

CHAMPAIGN PARK DISTRICT
**STRATEGIC
PLAN**

2022-2025



**MAKE.
CHANGE.
HAPPEN.**



**CHAMPAIGN
PARK DISTRICT**

Adopted by Board of Commissioners, February 2022



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◆ INTRODUCTION

In the fall of 2021, the Champaign Park District (CPD) developed its next three-year strategic plan (2022-2025) to establish and communicate the agency's priorities and to identify action steps to focus energy and resources to realize these goals. Staff organized and orchestrated several techniques and methods to facilitate engagement and input to achieve the following objectives for the strategic planning process:

1. Situational analysis – Engage and involve Commissioners and staff to better understand the Park District's current environment.
2. Review and affirm vision, mission, values, and workplace culture statements.
3. Strategy map - Identify priorities, short-term and long-term goals, and action steps for the next three years.
4. Establish timeline and performance metrics to measure outcomes and align the Strategic Plan with the Comprehensive Plan, Capital Improvement Plan, Budget, and other important documents within the CPD operations portfolio.

◆ PROFILE OF THE PARK DISTRICT

Parks, recreation, and cultural arts have always been a top priority of the residents of Champaign. Public open space even preceded the City's official founding in 1855 when land for the community's first park was identified in 1854. This 12.7-acre parcel was officially dedicated in 1859 as "White Park" in honor of the property owner's name (now called West Side Park) and predated the renaming of the City to "Champaign" when it acquired a city charter in 1860.

Resident support for public parks and recreation established dedicated taxpayer funding to enhance the quality of life for all citizens through positive experiences in parks, recreation, and cultural arts though the organization of a Township Park District in 1911 and its reorganization to a General Park District in 1955. The Champaign Park District is led by a Board of Commissioners (Board) composed of five elected officials who serve staggered six-year terms. The daily administrative functions of the Park District are the responsibility of the Executive Director who is hired by the Board.

In its 100+ year existence, the CPD has grown to better serve the needs of its more than 88,000 residents. The Park District maintains 64 park sites, totaling over 700 acres. Its staff manages fourteen unique recreation facilities, including several historic properties (the Virginia Theatre and Springer Cultural Center), an administrative center, Sholem Aquatic Center, a seasonal, replica, turn-of-the-century farm with animals, a tennis center, a boat house, the Douglass Annex, Douglass Branch Library, Douglass Community Center, Hays Recreation Center, Leonhard Recreation Center, CUSR Center, and Martens Center, opening in 2022. These facilities and parks provide space for the Park District to offer approximately 1,500 programs each year; such as youth theatre, swim team/swim lessons, dance, fitness, visual arts, and a wide variety of sports.

CPD is also a member of Champaign Urbana Special Recreation and recently worked with its partner, the Urbana Park District, to open a recreation center entirely dedicated to meeting the recreation needs of individuals with disabilities.

◆ 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

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 outstanding value for all residents.

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	Update and maintain our maintenance standards
Develop diverse programs for all residents	Maximize funding opportunities	Further develop a culture that helps employees excel	Lead, develop, and offer training to staff	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 Improve Trail System

Values

1. Staff Excellence

- We 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 taxpayer 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 provide feedback about planning, designing, and programming 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 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, Opportunity, and 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 create a welcoming atmosphere for all residents and each other.
- We offer a variety of opportunities for everyone.
- We strive to improve access for all.

7. Collaboration

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

◆ PROCESS

STAGE 1. Framework

At the outset of the project, CPD staff identified a strategic plan framework in order to define necessary action steps, direct staff, and set an accurate timeline to complete the plan. David Michael Moore, graphic facilitator, was hired as a consultant to lead several planning sessions with the Board and staff.

STAGE 2. Implementation

One questionnaire and ten total planning sessions were organized to engage the Board and staff in the strategic planning process.

Staff-led questionnaire and planning sessions.

The questionnaire and six, foundational planning workshops were organized by the Administrative staff (Executive Director and Department Heads) to collect information from staff regarding CPD's mission, vision, values, and workplace culture statements and organizational strengths, weaknesses, opportunities, and threats (SWOT analysis). The survey was used to confidentially collect individual view points and to prepare the staff for larger group discussions. After the survey results were anonymously collected by the Department Head team, each Department Head organized and lead their own staff team's discussion about the aforementioned topics.

