

Employee Annual Goals 2024





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Andrea Juricic, CPRP, CPO, Director of Facilities & Recreation

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

Carlo J. Capalbo

Executive Director Approved 12/31/2023
Board Reviewed 01/10/2024



Table of Contents

Introduction.....	4
District Organizational Chart	6
Long-Term and Short-Term Goal Development	7
Administration Department Organizational Chart	8
2024 Administration Department Short-Term Goals.....	9
Individual Goals	10
Heather Caldwell.....	10
Finance, Human Resources, & Information Technology Department Organizational Chart.....	11
2024 Finance, Human Resources & Information Technology Department Short-Term Goals	12
Individual Goals	13
Angela Homberg	13
Brieha Donahue.....	14
Linda Shredl.....	15
Robert Asiamah	16
Marketing & Communications Department Organizational Chart.....	17
2024 Marketing & Communications Department Short-Term Goals	18
Individual Goals	20
Angela Williams	20
Parks Department Organizational Chart.....	21
2024 Parks Department Short-Term Goals	22
Individual Goals	23
Keith Miller	23
Joe Quinn.....	24
Planning & Risk Department Organizational Chart.....	25
2024 Planning & Risk Department Short-Term Goals	26
Individual Goals	28
Kevin Miller	28
Paul Crisman	29
Facilities & Recreation Department Organizational Chart	30
2024 Facilities & Recreation Department Short-Term Goals.....	31
Individual Goals	33
Leslie Anderson	33
Misty Bartlett	34
Amanda Bergman	35
Keri McNellis	36
Beth Brannen	37
Cailee Butler	38
Brad Keene	39
Cindy Offerman.....	40
Risk Management & Wellness Committee Goals	41
Glossary of Terms & Abbreviations	42

Introduction

January 10, 2024

Honorable Board of Commissioners;

The Plainfield Park District Annual Goals and Objectives for 2024 provide direction and a planned pursuit of the mission, vision, values, key strategies, and goals and actions of the District during Fiscal Year 2024. 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, program and facility users, 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. This should include a measurement factor of what we are trying to accomplish.
- Measurable:** focuses on "the impact" change will bring.
- 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:** revamp 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 indicators are (KPI) established between department leadership and 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.

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 2025 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 script is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

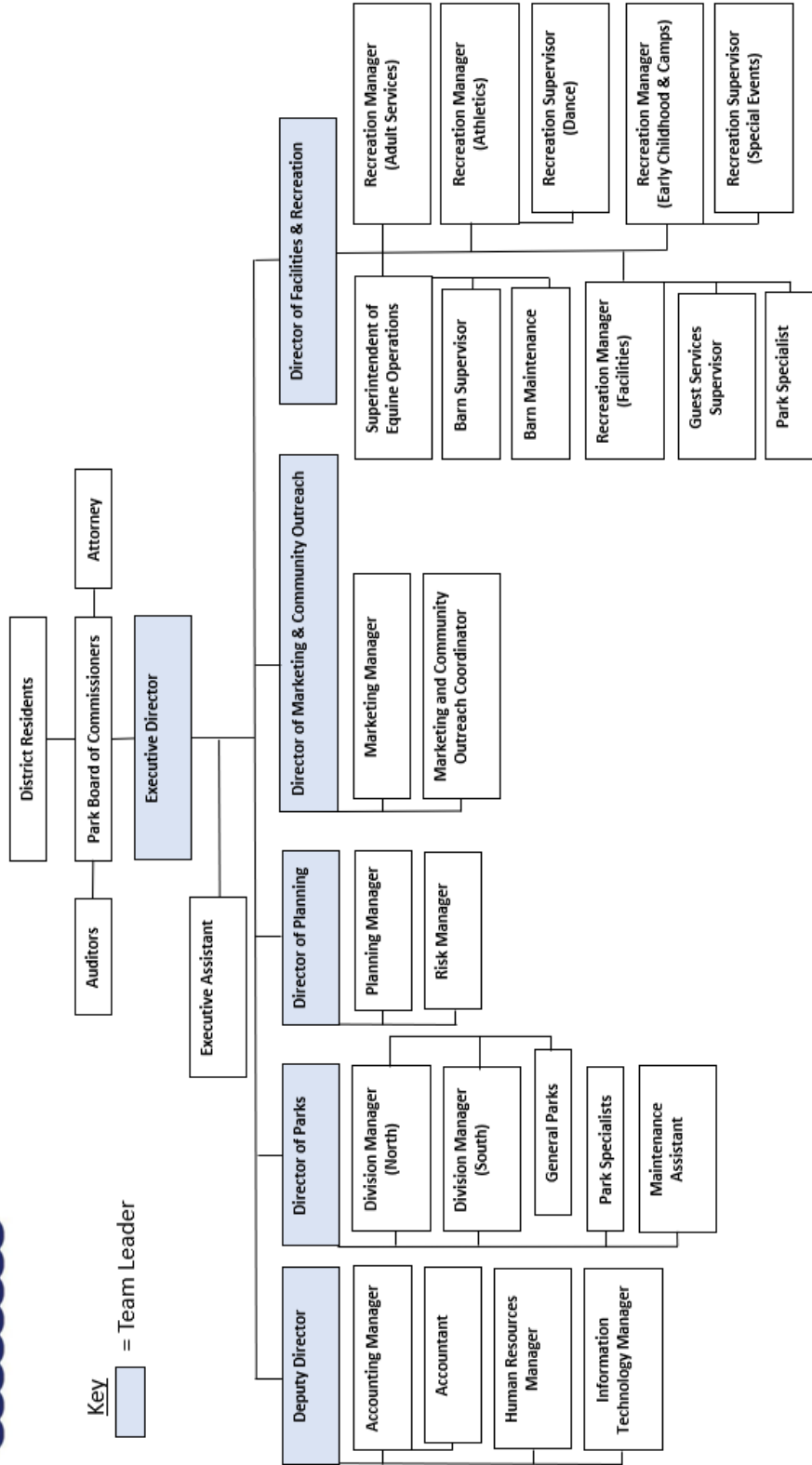
Carlo J. Capalbo, MPA, CPRE
Executive Director



District Organizational Chart



2024 Plainfield Park District Organization Chart



Key
 = Team Leader

Date: 12/13/2023

Approved by:

Carlo J. Capallo

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:

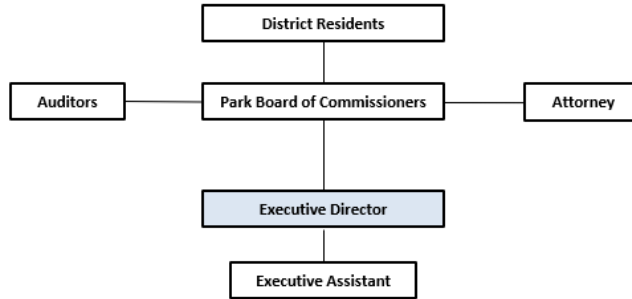
- **Administration**
 - *Invest into Board Interest & Involvement in the Master Plan Process*
 - *Evolve the Organizational Culture to Strengthen Agency Operations*
 - *Prepare a District Wide Closure Study for the Future Transition Out of Unnecessary Practices*
- **Finance, Human Resources, and Information Technology**
 - *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*
 - *Maintain a Stable Future for the Park District in Uncertain Times*
 - *Invest Agency Resources into an Effective Marketing Approach*
- **Recreation and Facility Goals**
 - *Execute a Recreation Program Portfolio Reboot*
 - *Increase PARC/Prairie Fit Presence in the Community*
 - *Adapt Programming Actions in Response to Public Health Concerns*
- **Planning and Parks 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*

Administration Department Organizational Chart



2024 Plainfield Park District Organization Chart Administration

Key
 = Team Leader



Carlo J. Copalbo

Approved by: _____ Date: 12/13/2023



2024 Administration Department Short-Term Goals

Invest Into Board Interest & Involvement in the Master Plan Implementation Process

- Ensure that each Commissioner has a thorough understanding of the five-year living strategy of the adopted master plan
 - Goal and Objective Document at beginning of 2024.
- 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
 - Review 2024 Work Plans
 - Review in July mid-year goals
 - Hold Goals and Planning Workshop at the end of 3rd quarter
- Discuss the progress on the master plan on a quarterly basis
 - Provide Board update at quarterly Board Meetings
- New board members should read the master plan and meet with the Executive Director to discuss any questions surrounding the plan
 - Established as part of the 2023 new Commissioner Orientation

Evolve the organizational culture to strengthen agency operations

- Customer service is an integral part of the organization. Provide ongoing customer service training to continue to create a culture of positive customer service.
 - Create, implement, and track imperfections within the District both internally and externally to ensure all staff are providing exceptional customer service. (Caldwell)

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

- Implement targeted closure opportunities to better service the community.

