

GOALS & OBJECTIVES

Fiscal Year 2019

*Recreation
for
Generations*



Plainfield 
PARK DISTRICT

A large, stylized rainbow circular graphic that frames the Plainfield Park District logo.

23729 W. Ottawa St., Plainfield, IL 60544
(815) 436-8812 | plfdparks.org





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
Andy Dunfee, CPRP, Director of Facilities
Maureen Nugent, MBA, CPRP Director of Finance & Information Technology
Jennifer Rooks-Lopez, ASLA, LEED AP BD & C, CPRP, 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 12/31/2018
Board Reviewed 01/09/2019

PLAINFIELD TOWNSHIP PARK DISTRICT GOALS AND OBJECTIVES 2019

TABLE OF CONTENTS	PAGE
Introduction	
Transmittal Letter	4
District Organization Chart	6
2018 Overview	7
<i>SWOT Analysis from Board & Staff Workshop, October 2018</i>	8
<i>Priority Items Established at Board & Staff Workshop 2018</i>	9
Administration, Finance/I.T. & Marketing	
Department Organization Chart	10
Administration	
2019 District Goals	11
Individual Goals	
Jill Boreham, Human Resources Manager	12
Pau Crisman, Risk Manager	13
Finance/I.T.	
2018 Overview	14
2019 District Goals	15
Individual Goals	
Maureen Nugent, Director of Finance / I.T.	16
Paul Pluth, Accountant	17
Matt Slocum, Information Technology Administrator	18
Marketing	
2018 Overview	20
2019 District Goals	21
Individual Goals	
Wendi Calabrese, Director of Administrative Services	22
Corinne Vargas, Marketing Manager	23
Brock Stein, Communications Coordinator	24
Parks & Planning	
Department Organization Chart	25
2017 Overview	26
2019 District Goals	27
Individual Goals	
Jennifer Rooks-Lopez, Director of Parks & Planning	28
Bill Frossard, Division Manager Fleet & Facilities	29
Keith Miller Division Manager Parks & Grounds	30
Rob Auten, Division Manager Parks & Natural Resources	31

Recreation

Department Organization Chart	32
2019 District Goals	33

Recreation

Individual Goals

Kathy Whalen, Recreation Manager Adult Services	34
Leslie Anderson, Recreation Manager Early Childhood & Youth	35
Misty Bartlett, Recreation Manager General Programming	36
Cindy Offerman, Recreation Supervisor Dance	37

Facilities

Individual Goals

Andy Dunfee, Director of Facilities	38
---	----

NTEC

Amanda Bergman, Recreation Manager Equine Services	39
Annie Aquino, Barn Assistant	40

PARC

Heather Caldwell, Guest Services Supervisor	41
Beth Brannen, Recreation Supervisor Athletics & Aquatics	42
Lukas Wyss, Recreation Supervisor Fitness	43

Committees

Kudos	44
Risk Management & Wellness	45
Special Events	46

Glossary of Terms and Abbreviations	47
--	-----------



January 09, 2019

Honorable Board of Commissioners;

The Plainfield Park District Annual Goals and Objectives for 2019 provide direction and a planned pursuit of the mission, vision, values, key strategies, and goals and actions of the District during Fiscal Year 2019. 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 2019. 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 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 the **S.M.A.R.T.E.R.** philosophy. Each team member established 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,

A handwritten signature in black ink that reads "Carlo J. Capalbo". The signature is written in a cursive, flowing style.

Carlo J. Capalbo, MPA, CPRE
Executive Director

Date Approved: 01/01/19

2018 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. Through the working through key areas many successful accomplishments were achieved as listed below:

Accomplishments

- IAPD/IPRA Distinguished Park and Recreation Agency Accreditation
- IAPD/IPRA Soaring to New Heights Conference Agency Showcase: First place for table display and Second place for paid advertising categories
- Executive Director, was awarded the IPRA's Administration and Finance Section's Professional of the Year
- Board Vice President, earned Master Board Member
- Marketing Manager, was awarded the Communications & Marketing (C&M) Vision award
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA)
- Awarded the Government Finance Officers Association of the United States and Canada (GFOA) Distinguished Budget Award
- Passed policy to establish the District as Tobacco Free Zone.
- Communication Coordinator had an article printed in IPRA magazine
- Launched new website
- Implemented VOIP system
- Expanded social media: 5000+ likes on Facebook and 500+ likes on Instagram
- Expanded Grinchmas on the Green into Heart of Christmas with Plainfield Area of Chamber of Commerce
- Partnered with Fire Protection District, Plainfield Library, Village of Plainfield, Louis Joliet Mall and Plainfield Chamber of Commerce for Events and Programs
- Honored retirees and long term commissioners with Memorial Bricks at Electric Park
- Voted one of the top 3 recreation providers in Will County by Joliet Herald News readers
- District was awarded a grant from Game Time of \$86,000.00 to be used towards the purchase of new play equipment at Indian Oaks and Heritage Meadows Parks.
- Additional park renovations included the resurfacing of the tot lot and the removal of the tennis courts at Northwest Community Park.
- Grand Opening of PARC on January 1, 2019.

STRENGTHS	WEAKNESSES
<p> New Facility / New Equipment / Amenities Morale Dance Program NTEC Sound Financials Distinguished Agency Accreditation Talented / Dedicated Staff / Experience Work / Life Balance Open Space Employee Benefits – Attractive Employer / Quality Employer Training Opportunities / Continuing Education Capital Improvement Plan (CIP) in Place Social Media Growth Scout / Mascot / Ambassador Open to New Technology & Changes Purchasing Items Needed to do Job Program Establishment Board Engagement DuPage River Access Intergovernmental Collaboration / Community Dog Parks Connection – Uniqueness </p>	<p> Levy Cap / Tax Date / DSEB Aging Facilities – Pool / Parks / Athletic Fields Volunteerships Sponsorships / Donations Land Swap / Conservation Easements / Protections Now-Usable Land Foundation Communications Staff Fear of Change Schedule of Parks Operations Declining Participation Loss of Experienced / Seasoned Team Members (No Incentives to Stay) Not Recreation Provider of Choice Four Seasons Indoor Pool Schools – Charging Fees to Use </p>
OPPORTUNITIES	THREATS / TRENDS
<p> Sponsorships Volunteer Growth Still Available Undeveloped Land Opportunity to Reconnect /Connect with Residency through PARC Program Growth Develop Parks in a Unique Fashion More Community engagement – More Public initiatives Utilize the DuPage River More More Relevance in Community Create Festivals – Concerts / Events Reinvigorate Foundation 2020 Bond Referendum = + Connecting with Other Groups – PTO's, etc. Potential to service underserved age populations Leverage Technology Better Public Awareness of NTEC Horses Increase Trail ways for NTEC Trail System / Development Four Seasons Indoor Pool Botanic Garden / Unique Passive Elements Conservation Funding Unique Programming with Specialty Facilities Schools Programmable Space Pokémon Raids – Capture them all Innovative Recreation Delivery </p>	<p> Outside Programs <ul style="list-style-type: none"> • Library • YMCA • Churches – Non-Traditional Activities • Schools / PTO Programming Private Businesses <ul style="list-style-type: none"> • Goldfish Swim School • Preschools • Fitness Centers Negative Political Climate – Taxing / Funding <ul style="list-style-type: none"> • Image Projection Home Entertainment = Decreased Recreation Pokémon Raids Remaining Relevant 10 Year Forecast Loss of Sense of Community </p>

