Manager and Division Manager Parks & Grounds to ensure sport fields are maintained in an acceptable condition and adjust as necessary. (bi-weekly)	2 <sup>nd</sup> – 3 <sup>rd</sup> quarters

### **Goal 2: Successfully implement new Parks Operations Manual**

#### **Department Goal: Continue Parks maintenance management initiative**

Tasks	Timeframe
1. Establish schedule for mowing contractor and follow up with regular inspections.	2 <sup>nd</sup> quarter-schedule; inspections ongoing
2. Train and enforce mowing standards in operations manual with both staff and contractor -at least one staff training/review in early mowing season.	2 <sup>nd</sup> quarter
3. Review and enforce regular vehicle/equipment and safety mowing guidelines with staff weekly.	Ongoing

### **Goal 3: Improve staff skills and responsibilities**

#### **Department Goal: Continue to improve parks maintenance management initiative**

Tasks	Timeframe
1. Attend training opportunity (1) related to computer program.	1 <sup>st</sup> quarter
2. Attending training opportunity (1) related to managing/training employees	3 <sup>rd</sup> quarter
3. Increase staff training based on field observations and operations manual – at least (3) during staff meetings.	Ongoing



## 2018 Goals & Objectives Parks & Planning

**Team Member/Title:** Brett Smith, Parks Supervisor  
**Department:** Parks & Planning  
**Supervisor:** Jennifer Rooks-Lopez, Director of Parks & Planning

### **Goal 1: Continue to improve and update the District management plans**

**Department Goal: Improve and maintain a quality system of parks and facilities that excite the community**

Tasks	Timeframe
1. Work with Division Manager Parks & Grounds to locate (4) signs for increased color bulbs/annuals/perennials	2 <sup>nd</sup> quarter
2. Work with Division Manager Parks & Grounds to establish implementation of EAB removal (trees and stumps) schedule for 2018 and 2019	1 <sup>st</sup> & 4 <sup>th</sup> quarters
3. Work with Division Manager Parks & Grounds to establish a pond treatment schedule. Monitor progress of contractor and manage schedule.	2 <sup>nd</sup> – 3 <sup>rd</sup> quarters

### **Goal 2: Continue to improve parks maintenance management initiative**

**Department Goal: Continue to improve the District maintenance operations plan including effective deployment of personnel**

Tasks	Timeframe
1. Review with Grounds & Fleet to establish the needs and layout of new workshop space at Four Seasons	1 <sup>st</sup> quarter
2. Work with Division Manager Parks & Grounds to develop a park improvement plan for 2018 including projected project start dates/timeframes and required staff.	1 <sup>st</sup> – 2 <sup>nd</sup> quarters
3. Develop inventory/tool check out placement and procedures.	1 <sup>st</sup> quarter