Black = Goal

Blue = Work Plan



Individual Goals

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

Goal 1: Evolve the organizational culture to strengthen agency operations within departments.

Quarter(s)	
1	Develop a tracking system for the District's CAPRA and DPRA accreditations to keep departments accountable in fulfilling standards and keeping with best practices.
3	Learn another department's functionalities to assist when needed. Crosstrain to better understand and strengthen the District's culture.
2	Offer opportunities for staff within departments to give back to local communities by volunteering.
4	Recognize and promote each department/facility by highlighting the great things they are doing for the District through the Five Star Customer Service Newsletter.

Goal 2: Create a culture of positive customer service by providing advanced training and reinforcing key principles. (Butler)


Quarter(s)	Tasks
1	Create an input form for staff to collect concerns within the District both internally and externally.
1	Develop an avenue, such as Microsoft Teams for the concerns to be logged and tracked.
1	Create a timeline for corrective action outlining specific steps to address an issue or improve a situation.
4	Create a graph that shows a comparison (strengths and weaknesses) based off the input form showing how concerns within the District are being handled.
4	From the comparisons, develop strategies to train staff on how to turn negative situations into positive outcomes.

Goal 3: Invest in Board Interest and Involvement within the District

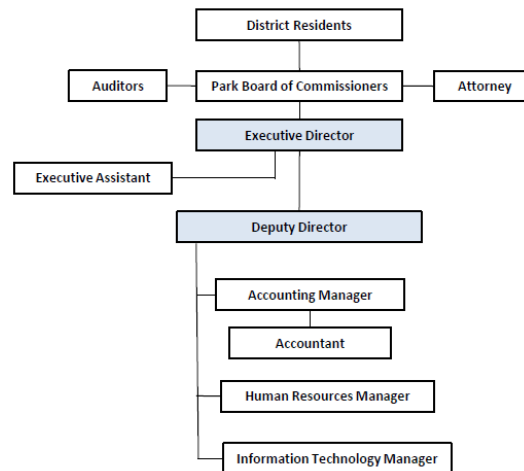
Quarter(s)	Tasks
1	Build a connection between the Board and staff to help foster a positive and productive environment. Feature regular spotlights on different Board and staff members in the Five Star Customer Service Newsletter highlighting achievements, interests, and contributions.
2	Create a learning environment by creating informative PowerPoints for Board members interested in learning more in BoardDocs, Microsoft Office, plfdparks.org, and district policies.
3	Educate and encourage Board participation in the IAPD Board Development Program.

Finance, Human Resources, & Information Technology Department Organizational Chart



Key
 = Team Leader

2024 Plainfield Park District Organization Chart
 Finance, Human Resources & Information Technology



Approved by: Carlo J. Capallo

Date: 12/13/2023

2024 Finance, Human Resources & Information Technology Department 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
 - Utilize cash flow analysis to determine how much the District can invest in longer term options with a better rate of returns. Invest these funds in longer term investment vehicles, consistent with the District's investment policy.
 - Work with finance & I.T. staff on implementation of Incode – to hosted version; upgrading Executime to newest version; as one Integration between Incode and Exeuntime.
 - Evaluate delivery of services (quality, efficiency) and look for areas of process improvement to internal customers and operational efficiency/effectiveness within functions of department.
 - Evaluate current process/procedure documentations of functions within the department to ensure continued operations.
- Identify opportunities to increase program and rental revenue
 - Work with Director of Recreation and Accounting Manager to update cost recovery for 2025 budget implementation.

Evolve the Organizational Culture to Strengthen Agency Operations

- Provide continuing education opportunities for full-time employees
 - Work with team to determine areas of opportunity for continuing education opportunities
- Cross train employees in applicable positions
 - Intra-department continue cross training of applicable staff on department functions.
 - Within District, H/R to evaluate the need, interest, and expectations of cross trainings; work with departments to discover availability of cross training topics, create a procedure in which employees can elect to have cross training, and inform staff of new procedure.
- Host team "Town Hall" meetings to share and emphasize common experiences of diversity
 - H/R to enhance DEI by researching and holding educational DEI meeting(s).
- Seek to strengthen staff development and education regarding Diversity, Equity, Inclusion and Belonging
 - H/R to assess where interest lies with employees in DEI training.
- Establish benchmarks to measure efforts to expand diversity
- Develop a mentoring program for effective succession planning
 - H/R to develop competencies for supervisor, manager, superintendent, and director levels.

Black = Goal

Blue = Work Plan



Individual Goals

Team Member: Angela Homberg
Title: Accounting Manager
Department: Finance, Human Resources & Information Technology
Supervisor: Maureen Nugent, Deputy Director

Goal 1: Update cost recovery budget spreadsheet

Quarter(s)	
1	Work with Recreation Director, Finance Director & Executive Director to identify areas that need to be updated. Update areas as necessary to properly reflect current costs.
2	Update program budget spreadsheet to reflect current costs. Test different program areas with updated model vs prior model (s). Calculate net effect on overall Recreation budget the updated model.
3	Prepare written procedures and train staff on updated cost recovery budget spreadsheet for 2025 budget.

Goal 2: Maintain a Stable Financial Future for the Park District by regular cross training between Accountant & Accounting Manager on processes of payroll, cash receipts, monthly bank reconciliation and monthly financial close.

Quarter(s)	Tasks
3	Accounting manager to update monthly bank reconciliation procedures and monthly financial close.
3	Train accountant on monthly bank reconciliation procedures and monthly financial close utilizing updated written procedures.
Quarterly	Once a quarter accounting manager to process payroll to stay abreast of current payroll procedures/processes.

Goal 3: Maintain a Stable Financial Future for the Park District by reviewing and refreshing the Districts GFOA Budget submittal document to keep up with current trends

Quarter(s)	Tasks
1 & 2	Analyze areas where we can possibly show the information in new ways as well as possibly change the order/layout of the book. Work with Marketing Manager Williams on this, as she is a key contributor to the final product. Implement the changes.



Team Member: Brieahan Donahue
Title: Accountant
Department: Finance, Human Resources & Information Technology
Supervisor: Maureen Nugent, Deputy Director

Goal 1: Maintain a Stable Financial Future by updating/organizing how we utilize technology

Quarter(s)	
1-2	Create efficiencies by re-organizing Finance Shared Folders.
1-4	Create efficiencies in staff retrieval of paid invoices by scanning into AP system for electronic retrieval.
1-4	Evaluate current processes to streamline into electronic versions vs paper.

Goal 2: Evolve the Organizational Culture by growing professionally and expanding knowledge in field

Quarter(s)	Tasks
1	Advance professional development by attending Illinois Parks & Recreation (IPRA) ProConnect.
1-2	Work with Accounting Manager to become more involved in the GFOA budget award document.
1-4	Cross train with Accounting Manager on bank rec. process – complete quarterly after initial training.

Goal 3: Maintain a stable financial future by transitioning Incode to the cloud and integrating Executime

Quarter(s)	Tasks
1	Improve efficiencies by completing the Incode/Executime integration. Train on hosted version changes (move to hosted version needs to be completed before integration).
1-2	Train team members on changes.
1-3	Update the procedures with new changes.
2-4	Assess efficiency/effectiveness of Incode/Executime Integration to determine next steps.



