



WAUKEGAN PARK DISTRICT

NEW: 2019-2024 STRATEGIC PLAN

Executive Summary w/Progress for FY20/21

As of April 12, 2021

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
1 Revitalize and Maintain Parks and Facilities with a Focus on Excellence and Sustainability			On Target
1.1 To strengthen long-range planning for repair and replacement of infrastructure			On Target As of 02/24/21
1.2 Align facilities & parks use/amenities with current & future needs through the Parks & Open Space Master Plan			Not Started As of 03/15/21
1.3 Utilize cost effective & efficient methods of maintaining parks & facilities			On Target As of 12/02/20
1.4 To plan for growth & development of open space			On Target As of 11/25/20
1.5 To increase focus on sustainability & environmental impact			On Target As of 11/25/20
1.6 To enhance safety perception & security in parks, facilities & trails			On Target As of 11/25/20
2 Strengthen Intergovernmental Relationships, Community Connections and Communications			On Target
2.1 Improve operational efficiency in tracking agreements	completed		Achieved As of 03/15/21
2.2 To explore new cooperative agreements			On Target As of 11/25/20
2.3 Elevate WPD identity & reinforce brand with consistency			On Target As of 03/15/21
2.4 Maximize value and effectiveness of marketing outlets			On Target As of 12/05/19
2.5 To enhance relationships with government officials & community organizations			On Target As of 03/15/21
2.6 To foster opportunities for enhanced internal & external communication, ensuring resident needs are met through use of their language in addition to English			On Target As of 11/25/20
3 Enhance Programming to Better Reflect the Community			On Target
3.1 To serve our multicultural community-meet programming needs			On Target As of 03/15/21
3.2 Continue & expand free, family oriented & low cost programs			On Target As of 11/30/20
3.3 Increase user feedback to drive innovative programs & events			On Target As of 11/30/20
4 Invest in the Future through Technology and Operational Excellence			On Target
4.1 To reduce redundancy/ improve efficiency-streamline processes & procedures			On Target As of 03/15/21
4.2 To increase mobile technology			On Target As of 11/25/20

4.3 Assess/refine existing operational technology	On Target As of 03/15/21
4.4 Identify, plan and prioritize operations & tech improvements	Achieved As of 09/29/20
4.5 To continue excellence in operations thru reviews and assessments.	On Target As of 11/25/20
5 Foster Staff Engagement and Development	On Target
5.1 Create on-boarding process for new staff & volunteers	On Target As of 10/15/20
5.2 To increase communication with Part Time & Seasonal employees	On Target As of 11/25/20
5.3 To maintain competitive pay/benefits	On Target As of 11/25/20
5.4 To increase interest in working for WPD & in Recreation Industry	On Target As of 11/25/20
5.5 To enhance employee satisfaction and engagement	On Target As of 11/25/20
6 Demonstrate Prudent Financial Planning and Management for Long-term Success	On Target
6.1 Increase focus on long-term financial planning & analysis	On Target As of 02/24/21
6.2 Enhance staff knowledge & awareness of financial position	Achieved As of 02/24/21
6.3 To aggressively seek opportunities for alternate revenue	On Target As of 11/25/20

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

On Target

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

Measure:
Target:

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.1.1 To develop an inventory of physical assets. (Parks)	05/01/20, 12/31/24			On Target As of 11/25/20
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 12/01/20
1.1.3 Conduct an infrastructure conditions analysis and determine useful life of assets by park location. (Parks)	05/01/20, 12/31/24			Not Started As of 12/05/19
1.1.4 Create or update a replacement plan/schedule for each asset. (Parks)	05/01/20, 12/31/24			Not Started As of 12/05/19
1.1.5 Review/Update Capital Improvement Plan (CIP) annually to reflect replacement. (Parks)	05/01/20, 12/31/24			On Target As of 12/01/20
1.1.6 Investigate software to document and track facility assets replacement. (Parks)	05/01/20, 12/31/24			Not Started As of 12/05/19

1.2 Align facilities & parks use/amenities with current & future needs through the Parks & Open Space Master Plan (Administration/Executive Director) (12/31/24)

Measure:
Target:

Not Started

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.2.1 Conduct needs assessment of parks and facilities through internal review, public input and related research. (Parks)	05/01/19, 12/31/24			On Target As of 12/01/20
1.2.2 Identify structures/facilities that need significant maintenance attention. (Parks)	05/01/19, 12/31/24			Not Started 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 12/01/20
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 12/02/20

