



## AGENDA

### SPECIAL BOARD MEETING REMOTE MEETING HELD VIA TELECONFERENCE

The President of the Board of Commissioners has determined that an in-person meeting or a meeting conducted pursuant to the Open Meetings Act is not practical or prudent because of the COVID-19 disaster.

*(As permitted by Public Act 101-0640)*

**Citizens may participate in the zoom meeting by going to the following web address:**  
<https://us02web.zoom.us/j/84640042351?pwd=QXNsZ3BNck9FNjJBRDVmTnlTaFBOU09>

For online video access, please use the following Meeting ID and Password when prompted:

Meeting ID: 846 4004 2351

Password: 595521

Alternatively, the meeting may be accessed by telephone at:  
1-312-626-6799, If prompted for the following items, please enter:  
Meeting ID: 846 4004 2351, followed by the # symbol  
Password: 595521, followed by the # symbol

Citizens will be offered an opportunity to speak to the Board during the public comment portion. To facilitate this and not have individuals speaking over one another, the Park District kindly requests that individuals wishing to address the Board via the conference line during public comment notify the Park District via email, as noted below, of their intent to address the Board. Alternatively, citizens may submit public comments by email prior to the Board meeting, to be announced by the Park Board President during the public comment portion of the meeting. Email submissions (notice of intent to speak or comment via email) should be submitted by Noon on Monday, January 24, 2022, and sent to [joe.deluce@champaignparks.org](mailto:joe.deluce@champaignparks.org).

**Monday, January 24, 2022  
5:30 p.m.**

#### A. CALL TO ORDER

#### B. COMMENTS FROM THE PUBLIC

#### C. NEW BUSINESS

1. Approval of Health Insurance Rates for 2022-2023  
Staff recommends approval of the health insurance rates for 2022/2023. The plan was approved by the Benefits Advisory Committee and the Champaign City Council on January 18, 2022. **(Roll Call Vote)**

#### D. DISCUSSION

1. FYE23 Capital Budget and the 2023-2032 Capital Improvement Plan
2. FY23-FY25 Strategic Plan
  - a. Mission, Vision, Values
  - b. Priorities, Goals & Action Items
    - i. Customer & Community Focus
    - ii. Financial Strength

#### E. COMMENTS FROM COMMISSIONERS

#### F. ADJOURN



## REPORT TO PARK BOARD

**FROM:** Joe DeLuce, Executive Director

**DATE:** January 24, 2022

**SUBJECT:** Health Insurance 2022/2023

### Background

The Champaign Park District partners with the City of Champaign to increase the bargaining power and risk pool for health insurance rates. The Benefit Advisory Committee (BAC) is comprised of City HR professionals and representatives from bargaining units including the library, the Park District and Sanitary Districts. The group meets to discuss broad perspective expenditures within the plan, possible plan changes or options, member concerns, and other relevant topics.

This year the BAC negotiated with Health Alliance to offer the current HMO and an additional Three-Tiered Point of Service (POS) option. As anticipated from last year the current HMO premium is increasing 6%. To help offset this cost to employers and employees a new POS plan was negotiated. The POS plan will carry a 9% decrease from the current premium.

The current and proposed rates including the City's 1.7% administrative fee are:

	Current Rates			New HMO Rates			New 3-Tiered HMO Rates		
	Premium	CPD Cost	Employee Cost	Premium	CPD Cost	Employee Cost	Premium	CPD Cost	Employee Cost
Employee	\$667.15	\$667.15	\$0.00	\$706.82	\$706.82	\$0.00	\$606.13	\$606.13	\$0.00
Employee + Spouse	\$1,579.40	\$1,032.05	\$547.35	\$1,673.98	\$1,093.68	\$580.30	\$1,436.00	\$938.08	\$497.92
Employee + Children	\$1,237.69	\$895.37	\$342.32	\$1,311.93	\$948.86	\$363.07	\$1,124.80	\$813.60	\$311.20
Employee + Family	\$1,648.56	\$1,059.71	\$588.84	\$1,747.21	\$1,122.97	\$624.23	\$1,498.04	\$962.89	\$535.15

There were no proposed changes to the HMO plan for the 2022/2023 year. The POS plan is a new option to be offered to Park District employees. The plan has three tiers for employees to work within. Staff will not choose the desired tier; eligibility is determined based on if the plan participant is in or out of network. Each tier has a different deductible.