Team Member: Linda Shredl
Title: Human Resources Manager
Department: Finance, Human Resources & Information Technology
Supervisor: Maureen Nugent, Deputy Director

Goal 1: Evolve organizational culture to strengthen agency operations by developing a competency chart in which we can reference for succession planning

Quarter(s)	
Quarter 1	Develop competencies for supervisor level.
Quarter 2	Develop competencies for manager level.
Quarter 3	Develop competencies for superintendent level.
Quarter 4	Develop competencies for director level.

Goal 2: Evolve organizational culture to strengthen agency operations by creating opportunities for cross training employees

Quarter(s)	Tasks
Quarter 1	Evaluate the need, interest, and expectations of cross trainings.
Quarter 2	Work with departments to discover availability of cross training topics.
Quarter 3	Create a procedure in which employees can elect to have cross training.
Quarter 4	Inform staff of new procedure.

Goal 3: Evolve organizational culture to strengthen agency operations by seeking to enhance DEI

Quarter(s)	Tasks
Quarter 1	Poll employees to see where interest lies in training for DEI.
Quarter 2	Assess responses to poll and respond.
Quarter 3	Research and hold meeting as it relates to DEI education.
Quarter 4	Evaluate statistics on demographics for retention, promotion/pay and turnover.



Team Member: Robert Asiamah
Title: Information Technology Manager
Department: Finance, Human Resources & Information Technology
Supervisor: Maureen Nugent, Deputy Director

Goal 1: Evolve the Organizational Culture to Strengthen Operations by evaluating & improving District I.T. Infrastructure by separating staff and server segments on the network

Quarter(s)	
2	Plan and design the network architecture (create a network diagram) to clearly define segments for staff and servers. Identify the network devices (routers, switches, firewalls) to enforce segmentation.
2	Subnetting – allocate different IP address subnets for staff and server segments to create district address spaces, making it easier to manage & control access between segments.
2	VLAN Configuration – implement VLAN's to separate staff and server traffic.
2	Configure firewalls to control traffic between the staff and server segments. Define explicit rules allowing only necessary communication and blocking all other traffic access.

Goal 2: Evolve the Organizational Culture to Strengthen Operations by streamlining & updating I.T. security measures

Quarter(s)	Tasks
1	Review current security cameras to determine any need for updates and/or enhancements.
2	Security compliance requirement – Create a virtual server on Windows Server and configure, test and monitor.
3	Review and update current disaster recovery plan.
4	Create a security access systems control policy. Move DHCP (Dynamic Host Configuration Protocol) and DNS (Domain Name System) services from the firewall to servers to implement additional security measures.
4	

Goal 3: Evolve the Organizational Culture to Strengthen Operations by Continuous End User Trainings and Enhancements for Staff


Quarter(s)	Tasks
1	Conduct quarterly Microsoft 365 end user trainings on existing and new tools for productivity.
2	Research and implement a replacement system to continuously train staff for cybersecurity awareness.
3	Create a user “How to Do” Teams Group for user Q&As or support forum.
4	Survey and assess users’ ability to use our existing technology, to determine need for further training.

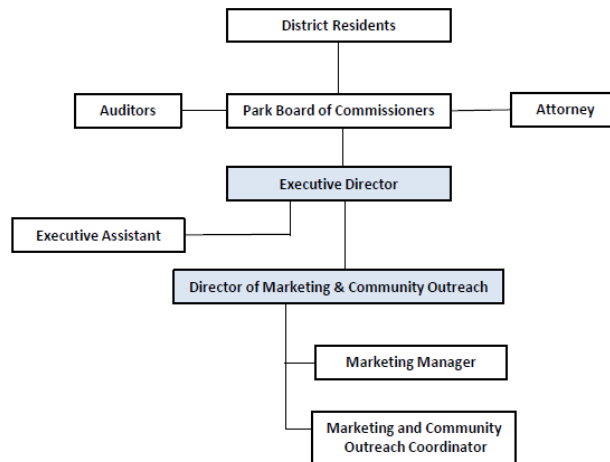
Marketing & Communications Department Organizational Chart



2024 Plainfield Park District Organization Chart Marketing & Communications

Key

 = Team Leader



Approved by: _____

Carlo J. Capallo

Date: 12/13/2023

2024 Marketing & Communications Department Short-Term Goals



Foster Effective & Engaging Communication

- Seek to keep current in the distribution of promotional messaging, with an emphasis on digital delivery, to the inform the community on Park District happenings
 - The Marketing Department will continue its efforts to push out relevant and engaging content via the website, social media, e-newsletter, targeted eblasts, digital signage, text messaging, local radio appearances, and various advertising outlets. These are the Department's primary methods of digital delivery.
- Host a yearly community appreciation day and open house at the PARC as a significant community outreach effort
 - Party at PARC, tentatively scheduled for June 8, 2024, will be a combined open house and free community event where all are welcome (WE).
 - In addition to regular promotion of the event, outreach efforts will be made to publicize the free use of the track and fitness center and any fitness or membership promotions running that day.
 - The Recreation Department will have people on hand to talk about various programs offered at PARC such as Great Adventures, Great Beginnings, youth athletics, personal training and more.
 - The Planning Department will have materials on capital projects for 2024.

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 Park District
 - Recognizing and honoring major partners (such as nominating D'Arcy Buick GMC for Best Friend of Illinois Parks) strengthens partnerships (D'Arcy Buick GMC increased its sponsorship for 2024 after winning the award and being recognized in 2023). Communicating regularly and thanking businesses for their sponsorship (hand-written thank-yous were sent to all sponsors for 2023) also helps.
 - Fostering new relationships and re-establishing old ones continues with regular interaction at chambers of commerce events (both Joliet and Plainfield) as well as promoting sponsorship and advertising opportunities via the chambers and Park District communication outlets (e-newsletter, eblasts, social media, website, publications, etc.).
 - Continued collaboration with the Library and Police Department on Travelling StoryWalks strengthens those relationships, as does the installation of permanent StoryWalk signage to be installed at Wheatland Park in 2024. The Park District and Library along with State Representative Meg Cappel plan to collaborate on a pet event to be held at Clow Stephens Park in September 2024.
 - The Park District also plans to foster a new relationship with the Joliet Library on Travelling StoryWalks in Joliet parks in May and September of 2024.
- Develop fair and straightforward agreements that provide benefits for all parties involved
 - All sponsorship and advertising agreements provide benefits for all parties involved. Sponsors/advertisers receive desired interaction or publicity, while the Park District benefits with added entertainment value and/or monetary contributions.
- Continue to build a solid relationship with the newly formed Special Recreation Association
 - The Park District will continue to share digital messaging (social media posts) while also publicizing significant achievements and any other relevant news from the Northern Will County Special Recreation Association (NWCSRA). Additionally, NWCSRA will be invited to all Park District special events.
- Seek opportunities to partner and work with diverse organizations
 - The Marketing Department will seek to identify and communicate with several diverse organizations through chambers of commerce interaction in 2024. Additionally, should the Board of Commissioners repair/rebuild the relationship with Plainfield Pride that was fractured in 2022, the Marketing Department will make an effort to work/partner with them.

Maintain a stable financial future for the Park District in uncertain economic times

- 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.
 - The Marketing Department will continue to manage the finances, work toward 501c3 re-accreditation and keep the Foundation in good standing in 2024.
 - The Marketing Department will also seek to incorporate additional fundraisers besides Float and Fundraise.

