



---

WAUKEGAN PARK DISTRICT

NEW: 2019-2024 STRATEGIC PLAN

*Full Strategic Plan w/Progress for FY19/20*

As of April 22, 2020

---

## MISSION STATEMENT

The Waukegan Park District is committed to providing parks, facilities and leisure opportunities to our culturally diverse population through leadership with community involvement, dedicated staff and sound management.

---

## VISION STATEMENT

An innovative park district that creatively adapts to our evolving community and provides exceptional parks, recreation and cultural arts that benefit all.

---

## CORE VALUES

**Accountability**...We will work to achieve the most effective and efficient use of our financial resources while striving for the best return on the use of our assets. ·

**Excellence**...We will strive for the best in everything we do. ·

**Integrity**...We will practice steadfast adherence to a high moral and ethical code, and we will reliably deliver on what we say we are going to do. ·

**Service Oriented**...We will focus our efforts on our customers and will operate the District based on the needs of the community. ·

**Working Together**...We will work WITH one another.

**Sustainability**...The Board and staff will use a collaborative and cooperative team based approach that results in the best possible decisions for the long term greater good of the entire community.

# NEW: 2019-2024 STRATEGIC PLAN - PROGRESS AT-A-GLANCE

INITIATIVES AND ORGANIZATION GOALS	EOY TARGET, MEASURE	ACTUAL	STATUS
<b>1 Revitalize and Maintain Parks and Facilities with a Focus on Excellence and Sustainability</b>			
1.2 Align facilities & parks use/amenities with current & future needs through the Parks & Open Space Master Plan			On Target As of 12/05/19
1.4 Plan for growth & development of open space			On Target As of 11/15/19
1.5 Increase focus on sustainability & environmental impact			On Target As of 12/06/19
<b>2 Strengthen Intergovernmental Relationships, Community Connections and Communications</b>			
2.1 Improve operational efficiency in tracking agreements			On Target As of 12/05/19
2.4 Maximize value and effectiveness of marketing outlets			On Target As of 12/05/19
2.5 Enhance relationships with government officials & community organizations			On Target As of 11/15/19
<b>3 Enhance Programming to Better Reflect the Community</b>			
3.1 Serve our multicultural community-meet programming needs			On Target As of 11/15/19
3.2 Continue & expand free, family oriented & low cost programs			On Target As of 12/05/19
3.3 Increase user feedback to drive innovative programs & events			On Target As of 12/05/19
<b>4 Invest in the Future through Technology and Operational Excellence</b>			
4.1 Reduce redundancy/ improve efficiency-streamline processes & procedures			On Target As of 08/23/19
4.2 Increase mobile technology			On Target As of 11/15/19
4.3 Assess/refine existing operational technology			On Target As of 12/05/19
4.4 Identify, plan and prioritize operations & tech improvements			On Target As of 12/05/19
4.5 Continue excellence in operations thru reviews			On Target As of 11/15/19
<b>5 Foster Staff Engagement and Development</b>			
5.1 Create on-boarding process for new staff & volunteers			On Target As of 12/05/19
5.2 Increase communication with Part Time & Seasonal employees			On Target As of 11/15/19
5.3 Maintain competitive pay/benefits			On Target As of 11/15/19
5.4 Increase interest in working for WPD & in Recreation Industry			On Target As of 11/15/19

5.5 Enhance employee satisfaction and engagement

On Target

As of 11/15/19

## **6 Demonstrate Prudent Financial Planning and Management for Long-term Success**

6.2 Enhance staff knowledge & awareness of financial position

On Target

As of 12/05/19

# NEW: 2019-2024 STRATEGIC PLAN - PROGRESS DETAIL

## CUSTOMER/PROGRAMS & SERVICES/PARKS & FACILITIES INITIATIVES & ORGANIZATION GOALS

### 1 Revitalize and Maintain Parks and Facilities with a Focus on Excellence and Sustainability

#### 1.1 Strengthen long-range planning for repair and replacement of infrastructure (Administration/Executive Director) (12/31/24)

Measure:  
Target:

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.1.1 Develop an inventory of physical assets. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 12/05/19
1.1.1.1 To develop an inventory list of our physical assets. (Kalina Garcia)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/25/20
1.1.2 Create an Asset Replacement and Preventative Maintenance Schedule (CARMS) for building envelopes, roofs, mechanical systems, HVAC, playgrounds, asphalt, sports courts, turf fields, underground utilities, and facility exteriors and interiors. (Parks)	05/01/20, 12/31/24			On Target As of 12/05/19
1.1.2.1 To jointly develop the Capital Asset Replacement and Maintenance Schedule (CARMS) with Manager of Construction and Building Maintenance (Tim Girmscheid)	05/01/19, 12/31/22		10%	On Target As of 11/08/19
1.1.2.2 Inventory, assess, and develop a Building Envelope Renewal/Replacement and Maintenance outline FY20/21 (David Grosskopf)	05/01/19, 04/30/21			On Target As of 10/15/19
1.1.2.3 Inventory, assess, and develop HVAC systems Renewal/Replacement & Maintenance outline FY19/20 (David Grosskopf)	05/01/19, 04/30/20			On Target As of 10/15/19
1.1.4 Create or update a replacement plan/schedule for each asset. (Parks)	05/01/20, 12/31/24			On Target As of 12/05/19
1.1.4.1 To develop a replacement schedule guideline for assets at the Field House. (Quincy Bejster)	05/01/19, 04/30/20		100%	Achieved As of 02/21/20
1.1.5 Review/Update Capital Improvement Plan (CIP) annually to reflect replacement. (Parks)	05/01/20, 12/31/24			On Target As of 12/05/19
1.1.5.1 To facilitate staff in the completion of CIP projects FY19/20. (Scott MacLean)	05/01/19, 12/31/24	Completion of all CIP		On Target As of 10/16/19
1.1.5.2 To manage the development of King Park OSLAD Project. (Scott MacLean)	05/01/19, 12/31/24	Completion of King Park		On Target As of 10/16/19
1.1.5.3 To assist with development and construction management of Corrine J. Rose Park Project. (Scott MacLean)	05/01/19, 12/31/24	Completion of Rose Park project		On Target As of 11/08/19
1.1.5.4 To assist in the design development of Victory Park for OSLAD Grant FY20/21. (Scott MacLean)	05/01/19, 12/31/24	Completion of design development of Victory Park		On Target As of 11/08/19
1.1.5.5 To monitor the installation of playground equipment at Corrine J. Rose Park. (Rafael Ayala)	05/01/19, 12/31/24			On Target As of 10/15/19
1.1.5.6 Assist with Rose Park Splash Pad project demolition and construction in review, facilitation, and turnover. Review Hitchcock Design Group/AT Group quality control efforts and execution. (David Grosskopf)	05/01/19, 12/31/24			On Target As of 10/15/19
1.1.5.7 To implement and assist with the Capital Improvement Program for the SportsPark Maintenance Department FY19/20 (Noel Brusius)	05/01/19, 12/31/24	Completion of SP CIP	100%	Achieved As of 02/12/20
1.1.5.8 Oversee the Rose Park Renovation and Expansion Project and ensure completion in a timely manner. (Jay Lerner)	05/01/19, 12/31/20			On Target As of 11/15/19
1.1.5.9 Oversee the King Park Renovation Project and ensure completion in a timely manner. (Jay Lerner)	05/01/19, 12/31/19			On Target As of 11/15/19