### **Goal 3: Improve staff skills and responsibilities**


**Department Goal: Continue parks maintenance management initiative**

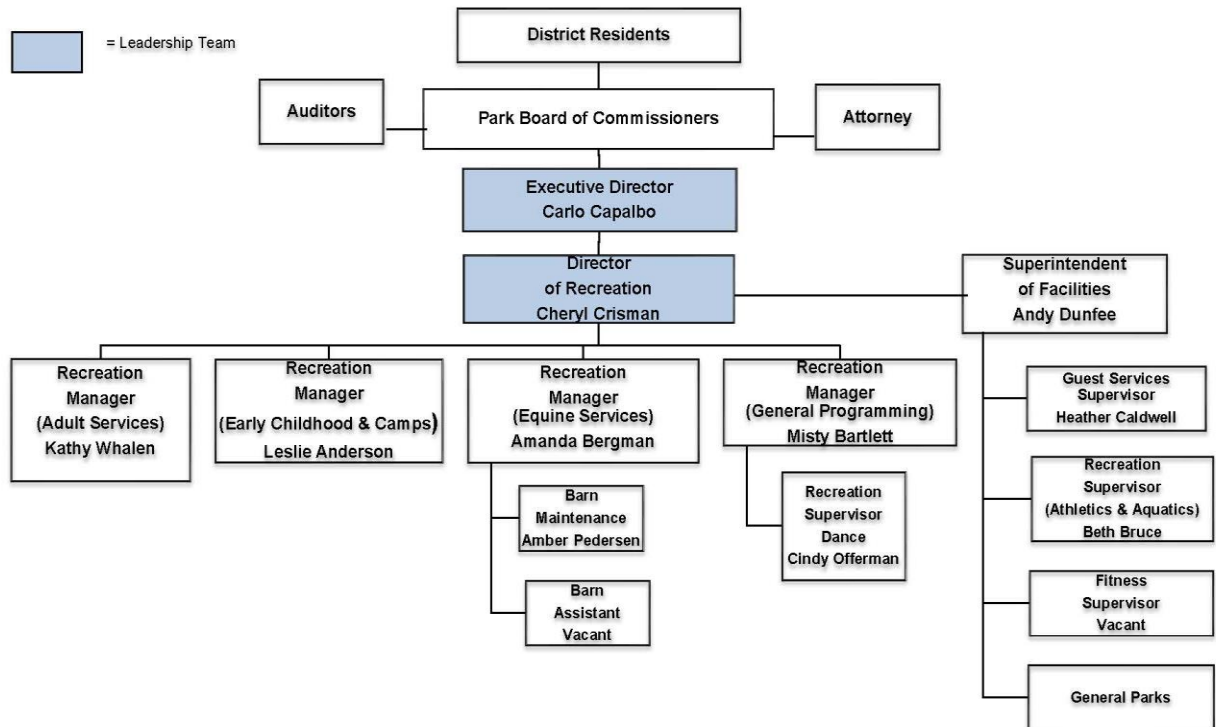
Tasks	Timeframe
1. Continue quality control for parks and grounds. Follow up and inspect completed projects to verify work is completed accurately. Check in with staff during projects to make sure they are proceeding at the highest level.	Ongoing
2. Find and attend educational/training related to grounds/staff management (1) Self.	By 3 <sup>rd</sup> quarter
3. Increase staff training based on field observations and operations manual – at least (3) during staff meetings.	Ongoing



# PLAINFIELD TOWNSHIP PARK DISTRICT ORGANIZATION CHART RECREATION

Key

 = Leadership Team





## 2018 Goals & Objectives 2017 Recreation & Marketing Overview

### RECREATION AND MARKETING 2017 OVERVIEW

These goals were developed in October 2016. Marketing moved to the Administrative department in January 2017. Any goals associated with both areas will be addressed appropriately.

1. Increase community awareness of the Plainfield Park District.
  - Continue brand development including logo identification.
  - Continue to develop interactive campaigns to create engagement opportunities for the public outside of programming.
  - Develop social media team to consistently interact with public.
  - Develop a web site that can effectively provide information to the public and interact appropriately for registration ease.

Guest Services and Instructors are now uniformed increasing the brand awareness in our community. Staff are identifiable by their apparel and nametags during park district programs. Normantown Equestrian Center has maintained its social media presence throughout 2017, even hosting a costume competition on Halloween to be judged by the number of likes received on Facebook. NTEC has averaged at least one posting per week. The NTEC page is managed by the Recreation Manager-Equestrian Services. Postings are often shared on the general park district Facebook page encouraging those that may not be aware to view and follow. Web site development continues and should be launched by marketing in the 2<sup>nd</sup> quarter of 2018.

2. Evaluate and enhance program offerings to develop a diverse, effectively priced portfolio that appeals to the Plainfield Community.
  - Refine the current evaluation tool and consistently conduct and review program surveys/evaluations.
  - Identify areas of programming that currently have limited offerings but show potential for growth based on program reviews.
  - Evaluate partnership and enterprise opportunities that could be beneficial to the Plainfield Park District and actively pursue those with the best return on investment.
  - Prepare seasonal comparisons of competition within the community reviewing private and public potential competitor pricing and services.
  - Ensure programs are cost effective and meet programming goals.
  - Create specific marketing plans for designated program areas.