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

Measure:
Target:

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.3.1 Review and update park maintenance standards and tasks; identify operational deficiencies. (Parks)	05/01/20, 12/31/24			On Target As of 12/02/20
1.3.2 To create partnerships with partners that align with future projects. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/25/20

1.3.3 Evaluate contractual service needs and District staffing. (Parks)	05/01/20, 12/31/24	On Target As of 12/02/20
1.3.4 Develop a method for tracking actual hourly personnel costs for park and facility maintenance. (Parks)	05/01/20, 12/31/24	On Target As of 12/02/20

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

On Target

	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			Not Started As of 12/05/19
1.4.2 Implement a maintenance plan for the farm property. (Parks)	05/01/19, 12/31/24			Not Started As of 12/05/19
1.4.3 Expand services based on new programming and facilities. (Recreation)	05/01/19, 12/31/24			On Target As of 11/30/20
1.4.4 Assess the appropriate level of fee recovery for services. (Recreation)	05/01/19, 12/31/24			On Target As of 11/30/20
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 12/02/20
1.4.6 Build for the future by evaluating cutting-edge equipment and park site amenities. (Parks)	05/01/19, 12/31/24			Not Started 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 12/02/20
1.4.8 To 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 11/25/20
1.4.9 To continue to oversee and lead the Rose Park revitalization and renovation project to completion while maintaining budget and time parameters and focusing on excellence and sustainability. (Administration/Executive Director)	05/01/20, 04/30/21	100% completion		On Target As of 11/25/20

1.5 To increase focus on sustainability & environmental impact (Administration/Executive Director) (12/31/24) Measure: Target:

On Target

	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 12/02/20
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			Not Started As of 12/05/19
1.5.3 Continue LED conversions with use of ComEd and other incentives. (Parks)	05/01/19, 12/31/24			Not Started 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			Not Started 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			Not Started As of 12/05/19
1.5.6 Update IPRA Environmental Report Card for the District. (Parks)	05/01/19, 12/31/24			Not Started As of 12/05/19
1.5.7 Update and enhance public information related to sustainability. (Parks)	05/01/19, 12/31/24			Not Started 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			Not Started As of 12/05/19
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1.6 To enhance safety perception & security in parks, facilities & trails (Administration/Executive Director) (12/31/24) **Measure: Target:** On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.6.1 To evaluate the role and responsibilities of the park patrol. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/25/20
1.6.2 Explore opportunities to use technology, LED lights, park/facility design, and programming sites to address safety concerns or perceptions. (Parks)	05/01/20, 12/31/24			Not Started As of 12/05/19
1.6.3 Increase employee safety and emergency preparedness training. (Finance)	05/01/20, 04/30/21			Achieved As of 02/28/21

2 Strengthen Intergovernmental Relationships, Community Connections and Communications On Target

2.1 Improve operational efficiency in tracking agreements (Administration/Executive Director) (04/30/24) **Measure: completed Target:** Achieved

	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, 04/30/21			Achieved As of 02/28/21
2.1.2 Document the agreement development and implementation process including signatory authorization, recording, etc. (Finance)	05/01/20, 04/30/21			Achieved As of 02/28/21

2.2 To explore new cooperative agreements (Administration/Executive Director) (12/31/24) **Measure: Target:** On Target

	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 10/12/20
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 10/12/20

2.3 Elevate WPD identity & reinforce brand with consistency (Administration/Executive Director) (12/31/24) **Measure: Target:** On Target

	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 02/25/21
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			On Target As of 02/25/21
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 11/30/20
2.3.5 To 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 11/25/20

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 10/12/20
2.3.7 Apply for and receive the NRPA Gold Medal Award. (Community Relations)	05/01/20, 04/30/22		On Target As of 10/15/20
2.3.8 Work with Ty and Historical Society to create an identity and communication plan for the Carnegie project. (Community Relations)	03/01/21, 08/30/22	Percent Complete	Not Started As of 03/16/21

2.4 Maximize value and effectiveness of marketing outlets (Administration/Executive Director) (12/31/24)

**Measure:
Target:**

On Target

	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	Percent Complete		Achieved As of 03/16/21
2.4.2 Continue and expand use of social media with video support. (Community Relations)	05/01/20, 12/31/24	Number		On Target As of 03/16/21
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, 04/30/21			Deferred As of 03/15/21
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 11/30/20
2.4.7 Update the District's marketing plans. (Community Relations)	05/01/20, 12/31/24	Percent Complete		On Target As of 03/16/21
2.4.8 To 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 11/25/20
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			Achieved As of 04/21/20

