



**CHAMPAIGN
PARK DISTRICT**

STUDY SESSION

**BRESNAN MEETING CENTER
706 Kenwood Road, Champaign, Illinois
Wednesday, June 22, 2016
5:30 p.m.**

A. CALL TO ORDER

B. COMMENTS FROM THE PUBLIC

C. DISCUSSION ITEMS

1. FY16-17 Operating Budget
2. Policies
 - a. Drug Free Workplace Policy
 - b. Communicable Disease Policy
 - c. Scholarship Policy
 - d. Illinois Identity Protection Act Policy and Procedures
 - e. Smoke Free Illinois Policy
 - f. Distinction between Board Policies and Administrative Procedures
 - g. Prospective Board of Commissioners Candidate and Packet Policy
 - h. Bond Rating Policy
 - i. Payment of Bills Policy
 - j. Economizing Purchases and Resources Policy
3. 2016-2019 CUSR Strategic Plan

D. COMMENTS FROM COMMISSIONERS

E. EXECUTIVE SESSION

The Board will convene into Executive Session under the Illinois Open Meetings Act, specifically 5 ILCS Par. 120/2(c)(5) for the purchase or lease of real property for the use of the public body and 120/2(c)(6) for the setting of a price for sale or lease of property owned by the public body.

F. RETURN TO REGULAR MEETING

G. ACTION ITEMS FROM EXECUTIVE SESSION, IF ANY

H. ADJOURN



REPORT TO PARK BOARD

FROM: Joe DeLuce, Executive Director

DATE: June 16, 2016

SUBJECT: Distinguished Accreditation Program

Background

The Champaign Park District participates in the Illinois Distinguished Agency program which is sponsored by the Illinois Association of Park Districts and the Illinois Park and Recreation Association. The goal of the Illinois Distinguished Accreditation program is to improve the delivery of recreation services to the residents of Illinois through a voluntary comprehensive evaluation process. The desired result is to improve the quality of life for Illinois residents and to recognize those agencies that provide this quality service.

The Champaign Park District went through the initial accreditation in 1999 and was recognized as a distinguished agency from 2000 to 2005; recertified from 2006-2011; and recognized in the new accreditation process from 2012-2017. Now the Park District involved in the accreditation process for 2017-2022.

The process to apply for accreditation requires an application and a long list of standards which need to be met in order to be approved. As part of this process the Park Commissioners will be asked to review and approve numerous policies which need to be revised, updated or be created to meet the various standards.

Staff has revised the following Board policies:

- Drug Free Workplace Policy
- Communicable Disease Policy
- Scholarship Policy
- Illinois Identity Protection Act Policy and Procedures
- Smoke Free Illinois Policy
- Difference between Board Policies and Administrative Procedures
- Prospective Board Candidate and Packet Policy
- Bond Rating Policy
- Payment of Bills Policy
- Economizing Purchases and Resources Policy

Prior Board Action

The Park Commissioners renewed numerous policies in 2011 and have periodically reviewed policies over the past few years.

Budget Impact

None.

Recommended Action

For discussion only.

Prepared by:

Cindy Harvey
Assistant to the Executive Director

Reviewed by:

Joe DeLuce, CPRP
Executive Director

CHAMPAIGN PARK DISTRICT

Drug Free Workplace Policy

The Park District has implemented this policy in response to overwhelming evidence that alcohol and drug abuse has a detrimental impact on employees' health, job performance, safety, and efficiency. Since Park District employees operate, supervise and maintain parks, facilities, programs, and equipment for use by members of the public and perform services that may have a direct effect on the health and safety of members of the public and fellow employees, the Park District wishes to assure aid in enhancing the health and safety of its patrons and employees.

This policy also expresses the Park District's desire to satisfy the requirements of the federal and state Drug Free Workplace Acts (41 U.S.C.A. § 701 et seq. and 30 ILCS 580/1 et seq.). In accordance with these laws/statutes and related concerns, the Park District has resolved to maintain a drug free workplace.

The purpose of this policy is to inform employees of the Park District's investigation, treatment and disciplinary policy relating to alcohol and drugs. As such, all Park District employees will abide by its terms. As with all policies, this policy is subject to periodic addition/review, amendment, modification, or deletion.

This policy does not replace any of the provisions or requirements of the Park District's Controlled Substance and Alcohol Testing Policy for positions that require a Commercial Driver's License (CDL).

Park District employees who operate Park District commercial motor vehicles and possess a commercial driver's license have special responsibilities necessitated by the fact that they operate vehicles that require particular/additional skill and attentiveness beyond/over-that of non-commercial motor vehicles licensees. As part of its continuing commitment to safety and in order to comply with federal applicable law, the Park District has established a controlled substance and alcohol testing policy for Park District positions that require a commercial driver's license ("CDL Testing Policy"). Both the Park District and the federal government recognize that it is important to establish programs to help prevent accidents and injuries resulting from the misuse of alcohol or use of controlled substances by drivers of commercial motor vehicles. The CDL Testing Policy is in addition to and supplements and complements, rather than supersedes, all other Park District policies, rules, procedures, and practices, including without limitation this Alcohol and Drug Abuse Policy. However, for persons to whom the CDL Testing Policy applies, in the event of any conflict between any of the provisions of the CDL Testing Policy and the provisions of any other Park District policy, rule, procedure, or practice, the provisions of the CDL Testing Policy will shall control.

Approved by Board of Commissioners June 22, 2016

Timothy P. McMahon, President

Joseph C. DeLuce, Executive Director

CHAMPAIGN PARK DISTRICT

Communicable Disease Policy

Employees with Chronic Infectious Diseases Policy

The **Champaign** Park District recognizes that the transmission of communicable diseases is a genuine health risk. It is the desire of the **Champaign** Park District to exercise appropriate measures to assist in ~~the preventing~~ the spread of diseases. The Board of Commissioners acknowledges its desire and willingness to respond effectively to the genuine concerns of the public consistent with its obligation to discharge its duties in accordance with applicable laws.

Statement of Purpose

Employees with identified chronic infectious diseases shall be permitted to retain their positions whenever, through an interactive process and reasonable accommodation, their employment does not constitute a direct threat to the health or safety of themselves or others and the employee is able to satisfactorily perform the Essential Functions of ~~the~~his job in question.

Administration of the Policy

Employment decisions will be made in accordance with applicable law and in conjunction with current, available state and local public health department guidelines concerning the particular disease in question. Individual cases will not be prejudged; rather, decisions will be made based upon the facts of the particular case.

-The determination of an employee's continued employment status shallwill be made in accordance with procedures implemented by the **Champaign** Park District. Employees with chronic infectious diseases shall maintain all rights, privileges and services provided by law and the policies and procedures of the **Champaign** Park District.

The **Champaign** Park District shall respect the right to privacy of any employee who has a chronic infectious disease. Subject to applicable law, the employee's medical condition shall be disclosed only to the extent necessary to avoid a health or safety threat to the employee or others. The number of personnel aware of the employee's condition will be kept at the minimum needed to assure proper care of the employee and to detect situations in which the potential for transmission of the disease may increase. Persons deemed to have "a direct need to know" will be provided with the appropriate information and will be made aware of confidentiality requirements.

Participants with Chronic Infectious Diseases Policy

The **Champaign** Park District recognizes that the transmission of communicable diseases is a genuine health risk. It is the desire of the **Champaign** Park District to exercise appropriate measures to assist in ~~the preventing~~ the spread of diseases. The Board of Commissioners acknowledges its desire and willingness to respond effectively to the genuine concerns of the public consistent with its obligation to discharge its duties in accordance with applicable laws.

Statement of Purpose

Participants with identified chronic infectious diseases may attend ~~Champaign~~ Park District programs whenever, through reasonable accommodation, their attendance does not constitute a direct threat to the health or safety of themselves or others.

Administration of the Policy

Decisions will be made in accordance with applicable law and in conjunction with current, available public health department guidelines concerning the particular disease in question. Individual cases will not be prejudged; rather, decisions will be made based upon the facts of the particular case.