Invest in Agency Resources into an Effective Marketing Approach

- Set marketing budget based on tactics and desired level of exposure
 - The 2024 marketing budget relies on the 2023 Marketing & Community Outreach Data & Statistical Summary for what areas to focus on and/or invest in for the next year. The Summary contains information on website statistics (most popular pages, visits, bounce rates, etc.), social media statistics (reach, engagement, etc.), e-newsletter statistics (open rate, clicks, click rate, etc.), and text messaging (contact lists).
 - Budget highlights for 2024 include:
 - Increased revenue totals in both sponsorship (\$20,000, \$5,000 increase) and advertising (\$20,000, \$5000 increase)
 - PARC Virtual Tour Update (the website is the most cited source for how participants find out about programs. And the PARC page (on which the virtual tour resides) is consistently one of the most visited pages on the site).
 - Gold Medal Video Update
 - Branded tent for outreach efforts/events
 - Information Center/Kiosk for Village Green
 - Permanent StoryWalk signage at Wheatland Park in partnership with the Library
- Seek out the local business community and secure exclusive sponsorships
 - See the first bullet point above under Strengthen Relationships with Special Interest Groups.
- Implement the brand style guide
 - One of Marketing Manager Angela Williams' goals for 2024 is to update/further enhance the brand style guide. Quarter by quarter steps are included in Williams' goals.
- Marketing efforts to be uniquely local with a focus of a persuasive and progressive digital touch
 - In addition to the continuation of the Traveling StoryWalk special events held in conjunction with the Library and Police Department, the Marketing Department will attempt to incorporate Joliet Library to several neighborhood parks in the southern portion of the District. Traveling StoryWalks with Joliet Library are tentatively scheduled for May and September 2024.
 - The Marketing Department will continue to make connections with Homeowners Associations via Facebook groups. Communicating via this channel is a great way to target market certain areas.

Black = Goal

Blue = Work Plan



Individual Goals

Team Member: Angela Williams
Title: Marketing Manager
Department: Marketing & Community Outreach
Supervisor: Josh Hendricks, Director of Marketing & Community Outreach

Goal 1: **Update & Enhance Brand Style Guide**
Master Plan: Implement the Brand style guide.

Quarter(s)	Tasks
1	Discuss the importance and need of a brand style guide for the future of the department. Add mission statement & vision. Add logo leaf & QR code guide (color coding for different items). Update to include REACH Layout and rules, expand logo usage rules, Internal department covers. Create QR style requirements. See goal 2.
2	Add paper forms style guide, update Scout illustration, add RGB to colors. Add Prairie Fit style guide (color combos/imagery).
3	Add/update website rules, add the "&" rule when spelling out PARC.
4	Do a video tutorial on how to use the style guide. Add to Paylocity and other instructional videos.

Goal 2: **Create, utilize, and track QR codes across different advertising mediums.**
Master Plan: Marketing efforts to be uniquely local with a focus of a persuasive and digital touch.

Quarter(s)	Tasks
1	Determine what items to track (i.e. flyer, poster, REACH, Oak Leaf, etc.) Create a dynamic QR code for each item using Beconstac.com. Follow QR code style guide. Create a system to visually identify what each QR code is for. Research QR code scavenger hunt game for event to implement at events in Q2. See Goal 3.
2-3	Create QR code for event: Party @ PARC and Tiki Bash - Goal of 20 scans per event. Take measurable from Q1 & 2 and determine what is working and what is not. Adjust for Q4. Give away swag to get feedback and scans. Get a fox for feedback. Scan the code and receive a plush fox.
3	Create QR code for event: Family Autumn Fun Fest. Goal of 20 scans
4	Gather info from QR measurable using Beconstac.com. Use measurables and apply to next quarter. Will compare scans from flyers/Posters vs at events. Take all measurables from the year. Learn where the most scans happen and time frame.

Goal 3: **Engage the community with new and creative programs/events that encourage residents to visit Park District facilities & parks.**
Master Plan: Define the competitive position of the agency with the three W's.

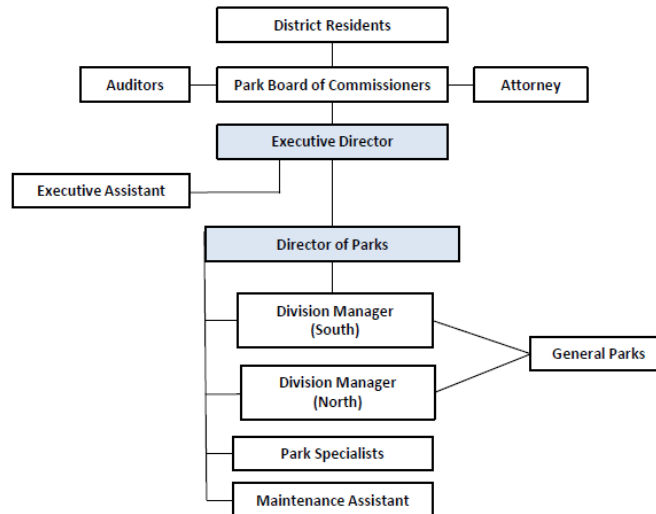
Quarter(s)	Tasks
1	Plan how to use Scout to get people into the buildings/parks for Q2, Q3 and Q4. Research QR code scavenger hunt game for events (See Goal 2.) Have punch cards or handouts for guests to turn in for a prize. Measurable will be prizes given away.
2	Expedite/execute plan to get people into buildings/parks. Develop a measurable (find the golden egg?) Have kids find golden eggs, record them on a card and turn them in for a prize. Quarter 2 task to be associated with Egg-citing Activities and/or Party at PARC.
3	Expedite/execute plan to get people into buildings/parks. Possible QR code scavenger hunt at Tiki Bash and/or Family Fun Fest.
4	Expedite plan to get people into buildings/parks. (Elf on Shelf w/ Scout for December at PARC).

Parks Department Organizational Chart



Key
[shaded box] = Team Leader

2024 Plainfield Park District Organization Chart
Parks



Approved by: Carlo J. Copalbo

Date: 12/13/2023

2024 Parks Department Short-Term Goals

Craft a comprehensive park master plan for Four Seasons Park

- Allocate adequate budget resources to achieve the long-term mission of the park

Black = Goal

Blue = Work Plan





Individual Goals

Team Member: Keith Miller
Title: Division Manager (South)
Department: Parks
Supervisor: Ken McEwen, Director of Parks

Goal 1: Train team members so all are capable of running equipment at any given time

Quarter(s)	Tasks
1, 4	Train staff on skid steers and chain saws.
2,3	Train staff on mowers, line trimmers, blowers, and trailers.
1,2,3,4	Train new staff when they start.
	Train staff on snow removal equipment.

Goal 2: To create a maintenance schedule for turf care and mowing and implement it

Quarter(s)	Tasks
1	Create a calendar of all applications for athletic fields.
1	Update the current mowing schedule to run as efficient as possible.
1,2,3,4	Follow schedules created.
4	Make any adjustments for the following year.

Goal 3: Understand the processes and use them regularly

Quarter(s)	Tasks
1,2,3,4	Utilize Productive Parks and Fifth Third Banking online.
1,2,3,4	Create daily logs for the staff to keep them organized.
	Learn Microsoft Teams and utilize its capabilities .



Team Member: Joe Quinn
Title: Division Manager (North)
Department: Parks
Supervisor: Ken McEwen, Director of Parks

Goal 1: Work with the fleet specialist on keeping maintenance logs and inventory up to date

Quarter(s)	
1-4	This an ongoing goal that is obtained weekly, monthly, and yearly.
1-4	Utilize Productive Parks to get a current inventory and maintenance need set in the system.

Goal 2: Work with employees on training and continued education to create a more versatile team.

Quarter(s)	Tasks
1	Plow training
2	Daily equipment maintenance training
3	Baseball/softball training
4	Pesticide training for ponds

Goal 3: Further my personal and professional growth

Quarter(s)	Tasks
1	IPRA Conference and Webinars.
2-4	Any training I see fit, including IPRA, MIPE, and STMA/SFMA.