Human Resources, IT, Planning, Finance, Administration, Risk, and Marketing (HIPFARM), participated in a joint, in-person teambuilding workshop. Recreation, Revenue Facilities, and the Virginia Theatre held individual Department strategic planning sessions. The Operations Department divided its staff into groups and held three in-person sessions to allow more space for participants to share.

Results from the questionnaire and staff-led planning sessions were organized by theme to include in the strategic plan and also to inform the four graphic facilitator led planning sessions.

Graphic facilitator-led planning sessions.

Four additional planning sessions were facilitated by David Michael Moore to review CPD workplace culture statements and determine the strategic plan's initiatives, goals, and action steps. The first two

workshops included 37 staff members in management or supervisory roles. The administrative team was excluded from these discussions to allow for open dialogue. A report highlighting the results of the previous sessions was shared with the Board prior to the third workshop. This session included the Board, Executive Director, and Department Heads to engage with this group about the Park District's future strategies through the Balanced Scorecard approach.

The final culminating session with the administrative team ensued shortly thereafter to synthesize the results of the previous workshops. Four banners were created to represent the outcomes of the sessions (Figures 2 through 6).

STAGE 3. Data Analysis

In this stage, Executive Director and the Assistant to the Executive Director reviewed the planning sessions reports and banners, consolidated themes, and systematically arranged the results to share with the administrative team for review and feedback.

Results – Review & Affirmation of Mission, Vision, & Values | SWOT Analysis.

MISSION

The Board and staff reviewed the mission statement and felt that it was relevant, positive, appropriate, and all-encompassing. A majority affirmed the current mission statement. Discussion included requests to expand the use of the term safety within the Park District's principles of governance, which was updated in the value statements.

VISION

A majority of staff also affirmed the current CPD vision statement. However, when engaged with the defining features of a vision statement, several staff agreed that it may be too similar to the mission statement and lacks an inspirational quality. Multiple recommendations for updating the vision statement were presented to the Board for review and comment.

VALUES

Overall, the Board and staff did not request any major updates to the Park District's value statements. Several minor value statement revisions were recommended and are reflected on page 3.

SWOT ANALYSIS

The SWOT matrix offers a methodology to facilitate connections between internal factors (strengths and weaknesses) and external factors (opportunities and threats), mitigate and plan for current and future challenges (weaknesses and threats), and leverage assets and favorable circumstances (strengths and opportunities) at the organizational, local, state, and

national levels. Staff were requested to consider and respond to a series of questions to determine their internal and external perspectives. Their responses were compiled and synthesized within the SWOT analysis framework to identify and formulate strategic objectives and performance indicators for the Park District (see figure 1 below).

Strengths	Weaknesses
Champaign Park District Brand	Internal communication
Community Partnerships	Keeping programs after their life span
CU Special Recreation/center	Teen programming
Desirable place to work	Competition for minimum wage employees
Development of staff	Staff turnover
Engaged Park Board	Staff training
Cultural Arts	Programs that support working parents
Excellent Staff	Salary compression
Financial position and stability	Interdepartmental relationships
Gold Medal Winning Agency	Staff cross training on systems/procedures
Illinois Accredited Agency	Staff pay not competitive
Infrastructure well maintained	
Intergovernmental collaboration	
Leadership and management	
New Community Centers	
Parks Foundation	
Parks, programs, and services	
Use of technology	
Opportunities	Threats
Advance equity and inclusion	Community safety
Foster new community partnerships	Competition for programs and services
Develop nature-based amenities and programs	Environmental concerns
Sponsorships	Homelessness
Enhance the variety of public input	Imbalanced partnerships
Leverage support from increased use of parks	Increased litter/trash in parks
Innovative programming	Increased maintenance without additional staff
Older adult programming	Instability of the State of Illinois
Mobile technology	Long-term impacts of COVID-19
Pickleball	Loss of Park District knowledge
Envision access for all	Minimum wage/Compression
Grow cultural of positivity and unity	Outside agencies/companies paying more
	Rising health care costs
	Technological attacks
	The public's sentiments about taxes and fees
	Vandalism

Figure 1. SWOT Analysis results

STAGE 4. Workplace Culture Analysis

The graphic facilitator produced multiple banners to represent themes from his planning sessions with staff. These banners were reviewed by the Board and administrative team prior to their own planning sessions and were also utilized for comparative purposes. Overall, staff did not request updates to the main tenets of the Park District's workplace culture. However, several minor revisions occurred to more clearly define each belief. The revised workplace culture statements were then combined with the values statements.