Board / Staff Goals Planning Workshop October 18, 2018

Priority Items

Administration

- IAPD Park Districts (Bundle / Advertise for all Park Districts)
- Communication of Funding
- Continued Efficiency / Paperless
- National Certification – CAPRA
- Focus Group Development
- Citizen Advisory Groups
- Town Hall Meetings On-Line
- Incentivize
- Facebook Live

Marketing

- Promote Tax Rate (Bang for the Buck)
- Informational Blog
- Topics On-Going News
- Social Media to Next Level
- Target Marketing
- Text Marketing – Invigorate New Groups / Connect
- Program Bundling
- Continued sponsor Pamphlet
- Video Marketing (Mystery)
- Drone – Activity
- WiFi – Parks for Advertising

Parks / Planning

- OSP Replacement
- Adopt A Park – Community Engagement
 - Earth Day
- School Involvement / Park Clean Up
- Large Outdoor Venues / Shelters
- Identify Areas for New Uses
- Provide GIS Marketing

Recreation

- Program Bundling
 - Creative / On-Trend Programming
- Bring Together Community
- Volunteer Care Day (Ties to Adopt A Park)
- Volunteer Growth
- Recreation In-Kind Sponsorships / Donations
- Programming for Veterans
 - Healthy Minds Healthy Bodies
- Water Park on the Go
- Best use of Outdoor / Outreach \$\$
- Food Trucks

Future Planning

- CAPRA Certification
- 2020 Referendum (Pool, Four Seasons)
- OSP Replacement
- Outdoor Shelter / Mather
- DuPage River Programming
- Botanical Garden Center / Multi Use
- Athletic Field Consolidation
- Riverside Parkway - South


Board

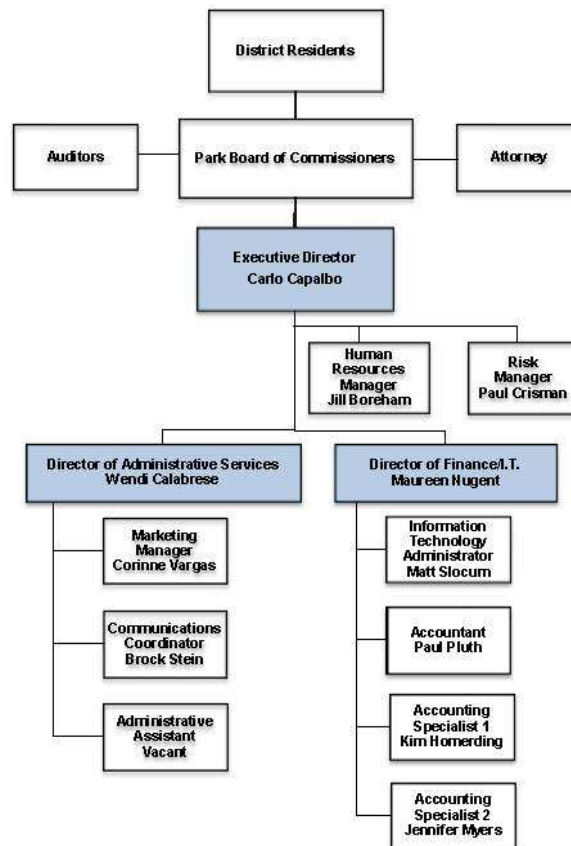
- Foundation Growth
- Concession Stand Usage
- Review Field Consolidation / User Groups
- 2021 – Comprehensive Master Plan – Space Concerns
- Fest Development



PLAINFIELD TOWNSHIP PARK DISTRICT ORGANIZATION CHART
ADMINISTRATION & FINANCE/I.T.

Key

 = Leadership Team



ADMINISTRATION GOALS

Review and revise Park District personnel policies

- Review and update the organizational chart for the District on an as needed basis
- Review and update job descriptions for all employment positions within the District to accurately reflect each positions responsibilities
- Triennially review and revise the personnel policy manual to clarify hiring, discipline, time/paid time off and firing procedures for all positions that are covered by the manual

Develop an organizational culture of excellence

- Provide opportunities for continuing education learning for full time staff
- Implement departmental cross training and/or job shadowing for efficient staff interaction and backup
- Develop a mentoring program for succession planning
- Continue to focus on the delivery of outstanding customer service
- Create policies that afford employees opportunities for work/life balance

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
- Gather community feedback regarding a feasibility study for potential recreation facility & level of support
- Continue to build upon the Special Recreation Association relationship

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

Goal 1: Provide Frontline training to hiring staff
Goal Type: Department

Tasks	Quarter(s)
1. Outline training platform and schedule, create forms in Frontline	1
2. Begin training on forms and scheduling interviews using Frontline	2
3. Create hiring packet on Frontline and train staff on utilizing packet when hiring	3
4. Review 2019 training with staff and prepare for 2020	4

Goal 2: Review and update specific policies and Employee Policy Manual on hiring, discipline, paid time off and separation procedures
Goal Type: Department

Tasks	Quarter(s)
1. Outline schedule for the year, create task force	1
2. Review, develop and update 2 policies each quarter	2-4
3. Present draft policies to Board for review and approval	2-4
4. Share approved policies with staff	2-4

Goal 3: Review and update job descriptions
Goal Type: Department

Tasks	Quarter(s)
1. Create template including Essential Duties, Qualifications, Physical Demands and Work Qualifications that will be used for all job descriptions	1
2. Update Administration and Finance & I.T. job descriptions following template	2
3. Update Park job descriptions following template	3
4. Update Recreation job descriptions following template	3
5. Update job description folders on drives and binder	4

Team Member/Title: Paul Crisman, Risk Manager
Department: Administration
Supervisor: Carlo Capalbo, Executive Director

Goal 1: Assist each department, ensuring staff receive required training
Goal Type: Individual

Tasks	Quarter(s)
1. Help Department Managers with training materials and resources to train their staff	1
2. Research and create a variety of training options for staff trainings	1-2
3. Work with departments to better train the staff in their specific areas	1-3
4. Receive feedback from departments on the training effectiveness, plan improvements	1-4

Goal 2: Create procedure manuals and work on safety programs
Goal Type: Department/Risk Management & Wellness Committee

Tasks	Quarter(s)
1. Create mowing procedure manual	1
2. Create Lockout Tag out procedure manual	2
3. Complete Hearing Conservation program	2
4. Complete workplace ergonomics program for administrative work stations and maintenance job tasks	2-3

Goal 3: Work on field observations, monitoring and assisting staff on safe work habits
Goal Type: Individual

Tasks	Quarter(s)
1. Work with maintenance department on proper lifting, bending and stretching Techniques	1-3
2. Research better tools and products to assist workers to reduce fatigue and injury	1-4
3. Monitor field observations, logging good and bad work habits for any corrections made or areas of concern	1-4

Goal 4: Ensure uniformity of safety signage throughout the park district
Goal Type: Department

Tasks	Quarter(s)
1. Complete the installation of the new regulatory signage	1-3
2. Complete the installation of pond signage	2
3. Work with marketing and maintenance to make sure all park signage is consistent.	3

FINANCE AND INFORMATION TECHNOLOGY 2018 OVERVIEW

In January, 2018 the Information Technology Administrator was hired. The Administrator assessed the District's current I.T. operations and prioritizing District I.T. needs for 2018 and 2019. One of the main projects that the Information Technology Administrator was tasked with was the implementation of a new District-wide phone system. After researching different options for a VOIP (voice over internet protocol) phone system, the District selected a Comcast leased phone system. The phone system services the Recreation/Administration Center, PARC, NTEC, Streams, PTCC, Four Seasons shop, and the North Shop. Firewalls and switches were replaced as needed at key District locations. The phone system and corresponding training were implemented in October.

