



PLAINFIELD PARK DISTRICT GOALS 2020





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Maureen Nugent, MBA, CPRP, Deputy Director
Wendi Calabrese, CPRP, Director of Administrative Services
Andy Dunfee, Director of Recreation & Facilities
Jennifer Rooks-Lopez, ASLA, LEED AP BD & C, CPRP, Director of Parks & Planning

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.

OUR VISION

We aspire to be innovative in administration, recreation and preservation.

OUR VALUES

Our Values are centered on:

• Community • Fiscal Responsibility • Stewardship of Natural Resources • Health & Wellness

Executive Director Approved 12/31/2019
Board Reviewed 01/08/2020

PLAINFIELD TOWNSHIP PARK DISTRICT GOALS AND OBJECTIVES 2020

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January 08, 2020

Honorable Board of Commissioners;

The Plainfield Park District Annual Goals and Objectives for 2020 provide direction and a planned pursuit of the mission, vision, values, key strategies, and goals and actions of the District during Fiscal Year 2020. 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 set of strategic goals were established in the areas of Administration, Recreation, and Parks & Facilities (pages 153-166 of the 2016-2020 Comprehensive Master Plan). As team members categories of goal establishment are as follows:

- Master Plan Goals identified within Chapter 4 and time-lined in Chapter 5 in the areas of Administrative, Recreational, and Parks & Facilities.
- Departmental 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.
- Workshop Goals established through the discussion and input of team and board members in an inclusive strategic planning session.
- Independent 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.
- Continuing 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 progression 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 2021 and look to amend or create new strategies in the process.

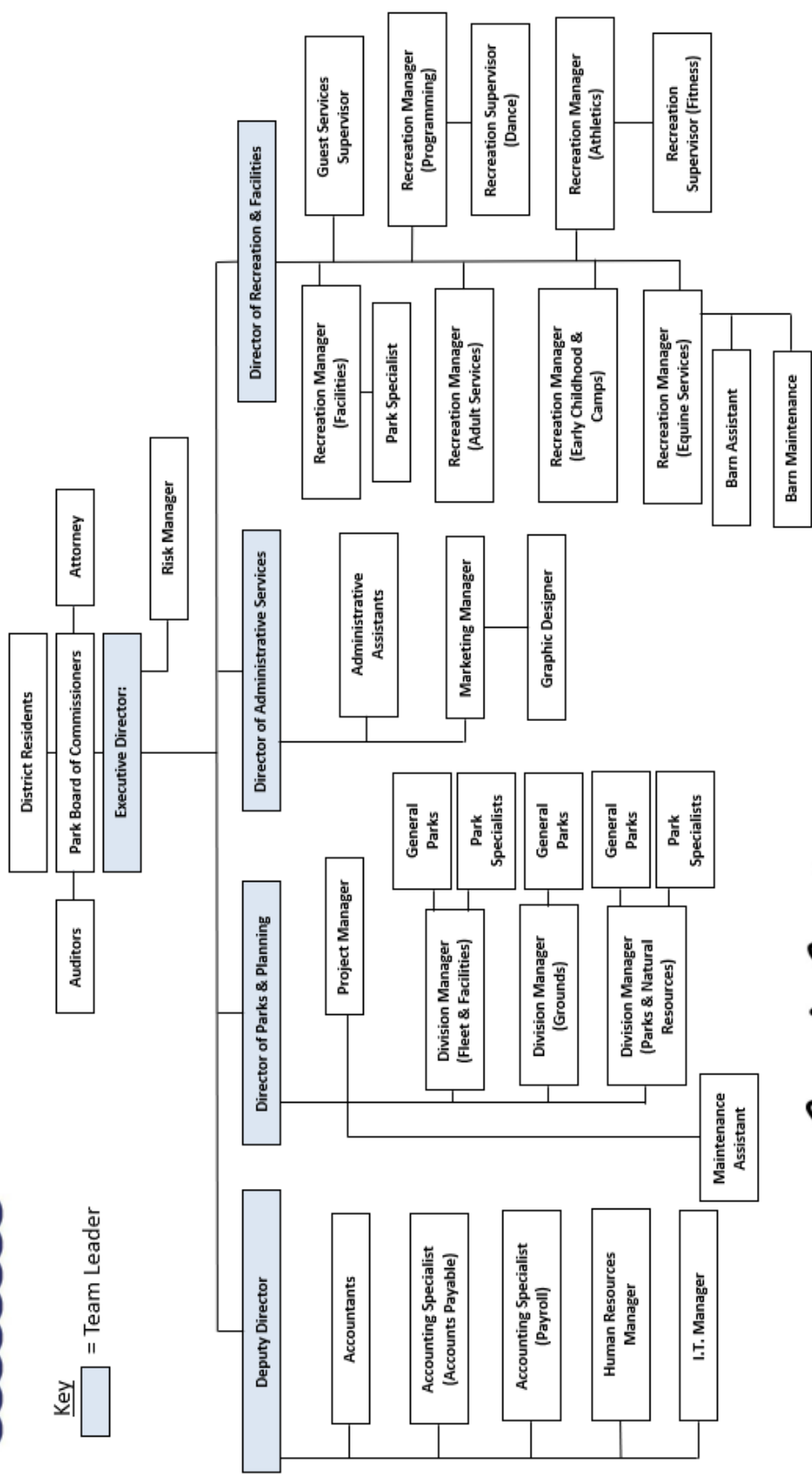
Respectfully Submitted,



Carlo J. Capalbo, MPA, CPRE
Executive Director



2020 Plainfield Township Park District Organization Chart



Key
[shaded box] = Team Leader

Carlo J. Capallo

Approved by

Updated: 01/01/2020

2019 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

- Prairie Activity & Recreation Center was opened on January 1, 2020.
- Commissioner Mary Kay Ludemann was elected to the IAPD Board of Trustees and will serve on the IAPD Program Committee and the IAPD/IPRA Joint Editorial Committee.
- Commissioner Bill Thoman, Commissioner Rebecca Hosford and Commissioner Jason Rausch achieved Notable Board Member Status in the IAPD Board Development Program and were recognized at the 2019 IAPD/IPRA Soaring to New Height Conference.
- IAPD/IPRA Soaring to New Heights Conference Agency Showcase: 2nd place for table entry and 3rd place for Large Format Marketing Display for the "Share Your Smile" frame campaign.
- 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.
- Commissioner Mary Kay Ludemann was recognized for her 10 years of service as a Commissioner at the IAPD Best of the Best Gala.
- The Prairie Activity & Recreation Center was awarded a "Best Green Practices" at the IAPD Best of the Best Gala.
- The Prairie Activity & Recreation Center received Passive House Certification from Chicago-based Passive House Institute US. The certification makes PARC the first public recreation center in the State of Illinois and the U.S. to receive the designation.
- The Prairie Activity & Recreation Center received the ASHRAE Technology Award.
- The Summer Day Camp program received its accreditation from the American Camp Association Illinois.
- Risk Manager Paul Crisman became a Certified Parks and Recreation Professional (CPRP).
- Plainfield Park District staff and board members celebrated the re-opening of Budler Park playground in Romeoville this week. The newly revamped playground is located in Romeoville as well as the Plainfield Park District.
- The Streams Recreation Center was renovated and repurposed to serve as the center for all Plainfield Park District dance programming and now includes 3 dedicated dance studios and an expanded waiting area for parents.
- Sergeant Mulacek and Plainfield Police Chief John Konopek presented lifeguard Makenzi Vargo with a Lifesaving Award for saving a drowning child during the Annual D.A.R.E. pool party.
- Implemented electronic timekeeping system.
- The District acquired property along the DuPage River for expansion of the DuPage River Trail.
- The District acquired a new park in the Fairfield Ridge Subdivision.
- The District has received \$600,000 in grant dollars from the Illinois Clean Energy Foundation for PARC.