Evaluation tools continue to be refined and many supervisors are discouraged by response rates to emailed surveys. Supervisors will conduct informal surveys with participants that attend the events as the events draw to a conclusion. This has been a good way to ask participants about their reactions to changes that have been made, including days/times, layout and offered activities. While interviewing participants is not always a viable option it has been valuable when appropriate. Partnerships are currently evaluated with a cost/benefit mindset. Partnerships must provide a value to the district before they will be pursued. Recreation Manager-Adult Services worked with Marketing to secure sponsorship for the new Walk with Ease program that was made possible through an instructor training grant from NRPA. Staff continue to monitor program budgets to ensure that services are being delivered according to the approved revenue policy. Marketing continues to provide a press schedule to Recreation staff for input when marketing programs.

3. Evaluate the use of indoor recreation space available to the Plainfield Park District.
  - Examine community demographics to aide in forecasting program growth/demand areas.
  - Determine best use of Park District space based on programming projections and community usage to ensure space is financially viable.
  - Explore any opportunities for additional space presented based on community need; district ability to fulfill that need; and financial viability.



## 2018 Goals & Objectives 2017 Recreation & Marketing Overview

Classes for the growing demographic of late elementary/early middle school age participants have been difficult to target as this is the age group that traditionally becomes more involved in school activities over Park District programs. The examination of programming space has become more important as the school district started charging for the space used during weekdays. If a program can be hosted in a Park District facility it has become best practice to keep the program in-house. Staff have also started the process of reviewing how space in the new recreation center will be utilized. While programming changes will not be fully implemented until the facility opens in 2019 staff are already in the process of planning. District has seen success in the utilization of district controlled space for rentals. The facility rental policy was revised in the last quarter of 2017.

4. Continue to evaluate technical tools to create a more effective and efficient mechanism to engage/educate/evaluate the all internal and external users.
  - Continue with the process of the RecTrac upgrade. (joint effort with IT)
  - Actively train to best utilize the tools available within the chosen technology.

RecTrac upgrade that was completed in late January/early February continues to present occasional challenges, but staff has continued to learn the system and refine procedures. Many challenges seem to come from the conversion of data that was presented in the previous version. Initial challenges with an interface system seem to be resolved and any additional issues are handled on a case by case basis with notes being taken to ensure that they do not continue. This has been a joint effort of Recreation staff and IT. There are many areas in the upgrade that staff is still learning to utilize. On-line tutorials and use of the test module are important to the learning process in addition to the ability to contact RecTrac and submit work tickets with specific issues or questions. Due to staffing changes staff is also refining our survey process to ensure that participants are given every opportunity to give their opinions.



## 2018 Goals & Objectives Recreation

### RECREATION DEPARTMENT GOALS

**1. Grow recreation programs to increase participation levels.**

- a. Continue seasonal review of program offerings; begin trending reports looking at data from past three years.
- b. Evaluate core programs: Dance, Great Adventures, Basketball, and Active Adults to determine other viable options for participants in the community and create a plan to remain an effective provider.
- c. Refine program offerings to include offerings that are relevant to the community, while ceasing the “all things to all people programming mentality”.
- d. Utilize program evaluations to gain insight into community interests and perceived unmet needs.

**2. Develop recreation performance standards and improve pricing policy.**

- a. Continue development and training of Customer Service standards launched in 2017.
- b. Re-evaluate indirect costs and overhead associated with program pricing and incorporate those costs into program budgets.

**3. Elevate the effectiveness of community relations**

- a. Continue to develop volunteer opportunities within the Park District.
- b. Evaluate special events and their value to the District in building District image and exposing non-users to programming.
- c. Examine in-kind partnership possibilities that complement the Park District mission and create mutually beneficial opportunities.

**4. Successfully open a new recreation center**

- a. In cooperation with the Superintendent of Facilities create a business plan for the new facility incorporating preschool programs, group fitness, and fitness memberships in addition to other park district programs as applicable.
- b. Work with marketing to create a marketing plan to successfully open the new facility.





