



Annual Goals

TARGET
AMBITION
INTENTION
OBJECTIVE
DESTINATION

2022





BOARD OF COMMISSIONERS

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LEADERSHIP TEAM

Carlo Capalbo, MPA, CPRE, Executive Director
Maureen Nugent, MBA, CPRP, Deputy Director
Josh Hendricks, Director of Marketing & Community Outreach
Jennifer Rooks-Lopez, ASLA, LEED AP BD & C, CPRP, Director of Parks & Planning
Andy Dunfee, Director of Recreation & Facilities

ADMINISTRATIVE OFFICE

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

OUR MISSION

The Plainfield Park District seeks to enhance lives through equitable and accessible exceptional recreation opportunities for all.

OUR VISION

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

OUR VALUES

Our Values are centered on:

- Community • Fiscal Responsibility • Stewardship of Natural Resources
- Health & Wellness • Diversity, Equitability, & Inclusiveness

Executive Director Approved 12/31/2021
Board Reviewed 01/12/2022

PLAINFIELD PARK DISTRICT GOALS AND OBJECTIVES 2022

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Plainfield PARK DISTRICT

January 12, 2022

Honorable Board of Commissioners;

The Plainfield Park District Annual Goals and Objectives for 2022 provide direction and a planned pursuit of the mission, vision, values, key strategies, and goals and actions of the District during Fiscal Year 2022. 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. The District adopted our Comprehensive Master Plan for 2021-2025, and the document sets forth a set of strategic goals in the areas of Administration, Recreation, and Parks & Facilities as team members categories of goal establishment are as follows:

- Master Plan Goals that were identified within Chapter 4 and time-lined in Chapter 5 in the areas of Administrative, Marketing, Recreation, and Parks & Facilities.
- Departmental Goals established by each department director that will enhance the overall efficiency and effectiveness of the Department.
- Workshop Goals established through the discussion and input of team and board members strategic planning sessions.

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 all Board members are kept aware of the progress and implementation of the District's established direction as we work towards 2023 and look to amend or create new strategies in the process.


Respectfully Submitted,

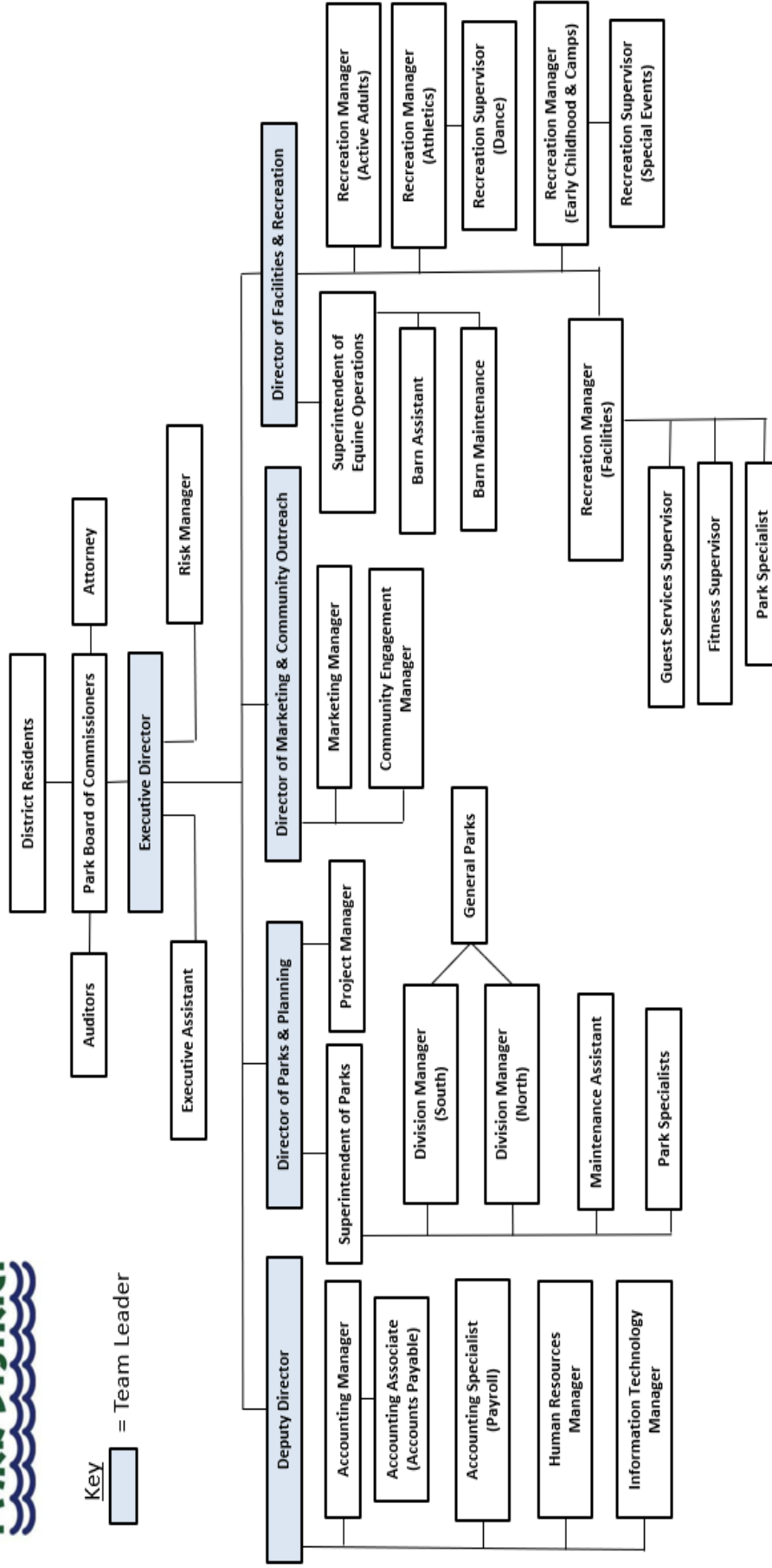
A handwritten signature in black ink that reads "Carlo J. Capalbo". The signature is written in a cursive, flowing style.

Carlo J. Capalbo, MPA, CPRE
Executive Director



2022 Plainfield Park District Organization Chart

Key  = Team Leader

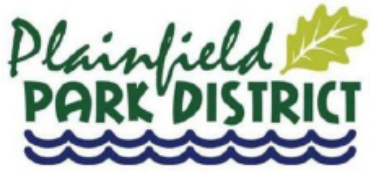


Long-Term and Short-Term Goal Development




The Plainfield Park District developed long term goals segregated by functional operation. Located in the 2021-2025 Master Plan the Plainfield Park District has the following Long-Term Goals:

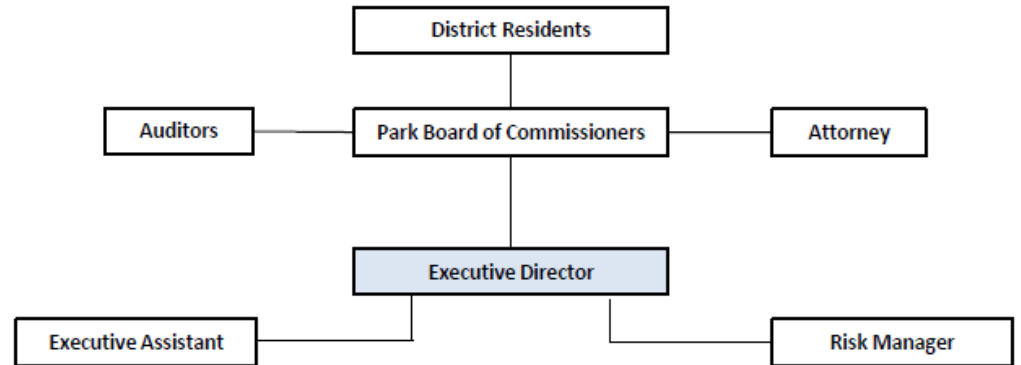
- **Administration**
 - *Invest into Board Interest & Involvement in the Master Plan Process*
 - *Prepare a District Wide Closure Study for the Future Transition Out of Unnecessary Practices*
- **Business Operation**
 - *Maintain a Stable Financial Future for the Park District in Uncertain Economic Times*
 - *Evolve the Organizational Culture to Strengthen Agency Operations*
- **Marketing**
 - *Foster Effective & Engaging Communication*
 - *Strengthen Relationships with Special Interest Groups*
 - *Invest Agency Resources into an Effective Marketing Approach*
- **Recreation Goals**
 - *Execute a Recreation Program Portfolio Reboot*
 - *Increase PARC/Prairie Fit Presence in the Community*
 - *Define Recreational Program Impacts Based on Long-Term Vision of New and Improved Parks and Facilities*
 - *Adapt Programming Actions in Response to Public Health Concerns*
- **Parks and Facility Goals**
 - *Advance Trail Development*
 - *Implement a Capital Improvement Plan that Provides Value*
 - *Seek Alternative Revenue for Capital Improvements*
 - *Create Unique Parks & Recreational Facilities that Reflect Culture of the Community*
 - *Craft a Comprehensive Master Plan for Four Seasons Park*
 - *Define the Future Investment for Obsolete Recreation Facilities*



2022 Plainfield Park District Organization Chart Administration

Key

 = Team Leader



2022 DISTRICT ADMINISTRATIVE SHORT-TERM GOALS



Invest into Board Interest & Involvement in the Master Plan Process

- Ensure that each Commissioner has a thorough understanding of the five-year living strategy of the adopted master plan.
- On an annual basis, hold a Park Board retreat where upcoming year goals are identified with an action plan in place and any needed revisions are agreed upon for a change in the anticipated outcomes.
- Discuss the progress on the master plan on a quarterly basis
- New board members should read the master plan and meet with the Executive Director to discuss any questions surrounding the plan.

Prepare a District Wide Closure Study for the Future Transition Out of Unnecessary Practices

- Move forward with a series of evaluations that identifies the pros/cons of each possible act of closure.
- Discuss with the community the possible decision to move forward with these actions.

Team Member: Heather Caldwell
Title: Executive Assistant
Department: Administration
Supervisor: Carlo Capalbo



Goal 1: Illinois Association of Park Districts (IAPD) Distinguished Agency Re-Accreditation

Quarter(s)	Tasks
1-4	Assign tasks, collect material and assemble documentation
1-4	Prepare needed policies and procedures with leadership team
1-4	Communicate progress with Executive Director on a timeline basis
1-4	Submit re-accreditation application

Goal 2: Commission for Accreditation of Park and Recreation Agencies (CAPRA)

Quarter(s)	Tasks
1-2	Self-Assessment to be completed ten (10) weeks prior to visit
1-2	Collect and proof Evidence of Compliance (EOC)
1-2	Link Evidence in Power DMS
1-2	Proof & Submit

Goal 3: Improve Knowledge of Departmental Operations

Quarter(s)	Tasks
1-4	Familiarize myself with the Administrative Policy Manual
1-4	Familiarize myself with the Board of Commissioners General Practices Policy Manual
1-4	Familiarize myself with laws and regulations pertaining to my new role
1-4	Create a spreadsheet of FOIA requests received in 2022

Goal 4: Enhance Department Software Knowledge for Board Docs & Power DMS

Quarter(s)	Tasks
1	Familiarize myself with the Power DMS Software
1-4	Add Board Meeting Minutes from 2012-2018 in Board Docs and remove them from website
1-4	Add District Policies to Board Docs

Team Member: Paul Crisman
Title: Risk Manager
Department: Administration
Supervisor: Carlo Capalbo



Goal 1: Complete the Risk Management Operations & Procedure Manual

Quarter(s)	Tasks
1-2	Detail list of all inspections and dates, including the list of forms
1-2	List of trainings and departments that are required
1-3	Set up Committee responsibilities and tasks

Goal 2: Provide More Training Opportunities for Staff

Quarter(s)	Tasks
1-4	Assign PDRMA on-line trainings to staff
1-3	Work with supervisors to send staff to PDRMA trainings that benefit their work tasks
1-4	Work with staff through our in-house training, to help them with safer work practices

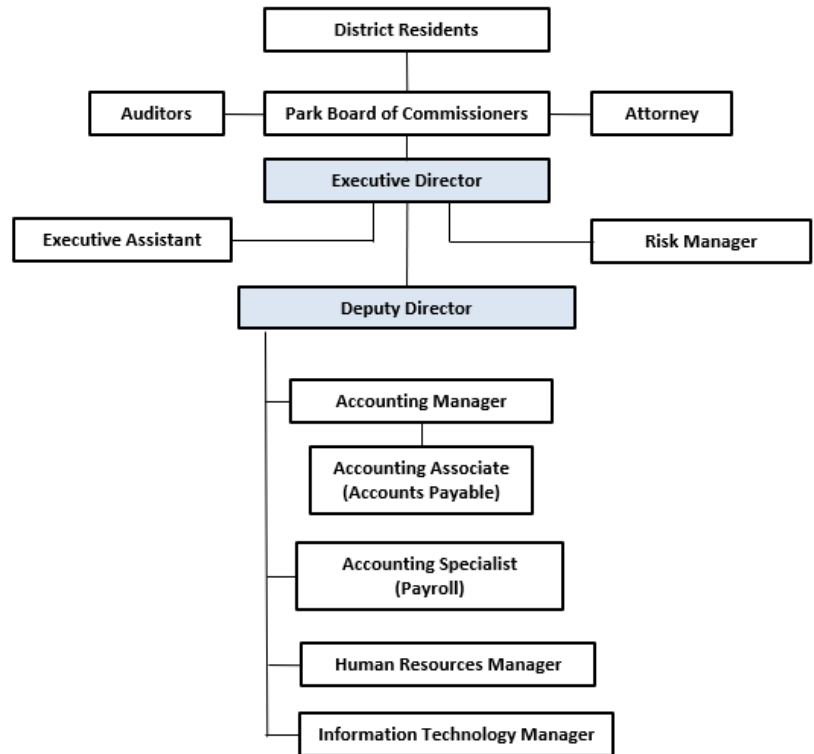
Goal 3: Encourage Staff to Engage in More Training Opportunities

Quarter(s)	Tasks
1-4	Work with Supervisors to set up trainings their staff can utilize
1-2	Work with IT to develop an on-line training platform
1-4	Add more reminders to staff on trainings offered throughout the year



Key
[Shaded Box] = Team Leader

2022 Plainfield Park District Organization Chart Finance, Human Resources & Information Technology



2021 FINANCE, HUMAN RESOURCES, AND INFORMATION TECHNOLOGY OVERVIEW

One of the main goals of the finance function in 2020 was assessing the departmental structure and training in preparation for the retirement of the District's accountant in January, 2021. In the Fall of 2019, the former Accountant from the District was re-hired part time to replace the retiring Accountant. The original 2020 plan was to have the rehire spend time working on departmental projects and training on the District's finance software. However, in March, the District's part time Accounting Specialist (accounts payable) left the department to pursue full time employment. Due to the timing of the resignation with the COVID pandemic, the department delayed replacing the Accounting Specialist position until January, 2021. The Accountant filled in for the Accounting Specialist position for the nine months it was vacant.

