



# 2020 VISION

*Effective & Efficient  
in the Pursuit of Excellence*



Adopted by  
Board of Commissioners  
August 2013

## STRATEGIC PLAN



### Vision

To consistently exceed community expectations.

### Mission

To enhance the quality of life through positive experiences in parks and recreation in our community.



*Board of Park Commissioners (left to right): Alvin S. Griggs, Jane L. Solon, Barbara J. Kuhl, Joseph A. Petry, Timothy P. McMahon*

### Board of Park Commissioners

Joseph A. Petry, *President*  
 Alvin S. Griggs, *Vice President*  
 Barbara J. Kuhl, *Commissioner*  
 Timothy P. McMahon, *Commissioner*  
 Jane L. Solon, *Commissioner*

### Officers of the Board

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 Gary G. Wackerlin, *Treasurer*

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Bobbie Herakovich, *Executive Director*  
 Joe DeLuca, *Deputy Director*  
 Andrea Wallace, *Director of Finance*  
 J.R. Pope, *Superintendent of Planning & Operations*  
 Laura Auteberry, *Marketing & Development Director*  
 Tammy Hoggatt, *Human Resources Manager*  
 Andrew Weiss, *Park Planner & Landscape Architect*

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## Introduction

With a continued commitment to serving the community, in September of 2012 the Champaign Park District Board of Commissioners and staff began work on a plan that would update the District's *Strategic Plan-A Decade of Excellence (2005-2015)*. Since a majority of the goals and objectives from the previous plan had been completed, the Park Board of Commissioners advised staff to develop a plan that would focus on the next seven years, resulting in the Champaign Park District 2020 Vision (2013-2020).

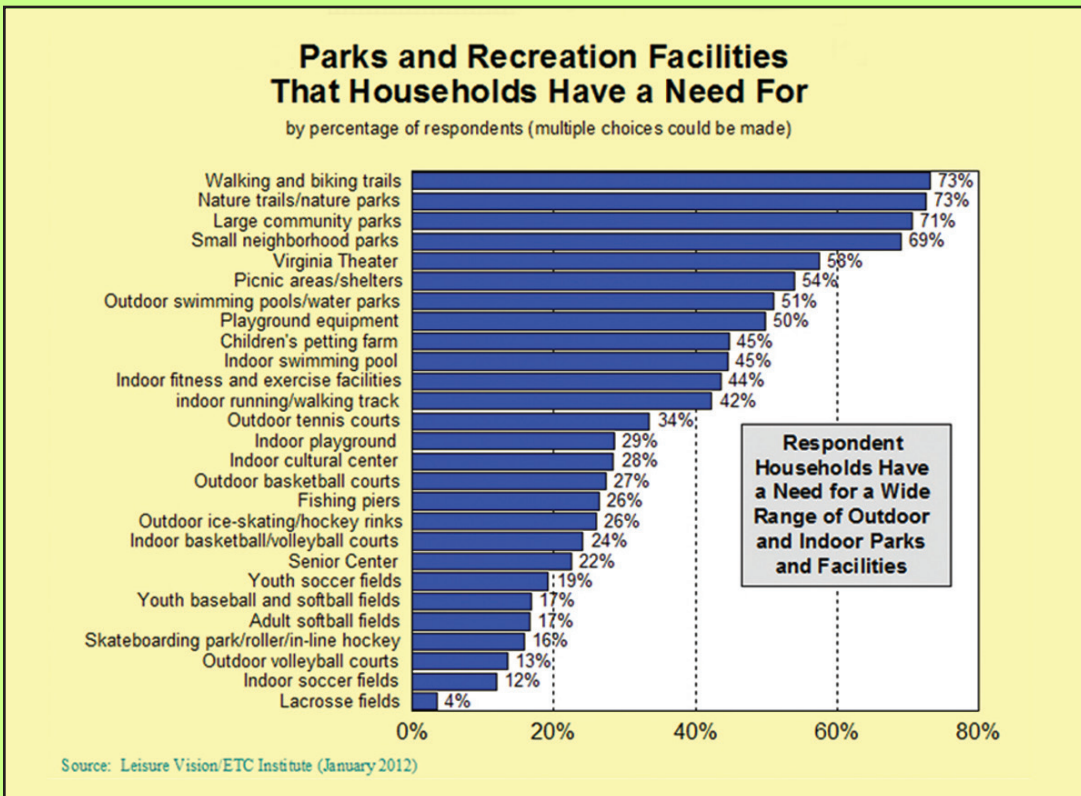
One of the key goals for developing the new strategic plan was to include input from the community and involvement by as many of the District's staff as possible. This was done to ensure complete representation by those individuals who use our parks and programs and by staff who work directly with our residents. Another key goal was for each of the staff to determine how their division or department could be more effective and efficient in the pursuit of excellence. The Park Board of Commissioners defined their priorities during a Special Board Meeting in May of 2013, and, along with information collected from staff,