## 2018 Goals & Objectives Recreation

**Team Member/Title:** Cheryl Crisman, Director of Recreation  
**Department:** Recreation  
**Supervisor:** Carlo Capalbo, Executive Director

**Goal 1: Continue to evaluate technical tools to create a more effective and efficient mechanism to engage/educate/evaluate internal and external users.**

**Department Goal: Grow recreation programs to increase participation levels. Develop recreation performance standards and improve pricing policy. Elevate the effectiveness of community relations.**

Tasks	Timeframe
1. Actively train to best utilize the tools available within the chosen technology.	1 <sup>st</sup> -4 <sup>th</sup> quarters
2. Seek out and develop a process to utilize RecTrac to coordinate the assistance program	1 <sup>st</sup> -2 <sup>nd</sup> quarter
3. Review survey questions to ensure that questions are formatted appropriately and will garner usable information.	2 <sup>nd</sup> quarter

**Goal 2: Continue to refine the budgeting process for programs to meet revenue expectations.**

**Department Goal: Develop recreation performance standards and improve pricing policy.**

Tasks	Timeframe
1. Work with Director of Finance and Superintendent of Facilities to determine hourly facility costs in programming facilities to include in the budget process for 2019.	1 <sup>st</sup> -2 <sup>nd</sup> quarter
2. Create business plan for New Recreation Center with projections that can be utilized to gauge programming success.	2 <sup>nd</sup> quarter
3. Review possible in-kind partnerships for programs that would be beneficial to program bottom lines.	1 <sup>st</sup> – 4 <sup>th</sup> quarters

**Goal 3: Evaluate programs to determine relevancy within the community.**

**Department Goal: Grow recreation programs to increase participation levels.**

Tasks	Timeframe
1. Work with recreation team to continue to develop core programs that are relevant to the community.	1 <sup>st</sup> -4 <sup>th</sup> quarter
2. Add question(s) to program evaluations about what people look to the park district to provide.	1 <sup>st</sup> quarter
3. Develop program schedule for 2019 that includes new programming within the new recreation center.	2 <sup>nd</sup> – 4 <sup>th</sup> quarters



## 2018 Goals & Objectives Recreation

**Team Member/Title:** Andy Dunfee, Recreation Manager Athletics & Facilities  
**Department:** Recreation & Marketing  
**Supervisor:** Cheryl Crisman, Director of Recreation & Marketing

### **Goal 1: Develop operations plan for new recreation center.**

#### **Department Goal: Successfully open a new recreation center**

Tasks	Timeframe
1. Collect 3 business plans from other agencies regarding community fitness center operations.	1 <sup>st</sup> quarter
2. Develop an operations and staffing plan for the new recreation center.	2 <sup>nd</sup> -3 <sup>rd</sup> quarters
3. Develop budget for the new recreation center including guest services, fitness, and operations.	2 <sup>nd</sup> – 3 <sup>rd</sup> quarters
4. Work with other recreation staff involved in building programs to develop a business plan for the new recreation center.	3 <sup>rd</sup> quarter
5. Implement appropriate parts of business plan as facility prepares to open.	4 <sup>th</sup> quarter

### **Goal 2: Develop and implement standards for guest services staff.**

#### **Department Goal: Develop recreation performance standards and improve pricing policy.**

Tasks	Timeframe
1. Offer quarterly training in customer service to guest services and building supervisory staff.	Seasonally
2. Develop training protocol for new guest services staff.	2 <sup>nd</sup> -3 <sup>rd</sup> quarters
3. Work with finance to develop procedures for guest services at remote facilities to drop off daily deposits and replenish cash drawer.	2 <sup>nd</sup> quarter