The District made significant improvements to the GFOA Distinguished Budget Presentation Award submittal for the fiscal year end December 31, 2019 report. 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 2019 fiscal year in October, 2020.

The District's revised employee manual was approved by the Board in 2020, and rolled out to staff by the District's H/R Manager.

The H/R Manager accomplished the goal of automating the new hire process by increasing utilization of the District's recruitment software, Frontline. New hire forms and paperwork went fully electronic so new hires would be able to receive and submit their new hire paperwork electronically through the Frontline software.

The H/R Manager managed the District's response to the FFCRA (Families First Coronavirus Response Act). This act required the District to provide our employees with paid sick leave or expanded family and medical leave for specified reasons related to COVID-19. Procedures were implemented to effectively manage this act in the District.

The COVID-19 pandemic provided an opportunity for the I.T. Manager to accelerate his goal of improving staff's access to files and Park District resources using remote connectivity to earlier in the 2020 year than as planned later in the 2020 year.

The I.T. Manager was responsive to the changing needs of I.T. while staff worked from home, including providing training on video and web conferencing software and remote use of the District's phone system.

The goal of improving the District's email system was accomplished by implementing Mimecast, which provides District email archiving, spam filtering, and allows automatic updating of outgoing email signatures and marketing messages on District staff emails.

One of the Department's overall goals was to document its procedures relating to Human Resources and Finance. Staff began work on documenting departmental procedures for its internal processes and will continue this work into 2021.

2022 DISTRICT FINANCE, HUMAN RESOURCES & INFORMATION TECHNOLOGY SHORT-TERM GOALS



Maintain a Stable Financial Future for the Park District in Uncertain Economic Times

- Maintain an effective short-term operating balanced budget for day to day operational excellence with a goal of limiting the use of reserves whenever possible in wake of uncertain economic times
- Identify opportunities to increase programs and rental revenue
- Seek ways to expand the role of the Friends of the Plainfield Park District Foundation for additional financial resources by leveraging charitable tax deductible giving opportunities
- Continue to seek out alternative funding revenue generating opportunities such as grants, the park partner sponsorship program, fees and rentals

Evolve the Organizational Culture to Strengthen Agency Operations

- Provide continuing education opportunities for full-time employees
- Cross train employees in applicable positions
- Customer service is an integral part of the organization. Provide on-going customer service training to continue to create a culture of positive customer service.
- Develop new personnel policies for inclusion into the Personnel Policy Manual for social distancing and all public health concerns for an effective and safe work environment
- Host team “Town Hall” meetings to share and emphasize common experiences of diversity
- Seek to strengthen staff development and education regarding Diversity, Equity, Inclusion and Belonging
- Establish benchmarks to measure efforts to expand diversity
- Invest in technology infrastructure for remote working opportunities for select employees that have positions and personalities that can effectively thrive in that setting
- Develop a mentoring program for effective succession planning

Team Member: Linda Michels
Title: Human Resources Manager
Department: Finance, Human Resources, Information Technology
Supervisor: Maureen Nugent



Goal 1: Create & Maintain Relationships with Two Organizations that have a Diverse Interest

Quarter(s)	Tasks
1	Research which organizations serve diverse interests
1	Determine which organization(s) fit the mission of the District
1	Contact organization/determine how we can join/become involved
1-4	If joining organization/involvement, evaluate the benefits realized to the District from the relationship

Goal 2: Attract & Retain Qualified Job Candidates

Quarter(s)	Tasks
1	Evaluate employee referral/sign on bonus
1	Draft policy/procedures for program
2	Provide a more realistic job preview for parks maintenance job (video)
2	Promote benefits to candidates

Goal 3: Develop & Deploy Improved Recruitment Process

Quarter(s)	Tasks
1	Standardize job posting procedures
2	Develop a quicker turnaround time from job posting to hiring (include fillable documents)
3	Update procedures as necessary/train managers to clarify Hiring Manager & H/R role in recruitment and onboarding process

Goal 4: Provide Resources/Continuing Education to Managers

Quarter(s)	Tasks
3	Survey Managers/Supervisors to determine what resources and tools can be used when managing their teams – topics can include trainings about performance; documentation.
3	Based on assessment, conduct training on how to use “manager tool kit”
3	Manage/follow up on PDRMA HELP training with Managers & Supervisors.

Goal 5: Evaluate Functionality/Use of H/R Functions in INCODE

Quarter(s)	Tasks
3	Review H/R functions in INCODE to determine effectiveness/efficiency for use in our organization
3-4	Implement H/R functions in INCODE based on review

Team Member: Matt Slocum
Title: Information Technology Manager
Department: Finance, Human Resources, Information Technology
Supervisor: Maureen Nugent



Goal 1: Develop IT Road Map/Master Plan

Quarter(s)	Tasks
1	Create Outline
1	Develop software and hardware review plan
2	Develop server, switch, firewall, wireless access point, workstation lifecycle plan
2	Develop software lifecycle/refresh plan
3	Develop infrastructure lifecycle/upgrade plan
3	Update and include disaster recovery plan
4	Update and include payment card industry compliance plan

Goal 2: Improve IT Infrastructure


Quarter(s)	Tasks
1	Install cable runs at RAC
1-3	Coordinate with staff and run new cables to offices at RAC
4	Place phones on separate network at RAC
4	Place phones on separate network at PARC

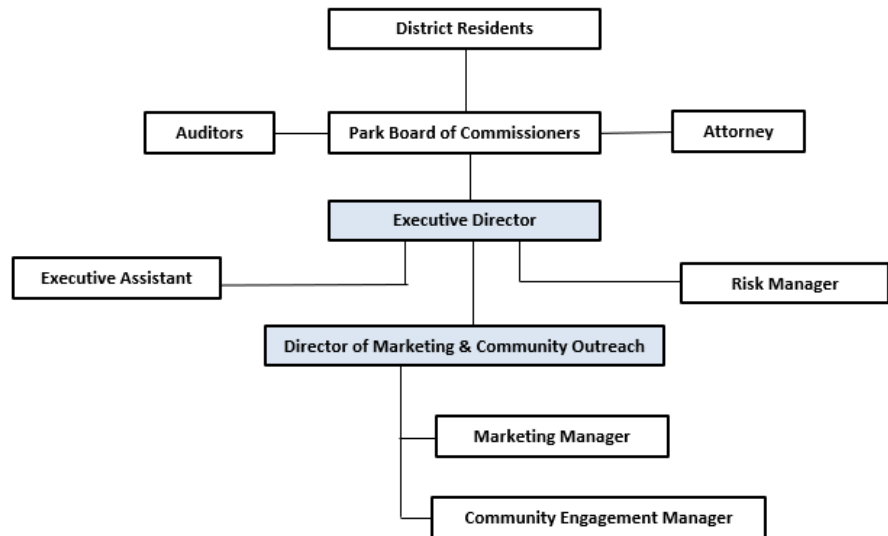
Goal 3: Train/Crosstrain Staff

Quarter(s)	Tasks
1	Crosstrain with new Guest Services Manager on RecTrac
2	Perform phishing scenarios to increase staff awareness
3	Assess training needs and perform quarterly I.T. training



2022 Plainfield Park District Organization Chart Marketing & Communications

Key
 = Team Leader



2021 MARKETING & COMMUNICATIONS OVERVIEW

Marketing continued to emphasize its website and online registration system in 2021 while further transitioning away from a multi-page program catalog as the primary source to inform residents.