these goals were included in the new strategic plan.

The Champaign Park District Strategic Plan 2013-2020 provides direction and a planned approach for the mission, vision, key strategies, goals, and processes for the District to be more effective and efficient in the pursuit of excellence. The plan reflects the District's increasing responsiveness to our residents and provides the District with the direction to channel resources that yield the greatest benefit to resident taxpayers, program participants, constituents, and guests.

## The Benefits of Strategic Planning Include:

- Focuses the District's resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing taxpayer value, and achieving measurable outcomes.
- Creates a planning and implementation system that is responsive, flexible, and disciplined.
- Encourages cooperation and support among all Park District departments.
- Reinforces the continuous improvement environment of the District.
- Empowers managers and employees by providing them with the authority to fulfill planned activities.
- Provides for more seamless internal and external customer service.
- Defines and describes the District's key strategies. As a result, employees and residents know where the District is headed.





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## Community Input

As a tax supported agency, the Park District Board of Commissioners and staff believe it is imperative to continually seek input from our residents and program participants to assess how we are doing and help determine where we are going. In addition to regular meetings of the Board of Commissioners where public comments are always invited, a variety of methods are employed to ensure a broad range of opportunities are available for providing input, including:

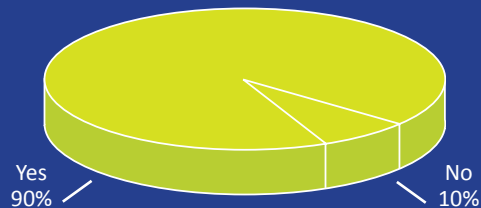
- Statistically valid community interest and attitude surveys of residents conducted every 6 to 10 years. The confidence level for this research is at or above the 95% level.
- Special surveys and polls conducted to gather input on major District initiatives and developments. For example, the use of Survey Monkey to achieve feedback on programs and surveys surveys posted on the District's website.
- Stakeholder meetings.
- Neighborhood and Homeowner Association group meetings where residents are asked for their input on neighborhood and community park and playground development.



- Meetings with athletic affiliate groups to provide regular input on the development and maintenance of athletic fields and athletic programs.
- Surveys provided to participants at the completion of seasonal programs to gain input for developing programs and events.
- Open houses and special task forces formed to assist with gathering input relating to various District initiatives, programs, and facilities.
- Ongoing communication through community partnerships and relationships with educational institutions, local agencies and service clubs, government agencies, park, recreation, and open space professionals.

### Survey respondent households that have visited any Champaign Park District Parks during the past year?

Our 90% usage rate is higher than the national benchmark of 78%.



Source: Leisure Vision/ETC Institute (January 2012)

## park board Input

As elected officials representing Champaign residents, Champaign Park District Commissioners regularly provide guidance to ensure the continued success of the District's methods including:

- Annually reviewing, discussing, and approving the District's operating and capital budgets.
- Reviewing and evaluating the District's accomplishments from the prior fiscal year, major initiatives for the upcoming fiscal year shifts in spending, revenue and human resources along with a long range capital improvements plan.
- Adopting a budget that provides for the District's annual programs, services, and work plans along with major initiatives.
- Reviewing feasibility and master plan studies as they are completed.
- Reviewing annual goals and objectives.