**1.2 Align facilities & parks use/amenities with current & future needs through the Parks & Open Space Master Plan (Parks) (12/31/24)** **Measure: Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.2.1 Conduct need assessment of parks and facilities through internal review, public input and related research. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.2.1.2 To take the lead role in King Park OSLAD development and grant documentation FY19/20. (Tim Girmscheid)	05/01/19, 04/30/20			On Target As of 10/15/19
1.2.2 Identify structures/facilities that need significant maintenance attention. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.2.3 Identify facilities and parks for repurposing and/or improvements. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.2.3.1 Coordinate and oversee facility improvement projects in my area of responsibility (BRC, Bevier, DH, JBC and Lilac). (Mike Mayfield)	05/01/19, 04/30/20		100%	Achieved As of 03/24/20
1.2.3.2 Coordinate the repurposing of the Bevier Center into a Nature Center (Jen Dumas)	05/01/19, 04/30/20	10	100%	Achieved As of 03/31/20
1.2.3.3 Plan and implement the new Nature Center Grand Opening Ceremony. (Javier Martinez)	05/01/19, 04/30/20			Deferred As of 03/31/20
1.2.3.4 Develop and implement a comprehensive plan to evaluate and improve the use of the JBC Theatre. (Ty Rohrer)	05/01/19, 04/30/20	4 4	1	On Target As of 08/19/19
1.2.3.5 Complete BRC and Lilac Cottage building updates. (Errick Beverly)	05/01/19, 04/30/20	50	50%	On Target As of 08/19/19
1.2.3.6 Research and coordinate improvements and/or the repurposing of the Douglas House/Lilac Cottage to house Special Recreation with larger one level programming space. (Julie Schneider)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20
1.2.4 Develop repurposing and improvement plans based on internal and external factors such as CIP, partnerships and input meetings with staff and public. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.2.4.1 To be actively involved in the Rose Park renovation plan and committee meetings. (Quincy Bejster)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
1.2.4.2 To coordinate the Victory Park conceptual planning with potential partnership with Vista Health and complete OSLAD grant application with Grant Writer (Tim Girmscheid)	05/01/19, 12/31/24			On Target As of 10/15/19

**1.3 Utilize cost effective & efficient methods of maintaining parks & facilities (Parks) (12/31/24)** **Measure: Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.3.2 Create partnerships with partners that align with future projects. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/15/19
1.3.2.1 Maintain current grantor relationships with ILDNR, NRPA, LCCF, CBDG, RWJF, Autism Speaks. Explore new grant opportunities with these or new partners. (Ben Richards)	05/01/19, 04/30/20		90%	On Target As of 03/13/20
1.3.2.2 OSLAD Grants: Submit OSLAD proposal for Victory Park in 2019 grant cycle and Report, Closeout and receive funds for the King Park OSLAD grant. (Ben Richards)	05/01/19, 04/30/20		100%	Critical As of 04/22/20
1.3.2.3 To develop positive partnerships with municipal or non-municipal organizations with in our district to facilitate park site development projects, improvements and or land acquisition. (Scott MacLean)	05/01/19, 04/30/20			On Target As of 11/08/19

**1.4 Plan for growth & development of open space (Administration/Executive Director) (12/31/24)** **Measure: Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
----------------------	----------------	-----------------	--------	--------

1.4.1 Create a presence on the lakefront by developing a park site or playground available for recreation programming. (Parks)	05/01/19, 12/31/24	On Target As of 12/05/19
1.4.1.1 To coordinate construction contracts in the Lakefront Redevelopment efforts at Siver Park and attend the WWWG Waukegan Waterfront Working Group meetings. (Tim Girmscheid)	05/01/19, 12/31/24	On Target As of 10/15/19
1.4.2 Implement a maintenance plan for the farm property. (Parks)	05/01/19, 12/31/24	On Target As of 12/05/19
1.4.2.1 To assist in the coordination and scope of park site improvement at Yorkhouse Property and Arbor Park. (Scott MacLean)	05/01/19, 12/31/24	On Target As of 11/08/19
1.4.3 Expand services based on new programming and facilities. (Recreation)	05/01/19, 12/31/24	On Target As of 12/05/19
1.4.4 Assess the appropriate level of fee recovery for services. (Recreation)	05/01/19, 12/31/24	On Target As of 12/05/19
1.4.5 Develop better methods for managing rental space by identifying specific use areas; greenspace rentals. (Parks)	05/01/19, 12/31/24	On Target As of 12/05/19
1.4.6 Build for the future by evaluating cutting-edge equipment and park site amenities. (Parks)	05/01/19, 12/31/24	On Target As of 12/05/19
1.4.7 Explore development/partnerships of linear trail systems. (Parks)	05/01/19, 12/31/24	On Target As of 12/05/19
1.4.7.1 To assist with playground selection and site restoration management at King Park. (Rafael Ayala)	05/01/19, 12/31/24	On Target As of 10/15/19
1.4.7.2 To assist with playground selection, removal, and site restoration management at Arbor Park. (Rafael Ayala)	05/01/19, 12/31/24	On Target As of 10/28/19
1.4.8 Coordinate projects with communication between the District and City to improve planning and service partnerships. (Administration/Executive Director)	05/01/19, 12/31/24	On Target As of 11/15/19

**1.5 Increase focus on sustainability & environmental impact (Administration/Executive Director) (12/31/24)** **Measure: Target:** On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.5.1 Strengthen the current Environmental Policy and adopt related procedures. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.5.1.1 To improve Environmental Policy and related procedures including tracking metrics of success FY19/20 (Tim Girmscheid)	05/01/19, 12/31/24			Not Started As of 10/15/19
1.5.2 Develop and implement a mechanism for tracking the implementation of sustainability measures and their metrics for success. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.5.2.1 Achieve five sustainability successes per year as identified by GreenTeam FY19/20 (Tim Girmscheid)	05/01/19, 12/31/24			On Target As of 10/15/19
1.5.2.2 Assist Parks Planning with Sustainability metrics, benchmarking, documentation, and implementation. (David Grosskopf)	05/01/19, 12/31/24			On Target As of 10/15/19
1.5.3 Continue LED conversions with use of ComEd and other incentives. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.5.4 Review existing and secure new facility energy use assessments and implement appropriate recommendations. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.5.5 Pursue viable alternative energy projects including solar roof and land leases. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.5.6 Update IPRA Environmental Report Card for the District. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19

1.5.7 Update and enhance public information related to sustainability. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
1.5.8 Explore alternative fuel and energy conservation practices/trends related to vehicles and equipment. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19

**1.6 Enhance safety perception & security in parks, facilities & trails (Administration/Executive Director) (12/31/24)**

**Measure:  
Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.6.3 Increase employee safety and emergency preparedness training. (Finance)	05/01/20, 12/31/24			Achieved As of 03/29/20
1.6.3.1 To prepare three (3) emergency preparedness drills for supervisors to execute. (Tanya Brady)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/27/20