PRIORITY ITEMS ESTABLISHED AT BOARD & STAFF WORKSHOP 2019

What We Lead In

- Great Adventures Program
- Solar
- Equine Programs
- Employee Benefits
- Dance/Front Line
- Financial Stability
- Customer Service
- Distinguished Agency Accreditation
- Recreation Opportunities for Family
- Experienced Staff/Outside Perspective
- Change
- Cross-Training
- State of the Art Recreation Center

What We Want to Lead In

- Fitness Memberships
- Trail Connections
- Park Aesthetics
- Teen Program
- Carbon Footprint
- Wi-Fi System Wide
- Sports Complex
- Aquatics/Aging
- Upgrade Maintenance Facilities
- Athletics – All Ages
- Unique Recreational Opportunities → Connecting with Broader Population
- Process Improvement
- Safety Priority
- Sports Training
- Community Health
- Resident Participation
- Communication – Outreach

What We Want to Lead In Continued

- ADA Growth
- Maximize PARC to Fullest Potential
- Security at Parks
- Evening Programming – Youth/Family

Finance & Information Technology – 1 Year Vision

- Develop Relationship with a Professional League (i.e. White Sox)
- Hire Skilled Instructors to Charge a Premium Price
- Automate/Streamline New Hire Process
 - Complete New Hire Paperwork Electronically
- Expand Knowledge/Training
- Improve Current Wi-Fi
- Remote Access to Server with Proper Security
- Thorguard/Weather Radios Across District
- Automated PCard System

Finance & Information Technology – 5 Year Vision

- Greener – how much can we make electronic (ie. Activity Guide)?
- Expand revenue sources, capital – Four Seasons, Aquatics
- Wi-Fi in parks
- Comprehensive digital map (parks, utilities)
- Evaluate space available vs. space needed
- Mather Woods Shop upgrades
- High level cost analysis
- ERP (ie. Workday – Finance & HR)

Marketing – 1 Year Vision

- Customized Scout Big Balloon
- Cross Marketing with Programming
- Buy a Membership; Receive Free Event Tickets/Free Day Passes
- Video Promotion for Programs
- Advertise on Back of Trucks/Vehicles

Marketing – 1 Year Vision Continued

- Podcast
- Hard Goals to Increase Communication
- Increased Social Media Program/Age Specific

Marketing – 5 Year Vision

- Targeted Analytics
- Create a Horse Park
- SEO on Website
- Naming Rights
- Retaining Businesses/Keeping Sponsors
- Podcast
- Green Initiative Activity Guide - How Much Can Be Put Online?

Parks & Planning – 1 Year Vision

- Improve Green Initiatives
- Automate Locks for Restrooms
- Trail Markers with Distances
- Camera in Parks – Lights
- Parks/Planning/ Recreation Project Meetings
- GIS Tree Survey
- Identifying Signage within Parks
- Text Number for Vandalism – SPOT Program

Parks & Planning – 5 Year Vision

- More Equestrian Trails
- Improve Maintenance Facility
- Evaluate Aquatics Facility in Relation to Size of Population
- Beehive
- Community Organic Garden
- Botanic Garden – Interactive – Rose, Wedding, Maze, Shrub
- Trail Markers with Distances
- Camera and Lights in Parks

Parks & Planning – 5 Year Vision Continued

- Develop Flood Properties
- GIS Tree Survey

Recreation – 1 Year Vision

- Home Bound Programming
- Teen Programming and Technology – Geocaching
- Senior Dance Programs
- Incorporate Programming with Movement
- Utilize Space for More Sports Classes
- Viability for Equine Drill Team

Recreation - 5 Year Vision

- Offer E-Sports
- Nature Programming
- Wi-Fi Parks (Ping Phones)
 - Tracking
 - Bott Park – Van Horn
 - Four Seasons
 - Village Green
- Evaluate Park Shady Areas – Enough for Public Use
- Develop a Challenge Course
- Evaluate Senior Programs for Ages 55 – 95
- Digital Billboard in High Visible Location
- Greenhouse Teaching Opportunities
- 1 – 3 Events, Similar to Patriotic Picnic, With Attendance Numbers

5 Year Vision

- Expanded Revenue Sources at Four Seasons and Aquatics
- How to Expand Wi-Fi to Parks
- Comprehensive Map (Including Parks, Trees)
- Woods Shops Upgrades
- High Level Cost Analysis of District
- Nature Programming (Camping, Composting)
- Ping Phones to Program Users


5 Year Vision Continued

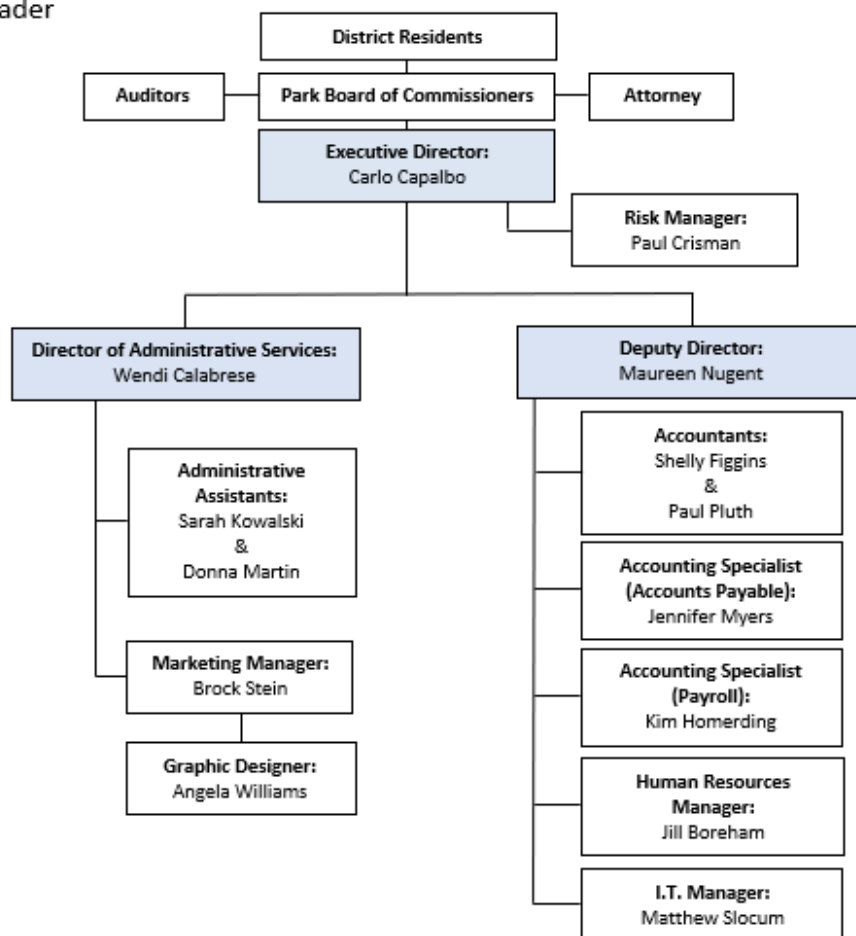
- Climate Change – Are Parks Shady Enough?
- Programming at Challenge Course
- Evaluate Offerings for Adults 55 – 95
- Digital Billboard in High Visibility Location, Like VOP
- Greenhouse to Teach Healthy Minds and Bodies
- More Equestrian Trails



2020 Plainfield Township Park District Organization Chart Administration & Finance, Human Resources & Information Technology

Key

 = Team Leader



2020 DISTRICT ADMINISTRATION GOALS

Review and revise Park District personnel policies

- Review and update the organizational chart for the Park District on an as needed basis.

Develop an organizational culture of excellence

- Provide opportunities for continuing education learning for full time staff.
- Implements departmental cross training and / or job shadowing for efficient staff interaction and backup.
- Schedule on-site sessions with a management coach based on relevant topics for discussion and potential actions.
- 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 plan 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.

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

Goal 1: Develop training that each department can utilize to train its staff
Goal Type: Independent

Tasks	Quarter(s)
1. Work with Department Managers to develop training materials for their department	1
2. Develop a variety of training options for each department	1-2
3. Assist departments with trainings when available	1-4
4. Receive feedback from departments on the training effectiveness, plan improvements	4

Goal 2: Continue staff safety training program
Goal Type: Departmental / Risk Management & Wellness Committee

Tasks	Quarter(s)
1. Work with Department Directors to assign staff to trainings	1-2
2. Work with staff to register for training in their departments	1-3
3. Research outside training sources to give a variety of training for staff	1-3

Goal 3: Continue working with updating signage throughout the district
Goal Type: Independent

Tasks	Quarter(s)
1. Create sign inventory for the District	1
2. Update any remaining or out of date signs	2-3
3. Consult with PDRMA on any future sign needs or changes	2-3

Goal 4: Review OSHA requirements and make sure district procedures are in conjunction with the OSHA requirements
Goal Type: Departmental

Tasks	Quarter(s)
1. Review OSHA regulations that cover our workers	1
2. Relate our policies and procedures to OSHA requirements and confirm we are following what is required	1-2
3. Review with supervisors what we are required to follow under the OSHA standard and follow up with training for staff	2-3

2019 FINANCE, HUMAN RESOURCES, & INFORMATION TECHNOLOGY OVERVIEW

One of 2019's main goals for finance staff was the implementation of Executime, the District's automated time keeping software system. After much training and set up work in Executime, the District rolled out the software in May to staff. After employees and supervisors tested the system, the District went live in July with the software. The project and follow through work was completed in the fourth quarter. As questions arise from staff on software utilization in 2020 and beyond, they will be addressed as part of routine tasks in the department.