Park Board Priorities can be found on our website at [www.champaignparkdistrict.com](http://www.champaignparkdistrict.com) and are updated every two years.



## Staff Input

- The District Management Team – consisting of the Executive Director, department heads, division managers, and supervisors – participates in an annual retreat to discuss and review goals and objectives to ensure alignment with District key strategies.
- Through the budget development process, each department develops strategies for annual goals and objectives, incorporating input from staff at each location and specialty area.
- Staff annually develops goals and objectives with input from program participants, survey results, and focus groups.



## Mission, Vision & Values

**Vision Statement:** The vision of the Champaign Park District is to consistently exceed community expectations.

**Mission Statement:** The mission of the Champaign Park District is to enhance the quality of life through positive experiences in parks and recreation in our community.

**Value Statements:** A value statement is a declaration of shared principles that are considered important. These principles guide our daily actions.





## Accountable

- We conduct our business fairly and with integrity.
- We are fiscally and environmentally responsible.
- We value honest and forthright employees that provide excellent customer service and stewardship of public resources.
- We accept responsibility and consequences for our actions.

## Collaborative

- We know and respect our roles and responsibilities.
- We respect and value our internal and external customers' opinions and expertise in order to deliver the best parks and recreation programs.
- We work together to accomplish our goals.
- We work with other agencies and groups throughout the community to accomplish our goals.
- We encourage all residents to participate in planning, designing, and advocating for parks and recreation.

## Innovative

- We value employees that present creative and proactive solutions for solving challenges.
- We encourage doing things differently, progressively, creatively, and with an entrepreneurial spirit.
- We value an innovative environment which enhances our community's parks and programs.
- We value our ability to anticipate, influence, and embrace change.

## Responsive

- We make ourselves available when customers call or visit.
- We provide quality parks, programs, and services that meet the diverse needs of all ages and abilities in our community.
- We actively seek and value customer feedback.
- Our systems and procedures are user friendly.
- We complete assignments and projects on time and within budget.





## Strategic plan Goals

With continued commitment to our residents, the Champaign Park District adopted the following goals and objectives. These goals will ensure we stay on course with our mission of enhancing the quality of life through positive experiences in parks and recreation in our community.





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## GOAL: Expand environmental efforts and natural resource stewardship.

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### Objective

- Evaluate, develop, and implement environmental policies and practices.
- Incorporate sustainable practices in programs, purchasing, and planning.
- Evaluate, develop, and implement natural resource policies and practices.
- Increase the District's ability to demonstrate the impact of parks and recreation by taking a lead role in conservation.

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## GOAL: Provide the safest possible environment for the public and employees.

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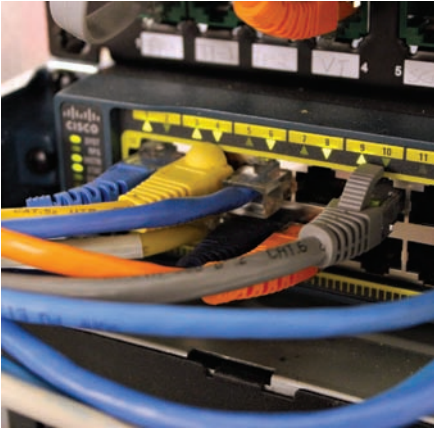
### Objective

- Continue to increase safety awareness throughout the District.
- Improve District facilities and parks to progress toward a more inclusive environment.
- Evaluate, improve, and update District risk procedures, facilities, and equipment to maintain a safe environment.





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**GOAL:** Improve the delivery of the programs and services for residents and staff through comprehensive, cost-effective, innovative, reliable, and secure technology services and solutions.

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**Objective**

- Provide the technology and software necessary to inspire innovation.
- Improve the efficiency of the network resources, equipment and software to allow staff access to systems whenever and wherever they need.
- Deliver IT solutions that are customer focused.
- Develop and implement comprehensive IT solutions and practices.
- Strengthen security controls in facilities, programs, and technology.

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**GOAL:** Provide transparent, accurate, and timely information to the community through delivery of integrated marketing activities.