The determination of whether a participant with a chronic infectious disease may attend Park District programs shall be made in accordance with procedures implemented by the ~~Champaign~~ Park District. Participants with chronic infectious diseases shall maintain all rights, privileges and services provided by law and the policies and procedures of the ~~Champaign~~ Park District.

The ~~Champaign~~ Park District shall respect the right to privacy of any participant who has a chronic infectious disease. Subject to applicable law, the participant's medical condition shall be disclosed only to the extent necessary to avoid a health or safety threat to the participant or others. The number of personnel aware of the participant's condition will be kept at the minimum needed to assure proper care of the participant and to detect situations in which the potential for transmission of the disease may increase. Persons deemed to have "direct need to know" will be provided with the appropriate information and will be made aware of confidentiality requirements.

Approved by Board of Commissioners July 13, 2011
Revised by Board of Commissioners June 22, 2016

Timothy P. McMahon, Newton H. Dodds,
President

Joseph C. DeLuceBobbie Herakovich, Executive
Director

CHAMPAIGN PARK DISTRICT

Scholarship Policy

The Park District strives to provide quality parks and recreation to all residents of Champaign, regardless of ability to pay. To achieve this, the Park District provides a limited number of scholarships to reduce or waive certain fees and charges for Champaign residents, ~~ages 18 and under~~, to participate in Park District programs.

To be eligible ~~for under~~ this ~~policy program~~, the Park District must receive a completed Scholarship Application along with a program registration form prior to the deadline for registration or start of program. Applicants must be a resident of Champaign, submit a current utility bill, ~~or~~ Illinois driver's license or identification card, and provide verification of household income by submitting the first two pages of the most recent current Federal Income Tax Return form. If total household income is equal to or less than the amounts on the income scale below, residents may be eligible for discounts on recreational programs offered by the Park District (trips excluded). Household means a group of related or non-related individuals living as one economic unit and sharing living expenses, such as rent, clothes, food, medical, and utility bills.

Illinois Department of Human Services 01.02.01 - Income Guidelines, 2015-11-09

	Maximum Monthly Income (185% FPL*)
<u>FAMILY SIZE - 1</u>	<u>\$1,815</u>
FAMILY SIZE - 2	\$2,456
FAMILY SIZE - 3	\$3,098
FAMILY SIZE - 4	\$3,739
FAMILY SIZE - 5	\$4,380
FAMILY SIZE - 6	\$5,022
FAMILY SIZE - 7	\$5,663
FAMILY SIZE - 8	\$6,304

*FPL=Federal Poverty Level

Confidential applications can be made to the Assistant Finance Director for partial or full financial assistance. If it is ~~determined found~~ that a hardship exists which prevents ~~them~~ an applicable resident from paying the program fee, the applicant will be granted a reduction in fee.

The Park District reserves the right to limit the dollar amount of scholarships awarded to an individual or family during the program season, ~~particularly if the demand for scholarships by the community is high.~~ Non-residents Individuals who do not reside in Champaign are not eligible for financial assistance.

Approved by Board of Commissioners

August 11, 1999

Revised by Board of Commissioners

June 28, 2011

~~Revised by Board of Commissioners~~

~~June 8, 2016~~

Timothy P. McMahon, President

Joseph C. DeLuce, Executive Director

CHAMPAIGN PARK DISTRICT

Identity-Protection Policy

I. Introduction and Identification of Act

This Identity-Protection Policy is adopted pursuant to the Illinois Identity Protection Act, 5 ILCS 179/1 et seq. The Identity Protection Act requires ~~Champaign~~ Park District to draft, approve, and implement this Identity-Protection Policy to ensure the confidentiality and integrity of Social Security numbers (SSNs) that the District collects, maintains, and uses. It is important to safeguard SSNs against unauthorized access because SSNs can be used to facilitate identity theft. One way to better protect SSNs is to limit the widespread dissemination of those numbers. The Identity Protection Act was ~~enacted~~ ~~passed~~ in part to require ~~the District and other~~ local and State government agencies to assess their personal information collection practices and make necessary changes to those practices to ~~enhance~~ ~~ensure~~ confidentiality. All District officers, employees, and agents shall comply with the Identity Protection Act and this Policy at all times.

II. Definitions

The following words shall have the following meanings when used in this Policy.

“Act” means the Illinois Identity Protection Act, 5 ILCS 179/1 et seq.

“Board” means the Board of Commissioners of the Park District.

“Park District” means Champaign Park District.

“Person” means any individual in the employ of the Park District.

“Policy” means this Identity-Protection Policy.

“Publicly post” or “publicly display” means to intentionally communicate or otherwise intentionally make available to the general public.

“Redact” means to alter or truncate data so that no more than five sequential digits of a SSN are accessible as part of personal information.

“SSN(s)” means any Social Security number provided to an individual by the Social Security Administration.

“Statement of Purpose” means the statement of the purpose(s) ~~or purposes~~ for which the Park District is collecting and using an individual’s SSN that the Act requires the Park District to provide when collecting a SSN or upon request by an individual. An example of a Statement of Purpose for the Park District is attached to this Policy.

III. Statement of Purpose

The Park District shall provide an individual with a Statement of Purpose anytime an individual is asked to provide the Park District with ~~their~~ ~~his~~ ~~or~~ ~~her~~ SSN or if an individual requests it.

IV. Prohibited Activities

(a) Neither the Park District nor any Person may:

1. Publicly post or publicly display in any manner an individual's SSN.
2. Print an individual's SSN on any card required for the individual to access products or services provided by the person or entity.
3. Require an individual to transmit a SSN over the Internet unless the connection is secure or the SSN is encrypted.
4. Print an individual's SSN on any materials that are mailed to the individual, through the U.S. Postal Service, any private mail service, electronic mail, or any similar method of delivery, unless State or federal law requires the SSN to be on the document to be mailed. Notwithstanding the foregoing, SSNs may be included in applications and forms sent by mail, including, but not limited to: (i) any material mailed in connection with the administration of the Unemployment Insurance Act; (ii) any material mailed in connection with any tax administered by the Department of Revenue; and (iii) documents sent as part of an application or enrollment process or to establish, amend, or terminate an account, contract, or policy or to confirm the accuracy of the SSN. A SSN that is permissibly mailed pursuant to this paragraph will not be printed, in whole or in part, on a postcard or other mailer that does not require an envelope or be visible on an envelope without the envelope having been opened.

(b) Except as otherwise provided in paragraph (c) below or unless otherwise provided in the Act, neither the Park District nor any Person may:

1. Collect, use, or disclose a SSN from an individual, unless: (i) required to do so under State or federal law, rules, or regulations, or the collection, use, or disclosure of the SSN is otherwise necessary for the performance of the Park District's duties and responsibilities; (ii) the need and purpose for the SSN is documented before collection of the SSN; and (iii) the SSN collected is relevant to the documented need and purpose.
2. Require an individual to use ~~their~~his or her SSN to access an Internet website.
3. Use the SSN for any purpose other than the purpose for which it was collected.

(c) The prohibitions in paragraph (b) above do not apply in the following circumstances:

1. The disclosure of SSNs to agents, employees, contractors, or subcontractors of a governmental entity or disclosure by a governmental entity to another governmental entity or its agents, employees, contractors, or subcontractors if disclosure is necessary in order for the entity to perform its duties and responsibilities; and, if disclosing to a contractor or subcontractor, prior to such disclosure, the governmental entity first receives from the contractor or subcontractor a copy of the contractor's or subcontractor's policy that sets forth how the requirements imposed under this Act on a governmental entity to protect an individual's SSN will be achieved.
2. The disclosure of SSNs pursuant to a court order, warrant, or subpoena.
3. The collection, use, or disclosure of SSNs in order to ensure the safety of: State and local government employees; persons committed to correctional facilities, local jails, and other law-enforcement facilities or retention centers; wards of the State; and all persons working in or visiting a State or local government agency facility.