Goal 4: Strive to keep employees engaged and happy to work here

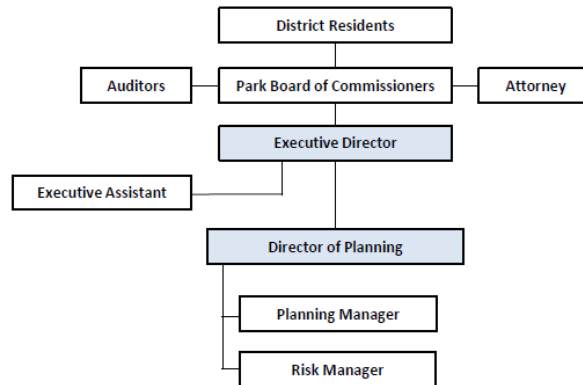
Quarter(s)	Tasks
1-4	Help employees create and achieve goals.
1-4	Get their ideas for training they would like to receive.
1-4	Work with employees to get them out of their routine and be comfortable doing new job tasks.

Planning & Risk Department Organizational Chart



Key
[Blue Box] = Team Leader

2024 Plainfield Park District Organization Chart
Planning



Approved by: Carlo J. Capalbo Date: 12/13/2023



2024 Planning & Risk Department Short-Term Goals

Advance Trail Development

- Work in partnership to advance linear "spine" trail development as both a recreation and transportation amenity
 - Collaborate with the Village of Plainfield, Will Co Forest Preserve, & private landowners on trail connections in developments and along the DuPage River – Seasons of Plainfield, 143rd Street Extension, Springbank Trail. (Collins)
 - Extend Normantown Trail north from 127th Street up to NTEC. (Collins)
 - Implement trail connections through the ITEP grant – 24909 Renwick. (Collins)
 - Sealcoat regional trails at Fort Beggs South, Electric Park (Village north extension) & Great Divide Trails. (Collins)
- Identify loop trails and/or trail connections to adjacent parks that can be built and construct appropriate trail segments if funding is available.
 - Trail connection at Van Horn Woods (OSLAD) across Lily Cache Creek to create a larger loop. (Collins)
 - Sealcoat loop trails at Auburn Lakes, Coldwater, Creekside Crossing North, Tamarack & Olde Renwick Trail. (Collins)

Implement a Capital Improvement Plan that Provides Lasting Value

- Construct park and facility improvements that strive to have elements that provide activities for the demographics of the community and are flexible to social distancing measures
 - Renovate playgrounds at Heritage Oaks, Cambridge Run, Caton Ridge & Caton Ridge West. (Collins/Miller)
 - Improve Quail Run access and resurface court. (Collins/Miller)
 - Renovate Electric Park Shelter while preserving the historic character. (Collins/Miller)
 - Improve Normantown Equestrian Center (NTEC) driveway and loading area. (Collins)
 - Improve Normantown Equestrian Center (NTEC) Indoor Arena. (Collins)
- Create extended stay destinations at the most popular parks with comfort-based amenities that provide prolonged comfort for user enjoyment
 - Renovate Wheatland Park playground and park site and expand Wheatland Park to the north (OSLAD grant scope) with new dog park, nature play area, loop trail and fitness pods. (Collins/Miller)
 - Repurpose Mather Woods east shelter area as a trail head & rest plaza. (Collins/Miller)
 - Add a CXT Restroom at Four Seasons. (Collins)
- Continue to invest capital improvement funds equally into each geographic area
 - Capital projects are scheduled and planned for all four geographic areas of the District, including Four Seasons & Wheatland (NE), NTEC, Heritage Oaks, Auburn Lakes, Quail Run & Tamarack (NW), Cambridge Run, Riverside Canoe Launch & Van Horn Woods (SE), Caton Ridge, Caton Ridge West, Electric Park & Mather Woods (SW).
- Review each capital project with Recreation Department for possible adjustment and alignment with program opportunities
 - Planning will arrange an all staff Zoom to review the Capital Projects, and then coordinate with key Recreation Staff on project details. (Collins/Miller)
- Hold an informal drop in public open house every year to update the community on the upcoming capital projects within the Master Plan
 - Planning will host an open house at Party at the PARC in July. (Collins/Miller)

Seek Alternative Revenue for Capital Improvements

- Identify and apply for possible grants that can assist in the construction of park and facility improvements
 - Planning staff will monitor and apply for applicable grants offered through public and private sources. Staff will also manage current OSLAD & ITEP grants for Van Horn Woods, Wheatland Park and the 24909 Renwick projects.
- Investigate potential for sponsorships for parks and facilities improvements

- Planning staff will coordinate with the Marketing Department on sponsorship partnerships that might align with park site improvements. (Collins/Miller/Hendricks)
- Seek any logical additional revenue streams that do not pose significant impacts to the users, site, or the community
 - Planning staff will research alternative revenue streams that might align with park site improvements. (Collins/Miller).
 - Planning staff will coordinate on LED retrofits for sports lighting throughout the District, with ComEd rebates to offset costs. (Collins)

Create Unique Parks & Recreation Facilities that Reflect the Culture of the Community

- Build park & recreation amenities that can enhance the quality of life for both residents and users
 - Renovate playgrounds at Heritage Oaks, Cambridge Run, Caton Ridge & Caton Ridge West. (Collins/Miller)
 - Improve Quail Run access and resurface court. (Collins/Miller)
 - Renovate Electric Park Shelter while preserving the historic character. (Collins/Miller)
- Develop a signature design element for each park and facility project that allows the Park District opportunities to become a local recreation destination
 - Renovate Wheatland Park playground and park site and expand Wheatland Park to the north (OSLAD grant scope) with new dog park, nature play area, loop trail and fitness pods. (Collins/Miller)
 - Repurpose Mather Woods east shelter area as a trail head & rest plaza. (Collins/Miller)
 - Improve NTEC Indoor Arena. (Collins)
- Partner with special interest groups and/or affiliates when a beneficial relationship can be achieved to enhance park & recreation facilities
 - Planning staff will coordinate with the Marketing Department on partnerships that might align with park site improvements. (Collins/Miller/Hendricks)
- Explore capital improvements that can be adapted based on new trends in recreation programming as well as public health restrictions
 - Planning staff will review 2023 pickleball court programming numbers to determine if additional courts are warranted, and then explore possible sites. (Collins/Miller)
 - Planning staff will implement GIS data and mapping to determine possible underserved areas and explore solutions. (Miller/Collins)

Craft a Comprehensive Park Master Plan for Four Seasons Park

- Allocate adequate budget resources to achieve the long-term mission of the park
 - A new CXT Restroom will be located on the east side of the ballfield quad. Additional improvements will be investigated to enhance access. (Collins/Miller)
 - LED retrofits will be implemented at Rob Ayers Soccer Fields. (Collins)

Black = Goal

Blue = Work Plan

Individual Goals

Team Member: Kevin Miller
Title: Planning Manager
Department: Planning
Supervisor: Bob Collins, Director of Planning



Goal 1: Map the natural areas (prairies, grasslands, wooded areas, ponds, etc.) throughout the District in GIS for use in better managing our natural areas (Parks & Facilities)

Quarter(s)	Tasks
1	Identify natural area types to map and create corresponding types in GIS.
2-3	Map natural areas using aerial imagery, confirm with site visits as needed.
3-4	Add in relevant data fields for natural areas (burn schedule, pond treatments, etc.) and generate natural area reports in Excel.
4	Review natural area data and maps to generate natural areas management plans and budget estimates for future implementation.

Goal 2: Develop and protect the quality of trees and vegetation throughout the parks (Parks & Facilities)

Quarter(s)	Tasks
1	Collect and synthesize effective planting procedures that maximize new tree growth and survival.
1-2	Turn the synthesis research into an actionable guideline document that can be applied to future projects and plantings.
3	Research and synthesize common types of tree damage/diseases in the urban forest.
3-4	Develop a guideline document outlining how to limit preventable tree damage.