The goal of improving the GFOA Distinguished Budget Presentation Award submittal was accomplished in 2020. Finance staff worked with department leadership to improve the quality of submissions into the document, particularly the narrative portion of the document. Finance and Marketing staff worked together to improve the overall appearance and readability of the document. The District was awarded the GFOA Distinguished Budget Presentation Award for the 2018 fiscal year. Moving forward in 2020 and beyond, finance staff will be seeking improvement in its submittal based on the GFOA reviewer's input from the prior year submittal.

Finance staff provided some training on payroll processes and procedures as part of the Executime implementation as part of its goal of assessing, documenting, and communication financing processes and procedures. The remainder of this goal will be accomplished in 2020.

The goal of the assessment of the department's structure was initiated by the hiring of a former staff member in the Department, who will be transitioning to the Accountant position in preparation for the retirement of the District's current accountant in January, 2021.

The opening of the PARC facility created opportunities for Department staff to accomplish goals relating to internal control, including the development of cash handling procedures for PARC.

In July, 2019, the Human Resources function was transitioned to the now Finance, H/R & I.T. Department. This transition has allowed for a better flow of information between H/R & P/R. The H/R manager and accounting specialist have identified ways to create efficiencies and streamline processes and communications on tasks that crossover these functional areas.

One of the goals that the H/R manager focused on in 2019 was the review and updating of the District's employee manual. This goal was completed and will be going to committee and board review in 2020.

The H/R manager began training on the District's recruiting software (Frontline) to District staff users. The H/R manager began the process of reviewing and selecting a template for the updating of employee job descriptions.

Information Technology's goal of setting up the new file server and backup domain controller was accomplished. The beginning tasks in the goal of load balancing the District's servers between PARC & RAC were completed. The I.T. Administrator is monitoring the PARC facility for stability of power to determine when the power will stabilize so that the load balancing can be completed in the future.

The I.T. Administrator implemented the goal of organizing the District's shared drives. A structure was determined, along with a universal format to save documents throughout the District. The old shared folder will be moved to a different sector of the file server.

The I.T. Administrator completed the goal of installing compliance monitoring software, AD Audit, and completed the upgrade to Office 2016 from Office 2010.

The goal of internal training on universal district software was initiated by conducting several training sessions for staff on software such as Outlook. I.T. I.T. will continue training on universal district software as part of routine tasks in the department.

2020 DISTRICT FINANCE, HUMAN RESOURCES & 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.
- 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 integration of technology & telecommunications

- Provide training for software upgrades or new programs.

Team Member/Title: Maureen Nugent, Deputy Director
Department: Finance, Human Resources & Information Technology
Supervisor: Carlo Capalbo, Executive Director

Goal 1: Update/Evaluate Financial Assistance Program
Goal Type: Departmental

Tasks	Quarter(s)
1. Evaluate District's current financial assistance program process & procedures	2
2. Research criteria for assistance from other Districts & school lunch program	2
3. Establish updated process & procedures for District's program	3

Goal 2: Update Records Disposal Process
Goal Type: Departmental

Tasks	Quarter(s)
1. Review updated State Guidelines for Records Disposal with A/P clerk and accountant	2
2. Update District's records disposal application with state based on updated guidelines	3
3. Provide training and distribute updated records disposal retention periods to District staff that create District records	3

Goal 3: Documentation of Departmental Processes and Procedures
Goal Type: Departmental

Tasks	Quarter(s)
1. Assess current documentation of departmental processes and procedures	2
2. Establish priority documentation of departmental processes and procedures	3
3. Work with functional level staff to document priority processes and procedures	3

Goal 4: Assess Departmental Structure
Goal Type: Departmental

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

Team Member/Title: Paul Pluth, Accountant
Department: Finance, Human Resources & Information Technology
Supervisor: Maureen Nugent, Deputy Director

Goal 1: Assist with the transition / training of new Accountant
Goal Type: Departmental

Tasks	Quarter(s)
1. Assist with the training in Accounts Payable during current Accounting Assistant's absence	1
2. Show successor the current spreadsheets and procedures for the GFOA Distinguished Budget Award	1-2
3. Reacquaint successor with audit procedures and reports, especially as it relates to InCode software changes from MSI	1-2
4. Train successor on InCode procedures relating to cash reconciliations, budgeting and financial reporting	2-4
5. Train successor on various miscellaneous tasks relating to the Accountant position	1-4

Goal 2: Document procedures for the various duties of the Accountant position
Goal Type: Departmental

Tasks	Quarter(s)
1. Cash reconciliation (reassess/refine existing documentation)	1-4
2. Audit procedures	1-2
3. Journal entries, general ledger account structure & financial reporting	1-4
4. Budgeting in InCode (reassess existing documentation and add to it)	3-4

Goal 3: Evaluate and improve internal controls
Goal Type: Departmental

Tasks	Quarter(s)
1. Continue evaluation and refinement of Executime time and attendance approvals and employee set up	1-4
2. Volunteer to review detail payroll register to add a second level of review to the processing of payroll before it's completed	1-4

Team Member/Title: Jill Boreham, Human Resources Manager
Department: Finance, Human Resources & Information Technology
Supervisor: Maureen Nugent, Deputy Director

Goal 1: Total Compensation Package
Goal Type: Master Plan

Tasks	Quarter(s)
1. Outline schedule for the year, create task force	1
2. Collect benefit information from similar Park Districts	3
3. Compile & Analyze information; consult with outside vendor as necessary to review proposed compensation package	3
4. Present final data to Leadership Team	4

Goal 2: Update full-time Exempt, Non-Exempt and Non-Exempt (Non-Bargaining Unit) performance evaluation forms
Goal Type: Master Plan

Tasks	Quarter(s)
1. Outline schedule for the year, create task force	1
2. Review, select and create performance evaluation form	2-3
3. Present draft forms to Leadership Team for review and approval	3
4. Share approved forms with staff, provide training	4

Goal 3: Review and update job descriptions
Goal Type: Master Plan

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, HR & IT 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 HR and Shared drives	4

Goal 4: Document HR procedures
Goal Type: Master Plan

Tasks	Quarter(s)
1. Select 5 key procedures that fall under Human Resources	1-4
2. Document procedures for Drug testing, Background checks, Drivers Abstract, New Hire Offers and Orientation and FMLA (health premiums)	1-4

Goal 5: Frontline training of templates/submittal of forms
Goal Type: Master Plan

Tasks	Quarter(s)
1. Work with Frontline to create new hire packet with forms to send via Frontline system	1
2. Train managers and supervisors on sending packets via Frontline	2

Team Member/Title: Matthew Slocum, I.T. Manager
Department: Finance, Human Resources & Information Technology
Supervisor: Maureen Nugent, Deputy Director

Goal 1: Research and price wi-fi in the parks

Goal Type: Workshop

Tasks	Quarter(s)
1. Determine parks	1
2. Contact vendor	1
3. Meet with vendor and discuss options and pricing	2
4. Present options and pricing to Directors	2
5. Present to the Board	3

Goal 2: Improve staff's access to files and Park District resources using remote connectivity

Goal Type: Departmental / Workshop

Tasks	Quarter(s)
1. Evaluate security risks	2
2. Determine remote access software and external ip for connecting	2
3. Implement security settings to mitigate risks and test settings	3
4. Install remote access software and train users	4

Goal 3: Decrease internet and phone costs

Goal Type: Master Plan

Tasks	Quarter(s)
1. Research and price connection options from NTEC to North Shop	3
2. Present options to Directors	3
3. Budget for chosen option in 2021	4

Goal 4: Improve Email System

Goal Type: Workshop

Tasks	Quarter(s)
1. Install MimeCast	1
2. Setup MimeCast to archive emails	1
3. Setup MimeCast to spam filter emails	1
4. Setup MimeCast to create a standard signature for staff on emails	1
5. Train staff on how to use MimeCast	2

2019 MARKETING OVERVIEW

2019 began when the Plainfield Park District received a 2nd place award for our table entry in the Communications and Marketing Agency Showcase at the IAPD/IPRA Soaring to New Heights Conference Display Division and 3rd place in the Large Format Marketing Division for our 2018 outdoor picture frame “Share Your Smile” campaign.

To work towards the goals of sharing information readily with the community and keeping the website information current, viable and revised on an on-going basis for an enhanced experience, a “News” section was added to the website which is our blog. Blogging on the website is good for SEO because it helps with things that are important in ranking factors. A regularly updated website with fresh content gives search engine algorithms a reason to index our website and keep it on their radar. Another benefit to the blog is that it keeps people on our website longer, which is also a ranking factor for SEO.