4. The collection, use, or disclosure of SSNs for internal verification or administrative purposes.
5. The disclosure of SSNs by a State agency to the Park District for the collection of delinquent child support or of any State debt or to the Park District to assist with an investigation or the prevention of fraud.
6. The collection or use of SSNs to investigate or prevent fraud, to conduct background checks, to collect a debt, to obtain a credit report from a consumer reporting agency under the federal Fair Credit Reporting Act, to undertake any permissible purpose that is enumerated under the federal Gramm-Leach Bliley Act, or to locate a missing person, a lost relative, or a person who is due a benefit, such as a pension benefit or an unclaimed property benefit.

V. Coordination with the Freedom of Information Act and Other Laws

The Park District shall comply with the provisions of the Illinois Freedom of Information Act, 5 ILCS 140/1, et seq., and any other State law with respect to allowing the public inspection and copying of information or documents containing all or any portion of an individual's SSN. However, the Park District shall redact SSNs from the information or documents before allowing the public inspection or copying of the information or documents.

When collecting SSNs, the Park District shall request each SSN in a manner that makes the SSN easy to redact if required to be released as part of a public records request. The Park District shall require that when collecting a SSN or upon request by the individual, a statement of the purpose or purposes for which it is collecting and using the SSN shall be provided.

VI. Limited Employee Access to Social Security Numbers

Only employees who are required to use or handle information or documents that contain SSNs will have access. All employees who have access to SSNs shall first be trained to protect the confidentiality of SSNs. The training will include instructions on the proper handling of information that contains SSNs from the time of collection through destruction of the information.

VII. Embedded Social Security Numbers

Neither the Park District nor any Person shall encode or embed a SSN in or on a card or document, including, but not limited to, using a bar code, chip, magnetic strip, RFID technology, or other technology, in place of removing the SSN as required by the Act and this Policy.

VIII. Applicability

If any provision of this Policy conflicts with any provision of the Act, the provisions of the Act shall prevail.

This Policy does not apply to:

1. The collection, use, or disclosure of a SSN as required by State or federal law, rule, or regulation; or
2. Documents that are recorded with a county recorder or required to be open to the public under a State or federal law, rule, or regulation, applicable case law, Supreme Court Rule, or the Constitution of the State of Illinois; provided, ~~however, that,~~ the Park District shall redact the SSN from such document if such law, rule, or regulation permits.

IX. Availability of Policy

The Policy shall be filed with the Board within 30 days of its approval. All Park District employees shall be advised of the existence of this Policy.

Park District employees who are required to use or handle information or documents that contain SSNs have been provided a copy of this Policy, which each shall maintain at all times. A copy of the Policy is available to all other employees and any member of the public by requesting a copy from: Director of Human Resources at 217-398-2550~~INSERT CONTACT INFORMATION FOR OFFICE AND TELEPHONE NUMBER WHERE COPY OF THE POLICY CAN BE OBTAINED~~].

X. Amendments

This Policy may be amended by the Park District at any time. If the Policy is amended, the Park District shall file a written copy of the Policy, as amended, with the Board and shall also advise all Park District employees of the existence of the amended Policy. A copy of the amended Policy will be made available to Park District employees and the public as set forth in the preceding section above.

Approved by Board of Commissioners June 8, 2011
Revised by Board of Commissioners June 22, 2016

Timothy P. McMahon~~Newton H. Dodds~~, President
Herakovich, Executive Director

Joseph C. DeLuce, _____ Bobbie

ATTACHMENT

Statement of Purpose for Collection of Social Security Numbers by the **Champaign** Park District

The Identity Protection Act, 5 ILCS 179/1, et seq., and the Identity Protection Policy of the **Champaign** Park District (~~“District”~~) require the **Park** District to provide an individual with a statement of the purpose or purposes for which the **Park** District is collecting and using the individual’s Social Security number (“SSN”) anytime an individual is asked to provide the **Park** District with ~~their~~**his or her** SSN or if an individual requests it. This Statement of Purpose is being provided to you because you have been asked by the **Park** District to provide your SSN or because you requested a copy of this statement.

Why do we collect your Social Security number?

You are being asked for your SSN for one or more of the following reasons:

~~{IDENTIFY ALL PURPOSES FOR WHICH THE DISTRICT COLLECTS SSNs}~~

- [Employment matters](#)
- [Insurance cClaim](#)
- [Complaint mediation or investigation](#)
- [Law enforcement investigation](#)
- [Child support collection](#)
- [Internal verification](#)
- [Administrative services](#)

What do we do with your Social Security number?

We will only use your SSN for the purpose for which it was collected.

We will not:

- Sell, lease, loan, trade, or rent your SSN to a third party for any purpose;
- Publicly post or publicly display your SSN;
- Print your SSN on any card required for you to access our services;
- Require you to transmit your SSN over the Internet, unless the connection is secure or your SSN is encrypted; or
- Print your SSN on any materials that are mailed to you, unless State or Federal law requires that number to be on documents mailed to you: [the exceptions would be \(i\) any material mailed in connection with the administration of the Unemployment Insurance Act; \(ii\) any material mailed in connection with any tax administered by the Department of Revenue; and \(iii\) documents sent as part of an application or enrollment process or to establish, amend, or terminate an account, contract, or policy or to confirm the accuracy of the SSN.](#) ~~{ADD ITEMS FROM SECTION IV(a)(4) IF APPLICABLE}~~ If mailed, your SSN will not be visible without opening the envelope in which it is contained.

Questions or Complaints about this Statement of Purpose

Write [or e-mail](#) to the Champaign Park District:

Tammy Hoggatt
[Director of Human Resources Manager](#)

706 Kenwood Road
Champaign, IL 61821

E-mail: Tammy.Hoggattpersonnel@champaignparks.com eparkdistrict.com

CHAMPAIGN PARK DISTRICT

Smoke Free Illinois Policy

Smoking is prohibited in ~~or on any~~ Park District buildings, facilities, equipment, vehicles, or while working directly with the public, except in designated areas. Any new state or federal law regulating smoking to stricter standards will be adopted and enforced by the ~~Champaign~~ Park District at the time it becomes law.

The Smoke Free Illinois Act will be strictly enforced by the ~~Park~~ District. The Smoke-~~f~~Free Illinois Act prohibits smoking in virtually all public places and workplaces, including offices. This also pertains to theaters, museums, libraries, educational institutions, schools, commercial establishments, and any other ~~Park d~~District buildings.

Approved by Board of Commissioners February 9, 2011

Revised by Board of Commissioners June 22, 2016

Timothy P. McMahon~~Jane L. Solon~~, President

Joseph C. DeLuce~~Bobbie Herakovich~~, Executive
Director

CHAMPAIGN PARK DISTRICT

Distinction ~~BB~~etween Board Policies and Administrative Procedures

Defining Policies and Procedures

The Board of Commissioners recognizes the need for a document that contains Board policies and ~~A~~administrative ~~P~~procedures that facilitate the operation of the ~~Park~~ District on a daily basis.

Board Policy

A policy is a directive or desired course of action, which reflects the ~~aimsgoals-~~to be achieved by the ~~Park~~ District and is officially approved by the Board of Commissioners. Policies may reflect value judgments on issues related to the purpose of the park and recreation system and provide guidelines to the Executive Director for the operation of the ~~Park d~~District.

Board policies shall be in writing, ~~discussed addressed~~ at a ~~b~~Board meeting, voted upon, ~~approved~~, recorded in the meeting minutes and recorded in the Board Policy Manual. ~~The Board will strive to have all policies written.~~

The Board may wish to study proposed policies and discuss them with the general public and other community representatives prior to adoption. The ~~BoardCommissioners~~ shall evaluate policies ~~as needed. every five years and determine a method for evaluation.~~ The Board ~~of Commissioners~~ shall execute its control over the operation of the ~~Park~~ District by setting policies.

Administrative Procedure

An administrative procedure includes a course of action developed by administrative staff to facilitate the daily operation of the ~~Park~~ District within ~~b~~Board policy guidelines.

Administrative policies may include the purpose, scope and procedure to be implemented in written format or memo. The Executive Director must sign agency administrative procedures.

The Executive Director shall have the responsibility to ensure that procedures ~~aremust be~~ consistent with the policies ~~formulated approved~~ by the Board.