Goal 3: Develop and investigate possible park connections, intersections, and trail system connections. (Parks & Facilities)

Quarter(s)	Tasks
1	Identify points throughout the district trail system that cross roadways for the purpose of implementing safety signage.
1-2	Using GIS, identify land, greenways, and easements that could be used to connect parks and existing trail systems.
2-3	Identify local and regional trails that are disconnected and develop a list of recommendations to address them.
3-4	Identify parks adjacent to regional trails that could utilize regional trail transportation amenities. (ex. bike racks, service stations, air pumps)

Team Member: Paul Crisman
Title: Risk Manager
Department: Planning
Supervisor: Bob Collins, Director of Planning



Goal 1: Develop a method for communicating environmental and larger scale safety concerns (heat warnings, air quality issues, weather alerts) to staff

Quarter(s)	
1	Research PDRMA, other districts, Village & other agencies for communication to staff.
2	Compile results and present written summary to Leadership Team for review.
3	Present proposed method to staff for feedback.
4	Finalize method of communication for implementation in 2025.

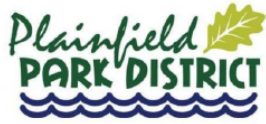
Goal 2: Set up Field observation program with Parks Supervisors to help staff reduce exposure to injuries

Quarter(s)	Tasks
1	Meet with parks supervisors, set up training on the Field Observation forms and uses as a training tool for staff to correct any safety issues.
2	Work with Supervisors weekly to observe and work with staff, submitting forms and documenting observations.
3-4	Continue to work with Supervisors to collect Observation Forms and monitoring staff, compiling a list of areas where training may have to be focused.


Goal 3: Work with Supervisors to identify gaps or issues with part time training and develop a program to address them

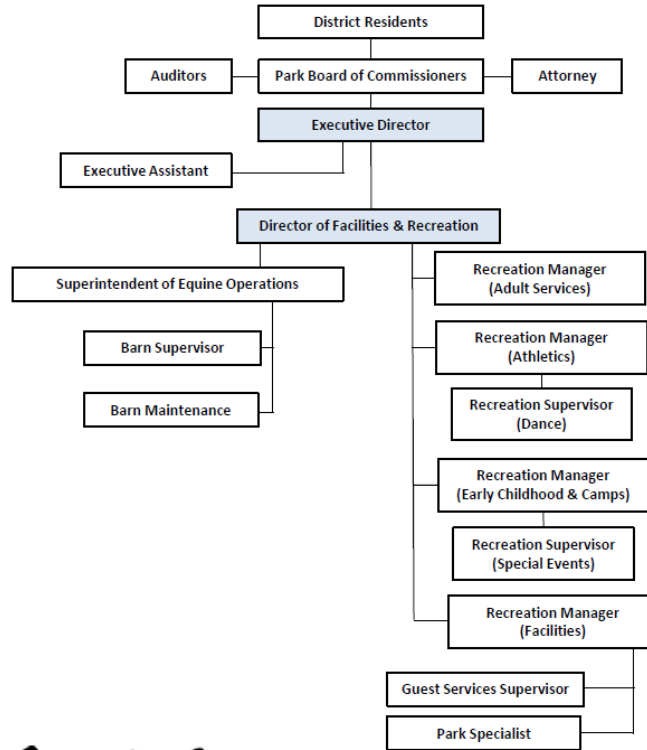
Quarter(s)	Tasks
1	Meet with Supervisors with part time staff to discuss training challenges, issues, gaps and generate a written summary of findings.
2	Review summary with supervisors and Safety Committee and discuss solutions, document in a written report.
3	Test new part-time staff with new training methods, track feedback and progress using Paylocity.
4	Review training results, any suggested revisions and finalize part time training plan for 2025 with Safety Committee.

Facilities & Recreation Department Organizational Chart



2024 Plainfield Park District Organization Chart
Facilities & Recreation

Key
 = Team Leader



Approved by: _____

Carlo J. Copalito

Date: 12/13/2023



2024 Facilities & Recreation Department 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
 - Guest Service Supervisor Butler researched multiple recreation software systems and attended a 3-day training on Vermont Systems which covered PayTrac, Super grid, MainTrac, WebTrac, Hosted Services and more. Supervisor Butler also met with key recreation and finance/IT staff and confirmed that RecTrac was the best software for the Plainfield Park District based on value and features. Staff are able to pull accurate reports and have been tracking data weekly to benchmark for the future. (Butler)
- Use report cards from both instructors and participants for honest evaluations
 - Form a focus group that is comprised of park district participants looking to give honest feedback of program offerings. (Anderson)
- Achieve program success rates of 70-95% in each activity category
 - Classes with waitlists in the Athletic Department were recognized and staff have eliminated much of the waitlist numbers by keeping registration open, accepting new players, organizing teams that allow late adds. Staff will continue to monitor and minimize waitlist numbers. Moving forward, staff will work with marketing and do their best to have clear registration closing dates which would encourage players to register in time allowing teams to be formed on time. (Keene)
- Prepare a simple profit/loss statement for each recreation program type based on current financial objectives to set future fee structures
 - Each recreation program has had a budget worksheet prepared which states the predicted profit/loss. Once a program is complete, staff complete the actuals and use this as a tool to better budget for the following year. (All staff with programs)
- 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
 - New programming at NTEC (field trips promoting comradery for the lesson students), athletic leagues (Indoor Soccer, Flag football, Pickleball) were added in 2023. Staff will continue to look at ways to expand programming. (Keene, Bergman, Offerman, Anderson, Brannen)
- Seek to optimize all of the District facilities use, demand and scheduling for participant satisfaction
 - Staff look at available locations and space which will best fit a program, due to limited indoor space, partnership with the school district have been very helpful in housing contractual programs and the in-house basketball program. Surveys are sent after the completion of a program to better understand satisfaction levels. (All staff with programs)
- 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
 - Athletics – Spring and Fall Adult Pickleball League, Summer Youth Basketball League, Soccer Shots (Nov/Dec), Indoor Futsal Soccer League. Fall Flag Football improved reversible NFL jerseys and flags.
 - Normantown Equestrian Center (NTEC) – added a field trip to Lamplight and Barn Olympics.
 - Streams – Parent Tot tumbling and Piano on Saturday mornings.
 - Early Childhood – Tot Rock and Kid Rock, Toddler Open Gym.
- Develop diverse programming and festivals that focus on the cultures of the community
 - For 2023, the July 3 event was changed in an effort to draw out new crowds, in 2024 staff are looking to add two new DEI events which include World Day of Play and World of Food Trucks Festival. These events will focus on honoring traditions around the world. (Events Supervisor)
- Create communication opportunities that allows for conversations representative of a diverse community
- Increase access for all individuals
 - Besides programming that is available for all ages and interested parties, the Plainfield Park District offers the following free events which are accessible to all and help support bringing the community together: Party at PARC, Community Day of Play, Autumn Family Fun Fest, Traveling Story Walk, Movies in the Park, July

3, Grinchmas, World Day of Play, World of Food Trucks Festival.

Increase PARC Prairie Fit Fitness Center Presence in the Community

- Expand PARC rentals both in terms of numbers and revenue
 - Evaluate rental space and opportunities. Compare the revenue generated from the current programs/rentals and determine the best use of available space with a focus on gym space. (Brannen/Keene)
- Develop and retain records of member retention rate to hit target rate of 66%
 - Focus on creating member retention programs/givebacks, etc. and grow the current membership with new members. (Brannen/Butler)
- Expand sessions with waiting lists
 - The Athletics department has greatly reduced the waitlist numbers, staff will continue to monitor and reduce when possible. (Keene)
- Ensure fitness instruction both in group class and in person one on one training is providing the best value outcomes for all parties involved
 - The Recreation Department will add additional staff in fitness based on the demands that are being requested by participants. Staff will continue to offer special promotions and competitive rates. (Brannen)

Adapt Programming actions in Response to Public Health Concerns

- Adapt physical layout of spaces to maximize small group offerings
 - This is not a current threat, but staff have expanded the space used for special events and are collaborative when seeking space for other programming and 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
 - Staff are prepared to adapt current offerings to a more outdoor environment should public health concerns arise.