STAGE 5. Development of Priorities – Balanced Scorecard Approach

The Board and staff were asked to discuss the Park District's priorities during the planning sessions that were graphically facilitated. The Executive Director applied the Balanced Scorecard approach to clarify selection of priorities and shared five foundational initiatives for the facilitator to build upon. The Balanced Scorecard approach is a strategic management system that focuses the Park District in five main areas, Financial, Customer, Internal Processes, Learning and Growing, and Infrastructure. Each area is specifically defined through representative strategic objectives of the Park District, which are aligned with its mission, vision and values. The strategic objectives are the foundation for strategy mapping and developing SMART goals at the short-term (departmental level) and the long-term (agency) levels. Focus team members were asked to consider and build upon the following strategic objectives: Customer and Community Focused, Financial Strength, Organizational Excellence, Staff Excellence, and Quality Infrastructure Management.

Banners representing the results of planning sessions highlighting Board and administrative team priorities can be found in Appendix A. These banners were analyzed to formulate the strategic plan's initiatives, goals, action items, and ongoing efforts. Other Park District plans and budgets were consulted to craft practical and affordable applications and initiatives.

STAGE 6. Board Discussion & Approval

In this stage, the public and Board are presented a draft of the 2022-2025 Champaign Park District Strategic Plan as a discussion item several Board Meetings. At this time, the Board will have the opportunity to provide feedback on the strategic plan. Requested revisions will be completed prior to the February, 2022 Special Board meeting, in which staff will seek approval of the strategic plan.

STAGE 7. Implementation, Reporting, & Evaluation

The Board and staff will achieve its strategic plan outcomes through their shared management, time, and resources. Evaluative measures are also critical components of the plan's success. In order to meet these goals, staff will report plan progress to the Board on a quarterly basis. Additionally, the strategic plan goals should be enacted in concert with capital planning, budgeting, determining representative performance metrics and subsequent reporting, and any other feasibility studies or planning efforts.

2022-2025 Priorities, Goals, & Action Items

Prioritization instills clarity, provides focus, sets realistic expectations, establishes milestones, and motivates Board and staff members 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.

Customer & Community Focus		
Engage the community		
<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.	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.
Develop diverse programs for all residents		
<i>The Park District will 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
Evaluate local language barriers and determine appropriate responses (i.e., bilingual staff, ESL programming, marketing and scholarship material translation).	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, financial feasibility and industry trends.
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 and build on community partnerships for diversity.

Encourage customer loyalty		
<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 usage.</i>		
2022-2023	2023-2024	2024-2025
Investigate the effectiveness of current retention efforts (i.e., messaging, targeted sales, segmentation), analyze registration experience, and survey repeat and non-returning customers.	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.
Ensure participant/user safety		
<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		
<i>The Park District should seek to improve all of its financial systems and internal processes to increase effectiveness and amplify efficiencies.</i>		
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) and align grant requests to support these efforts.	Monitor and identify ways to optimize cost recovery (i.e., programs, services, and Virginia Theatre shows/events).
Maximize funding opportunities		
<i>The development of financial plans and processes support standards and best practices for budgeting to ensure future financial success.</i>		
2022-2023	2023-2024	2024-2025
Continue to capitalize on availability of grant opportunities.	Create a plan to study district-wide purchasing standards and policies.	Assess outside contractual services to enhance cost efficiencies.

Ensure financial stewardship		
<i>Financial stewardship represents the care, conservancy, planning, attention, upkeep, and management of the Park District's financial resources</i>		
2022-2023	2023-2024	2024-2025
Ensure PayCom and other software efficiently and effectively help staff complete necessary tasks.	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		
<i>Efforts to enhance the Parks Foundation will advance Park District initiatives through private support and strategic partnerships</i>		
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 to enhance current initiatives and test new strategies.	Implement and scale strategies and events to grow donor engagement and giving.