### **Goal 3: Analyze current and future offerings to ensure they are relevant to our programming**

#### **Department Goal: Grow recreation programs to increase participant levels.**

Tasks	Timeframe
1. Review basketball program and implement changes to effectively accommodate a portion of the program in new recreation center.	2 <sup>nd</sup> – 3 <sup>rd</sup> quarters
2. Develop in-house programs for appropriate athletic areas including: lesson plans and staffing.	1 <sup>st</sup> – 2 <sup>nd</sup> quarters
3. Add question to program surveys about community needs in fitness and develop programs that meet those needs to offer in the new recreation center.	1 <sup>st</sup> - 4 <sup>th</sup> quarters



## 2018 Goals & Objectives Recreation

**Team Member/Title:** Kathy Whalen, Recreation Manager Adult Services  
**Department:** Recreation  
**Supervisor:** Cheryl Crisman, Director of Recreation

**Goal 1:** Develop new partnerships within the community.

**Department Goal:** Elevate the effectiveness of community relations.

Tasks	Timeframe
1. Identify 2 program areas that would benefit from community partnerships and develop a list of potential partners.	1 <sup>st</sup> quarter
2. Develop partnership plan consistent with other District partnerships and contact potential partners securing the partnerships for the identified programs.	2 <sup>nd</sup> & 3 <sup>rd</sup> quarters
3. Evaluate the ROI of the partnerships to the programs and the District.	4 <sup>th</sup> quarter

**Goal 2: Create a Senior Passport Series that will encourage attendance at a variety of District events**

**Department Goal:** Grow recreation programs to increase participation levels

Tasks	Timeframe
1. Brainstorm with Recreation team to determine a series of events that would benefit from additional exposure in the passport program.	1 <sup>st</sup> quarter
2. Work with marketing to create passport book and effective ways to market the program to active adult offerings.	2 <sup>nd</sup> quarter
3. Launch program and evaluate for future programming.	3 <sup>rd</sup> & 4 <sup>th</sup> quarters

**Goal 3: Provide programming opportunities to strengthen core offerings within active adult programming**

**Department Goal:** Grow recreation programs to increase participation levels

Tasks	Timeframe
1. Determine core programs within the Active Adult area using program statistics from the last three years.	1 <sup>st</sup> quarter
2. Develop at least 2 new programs that build on past success and evaluate the viability programming that has shown consistently low numbers.	2 <sup>nd</sup> quarter
3. Evaluate new program offerings based on participation numbers to determine if programs were successful and redevelop as necessary.	3 <sup>rd</sup> & 4 <sup>th</sup> quarters



## 2018 Goals & Objectives Recreation

**Team Member/Title:** Leslie Anderson, Recreation Manager Early Childhood & Camp  
**Department:** Recreation & Marketing  
**Supervisor:** Cheryl Crisman, Director of Recreation

**Goal 1: Develop early childhood program scheduling for the new park district facility, which allows parents to use the fitness area while their children are participating.**

**Department Goal: Grow recreation programs to increase participation levels.**

Tasks	Timeframe
1. Discuss new facility hours of operation, including fitness hours, as well as anticipated building availability, with recreation staff, to determine times and locations of EC programming.	1 <sup>st</sup> quarter
2. Create/offer early childhood programs throughout the week, in the afternoon/evening hours to be put in the W/S 2019 brochure.	2 <sup>nd</sup> -3 <sup>rd</sup> quarters
3. Develop specialty themed nights that include different groups (ie. EC w/parent, w/o parent, 0-5 year olds, siblings).	2 <sup>nd</sup> -3 <sup>rd</sup> quarters

**Goal 2: Utilize the new park district facility to its fullest potential by adding a variety of programming**

**Department Goal: Grow recreational programs to increase participation levels. Evaluate and enhance program offerings to develop a diverse, effectively priced portfolio that appeals to the Plainfield Community.**

Tasks	Timeframe
1. Reach out to 3 other park districts that provide childcare to find out what procedures, rules, etc. are used to help make the whole process run smoothly and safely.	2 <sup>nd</sup> - 3 <sup>rd</sup> quarters
2. Discuss pricing with same 3 districts to come up with a pricing plan that best suits our district's needs.	2 <sup>nd</sup> - 3 <sup>rd</sup> quarters
3. Discuss with other park districts, alternative uses of facility space, especially in a preschool/ early childhood wing.	3 <sup>rd</sup> quarter