- Tier 1, \$500 deductible – Christie and Carle facilities and doctors
- Tier 2, \$750 deductible – All other in-network facilities and doctors
- Tier 3, \$3,000 deductible – Out of Network

Networks can be found on the Health Alliance website.

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**The mission of the Champaign Park District is to enhance our community's quality of life through positive experiences in parks, recreation, and cultural arts.**

The Champaign Park District recognizes the importance of offering a competitive benefit plan and total compensation package to help attract and retain a talented and productive workforce.

This plan was approved by the Champaign City Council at their January 18, 2022 meeting.

The proposed plans include the CPD practice of covering employee only coverage premium and 40% of the dependent coverage premium. It is the practice of the Park District to allow full-time employees to waive the health insurance coverage if they can be covered elsewhere on a qualified health insurance plan. Those employees receive an annual \$2,000 stipend.

Prior Board Action

History of increases over the last thirteen years is as follows:

Plan Year	% Increase	Comments
2009	12.75%	Dropped PPO option, increased out of pocket costs to employees and option is now an HMO only plan
2010	8.95%	No change to plan
2011	6.48%	No change to plan
2012	4.4%	No change to plan
2013	0.0%	Used risk share agreement to keep plan the same
2014	4.5%	No change to plan and used revenue share to drop original proposed increase of 11% proposed increase down to 4.5%
2015	0.5%	Changes to the plan and use of risk share
2016	0.0%	No change to the plan and use of a portion of the risk share
2017	4.9%	Increased employee paid copays for Doctor
2018	-2.64%	Decrease with no changes to the plan
2019	0.0%	No changes to the plan or cost, no risk share used.
2020	5.0%	No changes to the plan, nothing added to risk share
2021	0.0%	No changes to the plan or cost. (2 <sup>nd</sup> year rate cap of 6% if there are no changes to the plan)
2022	6%	No change to HMO plan Added 3 Tier POS plan option

Budget Impact

The Park District currently has sixty-five (65) employees enrolled in the Health Alliance HMO plan. Of those sixty-five (65) people, forty-eight (48) are enrolled in employee only, five (5) in employee + spouse, four (4) in employee + children and eight (8) in employee + family. If all sixty-five (65) enrolled employees choose to retain their current plan, the budget increase will be \$2,932.42/month or \$35,189.04/annually.

To offset the increase, and continue to cover employees at 100% for employee only coverage premiums for both options, anyone with dependent coverage would have to move to the new POS plan. Current CPD cost for employee + dependents are \$18,247.68/month. On the new POS plan it would be \$15,647.95, which equals a difference of \$2,599.73.

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**The mission of the Champaign Park District is to enhance our community's quality of life through positive experiences in parks, recreation, and cultural arts.**

Recommended Action

Staff recommends approval of the health insurance rates for 2022/2023. The plan was approved by the Benefits Advisory Committee and the Champaign City Council on January 18, 2022.

Prepared by:

Reviewed by:

Heather Miller, MHRIR  
Director of HR

Joe DeLuce, CPRP  
Executive Director



## REPORT TO PARK BOARD

**FROM:** Joe DeLuce, Executive Director

**DATE:** January 19, 2022

**SUBJECT:** Capital Improvement Plan – Annual Projects and Purchases

### Background

The 2023-2022 Capital Improvement Plan (CIP) was presented for discussion at the January 12, 2022 board meeting and is presented below in the same format.

For today's discussion, we would like to focus on the section of 2023 ANNUAL PROJECTS AND PURCHASES, with the intent of getting consensus from the Board to bring this section back for formal approval at a later date.

This section details eighteen areas of annual expenditures related to infrastructure repair, maintenance and improvement. For 2023, we are requesting \$1,204,000.00.

Other sections of the CIP will be placed on future agendas for consensus and/or approval.

### Prior Board Action

There has not been prior Board Action.

### Budget Impact

A total of \$1,204,000 has been proposed for 2023 ANNUAL PROJECTS AND PURCHASES.

### Recommended Action

We are not requesting formal action at this time. However, we are seeking consensus in order to further develop the Capital Improvement Plan and Capital Budget and then bring it forward for approval at a future date.