**2 Strengthen Intergovernmental Relationships, Community Connections and Communications**

**2.1 Improve operational efficiency in tracking agreements (Finance) (12/31/24)**

**Measure:  
Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.1.1 Conduct an assessment of the status of current agreements; what do we have, timeframe for renewal, determine how they are recorded, communicated, and stored. (Finance)	05/01/20, 12/31/24			On Target As of 12/05/19
2.1.1.1 Working as part of a team, review current agreements. (Ben Richards)	05/01/19, 04/30/20		5%	Not Started As of 06/05/19
2.1.2 Document the agreement development and implementation process including signatory authorization, recording, etc. (Finance)	05/01/20, 12/31/24			On Target As of 12/05/19
2.1.2.1 To create a new procedure for contract review process, signature authority, and renewal responsibility (Tanya Brady)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/30/20
2.1.4 Design procedure for tracking and reporting of district agreements. (Community Relations)	08/01/19, 04/30/20			On Target As of 03/13/20
2.1.4.1 Design procedure for tracking and follow up of agreements. (Ben Richards)	08/01/19, 04/30/20		50%	On Target As of 03/13/20

**2.2 Explore new cooperative agreements (Administration/Executive Director) (12/31/24)**

**Measure:  
Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.2.1 Explore Monarch and pollinator resources among Chicago Wilderness affiliates. (Community Relations)	05/01/20, 12/31/24			On Target As of 03/16/20
2.2.1.1 To meet with Chicago Wilderness and other Lake County agencies to discuss a strategy to plan and fund pollinator projects through grants and partnerships. (Theodora Anderson)	05/01/19, 04/30/20			Deferred As of 04/02/20
2.2.2 Continue to explore potential grants and partnerships that support the mission of the Waukegan Park District. (Community Relations)	05/01/20, 12/31/24			On Target As of 03/16/20
2.2.2.2 Develop a new partnership with Scholastic 3D Archery (S3DA) to form a youth Archery Club. (Anthony Violett)	05/01/19, 04/30/20		90%	On Target As of 08/20/19
2.2.2.3 Create and secure partnership agreement with Lake County Workforce to hire individuals with disabilities to work in the Recreation Department. (Errick Beverly)	05/01/19, 04/30/20	60	50%	On Target As of 08/19/19



**2.3 Elevate WPD identity & reinforce brand with consistency (Community Relations) (12/31/24)**

**Measure: 3 brochures  
Target: 100%**

100%

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.3.1 Promote the use of the Waukegan Park District logo. (Community Relations)	05/01/20, 12/31/24	#		On Target As of 04/21/20
2.3.1.1 Ensure the logo is placed on all marketing materials including uniforms, giveaways, etc. by creating style guidelines for logo use similar to those for flyers and the program guide (Theodora Anderson)	05/01/19, 04/30/20	#		On Target As of 11/15/19
2.3.2 Create a universal email signature. (Community Relations)		Completed		Achieved As of 04/21/20
2.3.2.1 Develop an e-mail signature, obtain input/approval from Senior Staff and distribute to staff when completed. (Josue Pasillas)	05/01/19, 04/30/20	% complete		On Target As of 03/16/20
2.3.3 Create an annual theme that is used throughout publications and promotions, e.g., - Centennial, Go Waukegan used in the past. (Community Relations)	05/01/20, 12/31/24	3 brochures		Achieved As of 03/16/20
2.3.3.1 Create a library of potential program guide cover photos, a minimum of five per season (Josue Pasillas)	05/01/19, 04/30/20			On Target As of 04/02/20
2.3.3.2 Determine theme for 2020 and introduce it in 2020 Summer/Camp Guide (Theodora Anderson)	01/03/20, 03/15/20			Achieved As of 04/22/20
2.3.4 Determine brand of signature facilities and programs (e.g., Hinkston Field House, Field House at Hinkston Park or Field House Sports, Fitness & Aquatics Center) and use consistently throughout the organization whenever referring to key facilities and programs. (Recreation)	05/01/20, 12/31/24			On Target As of 12/05/19
2.3.4.1 Work with senior staff and facility management to review name use of facility and logos, create brand style sheet, and use guidelines for major facilities (Field House Sports, Fitness and Aquatics Center, Waukegan's Greg Petry SportsPark, Belvidere Recreation Center, Jack Benny Center for the Arts, and Waukegan History Museum). (Theodora Anderson)	05/01/19, 04/30/20			On Target As of 04/21/20
2.3.4.2 Improve awareness and visibility of the Special Recreation (SRSNLC) programs and services by developing a comprehensive brand marketing plan. (Maria Owens)	05/01/19, 04/30/20		25%	Off Target As of 03/30/20
2.3.5 Ensure consistent references throughout the organization as to history, titles, numbers, etc. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/22/19
2.3.5.1 Update standard documents (e.g., tagline) when changes occur and distribute to all program staff for use of information in publications, grants, award nominations, etc. (Theodora Anderson)	05/01/19, 04/30/20			On Target As of 03/16/20
2.3.6 Increase the number of e-mail recipients opening the electronic newsletter by 3% each year. (Community Relations)	05/01/20, 12/31/24			On Target As of 11/22/19
2.3.6.1 Refine the newsletter and email lists of all newsletters to attract more opens (Josue Pasillas)	05/01/19, 04/30/20			On Target As of 03/16/20

**2.4 Maximize value and effectiveness of marketing outlets (Community Relations) (12/31/24)**

**Measure:  
Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.4.1 Explore the value and use of large format marketing including billboards, banners, and signage to respond to the preference for word of mouth and point of sales communication. (Community Relations)	05/01/20, 12/31/24			Achieved As of 11/15/19
2.4.1.1 Determine facilities that would benefit from large format marketing, measure ROI and make budget recommendations. (Theodora Anderson)	05/01/19, 12/31/19			Achieved As of 11/15/19
2.4.2 Continue and expand use of social media with video support. (Community Relations)	05/01/20, 12/31/24			On Target As of 11/15/19
2.4.2.1 Create monthly Happenings video with Board President, Post video on Facebook and YouTube once a week minimum, post informational Parky Picks videos about events, programs, etc. within one week after event. (Josue Pasillas)	05/01/19, 04/30/20			On Target As of 03/16/20