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

**Measure:
Target:**

On Target

	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	Percent Complete		Deferred As of 03/16/21
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 11/30/20
2.5.3 To 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 11/25/20
2.5.5 To plan for and oversee the Carnegie Library project from its beginning throughout its renovation while working cooperatively with the Waukegan Historical Society and maintaining focus on program needs, excellence and financial responsibility. (Administration/Executive Director)	05/01/20, 04/30/24	25%		On Target As of 11/25/21

2.6 To 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

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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2.6.1 To create a series of open houses for staff to visit and learn what other staff do. (Administration/Executive Director)	05/01/20, 12/31/24	<div data-bbox="1396 63 1534 105" style="background-color: #007bff; color: white; padding: 2px 5px; border-radius: 10px; display: inline-block;">Deferred</div> <small>As of 11/25/20</small>
2.6.2 To conduct staff meeting to discuss Strategic Plan goals with all staff. (Administration/Executive Director)	05/01/20, 12/31/24	<div data-bbox="1396 147 1534 189" style="background-color: #28a745; color: white; padding: 2px 5px; border-radius: 10px; display: inline-block;">On Target</div> <small>As of 11/25/20</small>
2.6.3 Continue to refine Parkvine employee newsletter. (Community Relations)	05/01/20, 12/31/24	<div data-bbox="1396 231 1534 273" style="background-color: #28a745; color: white; padding: 2px 5px; border-radius: 10px; display: inline-block;">On Target</div> <small>As of 03/16/20</small>

FINANCIAL INITIATIVES & ORGANIZATION GOALS

3 Enhance Programming to Better Reflect the Community

On Target

3.1 To serve our multicultural community-meet programming needs (Leadership Team) (12/31/24)

**Measure:
Target:**

On Target

	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 11/30/20
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 11/30/20
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 11/30/20
3.1.4 Continue to approach area employers with WorkFit program. (Recreation)	05/01/19, 12/31/24			On Target As of 11/30/20
3.1.5 Explore Wounded Warrior and ex-military programs at the Field House. (Recreation)	05/01/19, 12/31/24			Deferred As of 11/30/20
3.1.6 Build Partnerships and cooperative program offerings with local organizations. (Recreation)	05/01/19, 12/31/24			On Target As of 11/30/20
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 11/30/20

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

**Measure:
Target:**

On Target

	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 11/30/20
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 11/30/20
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 11/30/20
3.2.4 Collaborate with school district for more youth programs. (Recreation)	05/01/19, 12/31/24			On Target As of 11/30/20
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 11/30/20
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 11/30/20
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 11/30/20
3.2.8 Expand sports programming offerings for both youth and adult. (Recreation)	05/01/19, 12/31/24			On Target As of 11/30/20

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

**Measure:
Target:**

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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3.3.1 Assign a Spanish-speaking staff member to be a liaison to the key leaders of the Hispanic and Latino community and develop a plan to identify their interests and engage them in programs and events. (Recreation)	05/01/20, 12/31/24	On Target As of 11/30/20
3.3.2 Develop promotions or incentives to increase response rate on participant surveys. Expand the use of focus groups, online surveys, multi-lingual surveys. (Recreation)	05/01/20, 12/31/24	On Target As of 11/30/20
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 11/30/20
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 11/30/20
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 11/30/20
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 11/30/20
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 11/30/20

INTERNAL BUSINESS INITIATIVES & ORGANIZATION GOALS

4 Invest in the Future through Technology and Operational Excellence

On Target

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

Measure:
Target:

On Target

	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 02/24/21
4.1.4 Research options for staff scheduling software. (Finance)	05/01/19, 12/31/24			Not Started As of 12/05/19
4.1.5 Research options for a preventative maintenance software application. (Parks)	05/01/19, 12/31/24			Not Started 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			Not Started 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 09/29/20

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

Measure:
Target:

On Target

	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 11/30/20
4.2.2 Utilize tablets to post to social media in real time. (Recreation)	05/01/19, 12/31/24			On Target As of 11/30/20
4.2.3 Develop on-site capability for credit card payments. (Finance)	05/01/19, 12/31/24			On Target As of 09/29/20
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 11/30/20
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