Black = Goal

Blue = Work Plan



Individual Goals

Team Member:	Leslie Anderson
Title:	Recreation Manager (Early Childhood & Camps)
Department:	Facilities & Recreation
Supervisor:	Andrea Juricic, Director of Facilities & Recreation

Goal 1: Provide Youth Programming that will engage and excite the 6-12 age group about what we offer and will utilize PARC space during the after-school hours

Quarter(s)	
1	Research what types of nature, art, science programs have been popular at surrounding districts by surveying 5 to 7 of them, being sure to note in-house or contractual.
1 or 2	Investigate each area above (nature, art, science) and determine the best or most cost-effective approach of implementing, whether contractual programming should be offered or in-house, if possible, is more cost effective and doable.
4	Choose 2 to 3 new areas to offer in the W/S.

Goal 2: Create various summer opportunities for the youth in our community that focuses on specialty camps

Quarter(s)	Tasks
1	Brainstorm 10 new themes/ideas/specialties (Chess, Painting, Crochet) to be focused on during a week-long camp. Ages that will be targeted will need to be discussed depending on the focus and deciding whether the week will be in-house or contracted.
1	Choose 5 that would best fit into our district and prepare a budget for each week by end of March.
2	Secure locations and staff/contractor for each themed week in April/May.

Goal 3: Provide diverse/enhanced opportunities for Great Adventures participants that utilizes other park district facilities, programming, and areas

Quarter(s)	Tasks
1	Create an early childhood (EC) lesson on farm/barn animals, animal care to incorporate a visit to Normantown Equestrian Center (NTEC) for our preschoolers in the winter months (Jan) so that the trip can be taken during the spring months.
1	Before the end of January, discuss with Normantown Equestrian Center (NTEC) staff the opportunities that could be presented to this age during that field trip and readjust lesson.
1	Continue January discussion by scheduling of preschool field trip in spring.



Team Member: Misty Bartlett
Title: Recreation Manager (Adult Services)
Department: Facilities & Recreation
Supervisor: Andrea Juricic, Director of Facilities & Recreation

Goal 1: Increase program awareness and grow class offerings.

Quarter(s)	
1-4	Ask current participants to share our program info.
2-4	Sharing program info on the Plainfield Patch calendar.
1-4	Sharing info with other senior based facilities, such as American House, YMCA, other independent/assisted living facilities, etc.
1-3	Increase email contact by 20% - currently have 216 contacts on email list.

Goal 2: Increase trip offerings and expand to include 2 day-long trips

Quarter(s)	Tasks
1-4	Work on joint trips with YMCA or other Park Districts.
1-4	Plan trips using charter bus service for day-long trips.
1-4	Ensure that there are two (2) bus drivers for both District busses when using inhouse transportation.

Goal 3: Seek instructor(s) to teach 2-3 new active adult offerings, and increase diversification

Quarter(s)	Tasks
1-2	Research new program ideas by reaching out to other Districts, the Library, townships, etc.
2	Create class offerings that focus on teaching and secure staff.
2-4	Implement new offerings.

Team Member: Amanda Bergman
Title: Superintendent of Equine Operations
Department: Facilities & Recreation
Supervisor: Andrea Juricic, Director of Facilities & Recreation



Goal 1: Improve record keeping and program registration efficiency of programs without program numbers

Quarter(s)	Tasks
	Meet with Guest Services Supervisor and Director of Facilities and Recreation to explore options in RecTrac for private lesson scheduling and payments as well as horse show registration and payments.
	Meet with the business department and Director of Facilities and Recreation to explore options in other programs (Executime, Incode, Productive Parks) for tracking individual lesson horse usage and veterinary costs.
	Set up new systems in appropriate applications.
	Train staff on new procedures and implement.

Goal 2: Create a school horse replacement plan

Quarter(s)	Tasks
1	Review and assess current program needs in comparison to current school horses.
1	Create a list of options to fulfill current and future needs.
1-2	Draft a school horse replacement plan.
1-2	Review and finalize plan with Director of Facilities and Recreation.

Goal 3: Implement improved best practices to summer camp and employee onboarding

Quarter(s)	Tasks
1	Review and make necessary revisions to our liability waiver.
1	Meet with Early Childhood Recreation Manager to review American Camp Association (ACA) information and get access to website.
1-2	Review and revise Normantown Equestrian Center (NTEC) new hire training checklist.
2	Update and implement applicable changes from research of American Camp Association (ACA) material.

Goal 4: Expand Pee Wee Programming to Eliminate Waitlists and Maximize Participation

Quarter(s)	Tasks
1	Break down current pee wee groups into 2-3 different class offerings.
1	Review monthly enrollments and gather feedback from participants.
2	Make changes for future pee wee programming based on feedback and enrollment.



Team Member: Keri McNellis
Title: Barn Supervisor
Department: Facilities & Recreation
Supervisor: Amanda Bergman, Superintendent of Equine Operations

Goal 1: Enhance quality and effectiveness of volunteer program participation

Quarter	Tasks
1-4	Individually e-mail each current volunteer quarterly to enhance one-on-one communication and promote retention.
1	Update training and skills checklist documents to reflect any facility/task changes for 2024.
3	Streamline Sign Up Genius website calendars/contacts to assist with better visibility in tracking volunteer participation.
2	Hold 3 "springtime skills days" focused on horsemanship and barn management continuous education topics for current volunteers.

Goal 2: Improve facility appearance

Quarter	Tasks
1	Consolidate and organize all school related equipment into single tack room location for ease of use by participants and staff
2	Organize utility room to create streamlined storage of tools and supplies to promote efficiency of use by staff.
1-4	Clean out all spare stalls currently being used as dump spot for old equipment, mat, and pallet storage to improve interior facility appearance.
1-4	Asses outdoor drainage and best management of paddocks/walkways/rainwater runoff.

Goal 3: Enhance summer camp program

Quarter	Tasks
2	Hold a camp specific staff meeting in May to discuss camp expectations for both programming and effective use of volunteers.
1-2	Review and update assigned camp activities for each riding camp level.
2-3	Create survey and distribute at end of camp sessions to gain feedback on camp programming from camp participants, volunteers, and staff.

Goal 4: Continue to look at ways to expand programming.

Master Goal: 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.

Quarter	Tasks
1	Create survey for group participants to complete to receive feedback on new Pee Wee program structure.
4	Utilize information gathered from camp sessions in Q2 and Q3 surveys to evaluate potential improvement to programs/topics within camp programming for 2025.
1-4	Create one additional social event to promote comradery for the lesson students.



Team Member: Beth Brannen
Title: Recreation Manager (Facilities)
Department: Facilities & Recreation
Supervisor: Andrea Juricic, Director of Facilities & Recreation

Goal 1: Develop records of the member retention rate and create a retention program that would focus on retaining 66% of members.

Quarter(s)	Tasks
1	Use retention data from 2023 to identify which memberships have a lower retention rate.
1	Implement onboarding process created in 2023.
2	Develop a list of additional perks or incentives that could be offered to members.
3	Research different ways to recognize &/or celebrate members.
2	Develop a survey to send to PIF members that did not renew to find out why.

Goal 2: Work with Athletic Manager to Identify and implement changes that will result in at least a 10% increase in overall facility usage and/or at least a 10% increase in revenue from rentals within the next fiscal year.

Quarter(s)	Tasks
1	Put together a spreadsheet of current seasonal offerings/schedule that run in the Prairie Activity & Recreation Center (PARC) rooms and gym- add details including but not limited to number of participants, money generated, time of programming.
3	Evaluate findings.
3	Make recommendations to optimize the available space and brainstorm alternative space.

Goal 3: Develop and roll out facility specific trainings on emergency procedures for staff and achieve a 100% completion rate by November 2024.