2.4.2.2 Continue to use photos on social media, posting photos within 24 hours of the event and within 7 days of the event on the website. (Josue Pasillas)	05/01/19, 04/30/20			On Target As of 11/15/19
2.4.2.3 Develop and implement a minimum of 6 Parky Picks Video Logs to inform customers of programs, events, and activities happening at the park district. (Jen Dumas)	05/01/19, 04/30/20	100%	80%	Achieved As of 03/31/20
2.4.3 Gain approval from Senior Staff to reduce the number of agency Facebook accounts to focus on main page(s). Increase the number of likes on the WPD Facebook account to 3,000 in 2019 and add another 1,000 by 2020 for a total of 4,000. (Community Relations)	05/01/19, 04/30/20			Achieved As of 04/21/20
2.4.3.1 Consolidate the number of District Facebook accounts wherever possible. (Josue Pasillas)	10/01/19, 12/31/20			Achieved As of 04/21/20
2.4.4 Evaluate the effectiveness of the Snapchat account. (Community Relations)	05/01/19, 12/30/19			Achieved As of 04/21/20
2.4.4.1 Evaluate the use of Snapchat in the district and make a recommendation to continue using it. (Josue Pasillas)	05/01/19, 07/01/19			Achieved As of 03/16/20
2.4.5 Implement an Ambassador Program using trained community volunteers to reach out, communicate and promote park district programs throughout the Hispanic and Latino community. (Community Relations)	05/01/20, 12/31/24			Deferred As of 04/21/20
2.4.5.1 Determine the need for, and usefulness of, an ambassador program and make recommendation. (Theodora Anderson)	05/01/19, 04/30/20			On Target As of 11/15/19
2.4.6 Continue to enhance relationships that assist with promotion of District programs including the City, School District, Legislators, Main Street, Arts Council, Waukegan Chamber, Waukegan Development Corporation, Visit Lake County, and Sports Affiliates. (Recreation)	05/01/20, 12/31/24			On Target As of 08/19/19
2.4.6.1 Report on relationship status with organizations at least annually to Executive Director, attend school committee meetings and partner with school social workers to improve communication. (Theodora Anderson)	05/01/19, 04/30/20			On Target As of 11/15/19
2.4.6.2 Develop partnership with local school districts, community groups and local organizations to offer and implement a minimum of 2 new outreach art programs. (Debra Carl)	05/01/19, 04/30/20	6	6	Achieved As of 03/30/20
2.4.6.3 Create a partnership with Waukegan Public Schools Social Workers to recommend their students and families they work with to Waukegan Park District programs. (Kari Robinson)	05/01/19, 04/30/20	Create Partnership	25%	Deferred As of 03/30/20
2.4.6.4 Secure a long term agreement, 3-5 years, with Waukegan School District #60 to provide transportation services for the BASE program. (Javier Martinez)	05/01/19, 04/30/20		100%	Achieved As of 03/31/20
2.4.6.5 Renew and maintain Department of Children & Family Services (DCFS) Child Care Assistance Program (CCAP) License Exemption status for BASE and Summer Day Camps. (Javier Martinez)	05/01/19, 04/30/20		100%	Achieved As of 03/31/20
2.4.7 Update the District's marketing plans. (Community Relations)	05/01/20, 12/31/24			On Target As of 04/21/20
2.4.7.1 Update the marketing plan to reflect the new strategic plan, implement a comprehensive marketing plan for JBC, WHM and Arts and History programs and market/promote swim lessons. (Theodora Anderson)	05/01/19, 04/30/20			Achieved As of 04/22/20
2.4.7.2 Develop and implement a comprehensive marketing plan for JBC, WHM, and Arts & History programs. (Ty Rohrer)	05/01/19, 04/30/20	4 4	1	On Target As of 08/19/19
2.4.8 Develop strategies to overcome language and cultural barriers in order to continue to meet the needs of the community. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/15/19
2.4.8.1 Continue to promote programs and services in both English and Spanish using a professional translation service when needed, e.g., brochure, front desk materials, etc., creating and revising items as needed. (Theodora Anderson)	05/01/19, 04/30/20			On Target As of 03/16/20
2.4.8.2 Create and revise English/Spanish promotional materials that promote programs and services in General Recreation. (Javier Martinez)	05/01/19, 04/30/20		100%	Achieved As of 03/31/20
2.4.9 Evaluate the need for a printed program guide in Spanish. Educate the community about how the District meets needs through programs, services and facilities. (Community Relations)	05/01/20, 12/31/24			On Target As of 04/21/20
2.4.9.1 Determine the need for a program guide printed in Spanish through discussions with community organizations and a survey (Theodora Anderson)	05/01/19, 12/31/19			Achieved As of 11/15/19

**2.5 Enhance relationships with government officials & community organizations (Administration/Executive Director) (12/31/24)**

**Measure:  
Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.5.1 Develop an annual open house for public officials, elected community leaders and local legislators to provide them with updates and information on issues. (Community Relations)	05/01/20, 12/31/24			Deferred As of 04/02/20
2.5.1.1 Develop an annual open house for elected officials, legislators and community leaders where discussion can take place about issues and updates can be provided. (Josue Pasillas)	05/01/19, 12/31/19			Not Started As of 03/18/19
2.5.2 Continue to explore opportunities to cooperate with various cultural organizations, i.e., Academia Cultural Xilotl, Juneteenth, Three Kings Day, Kermes Festival, etc. (Recreation)	05/01/20, 12/31/24			On Target As of 08/19/19
2.5.2.1 Develop two new partnerships with other cultural institutions to share resources/exhibits in order to enhance current Cultural Arts programs and events, as well as non-district community events. (Ty Rohrer)	05/01/19, 04/30/20	2 2	2	Achieved As of 02/18/20
2.5.3 Determine what groups should have Park District representation, including professional organizations. Assign staff to join and develop a process for communication of impact. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 12/05/19
2.5.3.1 Join and become an active member of IPRA Cultural Arts Committee. (Debra Carl)	05/01/19, 04/30/20	2 2	2	Achieved As of 03/30/20
2.5.4 Obtain community buy-in and support for the Waukegan Parks Foundation, doubling its revenue over the next five years. (Community Relations)	05/01/19, 12/31/24			On Target As of 11/15/19
2.5.4.1 Ensure the Waukegan Parks Foundation Board is diverse and has a minimum of nine (9) members (Theodora Anderson)	05/01/19, 04/30/20			Achieved As of 03/16/20
2.5.4.2 Complete a 3-5 year strategic plan for the foundation (Theodora Anderson)	05/01/19, 12/31/19	100% complete		Achieved As of 11/15/19

**2.6 Foster opportunities for enhanced internal & external communication, ensuring resident needs are met through use of their language in addition to English (Administration/Executive Director) (12/31/24)**

**Measure:  
Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.6.1 Create a series of open houses for staff to visit and learn what other staff does. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 12/05/19
2.6.1.1 Create three annual open houses each year for staff to visit and learn what other staff do (Theodora Anderson)	05/01/19, 12/31/24			Deferred As of 04/22/20
2.6.3 Continue to refine Parkvine employee newsletter. (Community Relations)	05/01/20, 12/31/24			On Target As of 03/16/20
2.6.3.1 Conduct an online survey of employees regarding satisfaction with Parkvine (Josue Pasillas)	05/01/19, 04/30/20			Deferred As of 04/22/20

FINANCIAL INITIATIVES & ORGANIZATION GOALS

3 Enhance Programming to Better Reflect the Community

3.1 Serve our multicultural community-meet programming needs  
(Administration/Executive Director) (12/31/24)

Measure:  
Target:

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.1.1 Expand the offerings of free or low cost family recreation programs. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.1.1.1 Coordinate the implementation of a minimum of one new program/event each season that is geared to our diverse community. (Mike Mayfield)	05/01/19, 04/30/20		100%	Achieved As of 03/24/20
3.1.1.2 Develop and Implement monthly history podcasts. (Ty Rohrer)	05/01/19, 04/30/20			Not Started As of 04/17/19
3.1.1.3 Create and implement a scavenger hunt focusing on Waukegan history. (Bryan Escobar)	05/01/19, 04/30/20	100%	100%	Achieved As of 08/06/19
3.1.1.4 Create and implement a walking tour event that focuses on the history of the Waukegan lakefront. (Bryan Escobar)	05/01/19, 04/30/20	100%	100%	Achieved As of 08/06/19
3.1.1.5 Create and implement a specialized museum field trip program for the Waukegan Park District summer camp participants. (Bryan Escobar)	05/01/19, 04/30/20	100%	100%	Achieved As of 08/06/19
3.1.1.6 To increase family swim night participation by 10%. (Cameron Crombie)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
3.1.1.7 To increase enrollment by 10% for the Learn to SwimSmart free swim lessons. (Anthony Strack)	05/01/19, 04/30/20		25%	On Target As of 12/04/19
3.1.1.8 To increase participation in youth fitness programs by 10%. (Cindy Zamudio)	05/01/19, 04/30/20	100%	80%	Achieved As of 04/21/20
3.1.1.9 Develop and implement a Preschool Level 3 class for group swim lessons. (Anthony Strack)	05/01/19, 04/30/20		100%	Achieved As of 12/04/19
3.1.1.10 Offer and implement 3 free community performances by the Waukegan Symphony Orchestra and Concert Chorus. (Debra Carl)	05/01/19, 04/30/20	3 3	4	Achieved As of 02/20/20
3.1.1.11 Develop and implement at least 2 new cultural events, recitals, or performances at the JBC Theatre. (Debra Carl)	05/01/19, 04/30/20	4 4	4	Achieved As of 03/30/20
3.1.1.12 Develop and implement a Christmas Express event. (Jen Dumas)	05/01/19, 04/30/20		100%	Achieved As of 03/31/20
3.1.2 Continue to build the cultural arts program especially for Hispanic and Latino families. (Recreation)	05/01/19, 12/31/24			On Target As of 08/19/19
3.1.2.1 Develop and implement a minimum of one new Latino/Hispanic cultural program or event. (Ty Rohrer)	05/01/19, 04/30/20	1 1	1	Achieved As of 02/18/20
3.1.2.2 Develop a pop-up exhibit on Latino/Hispanic history in Waukegan. (Bryan Escobar)	05/01/19, 04/30/20	100%	100%	Achieved As of 11/05/19
3.1.2.3 Create and implement at least 2 new cultural arts programs that are targeted to seniors. (Debra Carl)	05/01/19, 04/30/20	2 4	4	Achieved As of 03/30/20
3.1.3 Explore use of the warm water therapy pool by area healthcare providers. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.1.4 Continue to approach area employers with WorkFit program. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.1.4.1 To create and implement an appreciation program for the Field House Members. (Joseph Young)	05/01/19, 04/30/20	100%	100%	Achieved As of 12/03/19
3.1.5 Explore Wounded Warrior and ex-military programs at the Field House. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19

3.1.6 Recreation (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.1.6.1 To complete 10 water safety presentations to different community organizations. (Cameron Crombie)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
3.1.6.2 To complete 10 school visits to promote swim lessons. (Anthony Strack)	05/01/19, 04/30/20		100%	Achieved As of 12/04/19
3.1.6.3 Implement a Bike Safety Rodeo at the Touch A Truck special event in partnership with the Secretary of State's Office Bicycle Safety Program. (Anthony Violett)	05/01/19, 04/30/20	Evaluation Complete	100%	Achieved As of 08/20/19
3.1.6.4 To monitor and manage the Parks Department LCWFD Summer Youth Program. (Rafael Ayala)	05/01/19, 12/31/24	completion of Summer Youth Program	100%	Achieved As of 10/16/19
3.1.7 Evaluate the need of Spanish speaking staff to lead certain programs. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.1.7.1 To increase the number of participants in water safety talks by 10%. (Anthony Strack)	05/01/19, 04/30/20		75%	On Target As of 12/04/19

**3.2 Continue & expand free, family oriented & low cost programs (Recreation) (12/31/24) Measure: Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.2.1 Develop a process to coordinate the timing of special events with other community organizations to avoid redundancy and scheduling conflicts. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.2.2 Identify additional partnerships, grants or sources of funding to better support the financial assistance programs. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.2.3 Evaluate more opportunities to utilize volunteers to supplement staff for special events or other programs. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.2.3.1 Identify 5 local community groups (Navy Base, Local Colleges, Churches) to recruit volunteers for Special Recreation Special Olympics, sports and other Special Recreation programs. (Kari Robinson)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20
3.2.4 Collaborate with school district for more youth programs. (Recreation)	05/01/19, 12/31/24			On Target As of 08/19/19
3.2.4.1 To host four (4) sports nights at Waukegan Elementary Schools. (Pat Coleman)	05/01/19, 04/30/20			Deferred As of 04/20/20
3.2.5 Expand programs and activities to get kids outdoors, into nature and the environment (education on reduce, reuse and stewardship). (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.2.5.1 Establish a Heritage Garden by the Bowen Park Greenhouse representing 4 different cultures and heirloom/historical plantings. (Jen Dumas)	05/01/19, 04/30/20	100%	100%	Achieved As of 08/19/19
3.2.5.2 Develop and implement a Jr. Rangers Program that will meet monthly during the school year. (Anthony Violett)	05/01/19, 04/30/20		20%	On Target As of 08/20/19
3.2.5.3 Implement a Grow Tower food program for BASE to promote healthy food choices and nutrition education. (Anthony Violett)	05/01/19, 04/30/20	3 programs offered	100%	Achieved As of 08/20/19
3.2.5.4 Implement STEAM programs for the BASE program a minimum of two times per month. (Javier Martinez)	05/01/19, 04/30/20		100%	Achieved As of 03/31/20
3.2.5.5 Coordinate and partner with local school district to schedule a minimum of five field trips to the new Nature Center. (Javier Martinez)	05/01/19, 04/30/20			Deferred As of 03/31/20
3.2.6 Expand community gardening and the use of Park District land to produce locally grown fruits and vegetables. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.2.7 Create new programs in the fitness area based on community needs. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19

3.2.7.1 To create and implement a new climbing wall programming for youth and adults. (Joseph Young)	05/01/19, 04/30/20	100%	100%	Achieved As of 12/03/19
3.2.7.2 To implement a family fitness challenge day. (Kaitlin Fischer)	05/01/19, 04/30/20	100%	100%	Achieved As of 04/01/20
3.2.7.3 To implement a new women's weight loss program. (Cindy Zamudio)	05/01/19, 04/30/20	100%	80%	Achieved As of 04/21/20
3.2.7.4 To implement 2 new platinum fitness programs. (Kaitlin Fischer)	05/01/19, 04/30/20		100%	Achieved As of 11/25/19
3.2.8 Expand sports programming offerings for both youth and adult. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.2.8.1 To incorporate a family appreciation day for youth sports programs. (Pat Coleman)	05/01/19, 04/30/20			Achieved As of 12/03/19
3.2.8.2 To implement a soccer program for 3 and 4 year old children. (Pat Coleman)	05/01/19, 04/30/20			Achieved As of 12/03/19
3.2.8.3 To implement 2 new youth athletic programs. (Pat Coleman)	05/01/19, 04/30/20	50%		Deferred As of 04/20/20
3.2.8.4 To implement a skills and home run derby for the summer softball tournament. (Brett Pomeroy)	08/03/19, 08/03/19			Achieved As of 08/13/19
3.2.8.5 To implement 3 new adult athletic programs. (Brett Pomeroy)	05/01/19, 04/30/20			On Target As of 08/13/19