Organizational Excellence		
Evaluate current partnerships and develop new partnerships		
<i>Sustainable and equitable partnerships should foster mutually beneficial outcomes for each partner and most importantly, achieve desirable results for residents.</i>		
2022-2023	2023-2024	2024-2025
Evaluate all partnerships to make sure they are win-win.	Explore new partnerships with a variety of organizations that meet or compliment the mission of the Park District.	Create a cross-departmental team to evaluate the success of partnerships over the last two years.
Continue to strive to be innovative and creative		
<i>The Park District should focus on building a culture of growth that includes focuses on an environment in which everyone feels safe; is continuously learning; has an opportunity to participate in time-limited, innovative experimentation; and receives continuous feedback.</i>		
2022-2023	2023-2024	2024-2025
Develop a training program to foster creativity and innovation in CPD programs, parks, and services.	Create a method to reward staff for being innovative and creative.	Promote and celebrate staff efforts to be more creative and innovative.
Further develop a culture that helps employees excel		
<i>It has been the policy of the Park Board of Commissioners and the Executive Director to recognize that employees are the Park District's greatest resources and therefore are committed to invest resources to promote continued excellence in staff.</i>		
2022-2023	2023-2024	2024-2025
Develop training programs that focus on improving workplace culture.	Create programs to implement key takeaways from cultural standards trainings.	Effectively communicate successful outcomes of programs focused on improving culture.

Board and staff working effectively and efficiently

A strong and healthy Board-staff partnership positively contributes to the effectiveness and efficiencies of the Park District.

2022-2023	2023-2024	2024-2025
Evaluate how effectively and efficiently the Board and staff are working together.	Update technology hardware and software for Board members.	Develop Board specific yearly goals for the Executive Director and Department Heads.

Staff Excellence

Lead, develop, and offer training to staff

The Park District currently offers a myriad of training and education opportunities. Staff will raise awareness of these opportunities and enhance its internal training program.

2022-2023	2023-2024	2024-2025
Develop and implement additional year-round training program for new employees.	Develop and implement a Supervisor's Management Training program for all supervisors.	Expand opportunities for staff to achieve certifications and attend conferences, trainings, and seminars related to their specific job functions.
Explore opportunities to expand benefits (non-healthcare) to part-time staff to incentivize part-time positions. (i.e., classes, activities).	Create a cross-departmental team to develop and implement a high-quality onboarding program.	Update training for part-time and seasonal staff.
Maximize the use of Paycom for training and onboarding.	Develop ongoing year-round training programs for staff.	Develop a leadership training program for staff.

Attract and retain quality staff		
<i>The job market has significantly fluctuated with the long-lasting effects of the pandemic and changes in state and federal wage regulations. A responsive program to help staff find advancement and mentorship within the Park District is an essential component for future success.</i>		
2022-2023	2023-2024	2024-2025
Develop a process to evaluate wages and benefits with other similar sized agencies in Central Illinois.	Establish a process for staff to advance within the Park District through training and education.	Establish a staff mentorship program.
Welcoming and inclusive environment		
<i>The Park District will continue its efforts to foster opportunities for staff members to embrace their similarities and celebrate their differences.</i>		
2022-2023	2023-2024	2024-2025
Follow up on Equity, Inclusion, and Diversity committee recommendations.	Celebrate and develop programs to make new staff feel welcome.	Continue to enhance opportunities to listen to staff input.
Create a responsive staffing plan		
<i>The Park District should continue to assess how to ensure the right people are in the right positions with the right tools to succeed.</i>		
2022-2023	2023-2024	2024-2025
Review and analyze labor allocations to evaluate the best use of CPD resources: staff time and taxpayer dollars.	Create a system to measure organizational and departmental performance.	Develop a process to measure employee satisfaction on an ongoing basis.

Quality Infrastructure Management		
Update and maintain our maintenance standards		
<i>The Park District should continue to maintain or enhance its current parks, open space, trails, facilities, playgrounds, and recreation amenities according to management best practices.</i>		
2022-2023	2023-2024	2024-2025
Evaluate current standards and update as needed.	Evaluate parks, facilities and amenities for improvements (i.e., report card assessments).	Develop a long-range plan for ongoing annual maintenance of facilities, parks and amenities.
Evaluate and develop future projects		
<i>The Park District should invest time and resources in feasibility and planning studies to establish a clear path for the future.</i>		
2022-2023	2023-2024	2024-2025
Finalize the plan for the future of Prairie Farm.	Evaluate sports fields, lights, turf, usage and make recommendations.	Evaluate adding a recreation center in NW Champaign.
Evaluate adding an outdoor adventure park (bike pump track, climbing boulders, RC vehicles, etc.).	Create a committee to evaluate and recommend land purchases for parks to the Board for review and prioritization.	Evaluate adding a nature center and environmental programs.
Evaluate the feasibility of the Champaign Park District taking a leadership role in establishing a children's museum.	Evaluate establishing an outdoor ice-skating rink.	Evaluate potential improvements at Sholem Aquatic Center.