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**Objective**

- Enhance marketing and communication efforts for all programs, services, and facilities offered.
- Develop a strategy to expand communication efforts with the public through electronic and social media.
- Expand community outreach to build a broader network of support.
- Collaborate with staff to deliver integrated marketing both internally and externally.

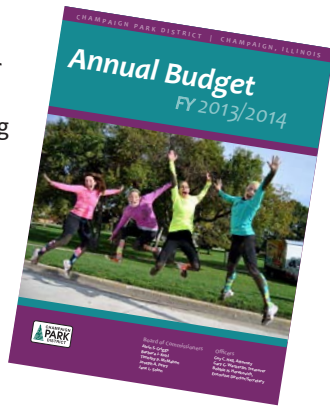
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**GOAL: Build a responsive, financially sustainable Park District by aligning resources to community needs.**

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**Objective**

- Develop a budget that provides stewardship for the park system with a balance between existing and long term needs, as well as daily operations.
- Ensure continued maintenance and investment in the existing infrastructure by developing plans for replacement of existing assets.
- Reduce reliance on tax revenue.



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**GOAL: Develop a strong and inclusive workforce that represents the community we serve through professional standards.**

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**Objective**

- Continue to align staff positions, recruitment, and selection within organizational goals.
- Ensure that District policies and trainings facilitate the continued development of staff.
- Promote and enhance the benefit and compensation package to be competitive for talented staff.
- Continue to promote a team environment with superior internal customer service.

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**GOAL: Provide safe, distinctive, and well-maintained parks and facilities.**

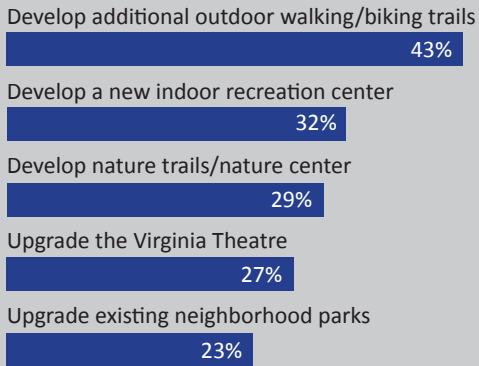
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**Objective**

- Continue to develop and implement operations plans, policies, procedures, and systems that ensure safe, distinctive, and well-maintained parks and facilities.
- Maintain, repair and renovate existing facilities, parks, and trails to exceed the expectations of the community.
- Promote continuous improvement to parks, facilities, and trails through innovation and technology.
- Develop conservation-oriented landscaping and horticulture opportunities throughout the District.



**Top five actions survey respondents are most willing to fund with tax dollars.**



Source: Leisure Vision/ETC Institute (January 2012)

## GOAL: Develop parks, trails, and facility plans by aligning resources with community's needs.

### Objective

- Create or update facilities, parks, and trails master plans.
- Continue to develop a system-wide trail system.
- Align funding resources with Park District funding for the planning and development of parks.
- Fund and implement a replacement capital program to upgrade existing facilities and develop new facilities.
- Align funding resources with Park District funding for the planning and development of recreation and park amenities.

## GOAL: Deliver innovative and customer-focused programming.

### Objective

- Develop and implement an innovative and customer-focused approach to delivering excellent recreation programs, parks, and services.
- Evaluate the feasibility of potential development of recreation facilities to create functional and productive facilities.
- Leverage the impact of parks and recreation on community health and wellness.
- Improve staff training and customer service for all recreation staff.
- Develop and implement customer-focused programs and services at the Virginia Theatre.
- Provide programs and services for individuals with disabilities through Champaign-Urbana Special Recreation.
- Ensure social equity and access to park and recreation experiences.





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**GOAL: Expand historical and cultural resource stewardship.**

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**Objective**

- Evaluate, develop, and implement historical preservation policies and practices.
- Expand and preserve the District's Cultural and Historical Resources.

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**GOAL: Continue to serve the public as effectively and efficiently as possible.**

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**Objective**

- Continue to improve the efficiency and effectiveness of the Park District.





*Champaign Park District Staff – The Future is Bright!*



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