**3.3 Increase user feedback to drive innovative programs & events (Recreation) (12/31/24) Measure:**

**Target:**

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.3.3 Conduct an in-depth program assessment to evaluate the continued relevance of current program offerings and take appropriate action. (Recreation)	05/01/20, 12/31/24			On Target As of 12/05/19
3.3.3.1 To complete an assessment of the personal training program structure and rates to ensure best practices and pricing by contacting local facilities and comparing programs. (Kaitlin Fischer)	05/01/19, 04/30/20		100%	Achieved As of 02/24/20
3.3.3.2 Evaluate effectiveness of current management structure in the Recreation Department and suggest improvements and additions to the structure to better serve the programs and community. (Erick Beverly)	05/01/19, 04/30/20	50	50%	On Target As of 08/19/19
3.3.3.3 Devote a minimum of 10 hours per month of observations, monitoring, and making recommendations for programs and events in area of responsibility. (Julie Schneider)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20
3.3.4 Evaluate the effectiveness of sharing facilities more frequently with the High School. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.3.5 Develop new ideas and promotions to increase membership at Field House. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.3.5.1 To revamp and revitalize the Field House Retention Plan and track the monthly retention rate. (Shelby McDonald)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/25/20
3.3.5.2 To implement and track member satisfaction with monthly tabling. (Joseph Young)	05/01/19, 04/30/20	100%	100%	Achieved As of 12/03/19
3.3.5.3 Enter the Field House into the Best of the Best of Lake County competition and earn Top Pick Finalist recognition. (Shelby McDonald)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
3.3.6 Create new ideas for programs that focus on technology and innovation. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
3.3.6.1 Work with staff to create and implement 3 new programs in the Recreation Department that highlight innovation. (Erick Beverly)	05/01/19, 04/30/20		75%	On Target As of 08/19/19
3.3.7 Evaluate current events and programs to ensure they are meeting community needs. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19

3.3.7.1 To create an evaluation process for all group exercise classes to ensure they are meeting park district standards. (Cindy Zamudio)	05/01/19, 04/30/20	100%	70%	Achieved As of 04/21/20
3.3.7.2 Review and revamp all Recreation special events and evaluate cost cutting measures. (Erick Beverly)	05/01/19, 04/30/20		75%	On Target As of 08/19/19
3.3.7.3 Evaluate and chart all current Special Recreation adult programs and services through participation and care giver survey to determine programs to continue offering, programs to eliminate, and new programs to create. (Kari Robinson)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20

INTERNAL BUSINESS INITIATIVES & ORGANIZATION GOALS

4 Invest in the Future through Technology and Operational Excellence

4.1 Reduce redundancy/ improve efficiency-streamline processes & procedures (Administration/Executive Director) (12/31/24)

Measure:  
Target:

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.1.1 Improve the residency verification process to resolve the delay in approval and assess revenue impact if changed. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.1.2 Implement the use of e-signatures for waivers/contracts/agreements, accounts payable processing and other documents as appropriate. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.1.2.1 To research and present a recommendation for E-Signatures on waivers/contracts/agreements, accounts payable processing and other documents . (Joe Georges)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/26/20
4.1.3 Explore the use of automated workflow applications. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.1.4 Research options for staff scheduling software. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.1.5 Research options for a preventative maintenance software application. (Parks)	05/01/19, 12/31/24			On Target As of 12/05/19
4.1.6 Implement an employee portal or another method to improve communication capabilities with part-time staff. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.1.7 Conduct a workflow analysis of selected processes to identify opportunities for improvement. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.1.7.1 To coordinate a Parks Department Administrative Procedure Manual to be used as a road map to develop better consistency with in the department. (Scott MacLean)	05/01/19, 12/31/24			On Target As of 09/24/19

4.2 Increase mobile technology (Administration/Executive Director) (12/31/24)

Measure:  
Target:

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.2.1 Implement use of tablets to register on site. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
4.2.1.1 To utilize the new iPad to track GO Waukegan participant information to enhance their experience and increase participation. (Shelby McDonald)	05/01/19, 04/30/20		100%	Achieved As of 03/25/20
4.2.2 Utilize tablets to post to social media in real time. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
4.2.3 Develop on-site capability for credit card payments. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.2.3.1 To research and present a recommendation for on-site capability for credit card payments (such as PayPal, Square, etc). (Kalina Garcia)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/25/20
4.2.4 Support the use of Park District Mobile app and expand its capabilities. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19
4.2.4.1 To implement and promote the interactive portion of the Park District mobile app. (Shelby McDonald)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
4.2.5 Research Wi-Fi and advertising opportunities with our community. (Community Relations)	05/01/19, 12/31/24			On Target As of 04/21/20



**4.3 Assess/refine existing operational technology (Finance) (12/31/24)**

**Measure:  
Target:**

**On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.3.1 Update all staff to the same version of Microsoft Office and other software. (Finance)	05/01/19, 12/31/24	100% percent complete	10%	Achieved As of 04/02/20
4.3.1.1 To implement the upgrade to Microsoft Office 365 E3 for updated office software for all full time staff. (Joe Georges)	05/01/19, 04/30/20	100%	100%	Achieved As of 04/01/20
4.3.2 Conduct staff training to enhance communication and maximize use of available technology. (Finance)	05/01/19, 12/31/24			Achieved As of 03/29/20
4.3.2.1 To conduct staff training workshops (2) to enhance communication and maximize use of available technology. (Joe Georges)	05/01/19, 04/30/20	100%	100%	Achieved As of 10/30/19
4.3.3 Dedicate adequate staff time and financial resources for appropriate implementation. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.3.4 Identify and implement features that will expand or improve the use of registration software for parks and recreation experience in operations or programs. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.3.4.1 To investigate the ability to have Park Use Permit applications are accepted at other indoor facilities and or online. (Scott MacLean)	05/01/19, 12/31/24			Not Started As of 03/25/19
4.3.5 Explore opportunities to utilize the online human resource on boarding system to reduce new hire paperwork. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19

**4.4 Identify, plan and prioritize operations & tech improvements (Finance) (12/31/24)**

**Measure:  
Target:**

**On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.4.1 Create a cross-sectional operations and technology team that solicits feedback and recommends areas for operational and technology improvements and prioritization. (Finance)	05/01/19, 12/31/24			Achieved As of 03/29/20
4.4.1.1 To create a cross-sectional operation and technology team to solicit feedback and recommendations for improvement. (Jon Beckmann)	05/01/19, 04/30/20	100%	100%	Achieved As of 02/04/20
4.4.2 Develop a Technology Master Plan that sets the direction and a funding plan for the District's long-term use of technology. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.4.3 Maintain an ongoing list of current, proposed and possible projects and review and prioritize at least annually. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
4.4.4 Conduct cost/benefit analysis to determine the value of technology investments. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.4.5 Review the Record Retention process to improve processes related to this area. (Finance)	05/01/19, 12/31/24			Achieved As of 03/29/20
4.4.5.1 To improve the record retention process for maintaining and disposing of district records. (Jon Beckmann)	05/01/19, 04/30/20	100%	100%	Achieved As of 02/04/20
4.4.6 Research new or current technology to be used in Community Relations, Parks, and Recreation departments. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
4.4.6.1 Utilize existing software options to integrate current processes into a programmatic database. (David Grosskopf)	05/01/19, 12/31/24			On Target As of 10/15/19
4.4.7 Develop an easy to use program and facility evaluation process. (Recreation)	05/01/19, 12/31/24			On Target As of 12/05/19