Information Technology assisted in the implementation of the Board Docs software. Devices were researched and selected for Board of Commissioner viewing of Board Docs and accessing park district email. Laptops were updated or added for Director level employees.

In order to provide onsite (day of) registration for District guests at special events that are hosted in District parks, Information Technology set up special events credit card processing at these sites.

The District replaced a Server, which hosts the domain controller, firewall controller, and exchange.

Information Technology worked with Recreation staff on all Information Technology needs of the new PARC facility.

Finance & I.T. staff completed the setup of new credit card processing devices that are PCI (payment card industry) compliant. At the same time, staff transitioned to a new credit card processing firm that reduced errors in web registration credit card transactions.

A high priority item that was completed in 2018 was the implementation of PTO (paid time off) accruals and PTO usage tracking in the INCODE system. Finance staff worked diligently with Incode staff on the set up and testing of these accruals many times until they were working properly. Finance staff also set up employee access to ESS (Employee Self Service) on the internet so staff can view, among other items, their PTO usage and availability, pay information, pay history, and W-2 information.

Finance staff completed research and selection for the District's electronic time keeping system, Executime. Staff began work with Executime on the implementation of the system, which is ongoing.

Finance staff implemented Positive Pay, as an internal control measure. Positive Pay is an automated fraud detection tool offered by the District's bank, in which the bank matches the account number, check number and dollar amount of each check presented for payment at the bank against a list of checks authorized and issued by the District. 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.

FINANCE & INFORMATION TECHNOLOGY GOALS

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
- Review fee pricing structure for class offerings, passes, memberships and other revenue elements
- Explore options for increasing revenues when the market allows
- Assemble a funding action plan based on revenue projections from various bonding options
- 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 District facilities for operational effectiveness
- Provide training for software upgrades or new programs
- Establish & keep current with hardware & software replacement plan to keep all IT aspects current

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

Goal 1: Continue to improve Finance efficiencies and automated processes
Goal Type: Departmental

Tasks	Quarter(s)
1. Effectively manage the Executime time & attendance software implementation	1
2. Coordinate project with Finance staff & end users	1
3. Provide ongoing support to end users	1-4

Goal 2: Improve the GFOA Distinguished Budget Presentation
Goal Type: Departmental

Tasks	Quarter(s)
1. Review 2017 reviewer's comments and adjust 2018 submittal based on these	1
2. Work with Directors to connect District's goals into budget	1
3. Work with Accountant and Marketing to assess document as a whole, make Adjustments, and submit.	1

Goal 3: Assess, document, & communicate finance processes & procedures
Goal Type: Departmental

Tasks	Quarter(s)
1. Work with Finance & I.T. staff to assess current departmental processes & Procedures	1-4
2. Document for internal (departmental) and end user (non-departmental staff)	1-4
3. Provide end user training on processes & procedures	

Goal 4: Assess departmental structure
Goal Type: Departmental

Tasks	Quarter(s)
2. Assess work load of new Accounting Specialist (A/P)	1-4
3. Assess work load/efficiencies of current Finance staff	2-4
4. Update, as necessary, Finance staff functions based on future staffing needs	2-4
5. Research objective measurement of internal support position end user satisfaction	3-4

Goal 5: Seek out opportunities for professional development
Goal Type: Individual

Tasks	Quarter(s)
1. Expand involvement with professional association	1-4
2. Expand knowledge of Incode Software	2-4
3. Enroll in PDRMA training classes	2-4

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

Goal 1: Continue to improve Finance efficiencies and automated processes
Goal Type: Departmental

Tasks	Quarter(s)
1. Assist with the implementation of Executime time & attendance software	1-2
2. Expand and enhance InCode knowledge and assist in the dissemination of information to other team members	1-4
3. Expand Microsoft Office skills	
4. RecTrac Training	1-4

Goal 2: Improve internal controls of the District
Goal Type: Departmental

Tasks	Quarter(s)
1. Assess District internal controls – Implement changes as determined by Assessment	1-4
2. Develop proper procedures for PARC: cash handling and deposits, invoice approval and return to Finance and general paperwork flow to RAC facility.	1-4
3. Monitor and implement controls with Executime time & attendance software issues and approvals	1-2

Goal 3: Improve the GFOA Distinguished Budget Presentation
Goal Type: Departmental

Tasks	Quarter(s)
1. Continue to refine individual reports to enhance content and appearance	1
2. Work with Marketing on overall consistent presentation of reports and improved appearance	1
3. Expand knowledge of Adobe software to better organize files in PDF format	1

Goal 4: Assess, document, & communicate Finance processes & procedures
Goal Type: Departmental

Tasks	Quarter(s)
1. As a team, assess current processes & procedures for departmental functions	1
2. Assist in preparation of documentation & training for processes & procedures	2

Team Member/Title: Matthew Slocum, I.T. Administrator
Department: Finance & I.T.
Supervisor: Maureen Nugent, Director of Finance & I.T.

Goal 1: Load balance servers between PARC & RAC

Goal Type: Master Plan (Invest Into the Integration of Technology & Communications)

Tasks	Quarter(s)
1. Determine servers to move to PARC based on usage	2
2. Determine new IP addressing internal and internet	2
3. Determine down time and who needs to be notified	2
4. Notify staff/public of down time	3
5. Move physical servers and update internal and internet DNS	3
6. Test servers	3
7. Place server into operations	3
8. Notify staff/public once server are back online	3

Goal 2: Setup new file server and backup domain controller

Goal Type: Master Plan (Invest Into the Integration of Technology & Communications)

Tasks	Quarter(s)
1. Determine server requirements	1
2. Order server and licenses	1
3. Install physical server	2
4. Install virtual machine host	2
5. Install virtual servers	2
6. Integrate servers with domain	2
7. Test servers	2
8. Place server into operation	2

Goal 3: Organize share drives

Goal Type: Master Plan (Invest Into the Integration of Technology & Communications)

Tasks	Quarter(s)
1. Determine share drive structure	2
2. Determine data move plan into new drive structure on new file server	2
3. Create share drive structure	2
4. Implement data move plan	3
5. Shut down old shares	4

Goal 4: Install compliance monitoring software

Goal Type: Master Plan (Invest Into the Integration of Technology & Communications)