Prepared by:

Reviewed by:

Daniel Olson  
Director of Operations

Joe DeLuce  
Executive Director



## REPORT TO PARK BOARD

**FROM:** Joe DeLuce, Executive Director

**DATE:** January 5, 2022

**SUBJECT:** Discussion FYE2023 Capital Budget and 2023-2032 Capital Improvement Plan

### Background

The Capital Improvement Plan (CIP) and subsequent budget that arises from it, provides the basis for control of expenditures for the acquisition of Park District assets, new construction and renovation of facilities, parks and equipment. The Board of Commissioners typically discusses capital as a first step in the overall budget process in order to make decisions on large expenditures.

The draft CIP projects list is structured differently from in the past. This structure was chosen in order to make the review and editing by the Executive Director and the Board much simpler, as well as making updates easier for the staff. Highlighting some of the differences:

- The CIP is a ten-year outlook. Previously a six year.
- We grouped annual expenditures together to provide you a view of the “cost of doing business”.
- Projects funded in whole or part from the Special Recreation Fund (ADA) or grant funding are noted with symbols.
- Projects that will require funding from the operational budget to complete the capital project are also noted with a symbol.

### Process

Development of the CIP and Capital Budget began with facility and park tours and meeting with key staff that oversee those areas. A comprehensive projects list was developed from these meetings and requests from all staff. The projects list includes repairs and replacements but also includes new concepts and construction. Well over 400 projects were submitted for consideration and this list will be available to add to throughout the year. From the projects list, the below CIP was developed and then reviewed by the Executive Director.

### Prior Board Action

No previous action or discussion.

### Budget Impact

The draft capital budget for FYE2023 is \$1,878,000 as presented. An additional \$2,379,000 in carryover or multi-year projects that have been previously approved is also included.

### Recommended Action

The Capital Budget and Capital Improvement Plan are presented for discussion only at this time. However, final Board approval of the CIP Plan and the Capital Budget would be ideal no later than March 9, 2022.

Prepared by:

Daniel Olson  
Director of Operations

Reviewed by:

Joe DeLuce  
Executive Director

**Champaign Park District 2023 to 2032 Capital Improvement Plan**

Updated January 7, 2022

\* Denotes Special Recreation/ADA Funding in part or whole.

^ Denotes grant funding in part or whole.

~ Denotes project has architectural/design/engineering costs associated in an operating budget.