Social media continues to play a major role in the District’s marketing efforts and to share our stories with the community. We use Facebook, Instagram, Twitter, LinkedIn and Snapchat to communicate our messages and stories. Social media is a no to low cost avenue to connect with the community.

Not all stories are good, but through the use of social media we were able to reach a wide audience to communicate vandalism occurring in our parks. The story went viral and was picked up by television, radio, print media and community groups.

To give the community more ways to connect and transact with the District we created business profiles on Google My Business for District facilities and started advertising with Google Ads. Google Ads give us valuable data to measure our ROI as opposed to traditional print advertising which are difficult to measure.

For the fourth year in a row, the District was represented at Parks Day at the Capitol in Springfield. The event showcases Park Districts, Forest Preserve Districts and Parks Departments across the State and allows legislators to see the many benefits of parks and recreation.

Our mascot Scout starred in his own coloring book that was designed in house. Scout was shown participating in programs and playing in the parks. The book also included a coloring page for adults and program registration information.

Scout invited the community to discover PPD Community Events with Scout’s Summer Fun Bucket List. By attending events you could earn stamps and redeem them for a Scout prize bucket.

The Marketing Manager position was restructured when the position became vacant. The part-time Communications Coordinator was promoted. The Communications Coordinator position was eliminated and a full-time Graphic Designer position was created.



To give the fitness center an identity of its own a logo was created to brand it as PrairieFit.



Once again, the District partnered with the Plainfield Area Chamber of Commerce for “The Heart of Christmas”. The event incorporates the Grinchmas on the Green tree lighting ceremony with the Chamber of Commerce Small Business Saturday events.

Marketing also partnered with the Plainfield Township Fire Protection District, Plainfield Police Department, Plainfield Library, Village of Plainfield, Representative Batinick, Senator Bertino-Tarrant and Plainfield School District 202 for community outreach opportunities.



2020 DISTRICT 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.
- 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: Review Agency Certification processes
Department Goal: Master Plan Goal / Administration

Tasks	Quarter(s)
1. Implement Power DMS Software	1
2. IAPD/IPRA Distinguished Accredited Agency <ul style="list-style-type: none"> Assign Tasks Schedule Required Reviews Collect Materials Complete Self-Assessment to insure compliance 	1-4
3. Attend CAPRA Workshop at NRPA Conference	4
4. Begin CAPRA self-assessment report	4

Goal 2: Raise awareness of the Park District Foundation and grow membership and events
Goal Type: Independent

Tasks	Quarter(s)
1. Assist with new member recruitment <ul style="list-style-type: none"> Schedule meet and greet for new members Invite Foundation members to attend Chamber of Commerce events to recruit new members Promote through District social media channels Send Eblasts through local Chambers of Commerce 	1-4
2. Promote meeting dates <ul style="list-style-type: none"> Prepare a 2020 meeting schedule Advertise dates through District social media channels 	1-4
3. Work with members to organize and plan winter/spring fundraiser <ul style="list-style-type: none"> Inflatables/Craft Show Run for the Roses Beer/Wine Tasting 	1-4

Goal 3: Effectively grow Marketing awareness within the PPD team
Goal Type: Master Plan Goal / Marketing

Tasks	Quarter(s)
1. Assess training needs	1
2. Schedule District trainings & methods for trainings	1
3. Work with marketing team to update brand standards to present as a training topic in quarter 3	2
4. Presentations at meetings to team members	1-4

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

Goal 1: Audit/Update Website for Improved Usability/SEO optimization
Goal Type: Master Plan

Tasks	Quarter(s)
1. Research best practices for improved website navigation and SEO	1
2. Identify website areas for improvement, needed updates	2
3. Implement changes	3
4. Measure website analytics post improvements for improved SEO and visibility	4

Goal 2: Evaluate the feasibility of selling naming rights
Goal Type: Master Plan

Tasks	Quarter(s)
1. Research other park district naming rights best practices and procedures	1
2. Identify Park District assets with naming rights potential	2
3. Create proposal/recommendation	3
4. Present proposal to Department Director	4

Goal 3: Market Prairie Fit using patron success stories
Goal Type: Independent

Tasks	Quarter(s)
1. Find patron for feature through outreach and coordination with fitness staff	1
2. Find patron for feature through outreach and coordination with fitness staff	2
3. Find patron for feature through outreach and coordination with fitness staff	3
4. Find patron for feature through outreach and coordination with fitness staff	4

Team Member/Title: Angela Williams, Graphic Designer
Department: Administration
Supervisor: Brock Stein, Marketing Manager

Goal 1: Implement a Virtual Project Manager for Marketing
Goal Type: Departmental

Tasks	Quarter(s)
1. Research and propose an on-line project management solution to track progress of design/print projects for the Marketing team to reference at any point	1
2. Implement the chosen on-line project manager into our daily work processes	2
3. Review and gather feedback from the marketing team on the successes, issues and productivity gain with the project manager. Q2 & Q3 will use the tool for evaluation	4

Goal 2: Master the digital board at PARC
Goal Type: Master Plan

Tasks	Quarter(s)
1. Take on-line training for the Watchfire digital board. Begin utilizing features taught on the training.	1
2. Create and implement new animations to promote events at the park district	2
3. Gather staff info from PARC staff to determine if there's a visual increase in foot traffic that could possibly related to the sign	3
4. Create a poll via Constant Contact and Social media to measure if the sign was beneficial in delivering information	4


Goal 3: Research and test a better way for consumers to review the activity guide other than a .pdf on the website
Goal Type: Master Plan

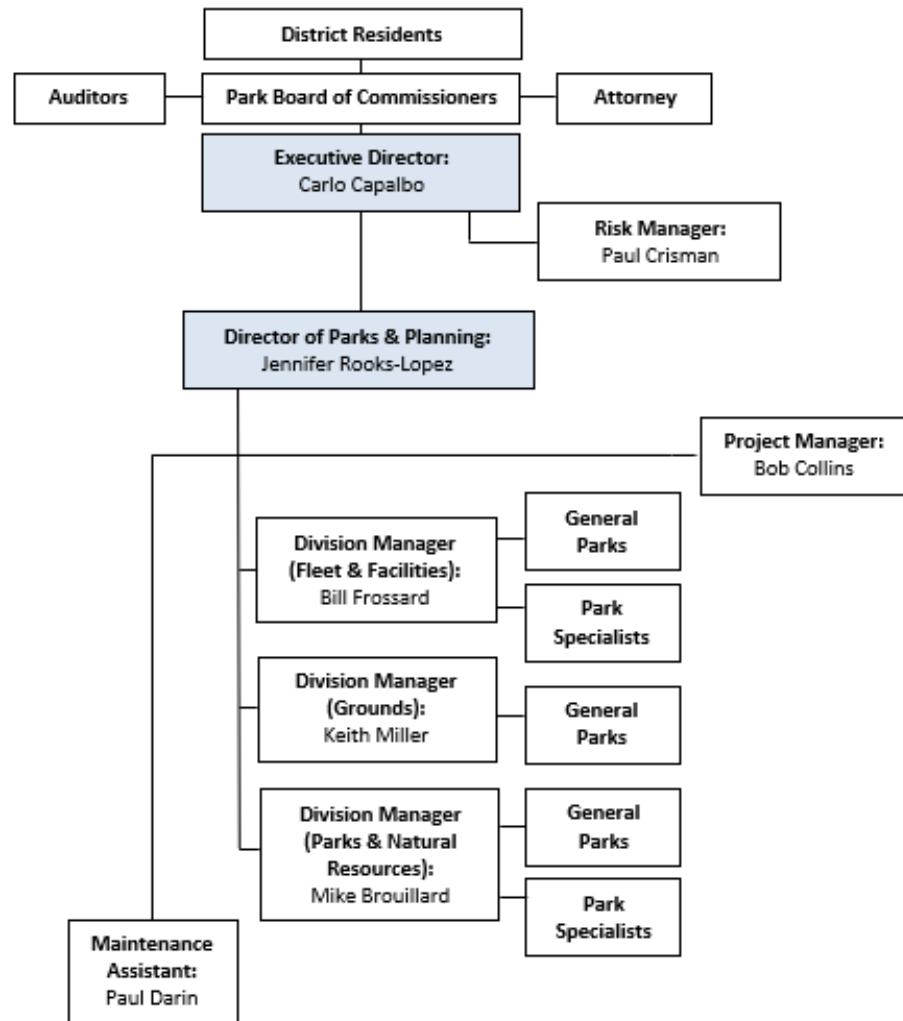
Tasks	Quarter(s)
1. Research ideas for delivering all digital versions of the activity guides to the public via the website	1
2. Test third-party tools with a sample pdf . Check for easy usability on both the user end and designer end.	2
3. Review chosen tools with best sample results with marketing team and prepare budget proposal. Submit proposal for budget and implementation consideration.	3



2020 Plainfield Township Park District Organization Chart Parks & Planning

Key

 = Team Leader



2019 PARKS & PLANNING OVERVIEW

2019 was an extremely busy year for the Parks and Planning Department with a lot of changes in management, the filing of key positions and the operations and the construction and opening of PARC.