Be a leader in sustainability		
<i>Park District's capital improvements, maintenance, and operational practices should incorporate and encourage sustainable practices in terms of environmental, financial, and operational practices.</i>		
2022-2023	2023-2024	2024-2025
Monitor electricity, natural gas, water, and fuel consumption.	Track waste of recyclable materials and trash.	Investigate converting impervious surfaces to pervious paving materials.
Evaluate Park District recycling programs.	Evaluate solar energy for Park District energy needs.	Evaluate the conversion to electric vehicles/charging stations.
Leverage technology		
<i>The Park District should use technology to improve safety, services, communication, and operations.</i>		
2022-2023	2023-2024	2024-2025
Continue to add cameras throughout the Park District.	Continue to add WIFI throughout the parks and facilities.	Evaluate and implement new technologies to improve services (i.e. social media).
Evaluate options for a new phone system for the Park District.	Evaluate the effectiveness of the Park District APP's communication with residents.	Evaluate ticket software at the Virginia Theatre.
Evaluate various software for success: MainTrac, RecTrac, Purchasing software, etc.	Evaluate and update websites (i.e., CPD, CUSR, Virginia Theatre).	Evaluate the effectiveness of social media channels and investigate any new opportunities.

Improve trail system		
<i>Park District trails and paths continue to be the most requested amenities by residents.</i>		
2022-2023	2023-2024	2024-2025
Review and update 2017 Park District Trail Plan.	Establish timeline and budget for implementation based on updated trail plan.	Begin implementation of updated trail plan.

◆ CHAMPAIGN PARK DISTRICT'S ONGOING BEST PRACTICE EFFORTS

Marketing & Public Relations

1. Expand recruitment efforts to specifically target groups
2. Continue involvement in the City planning meetings
3. Engage in the Champaign County First meetings
4. Be involved in the Metropolitan Intergovernmental Council Meeting
5. Be a member of the Champaign County Coalition group
6. Be involved in local community service organizations
7. Evaluate, manage, and refine partnership opportunities
8. Communicate, collaborate, and activate partnership efforts
9. Seek partners to deliver programs and services
10. Facilitate intergovernmental cooperation
11. Host meetings with various governmental groups to identify partner opportunities (programming, communication, and shared services)
12. Continue to build and cultivate strong working relationships at the staff level with the City, University, school districts, library, and other agencies
13. Investigate and implement community relations and marketing plan

Planning, Design & Development

1. Annually update the capital improvement plan
2. Update and implement plans, ADA transition plan, manuals
3. Align master plans with park system standards to achieve at least the minimum per 1,000 population standards
4. Develop and implement Park District historical and cultural resource management plan
5. Design parks with well-thought-out plans that offer a variety of elements that meet current trends
6. Design site plans and complete feasibility studies

Facility & Land Use Management

1. Continue to maintain parks and facilities at a level no less than the current standards
2. Ensure pathway quality, durability, connectivity, signage, and navigation
3. Enhance walking and biking amenities
4. Assess and pursue park, open space, trail, and recreation acquisition and development opportunities
5. Conduct turf, field, horticulture, tree, and natural area maintenance management schedule
6. Complete fleet maintenance schedule
7. Conduct playground safety schedule
8. Review and implement repair and replacement schedule
9. Investigate recycling or zero waste plan

Organization & Administration

1. Continue to monitor legislative initiatives on local governmental consolidation, property tax freezes, minimum wage increases, and unfunded mandates
2. Reinforce transparency
3. Identify and communicate operational efficiencies and effectiveness
4. Assess and incorporate trending and innovative recreation amenities and activities into future improvements
6. Evaluate Park District sustainability opportunities
7. Review policies, rules, regulations, and operational procedures
8. Coordinate and oversee operational and cooperation agreements
9. Oversee records retention procedures
10. Ensure compliance with OMA, FOIA, and other state statutes and laws

Parks Foundation

1. Expand outreach for scholarship opportunities
2. Identify and apply for grant funding

Programs & Services Management

1. Increase Park District participation levels
2. Create and support cultural arts opportunities
3. Integrate the arts into parks, facilities, and programs
4. Offer a comprehensive variety of programs and services in line with market trends that meet the needs and desires of the community

Human Resources & Professional Development

1. Hire and retain diverse staff
2. Evaluate and revise job descriptions as needed
3. Support employee training and development
4. Investigate and recommend options for various HR workforce functions, including but not limited to: compensation, health and wellness, performance evaluation, discipline, grievance, and recognition programs
5. Participate in CIRCLE educational workshops, seminar, and Board.
6. Participate in IPRA, NRPA, and their professional development organizations