<b>ANNUAL PROJECTS AND PURCHASES</b>								
<b>Project Name</b>	<b>Short Description</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029-2032</b>
Annual Vehicle Purchase/Replacement	Three replacements. Replacement of new vehicles assessed quarterly.	\$ 95,000	\$ 185,000	\$ 180,000	\$ 150,000	\$ 170,000	\$ 150,000	\$ 13,000
Annual Rolling Stock Purchase/Replacement	Pull-behind mower replacement in 2023.	\$ 30,000	\$ 115,000	\$ 100,000	\$ 50,000	\$ 25,000	\$ 40,000	\$ 40,000
Annual Painting	Interior and exterior painting needs are evaluated multiple times per year. Painting done in-house.	\$ 40,000	\$ 20,100	\$ 20,100	\$ 15,000	\$ 15,000	\$ 12,000	\$ 12,000
Annual Concrete*	Replacement or new concrete for safety, accessibility, and edging.	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 45,000
Annual HVAC	Small HVAC replacements. Hays in 2023.	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Annual Flooring	General carpeting, tile, or epoxy, baseboard, etc. Operations break room, hall and offices in 2023.	\$ 25,000	0	\$ 20,100	\$ 19,000	\$ 12,000	\$ 12,000	\$ 12,000
Annual Asphalt Sealcoating and Striping	Maintenance on asphalt areas.	\$ 40,000	\$ 30,100	\$ 32,100	\$ 15,000	\$ 20,000	\$ 20,000	\$ 22,000
Annual Roadway~	Parkland Way repair and District patching.	\$ 106,000	\$ 106,000	\$ 108,000	\$ 110,000	\$ 108,000	\$ 108,000	\$ 3,000
Annual Park Amenities*	Benches, signs, water fountains, pet stations, trash and recycle bins, etc.	\$ 40,000	\$ 20,000	\$ 22,000	\$ 22,000	\$ 25,000	\$ 20,000	\$ 20,000
Annual Playground Surfacing*	Fibar Purchase and pour-in-place repair.	\$ 37,000	\$ 38,110	\$ 39,300	\$ 40,200	\$ 40,200	\$ 42,000	\$ 44,000
Annual Sports Field Mix	Infield mix and outfield/foul tracks warning areas.	\$ 15,000	\$ 10,000	\$ 10,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 15,000
Annual Fencing Replacement	Small fencing projects new and replacement.	\$ 25,000	\$ 25,000	\$ 15,000	\$ 15,000	\$ 18,000	\$ 10,000	\$ 10,000
Annual Playground Replacement*	Davidson Park in-house installation in 2023.	\$ 75,000	\$ 210,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 250,000	\$ 250,000
Annual Technology Replacement	Replacement and new servers, security cameras, computers, copiers, laptops, software, computer cameras, phones, etc.	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Annual Fitness/Weight Equipment Replacement/New	For 2023, LRC original treadmill replaced, two dumbbell benches replaced, rack for medicine ball, mat and dumbbell storage replacement.	\$ 14,000	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 25,000	\$ 15,000
Annual Roofing Projects	General shingle and metal roof replacements. Dodds Tennis Center in 2023.	\$ 450,000	\$ 108,000	\$ 490,000	\$ 22,000	0	0	0
Annual Tables/Chairs/Furniture Replacement*	For 2023, LRC original tables and chairs from opening. 24 new tables. Old tables used in preschool/daycamp room replacing ones falling apart.	\$ 7,000	\$10,000	\$5,000	\$7,000	\$10,000	\$10,000	5000
Contingency	Unexpected expenditures related to capital items. Five percent of total capital.	\$ 70,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 85,000
<b>Annual Project and Purchases Totals</b>		<b>\$ 1,204,000</b>	<b>\$ 1,112,310</b>	<b>\$ 1,486,600</b>	<b>\$ 922,200</b>	<b>\$ 900,200</b>	<b>\$ 921,000</b>	<b>\$ 686,000</b>
<b>Proposed Capital Projects 2023 to 2032</b>								
<b>Project Name</b>	<b>Short Description</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029-2032</b>
Stormwater Drain Break Fountain Outflow West Side Park	Scope line. Address break/plug between Prayer for Rain and drop drain.	\$ 10,000	0	0	0	0	0	0
Band Shell Renovation West Side Park~	Design for cabling and iron exclusions by Architectural Expressions.	\$ 26,000	0	0	0	0	0	0
West Shop Back Gutters	Cut off rotted beams and add covers. Add gutters and downspouts with possible pop-ups done in house.	\$ 18,000	0	0	0	0	0	0
Robeson Meadows West ADA Walk and Fountain*	Entry sidewalk, fountain, etc. not to ADA standards.	\$ 24,000	0	0	0	0	0	0
Electric Power into Porter Family Park~	Dan has estimates from Illinois Power Engineers.	\$ 33,000	0	0	0	0	0	0
Facility Security Equipment with new company	Replace current security vendor and do limited upgrades.	\$ 55,000	0	0	0	0	0	0
Network Upgrades Douglass CC and Annex	Pushed out from 21/22 to trade with District-wide phones.	\$ 95,000	0	0	0	0	0	0
Outdoor Basketball Courts Resurface Douglass Park (2 courts)	Outdoor basketball courts are in bad shape.	\$ 110,000	0	0	0	0	0	0
East Lobby Renovation at Virginia Theatre^~	Only if grant is IDNR Public Museum Grant is approved.	\$ 200,000	0	0	0	0	0	0
Lindsay Garden Renovation	Includes plant renovation, expansion of path, ID placards.	\$ 10,000	0	0	0	0	0	0