Tasks	Quarter(s)
1. Determine software to utilize	1
2. Install software	1
3. Test software	1
4. Fine tune software to meet specific needs of the park district utilizing nine months of data	4

Goal 5: Upgrade from Office 2010 to current version of Office**Goal Type: Master Plan (Invest Into the Integration of Technology & Communications)**

Tasks	Quarter(s)
1. Determine number of required licenses	1
2. Deploy software one site at a time	2
3. Assist site staff on day of install with any immediate questions	2

Goal 6: Internal training on universal District software**Goal Type: Master Plan (Invest Into the Integration of Technology & Communications)**

Tasks	Quarter(s)
1. Assess training needs on universal software to improve employee functionality & efficiency in use of software	1-4
2. Schedule District trainings & methods for trainings	2-4

MARKETING 2018 OVERVIEW

2018 began with Marketing receiving first place for table display in the IAPD/IPRA Soaring to New Heights Conference Agency Showcase and second place for the paid advertising categories. The Marketing Manager was awarded the Communications & Marketing (C&M) Vision award. Also at the Conference the District was awarded the IAPD/IPRA Distinguished Park and Recreation Agency Accreditation.

In April, Marketing launched the District's new website which averages 5,000 visits per month. One of the features of the new website is Google Analytics which tracks the total number of visits to the website, the most popular pages visited, user's average length of time spent on the website, and other important metrics.

A Communications Coordinator was hired in April to expand the District's social media presence and share the District's stories. The District now has 500+ likes on Facebook and 500+ likes on Instagram. The Communications Coordinator was contacted by IPRA to write an article on how social media is used to share our message. The article was published in the November/December IPRA magazine.

For the third year, the Marketing Manager and Director of Administrative Services represented the District at Parks Day at the Capitol. This event showcases Park District's, Forest Preserve District's and Parks Departments across the State and allows legislators to see the many benefits of parks and recreation.

The BoardDocs software was implemented in May with the assistance of Information Technology. This transition supports the District's Value:

- Stewardship of Natural Resources
 - A commitment to green and sustainable approaches

This summer Marketing rolled out the "Share Your Smile" photo frames. The frames were used in social media campaigns and proved to be quite popular. Four additional frames will be added in 2019. In June, Scout the Mascot was transitioned from a volunteer position to a part-time paid position. We are currently in the process of advertising for a Scout Partner to assist Scout at events.

In 2018, the District partnered with the Plainfield Area Chamber of Commerce to create a new event titled "The Heart of Christmas". The event incorporated the Grinchmas on the Green tree lighting ceremony with the former Chamber Candlelight Christmas. The District provided hayrack rides for attendees through the lighted downtown.

Marketing partnered with the Plainfield Township Fire Protection District, Plainfield Library, Village of Plainfield, and Louis Joliet Mall for community outreach opportunities.

To end 2018, the District being voted one of the top 3 recreation providers in Will County by Joliet Herald News readers.

MARKETING GOALS

Develop a clear District wide communication plan

- 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

Develop an effective marketing plan

- Validate the strong competitive positions of the agency's core target market research performed by in house personnel
- Develop a return on investment expectation for marketing efforts
- 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

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

Goal 1: Develop a clear District wide communication plan

Department Goal: Master Plan Goal / Marketing

Tasks	Quarter(s)
1. Create a plan that shows ways District communicates i.e. meetings, written communications, etc.	1
2. Develop standards for manuals, minutes, letters (i.e. format, font, spacing)	1
3. Create "scripts" for standard responses whether verbal or written for consistent messaging to the community	1
4. Present standards and scripts to appropriate departments	2
5. Hold quarterly all-staff meetings for general employee awareness of Park District efforts and happenings	1-4

Goal 2: Develop strong bonds with the business community and secure exclusive sponsorships

Goal Type: Master Plan Goal / Marketing

Tasks	Quarter(s)
1. Complete revisions to Park Partner book so it can be used multiple years	1
2. Meet with current Park Partners to discuss their satisfaction and present additional opportunities	2
3. Dedicate more time to Chamber of Commerce (Joliet & Plainfield) activities to build relationships with business community	1-4

Goal 3: Keep website information current, viable and revised on an on-going basis transparency

Goal Type: Master Plan Goal / Marketing

Tasks	Quarter(s)
1. Review current criteria for Sunshine Award (Transparency)	1
2. Evaluate what is currently on the website as it relates to transparency and items needed	1
3. Gather and organize items needed	2
4. Make necessary updates to website	3
5. Apply for Sunshine Award	4

Goal 4: Utilize BoardDocs to its full capabilities

Goal Type: Independent

Tasks	Quarter(s)
1. Implement approval process option for packet preparation	1
2. Learn more about tracking goals and reporting and begin implementation	1-2
3. Add all District manuals to BoardDocs	2-3

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

Goal 1: Streamline Marketing messaging
Goal Type: District Goal

Tasks	Quarter(s)
1. Revise and rewrite marketing branding book.	1
2. Review and proof booklet and ask for edits from team members.	2
3. Share revised booklet with all PPD staff.	3
4. Hold training for Rec Staff and Guest services on the importance of PPD branding.	4

Goal 2: Develop yearlong fitness Marketing Plan
Goal Type: Independent

Tasks	Quarter(s)
1. Track fitness users through RecTrac with stats that are being collected	1-4
2. Review stats, time of use, demographics, etc. and pull areas of interested and areas that are weaker and needing boosting.	1-4
3. Establish marketing plan, imagery, message, and coupons and execution with Recreation Supervisor – Fitness. Will proceed plan for 2020	3
4. Implement newly fitness marketing plan and track in 2020	4

Goal 3: Text Marketing
Goal Type: District Goal

Tasks	Quarter(s)
1. Research district that use text marketing. Research companies that offer text marketing services.	1
2. Come up with rough marketing plan idea that would use text marketing to enhance PPD messaging and reach.	2
3. Request cost estimates for text messaging	3
4. Create proposal on pros and cons of text messaging and present to leadership team	4

Team Member/Title: Brock A. Stein, Communications Coordinator
Department: Administration/Marketing
Supervisor: Wendi Calabrese, Director of Administrative Services

Goal 1: Communicate PPD tax rate, its share of resident tax bill, and the return on investment (what they get) to residents
Goal Type: Administration/Values/Mission

Tasks	Quarter(s)
1. Promote tax rate: Develop a communication piece that explains PPD tax rate, and other funding sources and how funds are used.	1
2. Natural Resources: Communications that show the park space, other outdoor amenities that are available to residents through PPD. (bang for the buck)	2
3. Fiscal responsibility: Communications piece that shows projects that emphasize reinvestment (new facilities/programs that add value for residents, park & playground upgrades).	3
4. Recreation: Develop communication piece that shows the value residents receive in recreation opportunities through PPD (PARC, sports, camps, dance, enrichment classes, Senior programming).	4

Goal 2: Highlight the employees who help the PPD operate within its operating budget
Goal Type: Marketing/Planning workshop goal