The number one goal of the department for 2019 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 Heritage Lakes and Heritage Meadows Parks. Additional park renovations in 2019 included Indian Oaks, The Reserve, Kelly and Bott Park. The new park at Bott features a challenge course structure unique in the District and is intended to target older children and adults.

Furthering the Goal of ‘Advancing Trail Development’, the District purchased property adjacent to the Old Renwick Bridge along the DuPage River to further the extension of the DuPage River Trail.

A new park was added to the District with the acquisition of Fairfield Ridge in April.

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 2019, 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, athletic fields, shelter painting and general maintenance.

Those projects that require additional construction experience are headed by the fleet and facilities team. Improvements and remodeling of the Streams into a Dance center facility as well as lighting improvements at the Normantown Equestrian Center are projects that will have a positive impact on the District for years to come.



2020 DISTRICT PARKS & PLANNING GOALS

Advance trail development within the Park District

- Develop a trails master plan with a strategic thought process as to where and why do people use the trails.
- 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 others 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 a 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.

Conduct parks maintenance management initiative

- 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 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 communication and engagement with parks
Goal Type: Master Plan / Departmental / Workshop

Tasks	Quarter(s)
1. Research and create a vandalism/park issues reporting process on website	3
2. Research and create at least 1 community park improvement project	3
3. Improve public input and outreach in park design through meetings/website	1-2
4. Include project status/upcoming projects on District website	1-2

Goal 2: Streamline Park Operations and improve overall performance
Goal Type: Departmental

Tasks	Quarter(s)
1. Work with Facility Manager to create a PARC operation manual; include BAS operations manual for PARC	3
2. Work with Managers to implement the Operations Manual fully and make changes and additions as needed. Have revisions ready for Distinguished Agency review.	4
3. Craft a merit based reward program (non-monetary) for rewarding excellence	1
4. Work with Managers to create a team environment and accountability for the Department as a whole	Ongoing

Goal 3: Update Capital Improvement plan for 2021-2025, focus on projects that will have a positive impact and excite the community
Goal Type: Master Plan / Workshop

Tasks	Quarter(s)
1. Advance trail connections and usage with improved signage; at least 1 trail implement mile signage	4
2. Research possibility and potential locations for apiary/pollinator garden	3
3. Research potential grants for innovation/sustainable improvements	4

Team Member/Title: Bob Collins, Planner / Project Manager
Department: Parks & Planning
Supervisor: Jennifer Rooks-Lopez, Director of Parks & Planning

Goal 1: Research best options and begin implementation GIS for Park District mapping/analysis
Goal Type: Master Plan / Departmental / Workshop

Tasks	Quarter(s)
1. Get GIS program configured and up to date	1
2. Gain proficiency on program and get any needed training, attend at least 1 class	1-2
3. Inventory existing data and identify any deficiencies	2-3
4. Research where to get needed data and how GIS can be incorporated into planning, as well as into other areas of District operations (website, marketing, programming)	2-3
5. Update existing parks maps and data as part of master plan update	2-4
6. Identify future projects for GIS (tree survey, website, etc.) and get costs/scope	3-4

Goal 2: Expand Capital Project participation by Park District staff & public
Goal Type: Master Plan / Departmental / Workshop

Tasks	Quarter(s)
1. Schedule an overall Capital Projects review meeting with key Park District staff	1
2. Schedule follow up meetings as appropriate to review project details with staff	1-2
3. Schedule public meetings as each project is in design concept stage (by project)	1-3
4. Schedule public follow up meeting when necessary (by project)	1-3

Goal 3: Become CPSI certified
Goal Type: Departmental / Independent

Tasks	Quarter(s)
1. Identify local and online preparation and exam options and costs	1
2. Register for exam as appropriate (timing, cost)	2-3
3. Become CPSI certified (assuming budget/timing allow)	3-4

Goal 4: Research options to make construction practices and newly developed park environments more green/sustainable
Goal Type: Departmental

Tasks	Quarter(s)
1. Research sustainable specifications and design options, implement when feasible	1-2
2. Review options with staff to determine feasibility for maintenance, programming, etc.	2-3
3. Identify options to implement in 2020 (if feasible), or beginning in 2021	3-4

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

Goal 1: Improve parks department services to community and internal customers
Goal Type: Departmental

Tasks	Quarter(s)
1. Develop a monthly preventive maintenance plan/inspection for each facility	2
2. Research potential for LED upgrades at District facilities. Implement in 2020 or include in Capital budgets for 2021/2022.	2-4
3. Train Fleet & Trade Specialists on the use of Facility/Inventory Dude.	1
4. Develop PARC operations/maintenance manual	1-4

Goal 2: Improve management skills
Goal Type: Departmental / Independent

Tasks	Quarter(s)
1. Continue community college to complete associate in business management	1-4
2. Research facility maintenance classes/certification programs; attend at least 1 this year or budget for 2021	1-4
3. Research and send each staff to at least 1 training related to their work area	1-4

Goal 3: Review and update District's Capital Plan for Fleet and Facilities based on current needs
Goal Type: Master Plan / Departmental

Tasks	Quarter(s)
1. Research possible grants for planned facility improvements	3
2. Review and update current fleet/equipment capital and adjust for current use and needs	3
3. Review each facility and develop a replacement plan/schedule for larger 'capital' improvements	3
4. Research and make recommendations concerning 'auto lock' system for exterior restrooms	1-2
5. Update surplus list and conduct an auction to purge surplus	1-2

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

Goal 1: Improve quality of District mowing and natural area management
Goal Type: Master Plan / Departmental

Tasks	Quarter(s)
1. Review 2019's schedule and adjust for efficiencies including locations, lunch, types and number of team members needed for each park	1-2
2. Enforce mowing standards and guidelines. Create a weekly worksheet for each crew.	1-2
3. Document any issues or problems in the parks; make repairs as needed on management plan	1-3
4. Monitor contract mowing on a weekly basis	1-3
5. Mark out the areas to skip mowing, and meet with staff on site	1-3

Goal 2: Improve staff skills and responsibilities
Goal Type: Departmental

Tasks	Quarter(s)
1. Train and encourage the regular use of available maintenance equipment for all full time parks staff. Document trainings.	1-3
2. Send each mowing team member to at least 1 outside training	1-4
3. Train and enforce weekly/daily equipment maintenance	1-4

Goal 3: Improve management skills
Goal Type: Departmental / Independent

Tasks	Quarter(s)
1. Attend at least 1 computer skills training	1-4
2. Attend at least 1 management training	1-4

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

Goal 1: Staff development, professional image, motivation, and ongoing training
Goal Type: Departmental

Tasks	Quarter(s)
1. Conduct annual tools & equipment training reviews at the start of the season	2
2. Have staff attend at least 1 additional workshop or outside training	1-4
3. Continue developing motivational team building challenges and overcoming them together as a united team effort	1-4
4. Recognize team members who help grow the team. Add additional motivation items to reward and grow key employees; attendance to conferences, additional workshops, additional privileges	1-4
5. Develop individual goals and objectives; recognize and challenge individuals towards their potential	1-4
6. Put together a calendar schedule of additional weekly safety trainings when there is no scheduled trainings between monthly ones. Include feedback from staff on topics.	1-4
7. Host bi-yearly cookout and get together without partners, introduce new staff and share what we do and how can we work together to improve our environmental stewardship and relationship building	1-4

Goal 3: Natural areas management and cyclic maintenance plan
Goal Type: Departmental

Tasks	Quarter(s)
1. Schedule the annual cycle of invasive plant removals, and maintenance	3
2. Research getting Audubon certified in our native areas	1-3
3. Schedule and monitor the natural areas management plan for our ponds, and opportunities to improve them	1-3
4. Schedule the ongoing trail maintenance; place on a cycle plan	1-3
5. Build preventative schedules in Facility Dude for all maintenance including; square footage of areas mowed, expected completion time per location, mowing schedule, contingency plan, and document man hours	1-2
6. Develop a work plan for preventative maintenance; including mowing the grass and mulching the leaves	1-4