Dodds ADA Crosswalks Construction*~	ADA compliance with sidewalk crossings throughout Dodds Park.	\$ 30,000	0	0	0	0	0	0	0
Carle at the Fields Trail Nodes*	Activity nodes along trail. New build in planning stages in agreement with Carle.	\$ 25,000	0	0	0	0	0	0	0
<b>Equipment Purchases no outside installation fees</b>									
Dog Park Agility Stations	Replacement of old handmade stations.	\$ 12,000	0	0	0	0	0	0	0
Outdoor Sports Goal Replacement	Dodds soccer goals. Dodds Lacrosse Goals.	\$ 15,000	0	0	0	0	0	0	0
Douglass CC Gym Scoreboards (2 boards)	Two boards replaced.	\$ 11,000	0	0	0	0	0	0	0
<b>Carryover Projects from FY22</b>									
Martens Center^~	Final Payment to contractor May or June 2022.	\$ 500,000							
Spalding Tennis Court renovations~	Remove, replace existing and add two. New fencing, lights, bleachers, etc.	\$ 335,000	0	0	0	0	0	0	0
Pickleball Complex Contracted Construction~	New complex on Seaman Field.	\$ 750,000	0	0	0	0	0	0	0
Leonhard Access Drive Construction~	Construction to install access drive to back of Leonhard.	\$ 44,000	0	0	0	0	0	0	0
Greenbelt Bikeway Trail^~	Connection between Heritage and Kaufman parks.	\$ 750,000	0	0	0	0	0	0	0
<b>Project Name</b>	<b>Short Description</b>								
Wayfinding Signs Design and Architectural Virginia Theatre*	Internal directional signage including ADA.	0	\$ 10,000	0	0	0	0	0	0
Outdoor Trashcan Replacement Sholem	Outdoor Trashcan Replacement Sholem.	0	\$ 20,000	0	0	0	0	0	0
Shade Structures Phase 2 Dog Park	Includes adding two additional shade areas without sidewalks to compliment the phase 1 ADA compliant shade with walkway.	0	\$ 22,000	0	0	0	0	0	0
Web Site Upgrade - CPD and CUSR*~	Periodic Upgrade to main website technologies, accessibility and mobility. Strategic Plan item for 23-24.	0	\$ 25,000	0	0	0	0	0	0
Shade Cloth Replacement at Sholem	Shade Cloth Replacement at Sholem.	0	\$ 28,000	0	0	0	0	0	0
Bus/Van/Car Pull-in on Sangamon Ave. CUSR*~	Would need to work directly with the city. Broeren Russo had a quick concept drawn. Will need engineering and city sign-offs.	0	\$ 42,000	0	0	0	0	0	0
Tennis Court Refurbish Sunset Ridge (1 court)	Surfacing.	0	\$ 70,000	0	0	0	0	0	0
Powell Park Path Additions*~	Expansion of internal paths including linking existing connections to city sidewalks.	0	\$ 80,000	0	0	0	0	0	0
Douglass CC Gym Basketball Risers Replacement	Four total baskets are movable. The north two are permanently attached to the wall. Old systems antiquated and not safe. Need keyed wall motorized access and fall safety harnesses. Four total to replace. Parts no longer available.	0	\$ 92,000	0	0	0	0	0	0
Stage Automation (Fly) Control Components Virginia~	Currently older Daktronics model. No longer supports technology and parts.	0	\$ 100,000	0	0	0	0	0	0
Lighting Dodds Soccer Fields 7 and 10	Uses two existing poles. Will need four other new poles.	0	\$ 180,000	0	0	0	0	0	0
Parking Lot renovation Hessel Lot A	Milling, replace, adding parking spots including ADA.	0	\$ 220,000	0	0	0	0	0	0
Pools Repainted (4 pools) Sholem	Estimate does not include blasting to concrete. Tnemec asked for quotes.	0	\$120,000+	0	0	0	0	0	0
Parking Lot renovation Lot L and M at Centennial	Lot L, Prairie Farm west, mill, expand parking spaces to the south, paint. Lot M, Prairie Farm east, mill, new asphalt, paint.	0	\$ 240,000	0	0	0	0	0	0
<b>Project Name</b>	<b>Short Description</b>								
Outdoor Sports Goal Replacement	Dodds soccer goals.	0	0	\$ 14,000	0	0	0	0	0
Lightboard (ION) for Virginia Theatre	Technology and parts no longer supported or available.	0	0	\$ 50,000	0	0	0	0	0
Tennis Court Refurbish Hessel (4 courts)	Surfacing.	0	0	\$ 150,000	0	0	0	0	0
Clark Park Renovation Construction*~	ADA sidewalks, basketball court, playground, sand play, tennis steps, etc.	0	0	\$ 250,000	0	0	0	0	0
Lighting Zahnd Baseball Fields (2 Fields)	Move to LED.	0	0	\$ 300,000	0	0	0	0	0