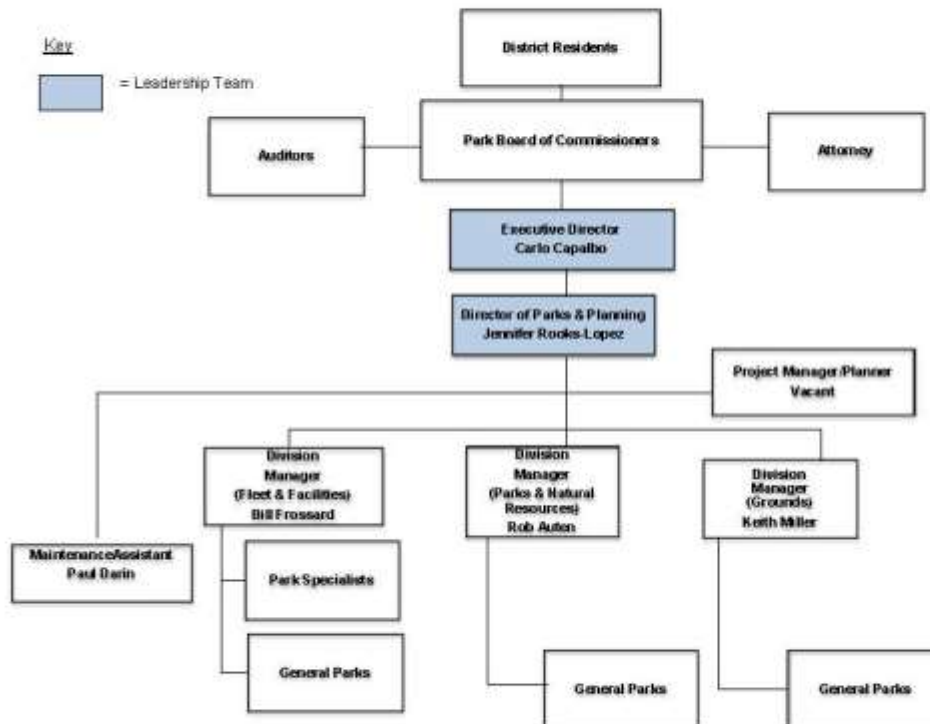
Tasks	Quarter(s)
1. Create communications piece highlighting a finance staff member	1
2. Create communications piece highlighting a PARC department member	2
3. Create communications piece highlighting a Maintenance and Grounds employee	3
4. Create communications piece highlighting a member of the recreation staff	4

Goal 3: Utilize new methods of communicating above goals with residents using underutilized aspects of existing social media platforms including Facebook Stories, Instagram Stories, Snapchat Stories
Goal Type: Planning workshop (marketing/next level)

Tasks	Quarter(s)
1. Research best practices for using stories format on social media.	1
2. Create plan and timeline for implementation	2
3. Begin implementation for use	3
4. Gather data to evaluate effectiveness and reach	4



PLAINFIELD TOWNSHIP PARK DISTRICT ORGANIZATION CHART PARKS & PLANNING



PARKS & PLANNING 2018 OVERVIEW

The Parks and Planning Department had five goals for 2018. Most of the goals will be works in progress over the next few years while others are easier to complete in a year or two. 2018 was an extremely busy year for the Parks and Planning Department with a lot of changes in management, operations and the construction and opening of PARC.

The number one goal of the department for 2018 and for the foreseeable future is to “Improve and maintain a quality system of parks and facilities that excite the community”. In October 2018 the District was awarded a grant from Game Time of \$86,000.00 to be used towards the purchase of new play equipment at Indian Oaks and Heritage Meadows Parks. Additional park renovations in 2018 included the resurfacing of the tot lot and the removal of the tennis courts at Northwest Community Park. Of course a list of projects in 2018 wouldn't be complete without mentioning the construction and opening of PARC on January 1, 2019.

While not always exciting on paper, quality maintenance is integral to a quality park system for the community. The Department's second goal was to conduct and implement 'parks management maintenance initiative'. The grounds department continued operations as two separate crews in 2018, allowing the crews and supervisors to focus on one area of park maintenance and spread resources accordingly. The mowing crew, based out of Mather Woods continues to focus manpower and resources to maintain the District's open areas and athletic fields, while the park improvement crews focus day to day resources on weed control, shelter painting and playground resurfacing. Those projects that require additional construction experience are headed by the fleet and facilities team.

PARKS & PLANNING GOALS

Advance trail development within the Park District

- 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
- Review each applicable capital project with Recreation Department for possible adjustment and alignment with program opportunities
- Review the ADA transition plan for key recommendations to be implemented
- 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
- Explore short term capital improvements that can easily be adapted to changing needs and new trends in recreation programming

Conduct parks maintenance management initiative

- 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

- Evaluate possible locations for a primary Southwest Maintenance Facility & investigate the possibility of funding the improvement
- Explore the best use of current indoor space based on population demographics and programming trends within the community

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

Goal 1: Improve Community engagement in Parks and Planning

Department Goal: Improve and maintain a quality system of parks and facilities that excite the Community.

Tasks	Quarter(s)
1. Work with affiliates and HOA's for feedback on potential program and guidelines	3
2. Research and create program guidelines for 'Adopt a Park' Program	3
3. Improve public input and outreach in park design through meetings/website	1-2

Goal 2: Improve Parks operations

Department Goal: Improve maintenance management initiative and operations

Tasks	Quarter(s)
1. Update Operations manual include areas that need to be added or expanded	3
2. Accountability: enforcing guidelines in manual and appendixes	3
3. Review operations manual bi-annually with all staff.	1-4
4. Research and take advantage of Grants when available (at least 1 per year)	Ongoing

Goal 3: Improve moral and quality by creating a culture of clear expectations and responsibility

Department Goal: Develop an organizational culture of excellence

Tasks	Quarter(s)
1. Research and find at least (1) outside training for each manager and self, related to current responsibilities	2
2. Craft a merit based reward program (non-monetary) for rewarding excellence	3
3. Work with Managers to create a team environment and accountability for the Department as a whole	Ongoing

Team Member/Title: Bill Frossard, Division Manager of Fleet and Facilities
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	Quarter(s)
1. Review current ADA transition plan Research and make at least (3) Recommendations for improvements that can be completed in 2019 With current ADA funding	1-3
2. Upgrade of lighting system at NTEC to LED Research alternative funding opportunities – Research Winter/Spring install Fall	2-3
3. Develop PARC operations/maintenance manual	4

Goal 2: Improve Management skills
Department Goal: Develop an organizational culture of excellence

Tasks	Quarter(s)
1. Go back to community college to complete associate in science degree	1-4
2. Research Facility maintenance classes/certification programs attend at least (1) this Year or budget for 2020	1-4
3. Attend at least (2) PDRMA training classes	1-4
4. Research and send staff to at least (1) PDRMA training each	1-4

Goal 3: Continue to review and adjust the District's Capital Improvement Plan based on changing needs of the District.
Department Goal: Implement Capital improvement projects that will make an impact

Tasks	Quarter(s)
1. Research at least (2) potential Capital projects for 2020 to either improve Fleet/Facility Operations or preventative maintenance (fuel system)	3
2. Review current Fleet/Facilities 5 year CIP and make suggestions for any changes By close of third quarter	3
3. Contact auction agencies to sell off items from surplus list of 2018	1-2