Administrative procedures shall be reviewed every two years and updated as needed.

Administrative procedures will be documented and placed in the Administrative Operational Policy and Procedures Manual and may be included in the Personnel Manual.

Adopted by the Board of Commissioners	August 11, 1999
Revised by the Board of Commissioners	September 14, 2005
Revised by the Board of Commissioners	July 13, 2011
<u>Revised by the Board of Commissioners</u>	<u>June 22, 2016</u>

| Timothy P. McMahon~~Newton H. Dodds~~, President
~~Herakovich~~, Executive Director

Joseph C. DeLuce—————~~Bobbie~~

CHAMPAIGN PARK DISTRICT

Prospective Board of Commissioners Candidate and Packet Policy

The Executive Director and/or Park Board of Commissioners Secretary shall assist prospective Park Board candidates which shall consist of, but not be limited to, meeting with candidates, touring of parks and facilities, providing copies of approved minutes from Park Board meetings for the past six months and additional information as requested.

All prospective candidates running for the Champaign Park District Board shall receive a packet of information, which will include the following:

- A. An introduction letter from the Executive Director
- B. Application to become a prospective candidate
- C. Brief history and profile of the Champaign Park District
- D. Copies of the Park District~~CPD~~-mission statement and vision statement
- E. Organizational charts of the Park District~~CPD~~ and Champaign-Urbana Special Recreation
- F. Copy of the ~~tentative~~-budget for the current fiscal year
- G. Park features and map of all parks and facilities
- H. Copy of the most recent Strategic Plan
- I. ~~Strategic Plan brochure~~
- J. ~~Funformation Program~~ Guides (last three ~~issues~~semesters)
- K. State of Illinois Candidate's Guide issued by ~~T~~the Illinois State Board of Elections
- L. Petitions for Nominations, Statement of Candidacy, and Statement of Economic Interest
- M. Any other information deemed necessary by the Executive Director

Approved by Board of Commissioners September 14, 2005

Revised by Board of Commissioners July 13, 2011

Revised by Board of Commissioners June 22, 2016

Timothy P. McMahon~~Newton H. Dodds~~, President
Director

Joseph C. DeLuce~~Bobbie Herakovich~~, Executive

CHAMPAIGN PARK DISTRICT

Bond Rating Policy

While the Park District has an official bond rating, the Park District shall not maintain a bond rating on an annual basis unless necessary for financing of projects. The decision of whether or not a bond rating shall be secured will be made by the ~~Park~~ Board of Commissioners on a case by case basis for each separate bond issue approved by the Park Board.

Approved by Board of Commissioners September 23, 1999

Revised by Board of Commissioners November 9, 2005

Revised by Board of Commissioners July 13, 2011

Revised by Board of Commissioners June 22, 2016

Timothy P. McMahon~~Newton H. Dodds~~, President
Executive Director

Joseph C. DeLuce~~Bobbie Herakovich~~,

CHAMPAIGN PARK DISTRICT

Payment of Bills Policy

It shall be the policy of the Board of Commissioners that all purchases of the Park District shall be paid promptly as provided by the Local Government Prompt Payment Act. All bills must be paid within thirty (30) days of receipt of the bill. The Finance Department will prepare a monthly listing of the bills to be paid by the Park District. The Treasurer and the Director of Finance shall review the listing and recommend that the Board approve payment at the regular monthly Board meeting. After the Board approves the bills to be paid, paymentschecks will be processed, Checks will then be signed by the authorized personnel, and mailed to the vendors. Payments made by direct deposits and wire transactions will be deposited into vendor accounts.

Approved by Board of Commissioners September 23, 1999

Revised by Board of Commissioners September 14, 2005

Revised by Board of Commissioners July 13, 2011

Revised by Board of Commissioners June 22, 2016

Timothy P. McMahon, Newton H. Dodds, President
Herakovich, Executive Director

Joseph C. DeLuce _____ Bobbie

CHAMPAIGN PARK DISTRICT

Economizing Purchases and Resources Policy

It shall be the policy of the Board of Commissioners of the Champaign Park District to economize the purchases and resources of the Park District. The Executive Director and department heads are directed to determine the best options available to the Park District when making purchases ~~for the District~~. Such options include, but are not limited to, joining other municipal governmental bodies in cooperative purchasing, membership in the joint membership purchasing program with Illinois Parks and Recreation Association (IPRA), joint purchasing of health insurance with the City of Champaign, joint bidding with other local units of government and using the ~~s~~State of Illinois purchasing program for vehicles and equipment.

Approved by Board of Commissioners October 13, 1999
Revised by Board of Commissioners September 14, 2005
Revised by Board of Commissioners July 13, 2011
Revised by Board of Commissioners June 22, 2016

Timothy P. McMahon~~Newton H. Dodds~~,
President

Joseph C. DeLuce~~Bobbie Herakovich~~, Executive
Director

et-up meetings w/ teachers
relationships - SCHOOLS
PTA REGISTRATION EVENTS
PRINCIPALS SUPT
INTERNAL EXTERNAL
new programming
inclusion
CUSTOMER SERVICE

2016-2019

STRATEGIC PLAN

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Overview of the Strategic Planning Process

CU Special Recreation contracted with David Michael Moore, graphic facilitator, to lead its Strategic Planning process for 2016-2019. This process was conducted over 5 months with 4 key group meetings to collect feedback from CUSR staff and administration team.

FACILITATION DATES

Tuesday, October 27, 2015 • Visioning Session

2-hour meeting discussing CUSR's mission statement, vision statement, core competencies and SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

Tuesday, December 1, 2015 • Strategy Session

3-hour meeting starting with a review the SWOT analysis. This guided conversation on key issues to address in the plan and solidify themes the key initiatives and action items would be built from.

Wednesday, December 16, 2015 • Metrics Session

3-hour meeting to finalize strategic themes and brainstorm action items on which to place along a simple timeline to determine urgency and priority.

Wednesday, January 20, 2016 • Metrics Session

3-hour meeting to create measurable goals to place along a timeline, according to the strategic themes. Finalization of the mission and vision statements.

February 18, 2016 • Initial Plan Review

Review of the first draft of the plan.

April 12, 2016 • Plan Completed





To provide quality recreation programs and services for Champaign-Urbana residents with disabilities.



To create a diverse, dynamic and inclusive community that provides opportunities for people of all abilities.



- STRATEGIC INITIATIVES -



ACTION ITEMS



Schedule 1st advisory board meeting
 📅 DUE DATE: APR 2016



Meet to brainstorm on new community partners and collaborations
 📅 DUE DATE: NOV 2016

Plan Structure



Participants

- Jessica DeYoung
CUSR Manager
- Caitlin Kost
CUSR Adult & ADA Coordinator
- Grace Rolnicki
CUSR Inclusion/Youth & Teen Coordinator
- Shelbie Kearfott
CUSR Athletics & Volunteer Coordinator
- Joe DeLuce
CPD Executive Director
- Jameel Jones
CPD Director of Recreation
- Timothy Bartlett
UPD Executive Director
- Corky Emberson
UPD Supt. of Recreation
- David Michael Moore
Facilitator & Visual Communicator





STRATEGIC INITIATIVE #2
Utilize CPD & UPD resources to broaden reach

- Organize meetings with CPD/UPD marketing teams and develop expectations and process for promoting CUSR
 📅 APR 2016 OWNER:
- Reserve two page spread in upcoming CPD/UPD brochure (for print bid)
 📅 SEPT 2016 OWNER:
- Create script to upsell CUSR programs (for front desk)
 📅 NOV 2016 OWNER:
- Organize/design CUSR section of the CPD/UPD brochure
 📅 NOV 2016 OWNER:



STRATEGIC INITIATIVE #3
Increase utilization of inclusion services

- Hold 1st meeting to improve communication with inclusion staff (Meet with camp coordinators)
 📅 MAR 2016 OWNER:
- Update Inclusion 1-sheet for distribution at CPD/UPD offices
 📅 APR 2016 OWNER:
- Develop behavior management training for park districts
 📅 MAY 2016 OWNER:
- Create protocol to request inclusion services
 📅 SEPT 2016 OWNER:
- Create CUSR definition on inclusion (services) guidelines and how it should be implemented
 📅 SEPT 2016 OWNER:
- Hold 2nd meeting to improve communication with inclusion staff
 📅 SEPT 2016 OWNER:
- Bring more visibility to Inclusion Services in CPD/UPD brochure
 📅 NOV 2016 OWNER:
- Implement behavior management training for park districts
 📅 - OWNER:



STRATEGIC INITIATIVE #4
Remove the stigma of special rec

- Identify local groups to share CUSR stories with (Rotary, Lions Club)—ongoing
 📅 MAR 2016 OWNER:
- Discuss how to better raise awareness through special events (example: Adapted Rec)
 📅 JULY 2016 OWNER:
- Establish speaking schedule & CUSR presentation
 📅 AUG 2016 OWNER:
- Meet with 1st local group/organization to share about CUSR
 📅 AUG 2016 OWNER:
- Write press release on CUSR accomplishments and highlights
 📅 - OWNER:



STRATEGIC INITIATIVE #5
Create a marketing plan

- Reinstate monthly e-newsletter
 📅 FEB 2016 OWNER:
- Social media strategy: Create a consistent Facebook posting schedule
 📅 FEB 2016 OWNER:
- Write an article featuring a CUSR participant (press release)
 📅 FEB 2016 OWNER:
- Discuss current brand identity: How do we tell our story and communicate WHY we do what we do
 📅 MAY 2016 OWNER:
- Explore creating a CUSR commercial (highlight reel)
 📅 OCT 2016 OWNER:
- Create plan for advertsing at non-traditional venues (such as theater slides, reader services, UPTV, ciLiving)
 📅 NOV 2016 OWNER:
- Create/contract marketing plan
 📅 - OWNER:





STRATEGIC THEME

Cultivate excellence in customer service where participants and staff thrive

FOCUS: STAFFING

Summary

The biggest factor influencing a participant's experience and enjoyment are the staff that bring each CUSR program to life. Strong organizational values, incentives, and instilling a philosophy of customer service can improve morale and commitment to excellence.

Due to seasonal turnover, employee training must be conducted and reviewed regularly. Creating an employee manual will be important to communicating expectations.



STRATEGIC INITIATIVE #1

Update staff training process

- Begin online risk management trainings—ongoing
 📅 MAY 2016 OWNER:
- Start discussion on new employee manual
 📅 JUNE 2016 OWNER:
- Develop new employee manual
 📅 JULY 2016 OWNER:
- Implement new employee manual
 📅 AUG 2016 OWNER:
- Organize front-desk training for CPD/UPD offices
 📅 AUG 2016 OWNER:
- Explore step to filter CUSR applicants before interview
 📅 DEC 2016 OWNER:
- Begin seasonal customer service training
 📅 MAY 2017 OWNER:
- Schedule "refresher" for summer part-time staff: customer service; Rec Department presentation
 📅 MAY 2017 OWNER:





STRATEGIC INITIATIVE #2

Create standards for customer service

- Create rewards/awards to celebrate outstanding customer service
 📅 SEPT 2016 OWNER:
- Establish trainings for part-time staff: customer service training
 📅 DEC 2016 OWNER:
- Create customer service philosophy
 📅 DEC 2016 OWNER:
- Create coaching environment /tips to correct actions
 📅 - OWNER:



STRATEGIC INITIATIVE #5

Identify CUSR needs for staff, interns and volunteers

- Explore scheduling software options
 📅 FEB 2016 OWNER:
- Add 2 part-time field work students—ongoing (each summer)
 📅 MAY 2016 OWNER:
- Add 1 full-time intern—ongoing (for each brochure season)
 📅 MAY 2016 OWNER:
- Training for delegation of front desk staff: asking for help; handling marketing tasks
 📅 SEPT 2016 OWNER:
- Explore hiring a dedicated bus driver
 📅 DEC 2016 OWNER:



STRATEGIC INITIATIVE #3

Identify values and integrate them into CUSR culture

- Hold meeting to discuss CUSR values
 📅 MAY 2016 OWNER:
- Approve CUSR organizational values
 📅 MAY 2016 OWNER:



STRATEGIC INITIATIVE #4

Reduce staff turnover and volunteer burnout

- Explore incentive bonus to retain good workers
 📅 FEB 2016 OWNER:
- Hold meeting to discuss best practices for removing problem staff and dealing with staff shortage
 📅 - OWNER:





STRATEGIC THEME

Position for future growth by establishing a solid foundation of business operations

FOCUS: POLICY

Summary

Writing and reviewing policy with CUSR leadership puts everyone on the same page for more efficient decision-making in the future. Affordability was one of the big issues to come out of CUSR's strategic planning meetings. A revenue policy will help determine program fees and how to maximize scholarships. Transportation to and from programs is a big advantage CUSR has over similar services in the area. Creating a solid transportation policy will benefit CUSR and its participants alike.

Last, but not least, continued review and updating of the strategic plan is the best way to achieve long-term goals.



STRATEGIC INITIATIVE #1

Identify core programming

- Hold meeting to discuss core programming "What would you do no matter what?"
 JUNE 2016 OWNER:
- Define core programming using CUSR values
 JUNE 2016 OWNER:





STRATEGIC INITIATIVE #2

Create revenue policy with philosophy on fundraising & grants

- Create /write revenue policy
 ☞ JULY 2016 OWNER:
- Review and revise revenue policy
 ☞ JUNE 2016 OWNER:
- Revise communication piece for CUSR scholarships
 ☞ JUNE 2016 OWNER:
- Approve revenue policy
 ☞ JULY 2016 OWNER:
- Set scholarships and program fees based on revenue policy
 ☞ - OWNER:



STRATEGIC INITIATIVE #4

Conduct affordability review; address Service vs. Business balance

- Conduct part-time wage study—ongoing
 ☞ MAY 2017 OWNER:
- Conduct affordability review
 ☞ - OWNER:
- Hold meeting to discuss results of affordability review
 ☞ - OWNER:



STRATEGIC INITIATIVE #3

Create a transportation policy

- Create communication piece for transportation services
 ☞ AUG 2016 OWNER:
- Review & revise transportation policy
 ☞ SEPT 2016 OWNER:
- Approve transportation policy
 ☞ OCT 2016 OWNER:



STRATEGIC INITIATIVE #5

Establish ongoing review and implementation of strategic plan

- Quarterly review of strategic plan; update timeline
 - ☞ JUNE 2016 OWNER:
 - ☞ SEPT 2016 OWNER:
 - ☞ DEC 2016 OWNER:
 - ☞ FEB 2017 OWNER:
 - ☞ JUNE 2017 OWNER:
 - ☞ SEPT 2017 OWNER:
 - ☞ DEC 2017 OWNER:
 - ☞ FEB 2018 OWNER:
 - ☞ JUNE 2018 OWNER:
 - ☞ SEPT 2018 OWNER:
 - ☞ DEC 2018 OWNER:
- Bi-annual review of strategic plan with staff
 - ☞ SEPT 2016 OWNER:
 - ☞ FEB 2017 OWNER:
 - ☞ SEPT 2017 OWNER:
 - ☞ FEB 2018 OWNER:
 - ☞ SEPT 2018 OWNER:
 - ☞ FEB 2019 OWNER:
- Explore contracting new strategic plan
 ☞ DEC 2018 OWNER:





STRATEGIC THEME

Create new community connections and strengthen current connections

FOCUS: SERVING THE COMMUNITY

Summary

CUSR's initiative to lead an advisory committee will be pivotal to reaching new people, making new connections and becoming more visible in the community.

CUSR will also assemble a team of CPD, UPD and CUSR employees to better coordinate and achieve goals across organizations.