Lighting Dexter Field	Replaces wooden poles and fixtures to LED.	0	0	\$ 220,000				
Springer Flooding Construction~	Construction to fix Springer flooding.	0	0		0	0	0	0
Douglass CC Lift Access Construction*~	Construction for ADA access to gym and classroom.	0	0		0	0	0	0
<b>Project Name</b>	<b>Short Description</b>							
S2 Lock Douglass Annex	Security and limited entry.	0	0	0	\$ 15,000	0	0	0
S2 Lock Douglass Community Center	Security and limited entry.	0	0	0	\$ 20,000	0	0	0
Interior Plaster and Painting Work	Wear, tear, humidity on plaster. Will need this amount every three years.	0	0	0	\$ 20,000	0	0	0
Warranty Tennis Court Refurbish (4 courts)	Surfacing at Morrissey Park.	0	0	0	\$ 30,000	0	0	0
Kitchen Remodel at Hays Construction*~	Construction to address ADA, aging equipment and cabinetry, rental use, etc.	0	0	0	\$ 80,000	0	0	0
Hazel Park Path Extensions*~	Expansion and link to city sidewalks.	0	0	0	\$ 150,000	0	0	0
<b>Project Name</b>	<b>Short Description</b>							
Basketball Court Replacement Powell (1 court)	Concrete court. May hold up longer.	0	0	0	0	\$ 60,000	0	0
Tennis Court Renovation Eisner (1 court)	Asphalt, surfacing, fencing, posts, nets, etc.	0	0	0	0	\$ 65,000	0	0
Douglass Park North Block Fencing Replacement	North section is need of fencing repair.	0	0	0	0	\$ 70,000	0	0
Digital Projector Replacement Virginia~	Main projector and components.	0	0	0	0	\$ 200,000	0	0
<b>Project Name</b>	<b>Short Description</b>							
Douglass Annex Kitchen Remodel*~	Upgrade cabinets and counter depths if possible. Maybe dishwasher. To meet public health and ADA, may need designer.	0	0	0	0	0	\$ 55,000	0
Kitchen Remodel Springer (Instructional Kitchen)*~	Remodel to an instructional kitchen and new appliances and ADA.	0	0	0	0	0	\$ 68,000	0
<b>Project Name</b>	<b>Short Description</b>							
TBD	TBD	0	0	0	0	0	0	0
<b>Project Totals</b>		<b>\$ 3,053,000</b>	<b>\$ 1,129,000</b>	<b>\$ 984,000</b>	<b>\$ 315,000</b>	<b>\$ 395,000</b>	<b>\$ 123,000</b>	<b>\$0</b>



## REPORT TO PARK BOARD

**FROM:** Joe DeLuce, Executive Director

**DATE:** January 20, 2022

**SUBJECT:** Discussion: FY23 Strategic Plan – Mission, Vision, Values, Customer & Community Focus and Financial Strength Initiatives

### Background

The Park District is nearing the end of its most recent strategic plan at the close of FY22 (April 30, 2022). The Board and staff have completed the input process to create a new three-year strategic plan and staff have developed a draft plan for the Board to review.

Staff recommend the Board review and discuss the strategic plan draft in segments with the intent of reaching consensus for key areas of the strategic plan before the Board revisits and considers approval of the entire new strategic plan in its entirety.

For this discussion, we recommend the Board reviews the current mission, potential updates to the vision statement, combining the workplace culture statement with the values statements, and two of five key initiatives (customer and community focus and financial strength). Please see exhibit A to reference these items.

### Prior Board Action

No previous Board action has occurred. The strategic plan draft has been an agenda discussion item for the 12/8/21 and 1/12/22 Regular Board meetings.

### Recommended Action

We are not requesting formal action at this time. However, we are seeking consensus in order to further develop the Strategic Plan to return it to the Board for approval at a future date.