**4.5 Continue excellence in operations thru reviews (Administration/Executive Director) (12/31/24)**

**Measure:  
Target:**

**On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.5.1 Review and verify that operational practices are maintained at a high standard. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
4.5.1.1 To participate in the 'Identify' year of the new Loss Control Review to then select the priority items needing attention. (Tanya Brady)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/29/20
4.5.1.2 To participate in PDRMA Loss Control Review Pilot Program. (Scott MacLean)	05/01/19, 12/31/24			On Target As of 11/08/19
4.5.2 Ensure that all new procedures and policies meet a best practices standard. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
4.5.2.1 Create a Special Recreation Parent Handbook for camps to reflect WPD & SRSNLC policies and procedures ensuring best practices. (Maria Owens)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/30/20
4.5.2.2 To create and implement an operations guidelines manual for Rose Park SplashPad. (Cameron Crombie)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
4.5.2.3 Create an internal preventative maintenance handbook for all new cardio equipment in the Fitness Center. (Kaitlin Fischer)	05/01/19, 04/30/20		100%	Achieved As of 03/24/20
4.5.2.4 To implement an operations guideline manual for Rose Park SplashPad. (Quincy Bejster)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
4.5.3 Enhance communication processes to ensure that all key staff receives information and updates on processes that they are a part of, to ensure that no one is left out. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
4.5.3.1 Administer and implement Safety Committee recommendations and initiatives related to area of responsibility. (Julie Schneider)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20

LEARNING AND GROWTH INITIATIVES & ORGANIZATION GOALS

5 Foster Staff Engagement and Development

5.1 Create on-boarding process for new staff & volunteers (Finance) (12/31/24)

Measure:  
Target:

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.1.1 Develop an on boarding process and initial orientation for new employees. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.1.1.1 Implement the new on-boarding process for new staff and volunteers in my area of responsibility. (Mike Mayfield)	05/01/19, 04/30/20		100%	Achieved As of 03/24/20
5.1.1.2 To create a part-time onboarding program for newly hired staff. (Shelby McDonald)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
5.1.1.3 To develop a new hire onboarding checklist to verify new hires have everything they need to start on their first day and within their first few weeks. (Stacey Jozefiak)	05/01/19, 04/30/20		100%	Achieved As of 03/29/20
5.1.2 Develop an orientation program for volunteers to engage them in the mission and goals of the organization. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.1.3 Develop a mentorship program for new or newly-promoted employees in the organization. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.1.4 Identify and/or hire a human resources professional to help with recruiting, hiring and retention strategies and processes. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.1.5 Identify training requirements for each job and develop a tracking process to monitor compliance. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.1.5.1 To test and receive the Certified Park and Recreation Professional (CPRP) certification. (Kalina Garcia)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/29/20
5.1.5.2 To communicate monthly who needs to complete safety orientation, department employee handbook, and building alarms and keys acknowledgement. (Tanya Brady)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/29/20
5.1.5.3 To obtain group exercise and Silver Sneaker certifications. (Cindy Zamudio)	05/01/19, 04/30/20	70%	40%	On Target As of 04/21/20
5.1.5.4 To create a quarterly customer service training for all part-time employees in the Recreation Department for use in staff meetings. (Kaitlin Fischer)	05/01/19, 04/30/20		100%	Achieved As of 02/19/20
5.1.5.5 To complete the Eppley Institute Certificate in Master Planning. (Tim Girmscheid)	05/01/19, 12/31/24			On Target As of 10/15/19
5.1.5.6 Offer trades staff move external training opportunities as a means to increase skill levels FY19/20 (David Grosskopf)	05/01/19, 12/31/24			On Target As of 06/20/19
5.1.5.7 Attend STMA's 2020 National Conference and Exhibition. (Noel Brusius)	05/01/19, 12/31/24	Attendance of STMA's 2020 Conference	100%	Achieved As of 02/12/20
5.1.5.8 To participate on the STMA Awards Committee. (Noel Brusius)	05/01/19, 12/31/24	Participation on STMA Award Committee	100%	Achieved As of 02/12/20
5.1.5.9 To serve as an executive board member for the Illinois Sports Turf Managers Association. (Noel Brusius)	05/01/19, 12/31/24	Serve as executive board member	100%	Achieved As of 02/12/20
5.1.6 Implement the on-boarding process for new staff & volunteers in my area of responsibility. (Finance)	05/01/19, 04/30/20			On Target As of 12/05/19

5.2 Increase communication with Part Time & Seasonal employees (Administration/Executive Director) (12/31/24)

Measure:  
Target:

On Target

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
----------------------	----------------	-----------------	--------	--------

5.2.1 Simplify the new hire process. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.2.1.1 To create additional fillable forms to simplify the hiring process for staff. (Stacey Jozefiak)	05/01/19, 04/30/20	100%	100%	Achieved As of 10/30/19
5.2.2 Implement a process to conduct exit phone interviews with former part-time employees for those who cannot complete the exit survey in person. (Finance)	05/01/19, 12/31/24			Achieved As of 03/30/20
5.2.2.1 To create process to provide departing staff with exit survey if they are not able to complete it in person. (Stacey Jozefiak)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20
5.2.3 Develop an employee portal as a communication tool for part time employees. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.2.4 Implement scheduling software or other tool to communicate work schedules and changes to the schedules. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19

**5.3 Maintain competitive pay/benefits (Administration/Executive Director) (12/31/24) Measure: Target: On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.3.1 Review and make recommendations to pay structure and benefits. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.3.2 Consider limited benefits for part-time/seasonal employees. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
5.3.3 Explore feasibility of offering personal paid time off days for IMRF positions. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
5.3.4 Develop a plan to address pending legislation to increase minimum wage. (Finance)	05/01/19, 12/31/24			Achieved As of 03/29/20
5.3.4.1 To develop a plan to address increase in minimum wage. (Stacey Jozefiak)	05/01/19, 04/30/20	100%	100%	Achieved As of 12/06/19
5.3.5 Explore the potential/use for an incentive pay/bonus structure. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19

**5.4 Increase interest in working for WPD & in Recreation Industry (Administration/Executive Director) (12/31/24) Measure: Target: On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.4.1 Explore ways to offer more teen and college students job shadowing or internship opportunities. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.4.2 Provide scholarships annually to students going off to college. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.4.3 Provide workshops led by WPD staff to highlight the many aspects/available jobs that the Park District has to offer the community. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19
5.4.3.1 Create and offer 2 new specialized museum studies programs that highlight museum and history careers to local youth programs and camps. (Bryan Escobar)	05/01/19, 04/30/20	100%	100%	Achieved As of 08/06/19
5.4.3.2 Implement a Jr. Lifeguard program at the Field House. (Cameron Crombie)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
5.4.4 Explore the development of a Part-time Employee Council (P-TEC) that can provide feedback to the District on employment issues and to mentor this group of employees for future jobs. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19