**Goal 3: Expand the Great Adventures Preschool program offerings.**

**Department Goal: Grow recreational programs to increase participation levels.**

Tasks	Timeframe
1. Contact other park district's that offer evening/weekend preschool to discuss pros and cons of this timeframe.	1 <sup>st</sup> -2 <sup>nd</sup> quarters
2. Evaluate the Great Adventures preschool program to determine the relevance in adding an evening or Saturday session to the 2019/2020 school year.	2 <sup>nd</sup> -3 <sup>rd</sup> quarters
3. If in the park district's best interest due to the results of the discussions and evaluations above, begin to expand the Great Adventures Preschool program.	3 <sup>rd</sup> quarter



## 2018 Goals & Objectives Recreation

**Team Member/Title:** Amanda Bergman, Recreation Manager Equine Services  
**Department:** Recreation  
**Supervisor:** Cheryl Crisman, Director of Recreation

### **Goal 1: Continue to evolve and develop the volunteer program.**

#### **Department Goal: Elevate the effectiveness of community relations.**

Tasks	Timeframe
1. Create a parent group that assists with special events and various NTEC related tasks.	2 <sup>nd</sup> quarter
2. Implement the "Leg-Up" program for those under volunteer age but interested in learning barn management skills.	1 <sup>st</sup> quarter
3. Create more awareness of the volunteer program to current participants that qualify.	1 <sup>st</sup> -4 <sup>th</sup> quarters

### **Goal 2: Improve and grow programs and special events.**

#### **Department Goal: Grow recreation programs to increase participation levels.**

Tasks	Timeframe
1. Set up and market an online store through Eich's for summer program participants.	2 <sup>nd</sup> -3 <sup>rd</sup> quarters
2. Create and market 2 adult programs.	2 <sup>nd</sup> quarter
3. Offer at least 2 learning opportunities to current students/boarders outside of the normal lesson programming.	2 <sup>nd</sup> -4 <sup>th</sup> quarters
4. Create and market a winter holiday event.	3 <sup>rd</sup> -4 <sup>th</sup> quarters

### **Goal 3: Make the most effective use of the new full time position.**

#### **Department Goal: Elevate the effectiveness of community relations.**

Tasks	Timeframe
1. Develop job description for NTEC Assistant position and hire for position.	1 <sup>st</sup> quarter
2. Create a list of areas/tasks to be managed by the NTEC Assistant and develop procedures for those areas/tasks.	1 <sup>st</sup> -2 <sup>nd</sup> quarters
3. Implement an on-call schedule around special events and horse shows.	2 <sup>nd</sup> quarter
4. Evaluate the effectiveness of the new FT position and make any adjustments as appropriate.	4 <sup>th</sup> quarter



## 2018 Goals & Objectives Recreation

**Team Member/Title:** Misty Bartlett, Recreation Manager General Programming  
**Department:** Recreation & Marketing  
**Supervisor:** Cheryl Crisman, Director of Recreation

### Goal 1: Continue development of volunteer program

#### Department Goal: Elevate the effectiveness of community relations

Tasks	Timeframe
1. Research volunteer software and implement use of software.	1 <sup>st</sup> -2 <sup>nd</sup> quarters
2. Develop listing of contacts at local high schools, colleges, businesses, service groups...	1 <sup>st</sup> -2 <sup>nd</sup> quarters
3. Develop procedural manual and train staff on handling volunteers	2 <sup>nd</sup> - 4 <sup>th</sup> quarters

### Goal 2: Create a cohesive Special Event plan

#### Department Goal:

Tasks	Timeframe
1. Develop a Special Events committee that includes one team members from each department to try to enhance our event offerings. Committee not to exceed 5. Rec/Admin/Mntnce/At-large.	1st quarter
2. Develop yearly planning/event calendar and include committee recommendations for 2019.	1 <sup>st</sup> - 4 <sup>th</sup> quarters
3. Research other events by speaking with organizer and attending events outside the PPD.	1 <sup>st</sup> - 4 <sup>th</sup> quarters
4. Create enhancement plan for current core special events.	2 <sup>nd</sup> quarter