STRATEGIC INITIATIVE #1

Lead Advisory Committee and utilize feedback

- Hold 1st advisory board meeting
 📅 APR 2016 OWNER:
- Hold 2nd advisory board meeting
 📅 JUNE 2016 OWNER:
- Hold/Schedule 3rd advisory board meeting
 📅 AUG 2016 OWNER:
- Schedule regular advisory board meetings
 📅 ONGOING OWNER:





STRATEGIC INITIATIVE #2

Identify new community partners and collaborations

- ❑ Explore CUSR “park partners” program with benefits for sponsors
 📅 JUNE 2017 OWNER:
- ❑ Meet to brainstorm on new community partners and collaborations
 📅 JUNE 2017 OWNER:



STRATEGIC INITIATIVE #3

Strengthen communication with families and schools

- ❑ Create 1 new event for families/parents
 📅 SEPT 2016 OWNER:
- ❑ Partner with schools to create a young athletes program
 📅 AUG 2017 OWNER:
- ❑ Plan regional event and invite other special needs organizations
 📅 AUG 2017 OWNER:
- ❑ Plan informational brown-bag event with special needs workers, volunteers, service providers
 📅 SEPT 2017 OWNER:



STRATEGIC INITIATIVE #4

Create a matrix team

- ❑ Create matrix team of CPD, UPD and CUSR employees
 📅 JAN 2017 OWNER:
- ❑ Schedule 1st meeting for matrix team; create own initiatives and coordination strategies
 📅 JAN 2017 OWNER:
- ❑ Establish bi-weekly meeting schedule for matrix team
 📅 FEB 2017 OWNER:
- ❑ Establish monthly meeting schedule for matrix team (discontinue biweekly meetings)
 📅 MAR 2017 OWNER:





STRATEGIC THEME

Diversify programming and improve participants' experiences

FOCUS: QUALITY OF PROGRAMMING

Summary

CUSR is seeking to serve more people and offer more programming, specifically with Pre-K children and those with physical disabilities. With thorough research, CUSR can begin to identify under served groups and how best to reach them.

In order to accommodate some of this growth, CUSR will need a dedicated facility, which requires a dedicated discussion of location, funding and needs.



STRATEGIC INITIATIVE #1

Explore options for a dedicated CUSR facility

- Schedule 1st meeting to discuss CUSR facility; create a wishlist
 📅 OCT 2016 OWNER:
- Assess Leonhard & Brookens as a dedicated CUSR facility
 📅 OCT 2016 OWNER:
- Hold budgeting meeting for CUSR Facility; research available grants
 📅 - OWNER:





STRATEGIC INITIATIVE #2
Expand Urbana programming

- Evaluate needs in Urbana—ongoing
📅 MAR 2016 OWNER:
- Discuss ways to strengthen relationships in Urbana
📅 APR 2016 OWNER:
- Find opportunities to work with Urbana Schools
📅 ONGOING OWNER:
- Add new CUSR programs in Urbana
📅 ONGOING OWNER:



STRATEGIC INITIATIVE #3
Expand sports programs

- Begin flag football program
📅 MAY 2016 OWNER:
- Attend Adaptive Rec Expo
📅 SEPT 2016 OWNER:
- Explore hosting state-wide events
📅 OCT 2016 OWNER:
- Add unified sport: volleyball
📅 SEPT 2016 OWNER:
- Add Special Olympic sports program: bocce
📅 MAR 2017 OWNER:
- Add unified sport: soccer
📅 MAR 2017 OWNER:
- Add unified sport & Special Olympic program: tennis
📅 Q2 2017 OWNER:
- Add adaptive rec program: wheelchair basketball
📅 - OWNER:



STRATEGIC INITIATIVE #4
Begin Pre-K programming

- Research Pre-K services in the area
📅 JAN 2017 OWNER:
- Offer new Pre-K program(s)
📅 AUG 2017 OWNER:
- Hold event about addressing developmental disabilities in early childhood
📅 SEPT 2017 OWNER:
- Enhance relationships with local groups connected to (or offering) Pre-K programs
📅 ONGOING OWNER:



STRATEGIC INITIATIVE #5
Begin Monday-Friday adult programming

- Research potential facilities for adult programming
📅 NOV 2016 OWNER:
- Research grants for Mon-Fri adult programming
📅 NOV 2016 OWNER:
- Research Mon-Fri adult programming
📅 JAN 2017 OWNER:
- Begin Monday-Friday adult programming
📅 MAR 2017 OWNER:



STRATEGIC INITIATIVE #6
Complete ADA plan

- Review progress on ADA Plan
📅 FEB 2017 OWNER:



CUSR TIMELINE

UPDATED 3/16/16

FEB-APR 2016

MAY 2016

 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Reinstate monthly e-newsletter CREATE A MARKETING PLAN OWNER: 	 <ul style="list-style-type: none"> <input type="checkbox"/> Establish guidelines for a "Try a program for free" offering CREATE 1ST TIME OPPORTUNITIES OWNER:
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Social media strategy: Create a consistent Facebook posting schedule CREATE A MARKETING PLAN OWNER: 	 <ul style="list-style-type: none"> <input type="checkbox"/> Develop behavior management training for park districts INCREASE UTILIZATION OF INCLUSION SERVICES OWNER:
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Write an article featuring a CUSR participant (press release)—ongoing CREATE A MARKETING PLAN OWNER: 	 <ul style="list-style-type: none"> <input type="checkbox"/> Discuss current brand identity; How do we tell our story, WHY we do what we do CREATE A MARKETING PLAN OWNER:
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Explore incentive bonus to retain workers REDUCE STAFF TURNOVER & VOLUNTEER BURNOUT OWNER: 	 <ul style="list-style-type: none"> <input type="checkbox"/> Begin online risk management trainings—ongoing UPDATE STAFF TRAINING PROCESS OWNER:
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Explore scheduling software options IDENTIFY CUSR NEEDS FOR STAFF/VOLUNTEERS OWNER: 	 <ul style="list-style-type: none"> <input type="checkbox"/> Hold meeting to discuss CUSR values IDENTIFY VALUES & INTEGRATE THEM OWNER:
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> 1st meeting to improve communication w/ inclusion staff (camp coordinators) INCREASE UTILIZATION OF INCLUSION SERVICES OWNER: 	<ul style="list-style-type: none"> <input type="checkbox"/> Approve CUSR organizational values IDENTIFY VALUES & INTEGRATE THEM OWNER:
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Find local groups to share CUSR stories with (Rotary, Lions Club)—ongoing REMOVE THE STIGMA OF SPECIAL REC OWNER: 	 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Add 2 part-time field work students—ongoing (each summer) IDENTIFY CUSR NEEDS FOR STAFF/VOLUNTEERS OWNER:
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Evaluate needs in Urbana—ongoing EXPAND URBANA PROGRAMMING OWNER: 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Add 1 full-time intern—ongoing (each brochure season) IDENTIFY CUSR NEEDS FOR STAFF/VOLUNTEERS OWNER:
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Organize meetings with marketing teams & develop expectations USE CPD & UPD RESOURCES TO BROADEN REACH OWNER: 	 <ul style="list-style-type: none"> <input type="checkbox"/> Begin flag football program EXPAND SPORTS PROGRAMS OWNER:
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Update inclusion 1-sheet for distribution at CPD/UPD offices INCREASE UTILIZATION OF INCLUSION SERVICES OWNER: 	
 <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Hold 1st advisory board meeting LEAD ADVISORY COMMITTEE & UTILIZE FEEDBACK OWNER: 	



JUNE 2016

JULY 2016 (CONTINUED)



☐ Start discussion on new employee manual
UPDATE STAFF TRAINING PROCESS
 📅 OWNER:



☐ Create/write revenue policy
CREATE REVENUE POLICY
 📅 OWNER:



☐ Hold meeting to discuss core programming
IDENTIFY CORE PROGRAMMING
 📅 OWNER:

☐ Approve revenue policy
CREATE REVENUE POLICY
 📅 OWNER:

☐ Define core programming using CUSR values
IDENTIFY CORE PROGRAMMING
 📅 OWNER:

AUGUST 2016



☐ Review revenue policy
CREATE REVENUE POLICY
 📅 OWNER:



☐ Establish speaking schedule and CUSR presentation
REMOVE THE STIGMA OF SPECIAL REC
 📅 OWNER:

☐ Revise communication piece for CUSR scholarships
CREATE REVENUE POLICY
 📅 OWNER:

☐ Meet with 1st local group/organization to share about CUSR
REMOVE THE STIGMA OF SPECIAL REC
 📅 OWNER:



☐ Quarterly review of strategic plan; update timeline
ONGOING REVIEW & IMPLEMENTATION OF PLAN
 📅 OWNER:



☐ Implement new employee manual
UPDATE STAFF TRAINING PROCESS
 📅 OWNER:



☐ Hold 2nd advisory board meeting
LEAD ADVISORY COMMITTEE & UTILIZE FEEDBACK
 📅 OWNER:

☐ Organize front-desk training for CPD/UPD offices
UPDATE STAFF TRAINING PROCESS
 📅 OWNER:



☐ Discuss ways to strengthen relationships in Urbana—ongoing
EXPAND URBANA PROGRAMMING
 📅 OWNER:



☐ Create communication piece for transportation services
CREATE TRANSPORTATION POLICY
 📅 OWNER:

JULY 2016



☐ Hold/Schedule 3rd advisory board meeting
LEAD ADVISORY COMMITTEE & UTILIZE FEEDBACK
 📅 OWNER:



☐ Discuss how to better raise awareness through special events (ex: Adapted Rec)
REMOVE THE STIGMA OF SPECIAL REC
 📅 OWNER:



☐ Develop new employee manual
UPDATE STAFF TRAINING PROCESS
 📅 OWNER:



CUSR TIMELINE

UPDATED 3/16/16

SEPTEMBER 2016



- ❑ Reserve two page spread in upcoming CPD/UPD brochure (for print bid)
USE CPD & UPD RESOURCES TO BROADEN REACH
📅 OWNER:



- ❑ Create CUSR definition on inclusion (services) guidelines & implementation
INCREASE UTILIZATION OF INCLUSION SERVICES
📅 OWNER:

- ❑ Hold 2nd meeting to improve communication with inclusion staff
INCREASE UTILIZATION OF INCLUSION SERVICES
📅 OWNER:

- ❑ Create protocol to request inclusion services
INCREASE UTILIZATION OF INCLUSION SERVICES
📅 OWNER:



- ❑ Create rewards/awards to celebrate outstanding customer service
CREATE STANDARDS FOR CUSTOMER SERVICE
📅 OWNER:



- ❑ Training for delegation of front desk staff: asking for help; handling marketing tasks
IDENTIFY CUSR NEEDS FOR STAFF/VOLUNTEERS
📅 OWNER:



- ❑ Review and revise transportation policy
CREATE A TRANSPORTATION POLICY
📅 OWNER:



- ❑ Quarterly review (bi-annual review with staff) of strategic plan; update timeline
ONGOING REVIEW & IMPLEMENTATION OF PLAN
📅 OWNER:



- ❑ Create 1 new event for families/parents
STRENGTHEN COMMUNICATION: FAMILIES/SCHOOLS
📅 OWNER:



- ❑ Add unified sport: volleyball
EXPAND SPORTS PROGRAMS
📅 OWNER:

- ❑ Attend Adaptive Rec Expo
EXPAND SPORTS PROGRAMS
📅 OWNER:

OCTOBER 2016



- ❑ Explore creating a CUSR commercial (highlight reel)
CREATE A MARKETING PLAN
📅 OWNER:



- ❑ Approve transportation policy
CREATE A TRANSPORTATION POLICY
📅 OWNER:



- ❑ Schedule 1st meeting to discuss CUSR facility; create a wishlist
EXPLORE OPTIONS FOR DEDICATED CUSR FACILITY
📅 OWNER:

- ❑ Assess Leonhard & Brookens as a dedicated CUSR facility
EXPLORE OPTIONS FOR DEDICATED CUSR FACILITY
📅 OWNER:



- ❑ Explore hosting state-wide events
EXPAND SPORTS PROGRAMS
📅 OWNER:

NOVEMBER 2016



- ❑ Promote "Try a program for free" offering to the public
CREATE 1ST TIME OPPORTUNITIES
📅 OWNER:



- ❑ Create script to upsell CUSR programs (for front desk)
USE CPD & UPD RESOURCES TO BROADEN REACH
📅 OWNER:

- ❑ Organize/design CUSR section of the CPD/UPD brochure
UTILIZE CPD/UPD RESOURCES TO BROADEN REACH
📅 OWNER:



- ❑ Bring more visibility to Inclusion Services in CPD/UPD brochure
INCREASE UTILIZATION OF INCLUSION SERVICES
📅 OWNER:



- ❑ Create plan for advertising at non-traditional venues
CREATE A MARKETING PLAN
📅 OWNER:



NOVEMBER 2016 (CONTINUED)

JANUARY 2017



- ❑ Research potential facilities for adult programming
BEGIN MONDAY-FRIDAY ADULT PROGRAMMING
OWNER:



- ❑ Create a learn-to-play, instructional (non-competitive) event
CREATE 1ST TIME OPPORTUNITIES
OWNER:

- ❑ Research grants for Mon-Fri adult programming
BEGIN MONDAY-FRIDAY ADULT PROGRAMMING
OWNER:



- ❑ Create matrix team of CPD, UPD and CUSR employees
CREATE A MATRIX TEAM
OWNER:

DECEMBER 2016

- ❑ Schedule 1st matrix team meeting; create initiatives & coordination strategy
CREATE A MATRIX TEAM
OWNER:



- ❑ Explore extra step to filter CUSR applicants before interview
UPDATE STAFF TRAINING PROCESS
OWNER:



- ❑ Research Monday through Friday adult programming
BEGIN MONDAY-FRIDAY ADULT PROGRAMMING
OWNER:



- ❑ Create customer service philosophy
CREATE STANDARDS FOR CUSTOMER SERVICE
OWNER:



- ❑ Research Pre-K services in the area
BEGIN PRE-K PROGRAMMING
OWNER:

- ❑ Establish trainings for part-time staff: customer service training
CREATE STANDARDS FOR CUSTOMER SERVICE
OWNER:

FEBRUARY 2017



- ❑ Explore hiring a dedicated bus driver
IDENTIFY CUSR NEEDS FOR STAFF/VOLUNTEERS
OWNER:



- ❑ Organize and promote CUSR Open House
CREATE 1ST TIME OPPORTUNITIES
OWNER:



- ❑ Quarterly review of strategic plan; update timeline
ONGOING REVIEW & IMPLEMENTATION OF PLAN
OWNER:



- ❑ Quarterly review (bi-annual review with staff) of strategic plan; update timeline
ONGOING REVIEW & IMPLEMENTATION OF PLAN
OWNER:



- ❑ Establish bi-weekly meeting schedule for matrix team
CREATE A MATRIX TEAM
OWNER:



- ❑ Review progress on ADA Plan
COMPLETE ADA PLAN
OWNER:



CUSR TIMELINE

UPDATED 3/16/16

MARCH 2017



- ❑ Promote the learn-to-play, instructional (non-competitive) event
CREATE 1ST TIME OPPORTUNITIES
📅 OWNER:



- ❑ Establish monthly meeting schedule for matrix team (discontinue biweekly)
CREATE A MATRIX TEAM
📅 OWNER:



- ❑ Add unified sport: soccer
EXPAND SPORTS PROGRAMS
📅 OWNER:

JUNE 2017



- ❑ Explore CUSR "park partners" program with benefits for sponsors
IDENTIFY NEW COMMUNITY PARTNERS
📅 OWNER:

- ❑ Meet to brainstorm on new community partners and collaborations
IDENTIFY NEW COMMUNITY PARTNERS
📅 OWNER:

AUGUST 2017

- ❑ Add special Olympic sports program: bocce
EXPAND SPORTS PROGRAMS
📅 OWNER:



- ❑ Begin Monday-Friday adult programming
MONDAY-FRIDAY ADULT PROGRAMMING
📅 OWNER:



- ❑ Partner with schools to create a young athletes program
STRENGTHEN COMMUNICATION: FAMILIES/SCHOOLS
📅 OWNER:

- ❑ Plan regional event and invite other special needs organizations
STRENGTHEN COMMUNICATION: FAMILIES/SCHOOLS
📅 OWNER:

APRIL & MAY 2017



- ❑ Hold CUSR Open House event
CREATE 1ST TIME OPPORTUNITIES
📅 OWNER:



- ❑ Schedule "refresher" for summer part-time staff: customer service
UPDATE STAFF TRAINING PROCESS
📅 OWNER:

- ❑ Begin seasonal customer service training
UPDATE STAFF TRAINING PROCESS
📅 OWNER:



- ❑ Conduct part-time wage study —ongoing
ADDRESS SERVICE VS. BUSINESS BALANCE
📅 OWNER:



- ❑ Add unified sport and Special Olympic program: tennis
EXPAND SPORTS PROGRAMS
📅 OWNER:

SEPTEMBER 2017



- ❑ Plan informational brown-bag event with community partners / friends
STRENGTHEN COMMUNICATION: FAMILIES/SCHOOLS
📅 OWNER:



- ❑ Hold event about addressing developmental disabilities in early childhood
BEGIN PRE-K PROGRAMMING
📅 OWNER:

- ❑ Offer new Pre-K program(s)
BEGIN PRE-K PROGRAMMING
📅 OWNER:



ONGOING

NO DUE DATES ASSIGNED

 <ul style="list-style-type: none"> Find local groups to share CUSR stories with (Rotary, Lions Club) REMOVE THE STIGMA OF SPECIAL REC OWNER: 	 <ul style="list-style-type: none"> Implement behavior management training for park districts INCREASE UTILIZATION OF INCLUSION SERVICES OWNER:
 <ul style="list-style-type: none"> Write an article/press release featuring a CUSR participant (3 articles/year) CREATE A MARKETING PLAN OWNER: 	 <ul style="list-style-type: none"> Write press release on CUSR accomplishments and highlights REMOVE THE STIGMA OF SPECIAL REC OWNER:
 <ul style="list-style-type: none"> Continue online PDRMA trainings for each season UPDATE STAFF TRAINING PROCESS OWNER: 	 <ul style="list-style-type: none"> Create/contract marketing plan CREATE A MARKETING PLAN OWNER:
 <ul style="list-style-type: none"> Add 2 part-time each summer, 1 full-time intern each brochure season IDENTIFY CUSR NEEDS FOR STAFF/VOLUNTEERS OWNER: 	 <ul style="list-style-type: none"> Create coaching environment /tips to correct actions CREATE STANDARDS FOR CUSTOMER SERVICE OWNER:
 <ul style="list-style-type: none"> Conduct part-time wage study ADDRESS SERVICE VS. BUSINESS BALANCE OWNER: 	 <ul style="list-style-type: none"> Hold meeting discussing best practices: staff removal; dealing with staff shortage REDUCE STAFF TURNOVER & VOLUNTEER BURNOUT OWNER:
 <ul style="list-style-type: none"> Schedule regular advisory board meetings LEAD ADVISORY COMMITTEE & UTILIZE FEEDBACK OWNER: 	 <ul style="list-style-type: none"> Set scholarships and program fees based on revenue policy CREATE REVENUE POLICY OWNER:
 <ul style="list-style-type: none"> Strengthen relationships, find ways to work with Urbana and Urbana schools EXPAND URBANA PROGRAMMING OWNER: 	 <ul style="list-style-type: none"> Conduct affordability review ADDRESS SERVICE VS. BUSINESS BALANCE OWNER:
<ul style="list-style-type: none"> Add new CUSR programs in Urbana EXPAND URBANA PROGRAMMING OWNER: 	<ul style="list-style-type: none"> Hold meeting to discuss results of affordability review ADDRESS SERVICE VS. BUSINESS BALANCE OWNER:
 <ul style="list-style-type: none"> Enhance relationships with local groups connected to Pre-K programs BEGIN PRE-K PROGRAMMING OWNER: 	 <ul style="list-style-type: none"> Hold budgeting meeting for CUSR Facility; research available grants EXPLORE OPTIONS FOR A DEDICATED CUSR FACILITY OWNER:
	 <ul style="list-style-type: none"> Add adaptive rec program: wheelchair basketball EXPAND SPORTS PROGRAMS OWNER:



FIRST STRATEGIC PLANNING SESSION, OCTOBER 27, 2015

Visioning: Brainstorm Mission & Vision statements, discuss core competencies, SWOT Analysis, Strategic Themes



ABOUT GRAPHIC FACILITATION

Graphic facilitation is the practice of using drawing to capture big ideas and promote visual thinking. By illustrating the discussion live as it unfolds, participants are led through the strategic planning process in a creative, interactive way. Everyone can see progress being made and are more engaged with the process as a result.

CUSR's Strategic Planning process began with 3 graphic facilitation sessions to gather input from staff. After each session concluded, the artwork on the banners were finished and photographed, so the banners could be posted and digital files could be shared and remember the experience by.



A visual record makes it easier to review and comprehend the information derived from meetings, an important asset in creating a thorough strategic plan such as this. The following pages show the final banners from each session.

SWOT ANALYSIS FROM THE FIRST STRATEGIC PLANNING SESSION, OCTOBER 27, 2015

STRENGTHS

- TRAINED & CERTIFIED STAFF
- CPR
- CPA
- INCLUSION
- PROGRAMS & EVENTS
- TRANSPORTATION
- ADAPTIVITY
- PARK DISTRICT SUPPORT
- FACILITIES
- LEONHARD, BROOKENS
- CUSTOMER SERVICE
- PROVIDING 1st TIME OPPORTUNITIES
- WEBSITE + FACEBOOK
- SCHOLARSHIPS

WEAKNESSES

- AD BUDGETS
- MARKETING
- PERCEPTION & REPUTATION
- # OF DAILY STAFF vs POPULATION SIZE
- RENTING FACILITIES
- PRICING
- PARTICIPANT UNWILLINGNESS TO TRY NEW THINGS

OPPORTUNITIES

- BUILDING COMMUNITY AWARENESS THROUGH OUR SPECIAL EVENTS
- FUNDRAISING
- GRANT FUNDING
- PARTNERSHIPS
- EXPAND TARGET MARKET
- SPECIAL OLYMPICS
- INCLUSION AWARENESS
- FAMILY PROGRAMMING

THREATS

- COST

Additional Notes:

- GOALS FOR GROWTH: More Awareness
- INCLUSION GROWING
- ABILITY TO OFFER MORE SERVICES
- ANNUAL DISABILITY EXPO
- FUND EVENTS CENTER
- DISTRIBUTING TO SCHOOLS (CASH MANAGED)
- OHIO, MIGHTY MATTERS
- ENGAGEMENT GOALS
- DO NOT HAVE OWN INDOOR RECREATION
- CUSR USES INTERNAL RSVP SYSTEM (PAPER/ONLINE)
- RECEIVES LOWER PRIORITY WHEN RESERVING SPACE
- STAFF COSTS HAVE MOST INFLUENCE WHEN PRICING PROGRAMS
- CUSR GENERAL STAFF/EVENT: 5 2 3 3-4 2
- dances cooking after school bingo crafting
- YOUTH, TEEN & PRESCHOOL PROGRAMS FREQUENTLY CANCELLED (lack min. attendance)
- REMOVE THE "NEW" DESIGNATION...
- "new programs can be frustrating, but are REWARDING!"
- LET'S START THE CONVERSATION: WHAT DO WE WANT TO DO? WHAT DO THEY WANT TO DO?
- SOME UNDERLYING FEAR HERE
- INTERESTED IN LOW COST ACTIVITIES TO HANG OUT WITH PEERS
- COST IS AN ISSUE AS WE ARE AN OUT-OF-CHAMPAIGN RESIDENT
- IF ACTIVITIES LESS THAN 2 HRS, THEY NOT WORTH TIME TO DRIVE THERE & BACK (\$40-50 for 2hr or less quite expensive)