Prepared by:

Jarrold Scheunemann  
Director of Administrative Services

Reviewed by:

Joe DeLuce  
Executive Director

# Exhibit A

## EXECUTIVE SUMMARY & PRINCIPLES OF GOVERNANCE

### Mission Statement:

*The mission of the Champaign Park District is to enhance our community's quality of life through positive experiences in parks, recreation, and cultural arts.*

### Vision Statement:

*Current: The vision of the Champaign Park District is to provide the community with parks, trails, facilities, and programs to promote their pursuit of wellness and healthy living.*

*Option A: The Champaign Park District strives to be the leader in parks, recreation, and cultural arts by providing and promoting safe and outstanding experiences and facilities generating great value for all residents.*

*Option B: The Champaign Park District strives to provide safe and life-changing opportunities through memorable parks, recreation and cultural arts experiences.*

### Strategic Priorities & Goals:

Customer & Community Focus	Financial Strength	Organizational Excellence	Staff Excellence	Quality Infrastructure Management
Engage the community	Efficiently align resources	Evaluate current partnerships and develop new partnerships	Attract and retain quality staff	Maintain and develop our maintenance standards
Develop diverse programs for all residents	Maximize funding opportunities	Further develop a culture that helps employees excel	Lead and develop staff and offer training	Evaluate and develop future projects
Encourage customer loyalty	Ensure financial stewardship	Continue to strive to be innovative and creative	Create a welcoming and inclusive environment	Be a leader in sustainability
Ensure participant/user safety	Enhance the Parks Foundation	Board and staff working effectively and efficiently	Create a responsive staffing plan	Leverage technology

## Values:

### 1. *Staff Excellence*

- We have fun, look forward to coming to work and enjoy what we do.
- We support and value each other.
- We are willing to try new ideas and programs.
- We demonstrate professionalism in the workplace every day.
- We are likeable, courteous, easy to work with and deliver excellent customer service.
- We do not have to be told what to do; we take initiative to get things done.

### 2. *Stewardship*

- We conduct our business fairly, transparently, and with integrity.
- We are fiscally responsible to our residents.
- We strive to offer affordable programs, services and facilities for all residents
- We enhance natural resources and promote conservation and stewardship practices.
- We provide opportunities for health and wellness for our residents.
- We strive to provide equal access for all users to all of our parks, facilities, and programs.
- We value and reward employees who provide excellent customer service and stewardship of public resources.
- We care for the valuable resources we have in our people and places.

### 3. *Organizational Excellence*

- We know and respect our roles and responsibilities and work together to accomplish our goals.
- We encourage all residents to participate in planning, designing, and advocating for parks, recreation, and cultural arts.
- We promote staff development.
- We follow best practices in providing quality parks, recreation, and cultural arts.
- We assure safety through a comprehensive risk management program.
- We strive to effectively communicate with each other and the public.

### 4. *Innovation*

- We value employees who present creative and proactive solutions to challenges.
- We encourage doing things differently, progressively, creatively, and with an entrepreneurial spirit.
- We are adaptable and value our ability to anticipate, influence, and embrace change.

### 5. *Customer Service*

- We offer consistent, customer-focused service across the organization.
- We strive to say YES to our customers when the request falls within our mission and vision.
- We actively seek and value customer feedback.
- We care about our customers and team members.
- We provide exceptional support to our employees and patrons.

### 6. *Diversity, Equity & Inclusion*

- We provide quality parks, programs, and services that meet the diverse needs of all ages and abilities in our community.
- We embrace the diversity of our team.
- We value diversity in all its forms and actively seek people with different perspectives and experiences.
- We are inclusive.
- We offer a variety of opportunities for everyone.
- We strive to improve access for all.

## 6. Collaboration

- We collaborate with other agencies and groups throughout the community to create a better community.
- We focus on building a better community every day.
- We work together to provide a safe environment for our staff and community.

## 2022-2025 Priorities, Goals, & Action Items

Prioritization instills clarity, provides focus, sets realistic expectations, establishes milestones, and motivates Board members and staff to achieve the desired outcomes in a timebound manner. The CPD strategic initiatives were grounded through a modified balanced scorecard approach concentrated on five diverse perspectives that will serve to unite the Park District’s Board, staff, and community: **customer**, **financial**, **organizational**, **learning and growing**, and **infrastructure**. Each priority is supported by goals and actions items that are critical components of the priority’s success.