Evaluation, Assessment & Research

1. Complete park, trail, and facility report cards
2. Track progress in performance measurement reports
3. Apply for the NRPA Gold Medal Awards
4. Apply for GFOA award of excellence
5. Submit applications for the IAPD Best of the Best Awards Program
6. Submit entries to the IPRA/IAPD Conference annual Marketing Awards programs
7. Apply for awards, recognitions, and accreditations that validate and support results of the Park District's mission and strategic initiatives
8. Apply for IAPD/IPRA Illinois Distinguished Agency Accreditation
9. Investigate applying for NRPA's CAPRA Accreditation

Information Technology

1. Analyze information systems to ensure long-term use and standardization
2. Continue to enhance the Park District's security systems
3. Evaluate and update data management systems
4. Evaluate and update Park District's work order, work assignment, financial, ticketing, and registration systems

Financial Management

1. Complete grant procedures
2. Oversee fiscal management, purchasing, and accounting procedures
3. Develop budgetary and capital planning guidelines
4. Develop recommendations for the budget and capital plans
5. Complete financial status reports and updates
6. Organizes procedures for inventory control of property, equipment, and other assets

Public Safety, Risk, & Security

1. Evaluate and update general safety and emergency management plans
2. Assesses safety needs of parks, trails, facilities, programs, and events
3. Investigate risk management plan and procedures
4. Oversee accident and incident report procedures