### Goal 3: Find ways to exceed expectations of participants for events

#### Department Goal:

Tasks	Timeframe
1. Determine types of events community is lacking that park district could offer through survey questions utilizing our current evaluation tool and social media.	1 <sup>st</sup> - 4 <sup>th</sup> quarters
2. Interview participants attending events to gain insight into why they attend PD events and ideas for future events/programs.	1 <sup>st</sup> - 4 <sup>th</sup> quarters
3. Plan/Develop at least 1 program per season that fits needs or feedback requests working with appropriate Rec Manager if it does not fit special events.	1 <sup>st</sup> -4 <sup>th</sup> quarters



## 2018 Goals & Objectives Recreation

**Team Member/Title:** Cindy Offerman, Recreation Supervisor Dance & Cultural Arts  
**Department:** Recreation & Marketing  
**Supervisor:** Misty Bartlett, Recreation Manager

**Goal 1: Create dance staff manual to ensure consistency in classes.**

**Departmental Goal: Develop recreation performance standards and improve pricing policy.**

Tasks	Timeframe
1. Revise curriculum outline for all non-premiere classes, premiere classes.	2-3 <sup>rd</sup> quarter
2. Create CD to compliment the dance staff manual including general warm-ups and a sampling of music for each dance type to be utilized by subs.	1 <sup>st</sup> quarter
3. Develop operational guidelines for all dance instruction offered at the PPD.	4 <sup>th</sup> quarter

**Goal 2: Increase program participation numbers.**

**Departmental Goal: Develop recreation performance standards and improve pricing policy. Elevate the effectiveness of community relations.**

Tasks	Timeframe
1. Review competition fees to ensure pricing plan objectives are met.	1 <sup>st</sup> quarter
2. Formalize payment plan option with EFT and develop contract.	2 <sup>nd</sup> – 3 <sup>rd</sup> quarter
3. Develop volunteer program within dance to enhance classroom experience.	1 <sup>st</sup> -2 <sup>nd</sup> quarter
4. Redesign dance pages in Park District brochure in cooperation with designer.	3 <sup>rd</sup> – 4 <sup>th</sup> quarter

**Goal 3: Create supplemental dance revenue through non-programs.**

**Department Goal: Elevate the effectiveness of community relations. Successfully open a new recreation center. Grow recreation programs to increase participation levels.**

Tasks	Timeframe
1. Prepare to host a dance competition in new recreation center by co-hosting a competition with Joliet Park District in April 2018.	1 <sup>st</sup> - 2 <sup>nd</sup> quarter
2. Solicit outside vendors to compliment program income, specifically as part of competition.	2 <sup>nd</sup> quarter
3. Create/market Dance buttons/pins to encourage support of the PPD dance program.	3 <sup>rd</sup> -4 <sup>th</sup> quarter



## 2018 Goals & Objectives Risk Management & Wellness Committee

### **RISK MANAGEMENT & WELLNESS COMMITTEE GOALS**

- 1. Review Policies and create or revise policies.**
  - a. Establish procedures to complement policies.
  - b. Develop plans for:
    1. Mowing
    2. ROPS System
    3. Aggressive Patrons
  - c. Review the Risk Management & Wellness Policies and Procedures Manual and divide them into two manuals; 1 for policies and 1 for procedures.
- 2. Provide on-going training**
  - a. Develop a multi-faceted training program
  - b. Separate training components into needs by area
  - c. Differentiate training mechanisms
  - d. Develop training so that is relatable to multiple departments
- 3. Provide Safe Facilities for Employees and Patrons**
  - a. Improve fire alarm systems at the Recreation Administration Center, all maintenance shops and Normantown Equestrian Center
  - b. Review Facility Lighting; review setting timer switches
  - c. Research better safety devices and signage
  - d. Conduct a comprehensive facility/amenity review
  - e. Successfully complete the PDRMA Loss Control Review
- 4. Create a Visible Safety Presence**
  - a. Create a Risk FAQs or newsletter seasonally
  - b. Post Risk Management & Wellness Committee minutes at facilities
  - c. Committee representatives give a Committee recap during department meetings
  - d. Rotate participation at other meetings
  - e. Rotate meeting locations and invite staff to attend
  - f. Differentiate Committee members by designing "Safety Committee" uniform
  - g. Participate in PDRMA's Hazard Hunter Program
- 5. Committee Expectations**
  - a. Attend all meetings and send a representative if you cannot attend
  - b. Come prepared
  - c. Promote the PDRMA Wellness Grant
  - d. Promote PATH