<b>Customer &amp; Community Focus</b>		
<b>Engage the community</b>		
<i>Community engagement implies frequent interaction with residents in a manner that best suits their preferred form of communication. The Park District should strive to reach as many people as possible to provide opportunities for residents to contribute to the decision-making process and build/improve relationships and capacity.</i>		
2022-2023	2023-2024	2024-2025
Determine and implement methods and best practices to receive, evaluate, and respond to community communications.	Create a team of staff to evaluate engagement with the community. Develop and implement a plan to increase staff’s involvement with community service organizations.	Create opportunities for our residents to reach out to our Board members.
<b>Develop diverse programs for all residents</b>		
<i>The Park District should enhance current programs that provide opportunities to meet its community's diverse park, recreation, and cultural arts needs and also develop new programs and services to creatively reflect the vibrance and diversity of the community it serves.</i>		
2022-2023	2023-2024	2024-2025
Identify underserved populations and develop strategies to create opportunities for their participation in programs, facilities, and services.	Identify future opportunities for programs and services; based on demographic changes, performance of existing programs and services, and industry trends.	Evaluate local language barriers and determine appropriate responses (i.e., bilingual staff, ESL programming, marketing and scholarship material translation)
Identify new teen programming to support the efforts to reduce violence in the community.	Implement new programs and services that enhance the diversity of the offerings of the Park District.	Evaluate community partnerships for diversity.

<b>Encourage customer loyalty</b>		
<i>The Park District will build trust and relationships with residents by prioritizing diversity and customer service. These efforts will impact retention, referrals, revenue, and repeat purchases.</i>		
2022-2023	2023-2024	2024-2025
Develop a system-wide approach to measuring customer satisfaction and loyalty including mystery shopping, focus groups, program evaluations, and surveys.	Develop a customer loyalty program that includes a reward system to recognize, reward, and encourage extraordinary program service.	Create a team to evaluate current datasets and determine best system for engaging new customers and establish loyalty.
<b>Ensure participant/user safety</b>		
<i>The Park District is committed to providing safe parks and recreation and cultural arts experiences. Ensuring safety for participants, users, and staff is tantamount to success.</i>		
2022-2023	2023-2024	2024-2025
Utilize the safety committee to assess the safety of CPD parks and facilities and make recommendations.	Implement recommendations from interdepartmental safety evaluation team.	Track and provide supporting evidence of success or failure.

**Financial Strength**

**Efficiently align resources**

*The Park District should seek to improve all of its financial systems and processes to increase effectiveness and amplify efficiencies.*

2022-2023	2023-2024	2024-2025
Align all rental operations under one set of uniform procedures, one central contact, and sales strategies.	Develop new budget manual and training.	Strive to achieve a 60/40 tax/revenue budget mix.
Develop and implement signage sponsorship program throughout the Park District.	Develop plan for funding long-term capital projects (i.e. Sholem Aquatic Center).	

**Maximize funding opportunities**

*The development of financial plans and processes support standards and best practices for budgeting to ensure future financial success.*

2022-2023	2023-2024	2024-2025
Create a pricing process along with a cost-of-service study to ensure appropriate and consistent approach to pricing.	Create a plan to study district-wide purchasing standards and policies.	Assess outside contractual services to enhance cost efficiencies.



**Ensure financial stewardship**

*Financial stewardship represents the care, conservancy, planning, attention, upkeep, and management of the Park District's financial resources*

2022-2023	2023-2024	2024-2025
Evaluate the effectiveness of PayCom.	Align bidding and selection of professional contractual services with the budgeting process and seasonal timing for projects.	When the current revenue bond has been remunerated, establish a fund that will reserve \$250,000 to \$500,000 per year for future large capital projects.

**Enhance Parks Foundation**

*Efforts to enhance the Parks Foundation will advance Park District initiatives through private support and strategic partnerships*

2022-2023	2023-2024	2024-2025
Align Parks Foundation goals, strategies, and efforts to support updated Park District plans.	Evaluate the effectiveness of the Parks Foundation's to enhance current initiatives and test new strategies.	Implement and scale strategies and events to grow donor engagement and giving.