Goal 3: Improve Athletic Field playability and quality
Goal Type: Departmental

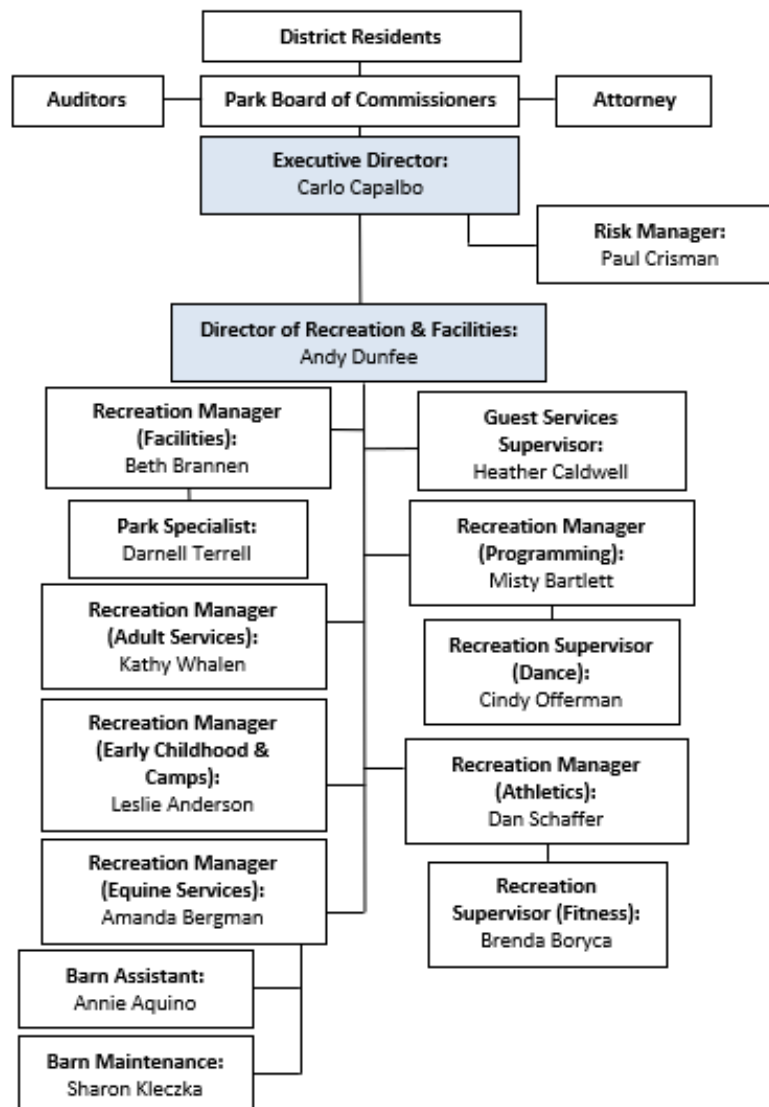
Tasks	Quarter(s)
1. Start using an app like Rainout to share opening & closings of district outdoor recreation including; baseball, soccer, sled hills, ice rinks	1-4
2. Work with Marketing to set up internal and external areas for update and guidelines on field conditions for playability and/or closures	1-4
3. Put together a schedule cycle for the end of the season maintenance. Include the priority fields first, followed be a cycle of under-utilized fields.	1
4. Put together preventative maintenance program to control the broadleaf weeds in a quarterly herbicide program	2-3
5. Apply for Park & Schools baseball field of the year, both state and national	1-4
6. Apply for Environmental Facility Certification award for Bott Park	1-4



2020 Plainfield Township Park District Organization Chart Recreation & Facilities

Key

= Team Leader



2019 RECREATION & FACILITIES OVERVIEW

Recreation had had a lot of changes/additions throughout the year. The biggest change was the addition of the Prairie Activity and Recreation Center (PARC) opening. PARC opened up to the public on January 1st with some minor construction still going on. The major area under construction was the track which opened up in Mid-January. All staff worked hard to get things running smoothly in January. Preschool was moved from Heritage Professional Center to PARC so that the children could attend class right after winter break. The gym was ready to go for the opening of Basketball league games and of course, the fitness center was ready to go for patrons to work out in.

The PARC Gym is certainly a hit with many. The Park District is getting a lot of usage with the gym for programs, open gym, and rentals. Staff is enjoying the opportunity to expand the offerings with the gymnasium and not relying on the availability of other facilities. The Preschool children are enjoying a wider range of space for class and other motor skills utilizing the park or the gymnasium.

The PARC preschool rooms provide more space and storage than its previous location. The new facility preschool rooms have provided the park district the opportunity to move away from the yearly rental fee of \$120,000.00 per year.

PARC multi-purpose room has also enjoyed heavy usage for rentals, board meeting, LCSRA classes, and staff meetings/trainings.

PARC Fitness has started off slow with its memberships and staff is working with Marketing on how to increase enrollment. One of the additions we made is the naming of the fitness center. The name given to the fitness center is "Prairie Fit".

More changes/additions for 2019 include the recreation staff. The first was the addition of a full-time custodian, Recreation Manager Athletics (only handles athletic related area to help grow) and a Recreation Supervisor Fitness. Those positions were needed to fulfill the staffing needs at PARC. A change of the Recreation leadership occurred in 2019 with Andy Dunfee accepting his new position as Director of Recreation & Facilities from being the Facility Manager. Many more part-time positions were added: guest services, building supervisors, managers on duty, custodians.

Recreation has had some other major accomplishments during 2019 that include the following: becoming an accredited camp for the summer of 2020 and addition of new programs/events that have had immediate success. These include Halloween Hayride, cricket, and a successful pool year in generating revenue.

Staff will continue to provide excellent service and programs to the residents of Plainfield.

2020 DISTRICT RECREATION & FACILITY 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 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

- 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.
- Review and compare program outsourcing against in-house opportunities with factors of profitability and program quality.

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

Goal 1: Evaluate, refine, improve, and implement budgeting process for Recreation Department
Goal Type: Independent

Tasks	Quarter(s)
1. Review current detail PPD budget sheets and gather other agency detailed budget sheets	1
2. Meet with staff quarterly still assist Recreation Department staff on their budget expectations	1 - 4
3. Create and teach staff how to utilize new and improved budget sheets	3
4. Have staff complete actual portion of the detailed budget sheet for future reference	4

Goal 2: Evaluate programs to determine relevancy
Goal Type: Master Plan

Tasks	Quarter(s)
1. Determine standards that need to be met to have programs be relevant to our community	1 - 2
2. Work with Recreation Department staff to establish standards and evaluate current offerings	1 - 2
3. Hold two meetings with Recreation Department staff to work on new programs to offer for 2021	3 - 4
4. Provide a list to Recreation Department staff of new program offerings and have staff implement in 2021	4

Goal 3: Collect and review data seasonally to identify strengths and weaknesses of Recreation Department
Goal Type: Master Plan

Tasks	Quarter(s)
1. Collect information seasonally and put into a spread sheet for each program and service area	1 - 4
2. Review each quarter with each Recreation Department team member and work with them on what, if any changes can/should be made	1 - 4
3. Create a summary of recommendations by each area to implement for 2021	4

Team Member/Title: Kathy Whalen, Recreation Manager Adult Services
Department: Recreation & Facilities
Supervisor: Andy Dunfee, Director of Recreation & Facilities

Goal 1: Develop Sponsorship Opportunities for Active Adult Programs
Goal Type: Departmental

Tasks	Quarter(s)
1. Develop sponsorship guidelines for active adult programs	1
2. Identify programs that could benefit from sponsorships	1
3. Contact businesses that are interested in reaching the 50+ age group	2
4. Evaluate sponsorships to see if beneficial for active adult programs	4

Goal 2: Offer a Community/Active Adult Fair
Goal Type: Departmental

Tasks	Quarter(s)
1. Create description and guidelines for fair	1
2. Work with Marketing to reach local businesses	1
3. Work with Director of Parks & Planning for building logistics	2
4. Launch event and evaluate for future programming	3-4

Goal 3: Continue to develop an adult advisory group
Goal Type: Departmental

Tasks	Quarter(s)
1. Select members and set meeting dates	1
2. Create a description with members on group tasks/meaning	2
3. Evaluate meetings so to stay on track	4

Team Member/Title: Dan Schaffer, Recreation Manager Athletics
Department: Recreation & Facilities
Supervisor: Andy Dunfee, Director of Recreation & Facilities

Goal 1: Evaluate current youth basketball league program and determine any necessary changes/adjustments along with ability to mirror with other current leagues being offered or ability to introduce new league offerings

Goal Type: Departmental

Tasks	Quarter(s)
1. Observe/Oversee 2019-20 basketball program	1
2. Host post season wrap up meeting with coaches for feedback	2
3. Start to implement recommendations based off of observations/feedback	3
4. Roll out revised 2020-21 youth basketball league	4

Goal 2: Not only offer, but have run adult sports league for Fall/Winter 2020 (i.e. basketball, tennis, soccer, flag football, etc.)