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

Goal 1: Improve management skills and responsibilities

Department Goal: Develop an organizational culture of excellence

Tasks	Quarter(s)
1. Research and attend at least (1) training related to Microsoft programs	1-2
2. Document issues and repairs seen in parks/ Facility Dude	1
3. Research and attend at least (1) management training	1-4
4. Improve skills related to budgeting	
5. Send at least (2) staff to PDRMA or other outside training	1-4

Goal 2: Improve Grounds Department Services

Type: Continue to improve Parks Maintenance management initiative

Tasks	Quarter(s)
1. Establish/review schedule with mowing contractors & follow with regular inspections	2-3
2. Train & enforce mowing standards in Ops. Manual with both staff and Contractors. Implement (1) Preseason and (1) mid-season review with staff.	2-3
3. Review & enforce mowing regular vehicle/equipment & safety guidelines with staff weekly	2-3

Goal 3: Improve communication with managers within both Rec and Parks Departments

Department Goal: Develop an organizational culture of excellence

Tasks	Quarter(s)
1. Review Rec/Sports needs prior to season, schedule follow up meeting when complete	1-2
2. Establish regular follow up meetings with Rec/Sports to gauge how season is Proceeding and if adjustments need to be made at least (3)	2-3
3. Research at least (2) potential Capital/Grounds projects for 2020 to either improve Grounds Operations or preventative maintenance	3-4

Team Member/Title: Robert Auten, Division Manager Parks and Natural Resources
Department: Parks & Planning
Supervisor: Jennifer Rooks Lopez, Director of Parks and Planning

Goal 1: Increase and implement further training and execution of maintaining the district's natural areas.

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

Tasks	Quarter(s)
1. Create In house training guides for best practices on native/invasive identification	1-3
2. Research at least (2) outside resources within acceptable limits to send employees for further education and understanding of what natural area management requires. Send at least (2) staff to (1) Training	1-4
3. Introduce a production schedule with proper prioritization- Natural areas	2
4. Oversee and designate horticultural specialist to lead crew on specific tasks.	1-4

Goal 2: Execute smaller prescribed burns in house.

Department Goal: Improve maintenance management initiative and operations.

Tasks	Quarter(s)
1. Procure all the equipment necessary to perform the job safely and efficiently	1
2. Send specific crew members to go through S190/S130/L100 Wildland Fire Safety	2-3
3. Create burn plans and train crew on how to handle all situations that may occur Obtain burn permits, and prioritize according to training and number of staff	2-3
4. In house training and working with crew on smaller burns to provide hands on experience	
5. Conduct at least (2) burns in-house	3-4

Goal 3: Create/modify park district standards to provide consistent care and maintenance throughout the park district

Department Goal: Improve maintenance management initiative and operations.

Tasks	Quarter(s)
1. Work with managers and director to modify/create consistent standards of care & maintenance for routine tasks	1
2. Work with crew, and educate them on the standards necessary to perform the jobs correctly	1-4
3. Create expectation sign off sheets and make sure once crew is educated on the standards, they will be held accountable to be consistent within the standards	1-4
4. Establish a trust and system that works well and requires less supervision.	1-4

Goal 4: Work with all staff members to establish relationships and trust that lead to increased productivity, respect, and long term job satisfaction


Department Goal: Develop an organizational culture of excellence

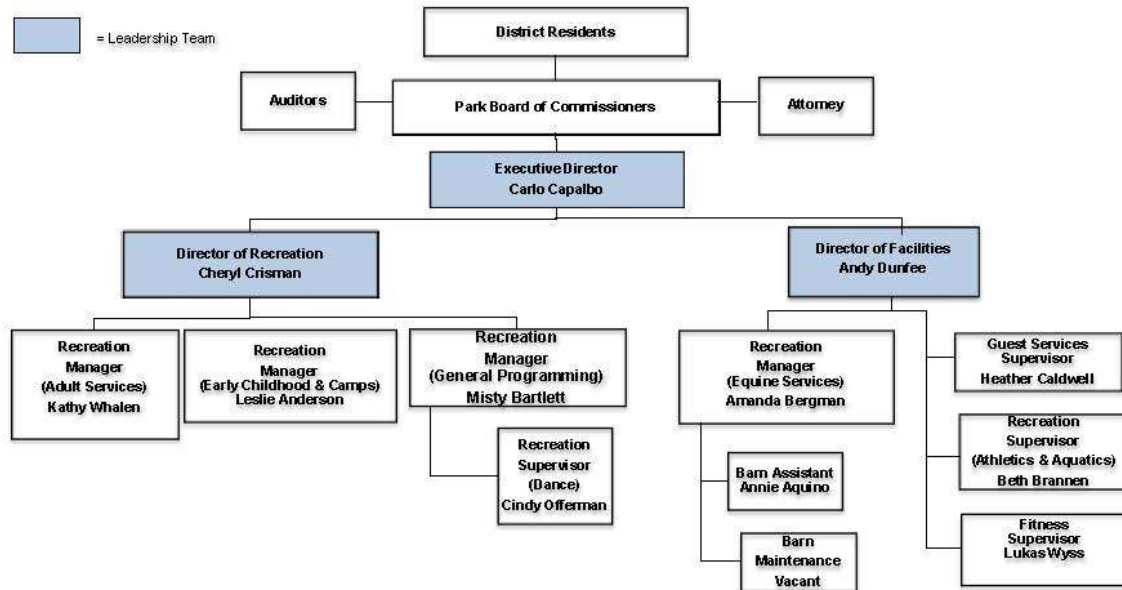
Tasks	Quarter(s)
1. Improving communication	1-4
2. Effective scheduling for crew and tasks	1-4
3. Improve attitude and demeanor toward crew as a whole	1-4
4. Increase organization and preemptive thinking	1-4



PLAINFIELD TOWNSHIP PARK DISTRICT ORGANIZATION CHART RECREATION/FACILITIES

Key

 = Leadership Team



RECREATION GOALS

Grow recreation programs to increase participation levels

- 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 District

Develop Recreation Performance Standards & Improve Pricing Policy

- Collect and review data seasonally to identify strengths and weakness of the recreation groupings
- Collect and review data for facility use by program use to maximize effectiveness of limited indoor space
- 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

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

Goal 1: Expand the Active Adult Programs
Goal Type: Department

Tasks	Quarter(s)
1. Research 6 other park districts that offer active adult programs	1
2. Create and market 4 new programs	2-3
3. Evaluate new program offerings and redevelop as necessary	4

Goal 2: Develop an adult advisory group
Goal Type: Department

Tasks	Quarter(s)
1. Create a description	1
2. Establish standards on selecting members by researching other advisory groups	1
3. Select members and set meeting dates	2-3
4. Evaluate meetings so to stay on track	4

Goal 3: Implement a communications plan between Park District and Township
Goal Type: Individual

Tasks	Quarter(s)
1. Determine contact at township to effectively communicate building issues/concerns	1
2. Create a communication form	1
3. Implement form to establish better communication	1
4. Evaluate process to continually improve communications	2-4

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

Goal 1: Develop an organizational culture of excellence by acquiring the American Camp Associations accreditation for summer youth camp.