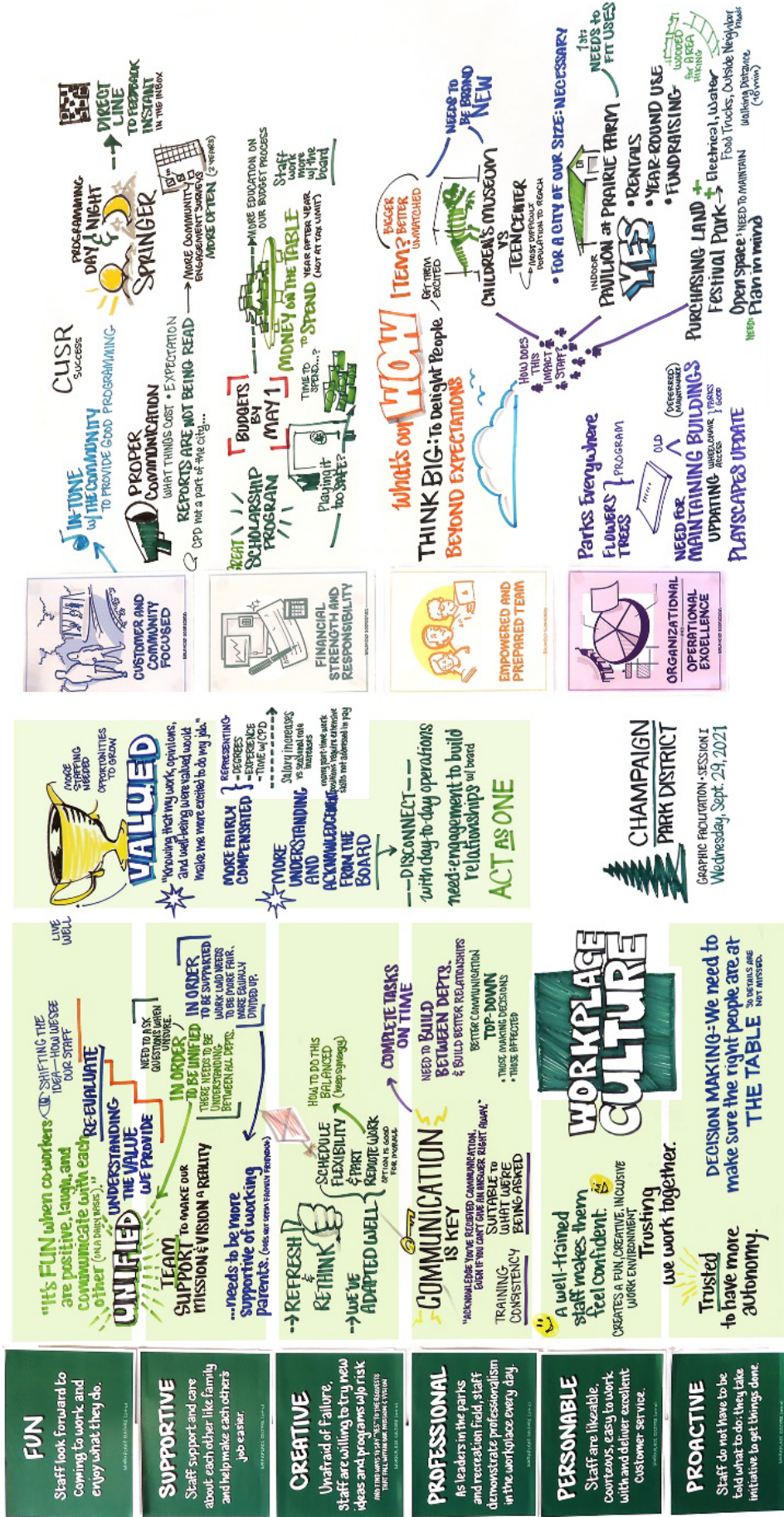


Figure 3. Banner – Focus Team Planning Session #2

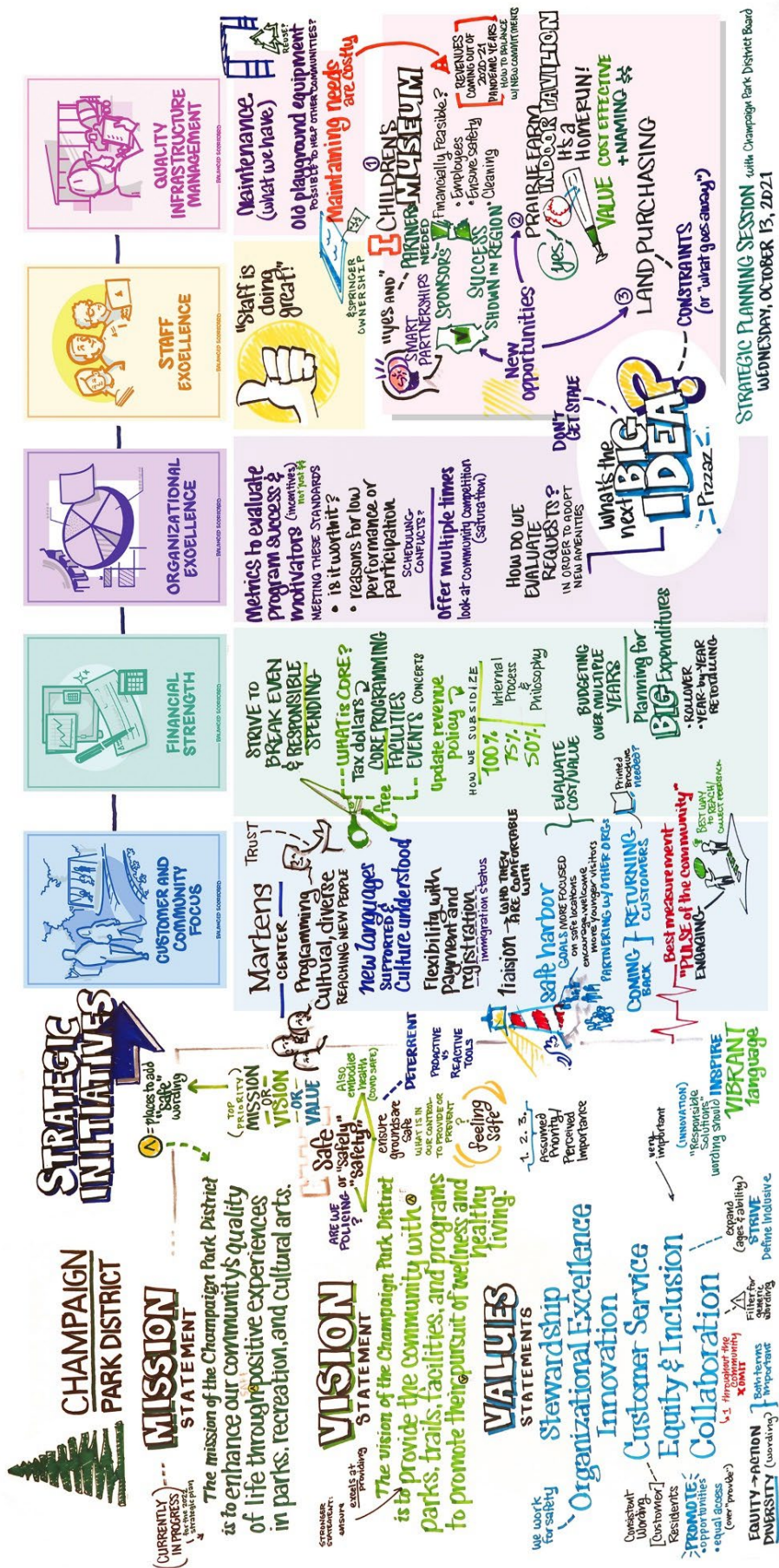


Figure 4. Banner – Board Planning Session