Goal Type: Departmental

Tasks	Quarter(s)
1. Review what is currently being offered as well as what surrounding communities are currently offering	1
2. Reach out to community influencers to see what they would like to see offered; possibly creating a community advisory board	1
3. Develop and produce an offering schedule for Fall/Winter 2020	2-3
4. Work with Marketing and local businesses to help create awareness	2-3

Goal 3: Working with Fitness Supervisor to create better relationships with local businesses and government entities to create awareness of fitness offerings and increase PARC usage

Goal Type: Departmental

Tasks	Quarter(s)
1. Create special "Friends of Plainfield" pricing structure for local businesses, first responders, teachers and city officials for year 2020	1
2. Identify business and community leaders who have decision making ability	1
3. Build relationship with said individuals and sit down to introduce offer. Each having a unique tracking code for RecTrac	2-4
4. Review at end of year usage and evaluate successes/areas of improvement and if worth continuing	4

Team Member/Title: Leslie Anderson, Recreation Manager Early Childhood & Camps
Department: Recreation & Facilities
Supervisor: Andy Dunfee, Director of Recreation & Facilities

Goal 1: Grow early childhood programs to increase participation levels by offering a variety of new / different options to choose that involve afternoon, early evening or weekend hours.

Goal Type: Departmental / Workshop

Tasks	Quarter(s)
4. Put question on EC survey regarding parent interest in evening and weekend classes	1
5. Evaluate current EC offerings over past 3 seasons and find the 3 classes with the highest average enrollment	1
6. Post and interview for an evening and/or weekend EC instructor	2-3
7. Put one of 3 classes from #2 in the Summer Activity Guide	1
8. Put all 3 classes from #2 in the Fall/Holiday Activity Guide	3

Goal 2: Grow recreation programs to increase participation levels by offering school-aged field trips throughout the year.

Goal Type: Departmental

Tasks	Quarter(s)
1. Survey other agencies that attend EC & Teen/Camp SSPRPA monthly meetings, to find out if/what they offer to young participants in the way of day trips throughout the year. What works? Doesn't?	1
2. Pull ideas of favorite MSA summer camp trips to offer throughout the year	1
3. Create a budget and description for a school-aged day trip	2
4. Put 2 school-aged day trips in the Fall/Holiday 2020 Activity Guide and offer at least 2 trips every Qtr.	3

Goal 3: Make safety a priority in the summer camp setting by developing a more effective training program for camp counselors

Goal Type: Workshop

Tasks	Quarter(s)
1. Pull together all the info that needs to be trained on and outline	1
2. Reorganize the counselor manual so that it is more interesting and user friendly	1
3. Locate resources, that will support the training material, that counselors can get excited about	1-2
5. Evaluate counselors on the training info with a quiz show game to check for retention	2

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

Goal 1: Expand Upper Level Riding Programs
Goal Type: Departmental

Tasks	Quarter(s)
1. Offer at least 2 clinic opportunities with outside instructors	1-4
2. Offer at least one advanced schooling show for boarders and leasers that is open to outside riders/barns	2-4
3. Organize one educational equine based field trip event	1-4

Goal 2: Improve User Friendliness of NTEC Pages on Website
Goal Type: Departmental / Workshop / Continuing

Tasks	Quarter(s)
1. Add photos and biographical information of instructors	1-4
2. Add photos and information about school horses	1-4
3. Review, revise and add information concerning common inquiries	1-4

Goal 3: Improve Communication Between NTEC and Participants
Goal Type: Independent

Tasks	Quarter(s)
1. Re-organize, consolidate and create barn signage for patrons concerning rules, Payment process, location of important rooms and forms.	1-3
2. Create a quarterly newsletter/flier/calendar that consolidates pertinent information (update more frequently as needed)	1-4
3. Increase awareness of the NTEC Facebook page through advertisement to reach 2K likes by the end of 2020	1-4
4. Make at least monthly posts on the NTEC Facebook page	1-4

Team Member/Title: Beth Brannen, Recreation Manager Facility
Department: Recreation & Facilities
Supervisor: Andy Dunfee, Director of Recreation & Facilities

Goal 1: Develop a data collection standard for all daily admissions at PARC & Ottawa Street Pool and options to improve promotion efforts

Goal Type: Master Plan

Tasks	Quarter(s)
1. Identify what data we would like to collect from patrons who enter facilities daily	1
2. Research devices and programs that can be used to obtain information	1-2
3. Develop or obtain data collection program	2
4. Implement data collection program	3
5. Create ways to use data to promote memberships to patrons for 2021	4

Goal 2: Provide a well-maintained facility for members and patrons

Goal Type: Independent

Tasks	Quarter(s)
1. Visit 2-3 facilities to see facility operations	1
2. Identify what tasks that need to be done and break into daily, weekly, bi-weekly, quarterly, etc.	1
3. Create a daily checklist for Building Supervisors	2
4. Develop a daily cleaning schedule for facility custodians	2
5. Create a yearly calendar for larger facility cleaning tasks (carpets, fitness studio mirrors, etc.)	3
6. Work with Fitness Supervisor to update PARC operations and Policy Manual	3-4

Goal 3: Maximize PARC usage to its fullest potential

Goal Type: Master Plan

Tasks	Quarter(s)
1. Evaluate daily attendance & usage from 2019 Holidays	1
2. Schedule meetings ahead of time with staff to plan for large events taking place at at PARC (Daddy Daughter, Dance Competition, Tournaments, etc.)	1-4
3. Coordinate with Park District Staff & LCSRA monthly about facility usage for programs and remove cancelled programs	1-4

Team Member/Title: Misty Bartlett, Recreation Manager Programming
Department: Recreation & Facilities
Supervisor: Andy Dunfee, Director of Recreation & Facilities

Goal 1: Special Events
Goal Type: Master Plan

Tasks	Quarter(s)
1. Review program pricing to stay competitive.	1-3
2. Look at ways to expand events and use facility to fullest potential.	1-3
3. Use events photos to help acquire sponsorships, in-kind donations.	1-4
4. Eliminate non-resident fees, just have one fee for all participants.	1-4

Goal 2: Expanding other types of programs
Goal Type: Departmental / Workshop

Tasks	Quarter(s)
1. Work with other departments to determine if there are programs that can be combined.	1-4
2. Research new program ideas that are nature based.	1-4
3. Enhance descriptions to make the classes more inviting and fun.	1-4

Goal 3: Expanding Volunteer base
Goal Type: Workshop / Independent

Tasks	Quarter(s)
1. Continue using Signup Genius for volunteers.	1-4
2. Research what other types of volunteer opportunities the District can offer.	1-3
3. Once determined, get the information out to community.	4

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

Goal 1: Sharing Dance Information

Goal Type: Department

Tasks	Quarter(s)
1. Review District website to ensure dance information is updated and current.	1-4
2. Host a parent helper meeting for rehearsal and recital	2
3. Post all recital information on the website.	2

Goal 2: Promoting Dance program

Goal Type: Department

Tasks	Quarter(s)
1. Work with marketing to have more photos taken of dance classes.	1-4
2. Using those photos to help draw more awareness to the program.	1-4
3. Enhance descriptions to make the classes more inviting and fun.	1-4
4. Using the new descriptions and photos on the REACH tv.	