Goal Type: Master Plan Goal

Tasks	Quarter(s)
1. Continue discussions about accreditation process w/Kim Steiner (Membership & Program Manager of Illinois)	1-2
2. Submit application and fees by 3/1	1
3. Prepare materials & written documentation; review & evaluate camp ops using ACA standards	1-2
4. Submit written documentation required by 5/1	2
5. Participate in peer review process	3

Goal 2: Grow recreation programs to increase participation levels by revamping existing and adding new early childhood classes.

Goal Type: Recreation Goal

Tasks	Quarter(s)
1. Recreate or revise the already existing early childhood evaluation	1
2. Provide parents evaluations to complete, starting with w/s classes and going forward	1-2
3. Retitle 3/7 early childhood titles and freshen brochure wording on all EC offerings for the w/s 2020 brochure	2-4
4. Create 2 new series of early childhood classes that revolve around science and math to be rolled out in the 2020 w/s brochure	2-4

Goal 3: Increase Great Adventures afternoon enrollment for the 2019/2020 school year

Goal Type: Recreation Goal

Tasks	Quarter(s)
1. Promote the use of the walking track, while preschooler is in class, at the February and March preschool informational meetings	1
2. Discuss with Luke the possibility of offering fitness classes during the preschool's afternoon timeframe	1-2
3. Work with marketing to advertise preschool openings throughout the summer months	1-2

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

Goal 1: Continue to grow volunteer program
Goal Type: Departmental & Workshop

Tasks	Quarter(s)
1. Develop procedural manual and train staff on handling volunteers	1
2. Upgrade volunteer software so multiple staff can contact their specific volunteers	1-2
3. Work with Director of Parks & Planning on developing a volunteer program where volunteers can help keep parks clean	2-3
4. Work on building relationship with high school clubs to bring in volunteers for special events	1-3

Goal 2: Special Events
Goal Type: Workshop

Tasks	Quarter(s)
1. Work with the special events committee on program bundling to provide bigger events to the community	1-2
2. Work on acquiring In-Kind donations for events	1-3
3. Work with other Recreation team members to create new events for multiple ages	1-4
4. Create a permanent timeline for bigger events	1-2

Goal 3: New Programming Ideas for PARC
Goal Type: Master Plan

Tasks	Quarter(s)
1. Research any upcoming trends through NRPA & other districts	1-4
2. Determine appropriate space availability for new programs at PARC	1-2
3. Work with Superintendent of Facilities regarding space availability for new programs to host at PARC	1-2

Team Member/Title: Cindy Offerman Recreation Supervisor Dance and Cultural Arts
Department: Recreation
Supervisor: Misty Bartlett Recreation Manager

Goal 1: Host a dance competition in 2020 at PARC
Goal Type: Workshop

Tasks	Quarter(s)
1. Review pricing and spacing to hold 300 participants and observers.	1-2
2. Plan staffing and scheduling.	1-2
3. Work with Andy and Beth on gym usage.	3
4. Finalize date with competition board and committee.	4

Goal 2: Transition all dance classes to Streams
Goal Type: Department

Tasks	Quarter(s)
1. Scheduling of staff and programs.	1-4
2. Making sure space is accommodating.	1-4
3. Hire new employee.	2-3
4. Work with Marketing to redesign dance pages in brochure	

Goal 3: Look into more specialty classes (Ballroom, Social, etc.)
Goal Type: Department

Tasks	Quarter(s)
1. Finding out what other park districts have to offer.	2
2. Accommodating space for specialty classes.	1
3. Create dance camps over school breaks.	1-2

Team Member/Title: Andy Dunfee, Director of Facilities
Department: Recreation
Supervisor: Carlo Capalbo, Executive Director

Goal 1: Develop an organizational culture of excellence with understanding the structure of NTEC
Department Goal: Master Plan Goal / Administration

Tasks	Quarter(s)
1. Set up meeting(s) with key NTEC staff to learn their roles/areas. Receive feedback on areas they feel are working and areas that need improvement.	1
2. Gather different Equestrian Center data/information to compare offering/trends that NTEC could utilize.	2-3
3. Work with NTEC staff for potential changes to implement in 2020 for cost savings And/or generate additional revenue	4

Goal 2: Develop an organizational culture of excellence with how to have a successful new community center

Goal Type: Master Plan Goal / Administration

Tasks	Quarter(s)
1. Gather information, processes, and procedures of what other park districts did or Have done to grow and improve the facility.	1
2. Meet with Recreation staff to start planning process of room usage/priority of PARC Do this prior to each brochure production, beginning with fall	2-3
3. Work with Recreation staff on gathering data of PARC usage and assist in Determining building hours and other opportunities for 2020.	4

Goal 3: Collect and review data of all PPD facilities use for program/services use. Maximize effectiveness of limited indoor space on revenue generation and cost Savings

Goal Type: Master Plan Goal / Recreation

Tasks	Quarter(s)
1. Gather data and research current usage of all PPD facilities	1
2. Work with staff on best program/services locations to use for 2020. Maximize highest revenue potential	2-3
3. Implement program location changes into the winter/spring program guide for 2020	4

Team Member/Title: Amanda Bergman, Recreation Manager Equine Services
Department: Facilities/Recreation
Supervisor: Andy Dunfee, Director of Facilities

Goal 1: Improve operational efficiency
Goal Type: Departmental Goal

Tasks	Quarter(s)
1. Offer additional pee wee classes to decrease waitlists	1-4
2. Research other facilities and determine a price point for lessons and boarding	1-2
3. Re-organize and create barn signage for patrons	1-2
4. Begin creating a capital replacement plan for NTEC	
5. Work with marketing to improve user friendliness of the NTEC pages on the website	1-4

Goal 2: Increase awareness of NTEC school horses and facility
Goal Type: Departmental Goal/ Workshop

Tasks	Quarter(s)
1. Purchase stall signs for all school horses	1-2
2. Update school horse picture wall	1-2
3. Purchase new halters with nameplates	1-2
4. Work with marketing to establish better recognition of the lesson horses	1-4
5. Install NTEC logo on horse trailer	1-3

Goal 3: Strengthen NTEC workforce
Goal Type: Independent Goal

Tasks	Quarter(s)
1. Hold monthly staff meetings with pre-planned job related trainings	1-4
2. Devise and implement a stronger staffing back up system	1-2
3. Read and apply 2 useful management tools for the year	1-4

Team Member/Title: Annie Aquino, Barn Assistant
Department: REC- NTEC
Supervisor: Amanda Bergman, Recreation Manager Equine Services

Goal 1: Create cost and staffing effective new elements to pony parties
Goal Type: Departmental Goal

Tasks	Quarter(s)
1. Provide invitations for party hosts to send to guest with logo and information about our programs	1-2
2. Research cost efficient bundle plan for parties and a lesson package	1-2

Goal 2: Develop new level appropriate programs for current patrons
Goal Type: Departmental Goal

Tasks	Quarter(s)
1. Start new educational class room program for intermediate students similar to leg-up program	2
2. Help with hosting more clinics and camps for intermediate students	1-4

Goal 3: Expand volunteer program to help staff our events
Goal Type: Departmental Goal

Tasks	Quarter(s)
1. Utilize social media to inform and recruit more volunteers	1-4
2. Offer hours logging for school and scholarship purposes	1-4

Team Member/Title: Heather Caldwell, Guest Services Supervisor
Department: Recreation
Supervisor: Andy Dunfee, Director of Facilities

Goal 1: Staff Improvements - Improve Operations of Guest Services both internally with co-workers as well as externally with customers. Keeping Guest Services better informed and providing consistent customer service.