Quarter(s)	Tasks
1	Identify list of emergency topics to include in training for staff based out of the Prairie Activity & Recreation Center (PARC).
2	Create a PowerPoint training that focuses on emergency topics for the Prairie Activity & Recreation Center (PARC) staff.
2	Update Ottawa Street Pool (OSP) operations manual to be utilized in pre-season trainings.
1	Update the Prairie Activity & Recreation Center (PARC) operations manual .
2	Create training of the Prairie Activity & Recreation Center (PARC) operations manual for staff based out of PARC.



Team Member: Cailee Butler
Title: Guest Services Supervisor
Department: Facilities & Recreation
Supervisor: Beth Brannen, Recreation Manager (Facilities)

Goal 1: Use recreation software to generate accurate program data for internal analysis in key performance indicators. (Reports & Questions)

Quarter(s)	Tasks
1	Meet with recreation supervisors/managers to gather questions wanting to be asked when enrolling for programs, leagues, activities, etc.
1	Create sets of questions to be linked with specific enrollments so that those questions are always asked.
2	Create report templates that reflect those questions upon registration so exporting into Excel or running a report provides all information necessary. Deleting old templates that are not used to reduce the amount of report template options.
2	Schedule reports to run daily, weekly, etc. and assign them to be sent to recreation supervisors/managers.

Goal 2: Creating a culture of positive customer service by providing advance training and reinforcement of key principles (Caldwell)

Quarter(s)	Tasks
1	Create an input form for staff to collect concerns within the District both internally and externally.
1	Develop an avenue, such as Teams, for the concerns to be logged and tracked.
1	Creating a timeline for corrective action outlining specific steps to address an issue or improve a situation.
4	Create a graph that shows a comparison (strengths & weaknesses) based off the input form that shows how concerns within the District are being handled.

Goal 3: Increase the number of fitness memberships by 15%, contributing to the overall revenue growth of the fitness center.

Quarter(s)	Tasks
1	Reconstruct referral program and promote to members.
2	Collaborate with Marketing Manager on creating forms/flyers to promote municipal and corporate memberships.
2	Establish a schedule to provide six (6) designated guest days, enabling existing members to bring a guest at no cost.
3	Develop a list for visiting municipalities and corporate organizations to engage in and promotional memberships.
3	Research household membership offerings.

Goal 4: Use recreation software to generate accurate program data for internal analysis in key performance indicators. (Waitlists)

Quarter(s)	Tasks
1	Discuss timeline wanted from when customer is enrolled off waitlist to paying to moving onto the next waitlist candidate.
1	Work with RecTrac with waitlist automation implementation.
1	If RecTrac waitlist automation does not work, create a procedure with recreation supervisors/managers to ensure same process.
4	Meet with recreation supervisors/managers to see how waitlist processing was in year 2024 compared to years past. Any changes, suggestions?

Team Member: Brad Keene
Title: Recreation Manager (Athletics)
Department: Facilities & Recreation
Supervisor: Andrea Juricic, Director of Facilities & Recreation



Goal 1: Continue to enhance and add programming by eliminating waitlists and having a program success rate of 70% or higher.

Quarter(s)	Tasks
1-2	Develop a list of important dates for all the athletic leagues that we offer, which will include early bird fee deadlines, registration deadlines, coaches meeting dates, player evaluation date for each grade level and tentative times, date in which parents will hear from a coach by and when the first practice will be. All this information will be published in advanced to avoid wait lists and provide participants better communication.
2-3	Add and successfully run one additional weeklong summer camp option for a sport other than basketball.
3-4	Add and successfully run one weeklong sports camp the week of Thanksgiving or Winter Break, to give kids a sports option during those weeklong breaks from school.

Goal 2: Develop lesson plans for each one of our Youth Athletic Classes (T-Ball, Soccer, Basketball, Parent-Child Sports, and Super Sports) for two six-week sessions. This will enhance participants experiences by allowing participants to take multiple sessions and keep kids engaged.

Quarter(s)	Tasks
1-2	Meet with current youth athletic instructor staff to put in writing the drills that we currently do. Introduce additional drills and games that staff has not been doing but will work with this age group. Get buy in from current instructors.
2-3	Create a binder of new lesson plans for each youth athletic sports class that we offer that has two six-week sessions, so staff can follow, and participants can take two sessions in a row without participants getting bored by the same drills and games.
3-4	Implement the new lesson plans, check in with instructors to see how they are being received and make modifications as needed.

Goal 3: Work with Recreation Manager Facilities to evaluate current programming at PARC (gym and rooms) to best determine which offerings optimize the space and support the district mission and fiscal responsibility. Identify and implement changes that will result in at least a 10% increase in overall facility usage and/or at least a 10% increase from rentals within the next fiscal year.

Quarter(s)	Tasks
1	Put together a spreadsheet of current seasonal offerings/schedule that run in the PARC rooms and gym- add details including but not limited to number of participants, money generated, time of programming.
1 & 3	Evaluate findings.
3	Make recommendations to optimize the available space and brainstorm alternative space.

Goal 4: Take and successfully pass the Certified Pool Operator training course by the end of the year.

Quarter(s)	Tasks
1-3	Study for exam.
2	Assuming all other responsibilities are in order, observe and assist with pool operation, learning the ins and outs.
3	Take and pass Certified Pool Operator (CPO) exam.

Team Member: Cindy Offerman
Title: Recreation Supervisor (Dance)
Department: Facilities & Recreation
Supervisor: Brad Keene, Recreation Manager (Athletics)



Goal 1: Create themed summer dance camps using diverse programming with a focus on various cultures

Quarter(s)	Tasks
2	Determine dance style and theme.
3	Come up with curriculum and craft for each camp offering.
3	Order materials and execute programming.

Goal 2: Partner with internal and/or external community offerings by showcasing park district dance programs that will spread the word of current offerings

Quarter(s)	Tasks
1	Determine what areas of the community should be targeted.
2	Communicate and plan program appearance have dance perform on July 3 and community day of play do a demo.
2	Order materials
2-3	Execute

Goal 3: Evaluate current offerings and best determine existing programs' lifecycle. Add one to two new offerings (10-15% of programming) per season focusing on growing the dance program from the ground up.

Quarter(s)	Tasks
1	Evaluate each program identifying which programs are cash cows and which are under performing.
1-2	Highlight cash cows and either eliminate or alter underperforming programs.
3-4	Replace the eliminated programming with new offerings.
3	Re-evaluate changes and continue.

Risk Management & Wellness Committee Goals

Committee Members: Beth Brannen, Cailee Butler, Heather Caldwell, Paul Crisman, Paul Darin, Brie Donahue, Ken McEwen, and Linda Shredl

Goal 1: Enhance Wellness Opportunities

Quarter(s)	Quarterly wellness activities to promote wellness are as follows:
1	Heart Health
2	Walking Trails
3	Promote Ottawa Street Pool and Prairie Fit Fitness Center
4	Wellness Activity

Goal 2: Provide Safe Environment for Employees and Patrons

Quarter(s)	Tasks
2	Create guidelines for drivers abstracts; research guidelines for driving standards and implement.
1-2	Evaluate who is not required to have CPR/First Aid training and determine which job positions should be required; review and update job descriptions.

Goal 3: Create a Visible Safety Presence

Quarter(s)	Tasks
1-4	Post Risk Management & Wellness Committee information at facilities to keep staff well informed; such as newsletters and wellness information.
1-4	Committee representatives to give a safety recap during monthly departmental meetings.
1-4	Improve safety awareness by holding staff accountable by using "Near Miss Reports" and "Field Observation Reports".
2	Present the annual Safety Report to Board and staff.

Glossary of Terms & 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
• Professional in Human Resources	PHR
• Registered Landscape Architect	RLA
• 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
• Productive Parks	Used to track work orders for Maintenance and I.T.
• RecTrac	In Person Registration
• WebTrac	Online Registration

Commission for Accreditation of Park and Recreation Agencies CAPRA

NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices. CAPRA is the only national accreditation of park and recreation agencies and is a valuable measure of an agency's overall quality of operation, management, and service to the community. Achieving CAPRA accreditation is the best way to demonstrate that an agency and its staff provide the community with the highest level of service.

- **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.