The Oak Leaf, a 16-to-20-page guide highlighting various programs and events (as opposed to every program/event) debuted, saving the District significant delivery and printing costs.

Along with the Oak Leaf, the department increased the incorporation of QR codes as well as direct links to the registration system via various promotional materials (flyers, posters, park signage, e-newsletter, social media, Oak Leaf).

Additionally, the use of tracking metrics and key performance indicators via QR Codes, Google Analytics, Facebook and Constant Contact further informed the department that the website is the No. 1 marketing tool.

The department views the website as the hub of a wheel, with the spokes serving as social media, e-newsletter, flyers/posters, park kiosks, and sponsorships/partnerships. All those sub-components lead back to the website. The website was kept fresh, current, viable and revised on an ongoing basis for an enhanced experience throughout 2021.

The District implemented its Diversity, Equity, Inclusion & Belonging Policy in 2021. The Marketing & Communications Department subsequently created a WE logo (Welcoming Everyone) along with a web page. The logo and welcoming everyone messaging was later used at several events.

The creation of Scout's Summer Fun Hunt emphasized getting outside and exploring the entire park system in 2021, and the program was appropriately awarded IPRA's Outstanding Program Award Division II winner. The District will be recognized at IPRA's Annual Business meeting January 28, 2022. The award also will be made public on the awards scroll at the IAPD/IPRA Soaring to New Heights Conference Awards Luncheon January 28, 2022 at 12:15 p.m.

The Marketing Department underwent significant changes in the final quarter. With the upcoming retirement of Director of Administrative Services Wendi Calabrese in January of 2022, and Marketing Manager Brock Stein leaving in August of 2021, the department was restructured. The Director of Administrative Services position, which oversaw marketing, would not be replaced. Graphic Designer Angela Williams was promoted from Graphic Designer to Marketing Manager. A new position, Director of Marketing and Community Outreach, was created and filled mid-December with the hiring of Josh Hendricks. The department has one more position to fill for 2022.



2022 DISTRICT MARKETING & COMMUNICATIONS SHORT-TERM GOALS



Foster Effective & Engaging Communication

- Seek to keep current in the distribution of promotional messaging, with an emphasis on digital delivery, to inform the community on District happenings.
- Host a yearly community appreciation day and open house at PARC as a significant community outreach effort.
- Perform a community survey every 3 to 5 years and benchmark findings for continued evaluation.

Strengthen Relationships with Special Interest Groups

- Seek to strengthen partnerships, including re-establishing old connections and fostering new ones where possible, to advance the mission of the District.
- Develop fair and straightforward agreements that provide benefits for all parties involved.
- Continue to build a solid relationship with the newly formed Northern Will County Special Recreation Association.
- Seek opportunities to partner and work with diverse organizations.

Invest Agency Resources into an Effective Marketing Approach

- Set marketing budget based on tactics and desired level of exposure.
- Seek out the local business community and secure exclusive sponsorships.
- Implement the brand style guide.
- Marketing efforts to be uniquely local with a focus of a persuasive and progressive digital touch.

Team Member: Angela Williams
Title: Marketing Manager
Department: Marketing
Supervisor: Josh Hendricks



Goal 1: Utilize Email Signatures for District Promotions

Quarter(s)	Tasks
1-4	List which events/programs/rentals to promote for each quarter
1-4	Promote one (1) new event/program each month, while tracking each promotion with customized links
1-4	Research email signature capabilities such as rotating several signatures once a month, using animated gifs and program the distribution to accommodate time sensitive programs
1-4	Create a report to determine which promotions were the most successful. Criteria of reports will be time of year, season, number of clicks and bounce rate. Use the information to enhance the next quarter's marketing strategies.
4	Create a suggestive email signature marketing plan for the next year based on the successfulness of the past year

Goal 2: Permanent Signage / Shelter Rentals (Marketing efforts to be uniquely local with a focus of a persuasive and progressive digital touch)

Quarter(s)	Tasks
1-2	Create design for permanent sign to hang at all shelters that are rentable. Determine location, design sign, get approval, send for production and have Parks crew install.
1-4	Use QR code to track who is linking from which signs
2	Research if it's possible to have a real-time calendar appear of current rentals for any one specific shelter for the current day. If possible, implement
3	Create a report from QR code tracking and use for the next year's marketing on how to enhance advertising to increase rental numbers. Determine if this information helps justify researching and testing other rentables such as ball fields.

Goal 3: Event Cross-Advertising (Seek to keep current in the distribution of promotional messaging, with an emphasis on digital delivery, to inform the community on Park District Happenings)

Quarter(s)	Tasks
1-4	Create a program/event list for each quarter, if possible. Determine what programs/events will be cross promoted at each event. Done quarterly.
1-4	Determine what method of cross advertising will be used (ex: yard signs, flyers, freebees, etc.)
1-4	Use QR codes and tracking to determine who is linking from the advertisements from any specific event
1-4	Create a report showing all the information listed above. Use each quarter's findings to determine how to make enhancements for the next quarter.

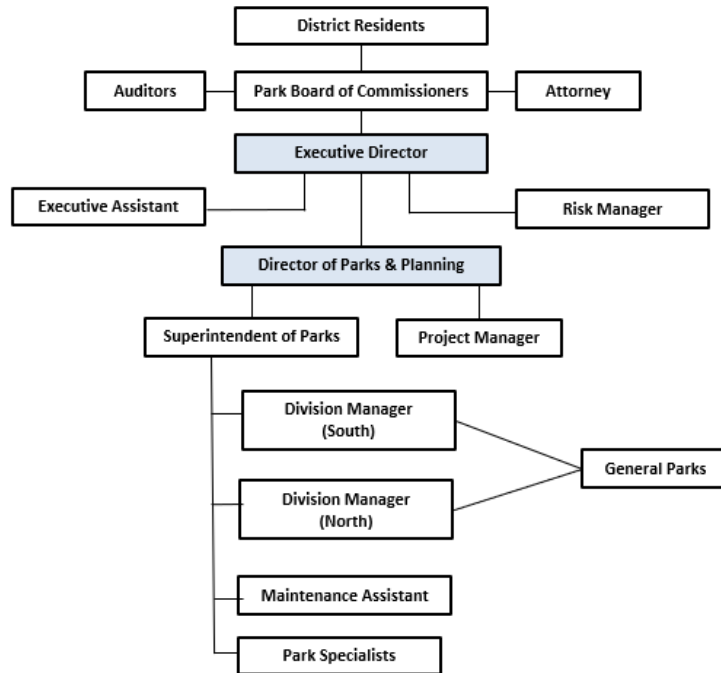
Goal 4: Goal 4: Story Adventure Trail (“Story Walk” is trademarked.) Seek to strengthen partnerships, including re-establishing old connections and fostering new ones where possible to advance the mission of the Park District.