5.4.5 Consider tuition reimbursement for part-time/seasonal employees. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
--	-----------------------	--	--	-----------------------------

**5.5 Enhance employee satisfaction and engagement (Administration/Executive Director) (12/31/24) Measure: Target: On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.5.1 Revamp/update employee recognition programs/team building events. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 12/05/19
5.5.1.1 To create and implement a hospitality program for Field House front desk staff. (Joseph Young)	05/01/19, 04/30/20	100%	100%	Achieved As of 12/03/19
5.5.1.2 Develop and implement a yearly special event for Special Recreation part-time and seasonal staff and volunteers to show appreciation for their efforts. (Maria Owens)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/30/20
5.5.4 Evaluate options to provide for flexible work schedules. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
5.5.5 Conduct annual or biannual employee satisfaction surveys. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 12/05/19
5.5.5.1 Create and implement employee satisfaction surveys for Special Recreation part-time and seasonal staff. (Maria Owens)	05/01/19, 04/30/20	100%	100%	Achieved As of 03/30/20
5.5.6 Continue to promote a culture of employee safety at the workplace. (Finance)	05/01/19, 12/31/24			On Target As of 12/05/19

**6 Demonstrate Prudent Financial Planning and Management for Long-term Success**

**6.1 Increase focus on long-term financial planning & analysis (Finance) (12/31/24) Measure: Target: On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.1.5 Develop a method for a multi-year cash flow analysis to determine available resources. (Finance)	05/01/20, 12/31/24			Achieved As of 03/29/20
6.1.5.1 To implement Whitebirch Software to develop a multi-year cash flow analysis to determine available funds. (Joe Georges)	05/01/19, 04/30/20	100%	100%	Achieved As of 10/30/19
6.1.11 Increase financial transparency portal to help engage all stakeholders with the potential opportunity to view, filter, or analyze revenues and expenses. (Finance)	05/01/20, 12/31/24			On Target As of 12/06/19
6.1.11.1 To research and prepare documentation for the new Grant Accountability and Transparency Act (GATA) audit requirements. (Kalina Garcia)	05/01/19, 04/30/20	100%	100%	Achieved As of 07/30/19

**6.2 Enhance staff knowledge & awareness of financial position (Finance) (12/31/24) Measure: Target: On Target**

AND INDIVIDUAL GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.2.1 Increase staff training on financial concepts, reporting and procedures. (Finance)	05/01/20, 12/31/24			On Target As of 12/06/19
6.2.1.1 Attend workshops and trainings to enhance my knowledge and awareness of financial planning and facility management. (Mike Mayfield)	05/01/19, 04/30/20		100%	Achieved As of 03/24/20
6.2.2 Include a discussion of financial results and direction for the future in an annual staff meeting. (Finance)	05/01/20, 12/31/24			Achieved As of 03/29/20
6.2.2.1 To present at a All-Employee Meeting financial results from our annual audit and the direction of our financial future. (Jon Beckmann)	05/01/19, 10/31/19	100%	100%	Achieved As of 02/04/20

6.2.3 Review, update and determine the need for new financial policies. (Finance)	05/01/20, 12/31/24			On Target As of 12/06/19
6.2.3.1 To review, update, and implement new financial policies. (Jon Beckmann)	05/01/19, 04/30/20	100%	100%	Achieved As of 10/15/19
6.2.5 Ensure that Leadership and Management Staff and Commissioners have opportunities for learning and growth such as the state (IAPD/IPRA) and national Conferences (NRPA). (Administration/Executive Director)	01/01/19, 04/30/20			On Target As of 12/06/19
6.2.6 Continue the staff input "Yellow Card" project with updates from staff and announcements of achieved changes based on earlier suggestions. (Administration/Executive Director)	01/01/19, 04/30/20			On Target As of 12/06/19
<b>6.3 Aggressively seek opportunities for alternate revenue (Administration/Executive Director) (12/31/24)</b>				<b>Measure: Target:</b> On Target
<b>AND INDIVIDUAL GOALS</b>	<b>START/END DATE</b>	<b>TARGET, MEASURE</b>	<b>ACTUAL</b>	<b>STATUS</b>
6.3.1 Continue to seek out alternate forms of revenue through grants, sponsorships, donations, advertising, foundation, and partnerships. (Community Relations)	05/01/20, 12/31/24			On Target As of 03/16/20
6.3.1.1 Increase sponsorship monies from \$25,000 during FY18/19 to \$28,000 during FY19/20. (Jen Dumas)	05/01/19, 04/30/20	100%	100%	Achieved As of 08/19/19
6.3.1.2 To reach out to local camps and daycare organizations to obtain 10 new rental groups for the outdoor aquatics facility at Rose Park. (Cameron Crombie)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
6.3.1.3 To restructure personal training packages and increase personal training revenue by 10%. (Cindy Zamudio)	05/01/19, 04/30/20	100%	80%	Achieved As of 12/03/19
6.3.1.4 To obtain a new sponsor for youth athletic program t-shirts. (Pat Coleman)	05/01/19, 04/30/20			Achieved As of 12/03/19
6.3.1.5 Establish a minimum of 3 additional community contacts for sponsors for the Polar Bear Plunge 2020. (Julie Schneider)	05/01/19, 04/30/20		100%	Achieved As of 11/26/19
6.3.1.6 Identify 3 potential grants that match the needs of Special Recreation current programming or new events. (Kari Robinson)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20
6.3.1.7 To increase the number of pool party rentals by 10%. (Cameron Crombie)	05/01/19, 04/30/20		100%	Achieved As of 04/16/20
6.3.1.8 To find a new permanent rental group for the SportsPark and Field House. (Brett Pomeroy)	05/01/19, 04/30/20			Achieved As of 08/13/19
6.3.1.9 To obtain a new corporate athletic league for the SportsPark/Field House. (Brett Pomeroy)	05/01/19, 04/30/20			Achieved As of 08/13/19
6.3.1.10 To secure a new fall soccer league for the SportsPark for the months of September through November. (Brett Pomeroy)	05/01/19, 04/30/20			On Target As of 08/13/19
6.3.2 Identify opportunities for additional cost controls or expense reductions. (Finance)	05/01/20, 12/31/24			On Target As of 12/06/19
6.3.2.1 To review and develop an Independent Contractor pay structure guide. (Quincy Bejster)	05/01/19, 04/30/20		100%	Achieved As of 03/30/20

## APPENDIX A: STRATEGIC PLANNING TERMS

STRATEGIC PLANNING TERM	DEFINITION
<b>Core Values/Guiding Principles</b>	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
<b>Core Purpose/Mission Statement</b>	The organization's core purpose. Why do we exist?
<b>Vision Statement (5+ years)</b>	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
<b>Competitive Advantages</b>	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
<b>Organization-Wide Strategies</b>	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
<b>Long-Term Initiatives (3+ years)</b>	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
<b>Short-Term Items (1 year)</b>	Short-term items that convert the Initiatives into specific performance targets. Effective goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Initiatives?
<b>Key Performance Indicators (KPIs)</b>	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to goals. How will we know we have achieved our goals?