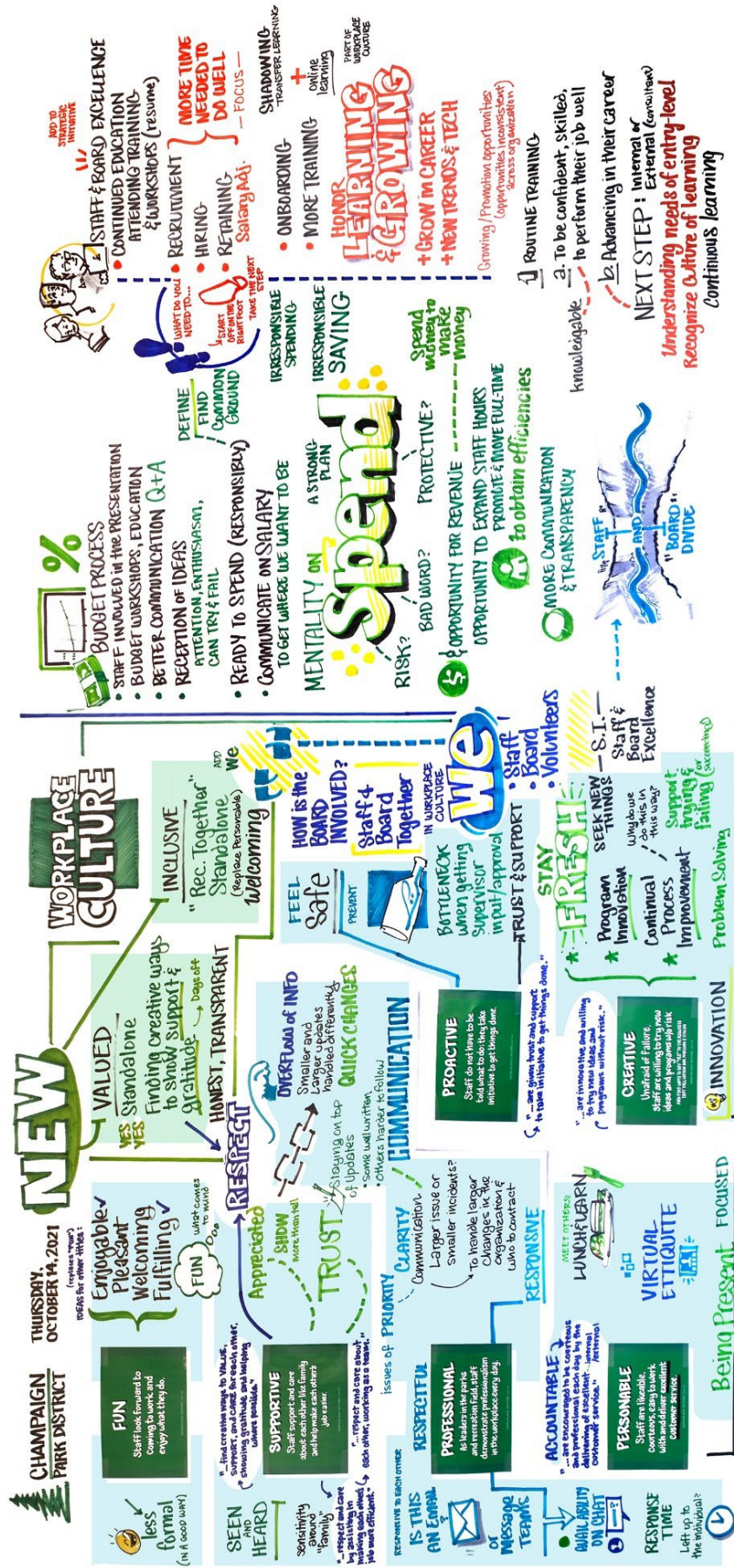


Figure 5. Banner – Department Head Planning Session

STRATEGIC INITIATIVES



Figure 6. Banner – Final Outcomes