Quarter(s)	Tasks
1	Reach out to the Plainfield Public Library to partner with on a story book adventure in one of Park District’s high traffic parks. Collaboratively choose a location and story. Suggest if we can cross advertise our adventures. Possibly do a 2-book series that will encourage walking both adventures; one at the Park District park and the other at Settler’s Park. Determine if the story adventure can be interactive either by QR code or some other means, such as ground stickers.
2	Prepare story book signs to be placed in the park
3	Install temporary storybook signs at the chosen park (for July for Parks & Recs Month)
3	Have a QR code on the story signs that link to our website and will either cross promote the other adventure at Settler’s Park or promote another one of our programs. This will be our tracking method.
4	Create a report of tracking findings to see the popularity of the program and if is something worth doing again



Key
[Blue Box] = Team Leader

2022 Plainfield Park District Organization Chart Parks & Planning



2021 PARKS & PLANNING OVERVIEW

2021 has been a challenging year for the Parks and Planning Department. Staffing struggles and supply chain disruptions led to struggles early on. The structure of the Parks Department changed significantly in August of 2021 with the creation of the Parks Superintendent position and welcoming Brian Kimbrough to the Department.

The number one goal of the Park and Planning Department is to “Improve and maintain a quality system of parks and facilities that excite the community”, In January of 2020 the District was awarded a \$400,000 Open Space Lands Acquisition and Development (OSLAD) Grant from the state to be used towards improvements at Eaton Preserve Park. 2021 brought that project to 90% completion with only a few items remaining to be completed in the spring. Improvements included the new pergola on the foundation of the old barn, look out area, roof and lighting of the silo and coming spring of 2022 two honey bee hives.

Other major park improvements in 2021 include: improvements to the Bott Park Quad and the installation of batting cages; paving the quad at Four Seasons Park; and remodeling existing playgrounds at Woodside, Old Renwick and, Norman Greenway.

On April 22 the District hosted its second annual tree give away at PARC. In honor of Earth and Arbor Day, the Plainfield Park District partnered with ‘Living Lands & Waters’ and their Million Trees Project and handed out 200 saplings to residents. Due to COVID, drive thru pick-up in the north parking lot at Bott Park from Noon-2:00 was decided to be the best option. If Living Lands and Waters brings back the program in 2022 we hope to participate again this year.

The District applied for two OSLAD grants this fall. Van Horn Woods Park if approved will include trail connections between both Van Horn two and three, a new disc course, playground improvements and improvements to the existing bike park. The second OSLAD/LWCF grant is for the purchase of 6 acres of property at the end of Bentley Road that will connect the DuPage River Trail pathway from Caton Farm Road down to Hammel Woods. The purchase and the development of this property will be in cooperation with the Will County Forest Preserve.

In June, the District was awarded an ITEP grant for \$383,170.00 for the development and trail expansion of the DuPage River Trail along Renwick Road.

Finding seasonal staff has been a department struggle for the last few years. This year the department anticipated a reduced seasonal staff availability and offset the reduction in seasonal staff by increasing contractual park services. The new services included additional mowing sites as well as landscape maintenance at key facilities and parks.



2022 DISTRICT PARKS & PLANNING SHORT-TERM GOALS



Improve Trail Mapping and Signage (Continued from 2021)

- Input trails into mapping system: incorporate Forest Preserve & Village Plans.
- Research trail signage styles, get pricing and measure at least 1 trail.
- Order and install signage on trail.

Finalize Parks Design and Maintenance Guidelines

- Continue to draft Park Design and Maintenance Guidelines (appendix to O & M)
- Implement & train on new guidelines.

Parks Operations and Procedures Manual- Additional Sections

- Draft parks staff training guidelines/procedures for new hires.
- Draft standard operating procedures section for routine repairs, setups and events.
- Revise and update the PARC facility section of the O & M.
- Revise and update department rolls & responsibilities (North/South/Fleet)

Streamline Park Operations and Improve Overall Performance and Retention

- Create projects/task/staff planning and tracking matrix.
- Run baseline assignments to measure man hours on routine tasks; managers.
- Implement new staff training guidelines/procedures.
- Implement, train and enforce standard operating procedures for routine repairs.
- setups, events and parks design and maintenance guidelines.
- Craft a merit-based reward program (non-monetary) for rewarding excellence.

Improve Department Communications and Public Engagement

- Improve and implement resident reporting and resolution procedure.
- Post 2022 Capital project timeline on website with brief descriptions.
- Update information as projects proceed.
- Create list of potential community volunteer projects (Group and individual)
- Create a forum for Community involvement in park maintenance/clean-up.

Team Member: Bob Collins
Title: Project Manager
Department: Parks & Planning
Supervisor: Jennifer Rooks-Lopez



Goal 1: GIS Setup and Development

Quarter(s)	Tasks
1	Finalize quotes for services needed to get GIS system fully setup and operational
1-3	Work with consultant on setting up GIS system with full functionality for ease of use
2-4	Create final draft trail map for use in planning, CIP integration, exhibits, grants, etc.
2-4	Begin adding data amenities to Parks database (playgrounds, benches, etc.)
3-4	Coordinate with Marketing on how to get GIS data onto website for public/staff use

Goal 2: Finalize Parks Design and Maintenance Guidelines

Quarter(s)	Tasks
1-2	Continue to draft Park Design and Maintenance Guidelines (appendix to O & M)
2-4	Review with staff and finalize for use in training staff/distribution

Goal 3: Finalize Developer Park Acceptance Guidelines

Quarter(s)	Tasks
1-2	Revise Park Acceptance Guidelines for developers
2-3	Review with staff and finalize for use by developers for new park developments

Team Member: Brian Kimbrough
Title: Superintendent of Parks
Department: Parks & Planning
Supervisor: Jennifer Rooks-Lopez



Goal 1: Define and Implement Department Rolls and Responsibilities (North/South/Fleet)

Quarter(s)	Tasks
1-4	Train Managers to schedule and monitor staff appropriately, and hold them accountable for work performed
2	Work with Managers to develop a North/South responsibility and strategy plan, define what both of their rolls are and how to achieve it. Include in O & M
1-3	Implement weekly/monthly work completion & expectations that the Managers will report on
1-2	Develop rolls and responsibilities for Fleet Specialist. Including maintenance tracking/reporting; preventative maintenance plans; and inventory tracking O & M.

Goal 2: Improve personal knowledge of Park District parks, facilities and operations

Quarter(s)	Tasks
1-4	Make a time efficient schedule to get to visit at least eight (8) parks each week
1-4	Conduct safety inspections on all trees and create a list for future trimming and removals
2-4	Inspect mowing and maintenance of the parks by both District employees and contracted landscapers weekly
1	Take Beacon Groundskeeper U program for athletic field maintenance and tips

Goal 3: Improve overall performance and efficiency in the parks department

Quarter(s)	Tasks
2	Create and implement equipment training program to ensure all staff are properly trained not only on the safety and operation of equipment but also proper care and usage
2	Find and implement at least one (1) group training on things like chainsaws that would be sponsored
1	Draft parks staff training guidelines/procedures for new hires
2	Draft standard operating procedures section for routine repairs, setups and events. To include in the O & M.