Goal Type: Independent

Tasks	Quarter(s)
1. Implement monthly RecTrac refresher trainings for staff that have questions or just tips and tricks to better utilize RecTrac 3.1	1
2. Develop a monthly newsletter for Guest Services staff to keep them informed of the upcoming Park District events which may warrant patron questions	2-4
3. Develop and implement a team building exercise at each of the quarterly guest services meetings	1-4
4. Update RecTrac 3.1 procedures on the shared drive to include fitness memberships, point of sales, scanning in fitness members and Comcast Business phone system	4

Goal 2: Customer Satisfaction/Appreciation - Develop ways to show patrons appreciation for the relationship with the Park District.

Goal Type: Independent

Tasks	Quarter(s)
1. Work with Marketing to develop a "customer training" on the website. i.e. steps that walk a patron through registering and paying online	3
2. Gather information from other agencies and develop a Guest Services recognition program through Survey Methods to rate customer service experiences	2-3
3. Implement customer service training with guest motivational speakers to help enhance positive relations with the public	4

Goal 3: Staff Procedures – Develop procedures for PARC front desk.

Goal Type: Independent

Tasks	Quarter(s)
1. Gather GS procedures guidelines from three other agencies.	1
2. Create a binder for Guest Services Staff to follow listing all front desk procedures	1
3. Develop an operational procedure binder for the Comcast Business phone system	1
4. Update RecTrac 3.1 procedures ensuring all Guest Services staff has a guideline of steps to follow for questions that may arise.	2

Team Member/Title: Beth Brannen, Recreation Supervisor Athletics and Aquatics
Department: Recreation
Supervisor: Andy Dunfee, Director of Facilities

Goal 1: Develop youth sports programs and leagues to be offered.
Goal Type: Department Goal

Tasks	Quarter(s)
1. Evaluate 2019 youth sports programs, write and implement improvements for the next season.	1-4
2. Research youth athletic programs and leagues offered by other agencies (volleyball camp, flag football league, summer basketball, etc)	1-2
3. Research adult athletic leagues offered by other agencies (pricing, times, days of the week)	1-2
4. Develop rules and regulations for adult leagues that will be offered at PARC.	2-3
5. Implement Adult Athletic Leagues	3-4

Goal 2: Based on past registrations and evaluations, evaluate the Ottawa Street Pool offerings.
Goal Type: Department Goal

Tasks	Quarter(s)
1. Look at numbers for specialty classes(ie diving, fitness swim, parent child, private lessons)	1-3
2. Discuss options to condense program offerings.	1-3
3. Re-evaluate fees for daily admission and look at similar facilities in the area.	2
4. Research special events or special days that can be offered throughout the summer.	2

Goal 3: Create a brand for youth sports classes and leagues.
Goal Type: Department Goal

Tasks	Quarter(s)
1. Research ideas for a brand name and logo for youth athletics.	2
2. Create a logo to use for the youth athletic brand.	2-3
3. Discuss with marketing ideas and way to market the classes (shirts, completion certificates, etc)	3-4

Team Member/Title: Lukas Wyss, Recreation Supervisor Fitness
Department: Recreation
Supervisor: Andy Dunfee, Director of Facilities

Goal 1: Implement fitness programming that targets the core fitness areas: strength, cycle, dance, mind/body, and cardio

Goal Type: Master Plan

Tasks	Quarter(s)
1. Gather information on different classes that are trending at state conference	1
2. Recruit new staff specifically for targeted classes through social interactions	1-4
3. Modify low enrollment classes with new trends to meet public need	1-4

Goal 2: Use relevant fitness technology, such as heart rate training for members.

Goal Type: Departmental

Tasks	Quarter(s)
1. Research options in heart rate training that are relevant to large scale centers	3
2. Create a training program for staff to understand and translate to members	4
3. Implement program as an additional revenue generating vehicle for fitness	4

Goal 3: Develop a data collection standard for all fitness memberships and class options to improve promotion efforts

Goal Type:

Tasks	Quarter(s)
1. Decipher what data metrics will best suite our needs through research	2
2. Implement a process to sort data to ultimately exploit areas of improvement	2
3. With the data sorted, create promotions to incentivize purchase/participation	3

Goal 4: Utilize Ottawa Street Pool for increased fitness revenue in the area of fitness classes

Goal Type: Master Plan

Tasks	Quarter(s)
1. Solidify summer schedule to reserve space for fitness based water aerobics classes	1
2. Hire fitness instructors that can teach both general fitness and water fitness classes	1-2

KUDOS COMMITTEE GOALS

- Encourage Pride, Ownership, Professionalism and Performance in each employee in their approach to daily work activities
- Encourage employees to be active contributors to a recognition program
 - Revamp POPP Award to be a quarterly award for staff
 - Evaluate how to include volunteers in the recognition program
 - Make the application process more user friendly, considering an online application
- Acknowledge each team member's contributions as vital to the success of the District
- Recognize demonstrated teamwork within and between departments
- Arrange for and conduct parties or social events, casual days with themes based on the seasons, holidays, and general interest
 - One or more casual days per month
 - Organize bi-monthly social events
 - Plan and host 2 yearly all staff recognition events
 - End of Summer
 - Beginning/End of Year

RISK MANAGEMENT & WELLNESS COMMITTEE GOALS

- Review Policies and create or revise policies.
 - Review Policies and Procedure Manual
 - Revise policies if necessary
 - Pull out procedures creating a more flexible manual
 - Have the Board approve revised Policy Manual
- Provide on-going training
 - Evaluate and improve our current training
 - Incorporate more PDRMA Online Learning Center programs with staff
 - Continue to develop training so that it is relatable to the various departments
- Provide Safe Facilities for Employees and Patrons
 - Improve fire alarm systems at the RAC, NTEC and all maintenance shops
 - Continue to research better safety devices and signage
 - Implement plan of action items recommended by the LCR
- Create a Visible Safety Presence
 - Create a Year Review (Annual Report to Board and Staff)
 - Post Risk Management & Wellness Committee minutes at facilities
 - Committee representatives give a Committee recap during department meetings
 - Rotate meeting locations and invite staff to attend
 - Develop our own Hazard Identification program for staff to participate.
- Committee Expectations
 - Attend all meetings and send a representative if you cannot attend
 - Come prepared
 - Promote PATH
 - Submit a Wellness and Risk management Grant

SPECIAL EVENTS COMMITTEE GOALS

- Establish dates for bigger reoccurring events to offer them at approximately the same time each year
- Evaluate current events and enhance to make them more appealing to participants
- Committee members will work as a team to share ideas to help create new events and evaluate current events

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
Executime	Used for time and attendance tracking
Facility Dude	Used to track work orders for Maintenance and I.T.
InCode	Used for budget, purchase orders and other financial tracking
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.