Goal 3: Expanding Dance programs

Goal Type: Workshop / Independent

Tasks	Quarter(s)
1. Work with Active Adults Manager to determine what types of dance Active Adults would be interested in learning.	1-3
2. Research what types of dance classes other districts offer for Active Adults.	1-3
3. Once determined, hire a new dance instructor for these programs.	4
4. Research the interest in having these classes be a part of Spring recital of 2021.	1-4

Team Member/Title: Brenda Boryca Recreation Supervisor Fitness
Department: Recreation & Facilities
Supervisor: Dan Schaffer, Recreation Manager Athletics

Goal 1: Based on registrations, memberships, and surveys, evaluate the fitness program offerings

Goal Type: Departmental

Tasks	Quarter(s)
1. Gather and analyze data from RecTrac regarding membership from 2019	1
2. Research Group X classes to stay current in our offerings	1-4
3. Develop a plan to increase PARC memberships and Group X participation	2-4
4. Continue to gather and analyze data for 2020	2-4

Goal 2: Research and develop a PARC operations manual and PARC membership handbook

Goal Type: Independent

Tasks	Quarter(s)
1. Research facilities to see if membership handbooks are offered	1
2. Create a membership handbook for PARC	2
3. Work with Recreation Manager Facilities Brannen to update current Policy and Procedure Manual	2-3
4. Work with Marketing on how to distribute to members	3-4

Goal 3: Research and develop installment billing process to make more streamlined

Goal Type: Independent

Tasks	Quarter(s)
1. Gather data from other park districts in the area regarding their installment billing procedures/policies	1-2
2. Work with Guest Services Supervisor Caldwell to implement changes to our current installment billing process	2-3
3. Create an installment billing policy/procedure binder for shared drive	4

Goal 4: Research and develop small group personal training classes

Goal Type: Independent

Tasks	Quarter(s)
1. Gather information from other fitness centers regarding small group personal training	1
2. Create small group personal training classes with PPD Personal Trainers	1-3
3. Reach out to various sport organizations regarding classes	1-4

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

Goal 1: Customer Satisfaction – Develop ways to attain customer feedback to ensure superior customer service is being provided

Goal Type: Independent

Tasks	Quarter(s)
1. Research and visit three other districts on how their front-line staff provide superior customer service	3-4
2. Develop a quarterly survey through Survey Methods that can be sent to past participants on how the registration process functioned for them and what can be improved on	1
3. Develop a customer appreciation day to show thanks for their relationship with the Park District	1-2

Goal 2: Customer convenience – Retain a better understanding in RecTrac of special features that can improve customer experiences

Goal Type: Independent

Tasks	Quarter(s)
1. Research in Vermont's customer service knowledge base ways to improve and expedite the functionality of our registration process	2
2. Work with our marketing team to improve WebTrac registration process via the website making it more user friendly	3-4
3. Offer RecTrac one on one sessions throughout the year reviewing operations and procedures with all desk staff so they are providing a speedy and accurate registration experience	1-4

Goal 3: Staff Motivation

Goal Type: Independent

Tasks	Quarter(s)
1. Interview and highlight an employee of the quarter recognizing those who provide superior and consistent customer service	1-4
2. Partner with other districts to come speak at a Guest Services staff meeting to provide a different and fresh outlook and show ways to motivate staff	2
3. At each Guest Services staff meeting complete a team building exercise to show how working as a team is essential	1-4

Goal 4: Installment Billing Protocol
Goal Type: Independent

Tasks	Quarter(s)
1. Gather procedures from 3 other park districts on installment billing process	2
2. Work with Fitness Supervisor Boryca to cross train on the installment billing process	1
3. Implement a more streamlined method to expedite installment billing process from what we learn from other Districts	3
4. Create an installment billing policy and procedures binder	4

Team Member/Title: Annie Aquino, Barn Assistant
Department: Recreation & Facilities
Supervisor: Amanda Bergman, Recreation Manager Equine Services

Goal 1: Expand knowledge and education as a riding instructor/trainer and barn assistant manager

Goal Type: Independent

Tasks	Quarter(s)
1. Network with other local trainers about horse showing opportunities for our clients that show on our team	1-4
2. Attend at least one riding audit clinic with a high level trainer	1-4
3. Take lessons with new trainers in the area in the disciplines we teach at NTEC	1-4

Goal 2: Create new and expand on the current upper level riding programs available to our clients

Goal Type: Departmental

Tasks	Quarter(s)
1. Offer more classes at our home horse shows for our clients that own their own horse or lease	1-2
2. Schedule and fill intermediate level camps this summer to include our more advanced riders in our camp programs	1-3
3. More heavily advertise the barn bash party option to schedule our current lesson students in our party program	1-4

Goal 3: Continue to add to our clientele who take lessons and board or lease

Goal Type: Independent

Tasks	Quarter(s)
1. Bring in at least one more lesson taking and showing boarder/horse	1-4
2. Schedule a yearly meeting for interested parents and students starting in 2020 to provide more information with the next step process of leasing or owning	2
3. Work with Recreation Manager Equine Services to research a mutually beneficial leasing to own program for the barn and for the students	4
4. Implement mutual goal with Recreation Manager Equine Services to create a second series of home horse shows that includes riders from other barns	4

RISK MANAGEMENT & WELLNESS COMMITTEE GOALS

1. Develop and enhance on-going training with two additional staff videos

- a. Create more personalized training videos to help engage staff
 - Qtr. 1: Committee will identify potential topics
 - Qtr. 2: Storyboard the video with scenario and scripts
 - Qtr. 3: Shoot the video
 - Qtr. 4: Edit video
 - Qtr. 4: Share with team members

2. Continue to provide Safe Facilities for Employees and Patrons

- a. Provide on the spot training at all the facilities
- b. Continue to research better safety devices and signage
- c. Continue to establish Near Miss process, incorporating our 30 Second Site Survey
 - Qtr. 1: Identify topics to use for on the spot trainings with staff
 - Qtr. 1: Create a schedule for on the spot trainings for each month
 - Qtr. 1-4: Evaluate signage before & after each season to determine what needs to be replaced or purchased
 - Qtr. 4: Evaluate on the spot training process and make changes for 2021
 - Qtr. 1-2: Review Near Miss process at department meetings
 - Qtr. 2-3: Implement Hazard Hunter program throughout district

3. Create a Visible Safety Presence

- a. Continue to provide a Year Review (Annual Report to Board and Staff)
- b. Post Risk Management & Wellness Committee information at facilities
- c. Committee representatives give a Committee recap during department meetings
- d. Rotate meeting locations and invite staff to attend
- e. Improve safety awareness by holding people accountable by using Near Miss reports and Field Observation Reports
 - Qtr. 1: Create Risk Management & Wellness Boards to display information such as flyers, minutes and meeting times/locations on
 - Qtr. 1: Elect a representative to present recaps at the different department meetings (Admin, Recreation, Parks and Finance, HR & I.T.)
 - Qtr. 1-4: Create informational flyer(s) listing where each meeting to be posted on the RM&W information boards for staff members
 - Qtr. 1-4: Promote the staff to be filling out Near Miss Reports or I at each department meeting during the recaps of the RM&W meetings.
 - Qtr. 2: Continue to review safety data and compile and present an annual report for Commissioners and Staff members.

4. Uphold Committee Expectations

- a. Attend all meetings and send a representative if you cannot attend
 - Qtr. 1-4: Notify Risk Manager at least one week prior to meeting if unable to attend and who will be attending in your place
- b. Come prepared
 - Qtr. 1-4: Review previous month's minutes prior to meeting
 - Qtr. 1-4: Complete assignments prior to meeting

- Qtr. 1-4: Be willing to participate and contribute in discussions
- c. Promote **PATH** Wellness
- Qtr. 1-4: Each committee member will submit an idea, suggestion, etc. to the Wellness Ambassador to help promote PATH
 - Qtr. 1-2: Committee members will assist in promoting the Nosh Plot garden and initiative by either joining the Nosh Plot committee or creating a program for staff.
 - Qtr. 1: Breakfast/Lunch and Learn – committee members will assist Wellness Ambassador with selecting topics

5. Devise a communication plan for safety reminders, updates and meetings

- a. PPD Safety Committee e-mail (safety@plfdparks.org)
- b. Utilize an app for everyone to get reminders
- c. Create a flier timeline to post at all facilities
 - Qtr. 1: Reach out to IT to discuss a PPD Safety Committee e-mail (safety@plfdparks.org)
 - Qtr. 1: Discuss, as a committee, texting app options to use as an all staff option, to communicate weekly safety reminders, any updates and upcoming safety meetings (At February meeting)
 - Qtr. 1: Gather information and prepare the texting app, end of February/beginning of March
 - Qtr. 2: Test out app with the April 27th, all staff safety meeting, then work out glitches or decided whether to change to a different app or get rid of completely
 - Qtr. 1-2: Create a communication timeline, 2 months prior to each all staff safety meeting (Feb/June), to include when to post facility fliers, send out all staff emails and all staff texts

6. On-boarding PowerPoint.

- a. Develop an On-Boarding PowerPoint orientation for cross departmenta
 - Qtr. 1: Receive a copy of current PowerPoint orientation's form and put together a team to modify it for PLPD.
 - Qtr. 1: Make edits to the PowerPoint.
 - Qtr. 2: Present and revise and changes.
 - Qtr. 2: Approve and put in shared drive.
 - Qtr. 2-4: Utilize On-boarding PowerPoint for new staff members.

GLOSSARY OF TERMS AND ABBREVIATIONS

Certifications

American Society of Landscape Architects	ASLA
Certified Landscape Technician	CLT
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
Normantown Equestrian Center	NTEC
Ottawa Street Pool	OSP
Plainfield Township Community Center	PTCC
Prairie Activity & Recreation Center	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.