Goal 4: Improve staff moral and employee retention in the Department

Quarter(s)	Tasks
1-4	Continue to have conversations to find out what employees like and dislike about the job
1-3	Implement new staff training guidelines/procedures from O&M to better train staff on expectations
Ongoing	Seek staff feedback/ideas on projects and implement when it makes sense. Try to implement at least one (1) suggestion per quarter.
3-4	Craft a merit-based reward program (non-monetary) for rewarding excellence

Team Member: Keith Miller
Title: Division Manager South
Department: Parks & Planning
Supervisor: Brian Kimbrough




Goal 1: Improve Management Skills

Quarter(s)	Tasks
1-2	Attend two (2) computer training opportunities to improve above skills
1	Attend Beacon Athletics Groundskeeper U program
2	Assist Superintendent in creating an equipment training program that ensures safety, operation and proper care and maintenance

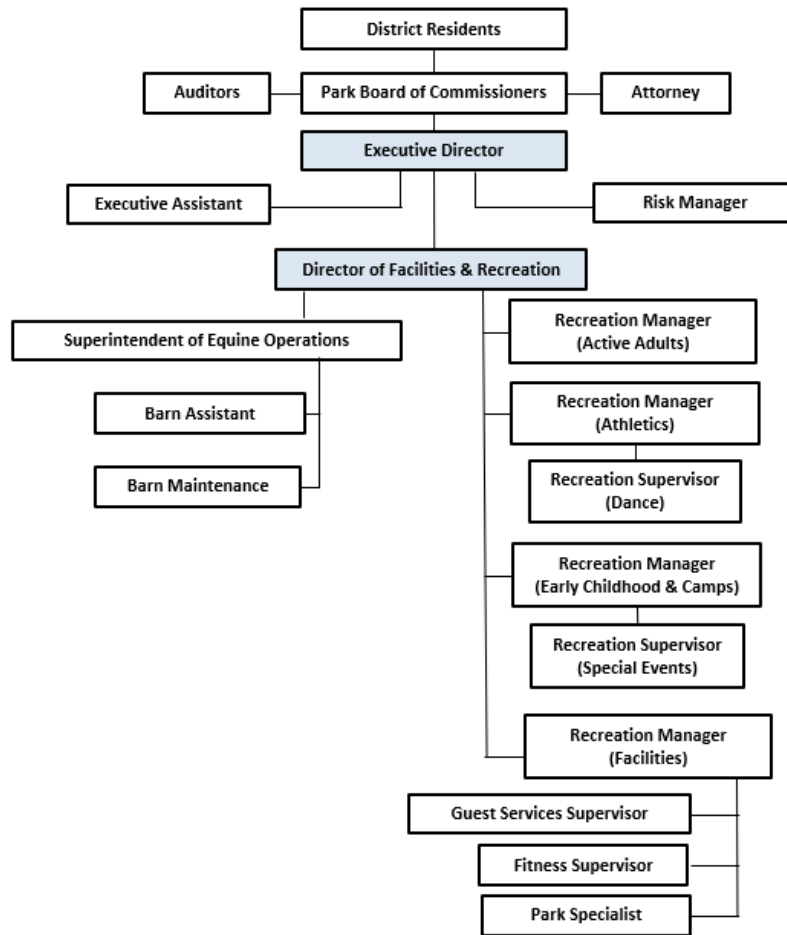
Goal 2: Streamline Park Operations and Improve Overall Performance

Quarter(s)	Tasks
1	Develop a daily/weekly/monthly mowing schedule to maintain mowed areas more efficiently
1	Develop a weekly weed whipping schedule/follow up to ensure completion
2-3	Maintain open communications with the Athletic Department to provide the fields with proper mowed maintenance. Follow up to ensure satisfaction
1-2	Identify areas of mowing that can be skipped and returned to natural areas
1-2	Enforce mowing standards and guidelines. Create a weekly worksheet for each crew.
1-2	Build preventative schedules for all maintenance including; square footage of areas mowed, expected completion time per location, mowing schedule, contingency plan, and document man hours
2	Create a procedure for documenting any issues or problems in the parks, make repairs as needed or management plan if needed
1	Assist Superintendent in creating a mowing plan for the new North and South Divisions



Key
 = Team Leader

2022 Plainfield Park District Organization Chart Facilities & Recreation



2021 RECREATION & FACILITIES OVERVIEW

Recreation Department was still adjusting to the challenges of COVID. Staff was preparing to start the year with the newest guidelines by the state. By mid-January all in-person programming was able to continue with capacity restrictions. Staff offered programs/services based on the state's mitigations. Many residents were signing up looking for recreation opportunities for themselves and/or their children. A few of the popular registrations in the winter included programs like our T-ball league, Preschool for 2021-22, NTEC lessons, and our early childhood classes. Staff offered its basketball league with a different format to comply with safety protocols. 177 children were enrolled in the new format.

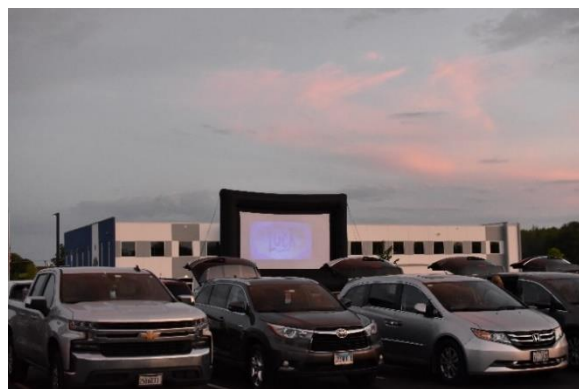
When Summer season came there wasn't any capacity restrictions and most of the programs offered were filling up. Summer camp, athletic classes, dance classes, NTEC camps & classes were near or back at pre-pandemic numbers. Staff also re-opened Ottawa Street Pool after staying closed in 2020 because of COVID. Ottawa Street Pool pass enrollment was lower than past seasons, but swim lessons exceeded expectations and were similar in revenue from 2018.

During the Fall/Holiday season programs continued to be successful with enrollment. Some of the programs that were successful include, Haunted Hayride, Journey to the North Pole, Early childhood classes, athletic classes, and any one-day events.

Due to COVID, staff concentrated on classes that were successful in past years, but offered some new successful programs that included an adult egg hunt, Fun Run, Hawaiian Luau (DEI event), and received a new 30-foot tree for Grinchmas (Courtesy of the Friends of Plainfield Foundation). Some challenges this year for the Recreation team was keeping up with the wait list and/or offer new times for programs and finding enough staff for classes, and our low membership for Prairie Fit and fitness classes. In 2021 the recreation team changed its budgeting process and started utilizing the "Cost Recovery" model for the 2022 budget. This model categorized each program area into one of ten categories and what percentage of cost recovery is needed to run the program. This model also assisted the recreation team in determining indirect costs that were not utilized in past budgets. Examples of indirect costs included, amount of staff hours spent in a program, parks department time spent in a program, along with the amount of costs like IT, marketing, and utilities.

Staff changes for 2021 included Heather Caldwell, leaving the recreation team and becoming the administrative assistant. The announcement of retirement for Kathy Whalen, Active Adult Manager and replacing her with Misty Bartlett as the Active Adult Manager in 2022. Replacing Misty's position to a Recreation Supervisor.

Staff will still have the same challenges for the beginning of 2021 with the pandemic but will continue to provide excellent service and programs to the residents of Plainfield.



2022 DISTRICT RECREATION & FACILITY SHORT-TERM GOALS



Execute a Recreation Program Portfolio Re-Boot

- Use recreation software to generate accurate program data for internal analysis in key performance indicators.
- Use report cards from both instructors and participants for honest evaluations.
- Perform an optimal participation appraisal to increase household penetration rates to reach a target of 30% in the next 24 months.
- Achieve program success rates of 70-95% in each activity category.
- Prepare a simple profit/loss statement for each recreation program type based on current financial objectives to set future fee structures.
- Properly balance program lifecycles with a target of 10-15% of the programming in the first-time offerings or those still in the introductory stage.
- Seek to optimize all of the District facilities use, demand and scheduling for participant satisfaction.
- Establish a competitive pricing strategy to improve net margin keeping pace with price points reflective of the local community economic situation.
- Roll out new and improved programs based on community expectations from the recreation program assessment data analysis.
- Develop diverse programming and festivals that focus on the cultures of the community.
- Create communication opportunities that allows for conversations representative of a diverse community.
- Increase access for all individuals.