## 2018 Goals & Objectives New Committees Forming

### **NEW COMMITTEES FORMING**

2018 will bring the change to the committees in the District.

Currently the District operates with 3 Committees:

- Capital & Development
- Recognition & Appreciation
- Risk Management & Wellness

The Capital & Development will be disbanded because projects and decisions are driven by the Capital Development Plan. In its place a Green Committee will form to progress the District's green initiatives.

The Recognition & Appreciation Committee will be split into 2 committees. Recognition & Appreciation will focus on just that, recognizing employees. The second committee will be the Social Committee and they will focus on planning the fun activities.

Special Events is another new committee. Their focus will be to review current special events and brainstorm new ideas and creative ways to program them in the future.

#### 2018 Committees

- Green
- Recognition & Appreciation
- Social
- Special Events

In addition to the committees, a customer service task force will resume meeting to continue with the 5 Star Customer Care Program implemented in 2017.



## 2018 Goals & Objectives

### Glossary of Terms and Abbreviations

#### **Certifications**

American Society of Landscape Architects	ASLA
Certified Park and Recreation Executive	CPRE
Certified Park and Recreation Professional	CPRP
Certified Playground Safety Inspector	CPSI
Certified Pool Operator	CPO
Certified Public Accountant	CPA
Leadership in Energy & Environmental Design	LEED
LEED AP Building Design + Construction	AP BD&C
Professional in Human Resources	PHR
Society for Human Resources, Certified Professional	SHRM-CP

#### **Facilities**

Recreation Administration Center	Rec/Admin Center or RAC
Streams Recreation Center	Streams or STR
Heritage Professional Center	HPC
Normantown Equestrian Center	NTEC
Ottawa Street Pool	OSP
Plainfield Township Community Center	PTCC
Prairie Activity & Recreation Center or	PARC

#### **Software**

Board Docs	Used for Electronic Board Packets
Facility Dude	Used to track work orders for Maintenance and I.T.
RecTrac	In Person Registration
WebTrac	Online Registration

#### **Government Finance Officers Association**

#### **GFOA**

The Government Finance Officers Association (or GFOA) is a professional association of approximately 18,500 state, provincial, and local government finance officers in the United States and Canada.

#### **National Recreation and Park Association**

#### **NRPA**

National Recreation and Park Association (NRPA) is the leading non-profit organization dedicated to the advancement of public parks, recreation and conservation.

#### **Illinois Park and Recreation Association**

#### **IPRA**

The Illinois Parks & Recreation Association provides and promotes exceptional standards of education, networking, and resources for all professionals in the Illinois park, recreation, and conservation communities.

**Illinois Association of Park Districts****IAPD**

The Illinois Association of Park Districts is a nonprofit service, research and education organization that serves park districts, forest preserves, conservation, municipal park and recreation, and special recreation agencies.

**Illinois Municipal Retirement Fund****IMRF**

Pension fund created in 1939 by the Illinois General Assembly for municipal employees in the U.S. state of Illinois.

**Park District Risk Management Agency****PDRMA**

Formed in 1984, PDRMA is an intergovernmental risk pool offering self-insured Property/Casualty and Health coverage to park districts, special recreation associations, and forest preserve/conservation districts throughout Illinois.