Increase PARC Prairie Fit Fitness Center Presence in the Community

- Increase household fitness membership household penetration rate to a target of 15% in the next 24 months by expanding the market.
- Expand PARC rentals both in terms of numbers and revenue.
- Develop an retain records of member retention rate to hit target rate of 66%.
- Offer fitness classes in shorter terms with a maximum of 4-week increments.
- Expand sessions with waiting lists.
- Ensure fitness instruction both in group class and in person one on one training is providing the best value outcomes for all parties involved.
- Market the facility to the fullest extent possible with getting the entire Plainfield community in the know about the benefits of the PARC.

Define the Recreational Program Impacts Based on the Long-Term Vision of New or Improved Parks & Facilities

- Develop "what-if" recreational programming impact scenarios for new and/or improved parks & facilities such as an expanded recreational center, an outdoor pool, a sports complex and a special event rental facility.
- Prioritize each opportunity by evaluating a series of critical success factors.
- Estimate the participation numbers, revenue potential and financing options for each facility for a long-term recreation service commitment to the community.
- Summarize the findings in a performance matrix evaluation as the first step towards honest discussions on possible implementation.

Adapt Programming actions in Response to Public Health Concerns

- Continue to invest into virtual recreation opportunities for both instructors and participants.
- Adapt physical layout of spaces to maximize small group offerings.
- Be prepared with contingency plans for future public health closures to offer parks and recreation opportunities in the most effective and safe manner permissible.

Team Member: Leslie Anderson
Title: Recreation Manager Early Childhood & Camp
Department: Recreation & Facilities
Supervisor: Andy Dunfee



Goal 1: Evaluate How Our Preschool Handles School Closures Due to Things Such as Inclement Weather, Etc.

Quarter(s)	Tasks
1	Conduct a minimum of one monthly meeting to discuss progress, answer questions and for any guidance needed
1	Discuss w/IPRA EC Committee, how school closures are dealt with in their preschool Programs
2	Determine if the process we currently use needs to be changed or not, for the 2022/2023 school year
3	Communicate how we handle school closures, to parents of participants, at preschool orientations

Goal 2: Restablish and Create Programming to Utilize Space, in the Preschool Classrooms, During the Afternoon Hours

Quarter(s)	Tasks
1, 2, 4	Determine available (afternoon) times, in each space, that can be utilized for each Season
2, 4	Add Lunch Bunch back into the mix of offerings to our Great Adventures participants
1, 2, 4	Find staff that is available in the afternoon during the above available times and to monitor Lunch Bunch
2-4	Create classes to fill open times and open space in the afternoon
2-4	Offer and advertise/promote those programs

Goal 3: Revamp my Summer Day Camp Training Program that Encompasses Park District Procedures, Safety, Teamwork and Activity Planning and is More Interesting, Motivating and Informative Than in the Past

Quarter(s)	Tasks
1	Outline the necessary topics to be discussed over the course of the training, decide on the amount of time to spend on each topic and put the agenda together
1-2	Gather information to help with each of the topics above
1-2	Come up with new and creative ways to explain, teach and evaluate the information that I am wanting the summer staff to absorb (Games, Surveys, Small Group Discussions, etc.)
2	Prepare these new training resources and implement in May/June trainings

Goal 4: Provide Development/Leadership to FT Recreation Supervisor-Special Events

Quarter(s)	Tasks
1	Establish criteria/expectations for supervisor of special events
2	Work with supervisor to be involved in an IPRA organization
1-4	Conduct a minimum of one monthly meeting to discuss progress, answer questions and for any guidance needed



Team Member: Misty Bartlett
Title: Recreation Manager Adult Services 2022
Department: Recreation & Facilities
Supervisor: Andy Dunfee

Goal 1: Learning Aspects of Adult Services

Quarter(s)	Tasks
1	Observe the retiring Active Adults Manager to learn all aspects and expectations of active adults programming
3-4	Start forming relationships with adult participants and Plainfield Township Staff through forming focus groups in the 2 nd & 3 rd quarters
2-4	Attend as many meetings & learning opportunities through IPRA committees, adult services facilities, area Townships and any other relevant service to learn about their programming and offerings. Take the information gathered to implement what I feel will work in our area of adult services

Goal 2: Build Up Active Adult Fitness Programs

Quarter(s)	Tasks
1	Post and hire fitness instructors who specialize in fitness for active adults
1-4	Offer opportunities for 1-day free attendance to new fitness classes to help encourage participants to join the week-long sessions of fitness classes
2-4	Create a survey to collect participant feedback. Then review and implement program or class ideas that would be of interest to the majority.

Goal 3: Building on Current Programming for Active Adults

Quarter(s)	Tasks
1-4	With the survey information and feedback from focus groups, determine interests for new programming ideas that can be implemented in 2023
3-4	Offer 3 outdoor activities, adult egg hunt being one of those activities in quarter 2 focusing on early summer and early fall
3-4	Try to offer a few more off-site trips, as long as restrictions allow. Look at things like: small group lunch trips, adult dance classes, craft classes, etc.

Team Member: Amanda Bergman
Title: Superintendent of Equine Operations
Department: Recreation & Facilities
Supervisor: Andy Dunfee



Goal 1: Generate NTEC Business Specific Section of Operations Manual

Quarter(s)	Tasks
1-2	Create a list of all potential business functions that require special approval from PPD
2-4	Work with director of recreation and the business department on proper procedures for each NTEC business function
4	Format information to be included into the NTEC operations manual

Goal 2: Strengthen NTEC Lesson Horse String

Quarter(s)	Tasks
1	Prepare lease horses for sale by training/riding at least 3 times per week
1-4	Market and sell NTEC lease horses or devise plan based on their current limitations
1-4	Devise 2-3 potential cost-effective plans for finding functional replacement horses

Goal 3: Attract and Retain at Least Five New Boarders

Quarter(s)	Tasks
1	Perform market research to determine our niche for attracting new clients
1-2	Create advertising plan based on research; decide best tactics and channels
1-4	Put marketing/advertising plan in action

Team Member: Keri McNellis
Title: Barn Assistant
Department: Recreation & Facilities – NTEC
Supervisor: Amanda Bergman



Goal 1: Improve Volunteer Programming

Quarter(s)	Tasks
1-4	Recruit and train 5 new volunteers
1-4	Host quarterly volunteer meetings
1-4	Create incentive program for special events

Goal 2: Improve Special Event and Camp Programming

Quarter(s)	Tasks
1-3	Develop 1 new camp activity for each camp level program
2-3	Book at least 1 girl scout event monthly (May-October)
1-4	Implement Leg-Up program

Goal 3: Improvement of Facility

Quarter(s)	Tasks
1-4	Complete arena maintenance weekly
1-4	Complete quarterly newsletter to keep students and boarders informed
2-4	Assist with on-site horse show development and implementation

Team Member: Beth Brannen
Title: Recreation Manager Facilities
Department: Recreation & Facilities
Supervisor: Andy Dunfee



Goal 1: Increase Quality of Customer Service

Quarter(s)	Tasks
1-4	Schedule quarterly meetings with desk staff to review procedures, upcoming programs, events, and safety topics
1	Complete 5 Star Customer Service Training with all current desk staff
1-4	Complete 5 Star Customer Service Training for all new hires & OSP staff within 30 days of start date
1	Reach out to 4 other districts to see how they communicate to desk staff on program changes or updates
2-3	Develop a way of communicating changes or updates to desk staff and implement
1-4	Update RecTrac and Guest Service binders at the front desk with current information and procedures for desk staff to use. Check monthly to see if information needs to be updated

Goal 2: Customer Appreciation- Develop Ways to Recognize Program Participants and Members Throughout the Year

Quarter(s)	Tasks
1-4	Provide customer appreciation days/events for Prairie Fit & OSP members throughout the year
1-4	Send out quarterly surveys to program participants. Develop a system to reward & recognize participants that complete surveys. Work with marketing to post on social media
1	Review Prairie Fit referral program
2	Implement and work with marketing to re-promote referral program for Prairie Fit

Goal 3: Bring Awareness to PARC and Prairie Fit programs and Memberships Being Offered

Quarter(s)	Tasks
1	Reach out to 3-4 other districts to see what fitness promotions they offer that get the most attraction
2	Develop a list of promotions to offer for Prairie Fit from year to year
1-4	Work with Fitness Instructors to create class schedules for upcoming months and have classes available for registration along with other seasonal programs
2-3	Hold "PPD Awareness Days" at popular park locations like Village Green splash pad, OSP, Bott; set up table for Q&A, have a raffle and promote current and future programs/leagues/memberships
1-4	Work with local organizations to be a drop off location for drives that benefit the community i.e. food drive, coat drive, giving tree etc. to bring awareness to our facility

Team Member: Dan Schaffer
Title: Recreation Manager - Athletics
Department: Recreation & Facilities
Supervisor: Andy Dunfee



Goal 1: Host/Run PPD Organized Summer Baseball Tournament with at Least 8 Teams (Minimum of 4 Teams per Level to Run an Age Level). Offering it for Ages 10-14u

Quarter(s)	Tasks
1	Solidify dates, fields, cost recovery model and work with marketing on promotion plan. Information to be posted on our social media outlets
1	Reach out to locals/groups organizations to promote event via local tournaments (Ex: Tournamentlinks.com) along with getting info to PAC and organizations who have done rentals with the organization
2	Secure equipment (baseballs, awards, etc.) secure umpires, and start communicating participants
2	Put together schedule, train staff on field prep and run event
2-3	Complete evaluation process both with the participants as well internal feedback on the tournament processes

Goal 2: Develop Youth Sports 101 Manual Expectations for All Part-Time Sports Staff to Create Uniform Experience for Patrons (Attire, Program Expectations, Communication, Evaluations, Patron Feedback, etc.)

Quarter(s)	Tasks
1	Compile expectations for all youth athletic department and have round table with current staff to get feedback
2	Put ideas/expectations in writing to be approved by Department Director to ensure In line with district policies, procedures, mission, vision and values and hand out to current department personnel and for future hires
2-3	current department personnel and for future hires
4	Evaluate and make any necessary changes for 2023

Goal 3: Take the CPRP Exam

Quarter(s)	Tasks
1	Research the CPRP process
2-4	Take CPRP exam

Team Member: Cindy Offerman
Title: Recreation Supervisor Dance and Cultural Arts
Department: Recreation & Facilities
Supervisor: Dan Schaffer



Goal 1: Expanding Dance Program in the Area of Active Adult

Quarter(s)	Tasks
1-2	Work with Active Adults Manager to schedule free dance demo classes for active adults to determine the interest in offering weekly classes
2-3	If there seems to be interest, survey what interests them and see if they would be interested in performing at the Spring Recital
2-3	Determine if there would be other opportunities for them to perform during other park district events or programs

Goal 2: Promoting Dance Program

Quarter(s)	Tasks
1-2	Work with Marketing to acquire more dance photos that showcase our offerings for all age groups and the different genres of dance, which can be shared on social media and the website
3-4	Promote the dance program through Great Adventures Preschool participants
1-4	Put together a short video sharing information on the classes offered, along with a short clip from the recital, that can be shown on the reach TV's at PARC

Goal 3: Expanding Dance Program for Youth

Quarter(s)	Tasks
1-2	Work with new manager to brainstorm new ideas for dance program
2	Will work with the school district to host our 2022 Spring Dance Recital
3-4	Survey dance participants to see if there is an interest in doing a holiday show
4	If determined there is an interest, will plan to host at PARC the 3 rd week of December

Goal 4: Expanding Music Program

Quarter(s)	Tasks
1-2	Work with current contractor to determine how we can change and improve upon the music program
1-2	Work with Marketing to help build awareness about the music program to be shared through social media and the website
2-3	Research venues for music students to host a performance for the community

Risk Management & Wellness Goals

Committee Members: *Beth Brannen, Heather Caldwell, Paul Crisman, Genaro Guzman, Brian Kimbrough, Linda Michaels, Dan Schaffer, Matt Slocum*

Goal 1: Develop and Enhance On-Going Training with Two Additional Staff Videos

Quarter(s)	Tasks
1-4	Identify potential topics
1-4	Create a storyboard
1-4	Shoot and edit the video, then share with teammates

Goal 2: Continue to Provide Safe Facilities for Employees and Patrons

Quarter(s)	Tasks
1-4	Provide on the spot training at all the facilities
1-4	Continue to research better safety devices and signage
1-4	Continue to establish near miss process, incorporating our 30 Second Site Survey

Goal 3: Create a Visible Safety Presence

Quarter(s)	Tasks
1-4	Continue to provide a Year Review (Annual Report to Board and Staff)
1-4	Post Risk Management & Wellness Committee information at facilities
1-4	Committee representatives give a Committee recap during department meetings
1-4	Rotate meeting locations and invite staff to attend
1-4	Improve safety awareness by holding people accountable by using Near Miss Reports and Field Observation Reports

Goal 4: Committee Expectations

Quarter(s)	Tasks
1-4	Attend all meetings, follow up with committee members for information
1-4	Come prepared
1-4	Promote PATH

Goal 5: Devise a Committee Plan for Safety Reminders, Updates and Meetings

Quarter(s)	Tasks
	PPD Safety Committee e-mail (safety@plfdparks.org)
	Create a flier timeline to post at all facilities, post on staff intranet page. Send out to all staff.

Diversity, Equity & Inclusion Goals

Committee Members: *Carlo Capalbo, Andy Dunfee, Mimi Poling, Linda Michels & Josh Hendricks*

Goal 1: Establishing Components of a DEI Event

Quarter(s)	Tasks
1-4	Free elements
1-4	Appeal to all; fun
1-4	Potential educational element
1-4	Community based for cost recovery

Goal 2: Stronger Internal and External Commitment

Quarter(s)	Tasks
1-4	Ensure that the Board commitment is continuous
1-4	Strive to bridge the actions and development of the Board and Core Committees

Goal 3: Welcoming Signage at Events/Facilities

Quarter(s)	Tasks
1-4	Review presentation of materials
1-4	Enhance all materials to create a sense of welcoming and belonging

Goal 4: Strive to Become Leaders of DEI in the Community

Quarter(s)	Tasks
1-4	Establish stronger partnerships
1-4	Cooperative programming (Plainfield Library)
1-4	Combine efforts (Will County, Village of Plainfield)
1-4	Establish collaborative platform

Goal 5: Continue Staff Training and Development

Quarter(s)	Tasks
1-4	Conversations
1-4	Incorporate greater staff outreach

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.