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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		100%	On Target As of 02/24/21
4.3.5 Explore opportunities to utilize the online human resource on boarding system to reduce new hire paperwork. (Finance)	05/01/19, 04/30/21		100%	Achieved As of 02/24/21

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

Measure:
Target:

Achieved

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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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, 04/30/21	100%	Achieved As of 02/24/21
4.4.3 To 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	100%	On Target As of 02/24/21
4.4.4 Conduct cost/benefit analysis to determine the value of technology investments. (Finance)	05/01/19, 04/30/21		Achieved As of 02/24/21
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	100%	Achieved As of 02/24/21
4.4.7 Develop an easy to use program and facility evaluation process. (Recreation)	05/01/19, 12/31/24		On Target As of 11/30/20

4.5 To continue excellence in operations thru reviews and assessments. (Administration/Executive Director) (12/31/24)

**Measure:
Target:**

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.5.1 To 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 11/25/20
4.5.2 To 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 11/25/20
4.5.3 To enhance communication processes to ensure that all key staff receives information and updates on processes that they are a part of, ensuring no one is excluded. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 11/25/20

LEARNING AND GROWTH INITIATIVES & ORGANIZATION GOALS

5 Foster Staff Engagement and Development

On Target

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

Measure:
Target:

On Target

	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, 04/30/21			Achieved As of 02/24/21
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 11/30/20
5.1.3 Develop a mentorship program for new or newly-promoted employees in the organization. (Finance)	05/01/19, 12/31/24			Not Started 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, 04/30/22		100%	On Target As of 02/24/21
5.1.5 Identify training requirements for each job and develop a tracking process to monitor compliance. (Finance)	05/01/19, 04/30/24		100%	On Target As of 02/24/21

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

Measure:
Target:

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.2.3 Develop an employee portal as a communication tool for part time employees. (Finance)	05/01/19, 04/30/22			Not Started 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, 04/30/22			Not Started As of 12/05/19

5.3 To maintain competitive pay/benefits (Administration/Executive Director) (12/31/24)

Measure:
Target:

On Target

	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		100%	On Target As of 02/24/21
5.3.2 To consider limited benefits for part-time/seasonal employees. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 11/25/20
5.3.3 To 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 11/25/20
5.3.5 Explore the potential/use for an incentive pay/bonus structure. (Finance)	05/01/19, 04/30/22			Not Started As of 12/05/19

5.4 To increase interest in working for WPD & in Recreation Industry (Administration/Executive Director) (12/31/24)

Measure:
Target:

On Target

	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, 04/30/24			On Target As of 10/15/20

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, 04/30/24	On Target As of 11/30/20
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, 04/30/24	Not Started As of 12/05/19
5.4.5 To consider tuition reimbursement for part-time/seasonal employees. (Administration/Executive Director)	05/01/19, 12/31/24	On Target As of 11/25/20

5.5 To enhance employee satisfaction and engagement (Administration/Executive Director) (12/31/24)

**Measure:
Target:**

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.5.1 To revise/update employee recognition programs/team building events. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/25/20
5.5.2 To explore the use of technology to increase employee satisfaction. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/25/20
5.5.3 To consider options to renovate employee workspaces when and where needed. (Administration/Executive Director)	05/01/20, 12/31/24			Deferred As of 11/25/20
5.5.4 To evaluate options to provide for flexible work schedules. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 11/25/20
5.5.5 To conduct annual or biannual employee satisfaction surveys. (Administration/Executive Director)	05/01/19, 12/31/24			On Target As of 11/25/20
5.5.6 Continue to promote a culture of employee safety at the workplace. (Finance)	05/01/19, 04/30/24		100%	On Target As of 02/24/21
5.5.7 To attend the 2020 National Parks and Recreation Association Conference. (Administration/Executive Director)	05/01/20, 12/31/20	Completed		Deferred As of 11/25/20
5.5.8 To attend the 2021 IPRA IAPD Soaring to New Heights State Conference (Administration/Executive Director)	05/01/20, 04/30/24	Completed		Deferred As of 02/24/21
5.5.9 Evaluate Recreation Management workloads for each position. (Recreation)	05/01/20, 04/30/21		75%	On Target As of 10/07/20

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

On Target

6.1 Increase focus on long-term financial planning & analysis (Administration/Executive Director) (04/30/24)

**Measure:
Target:**

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.1.1 Develop a long-term funding plan for the proposed Capital Asset Replacement and Preventative Maintenance Schedule (CARMS) being developed by the Parks Department. (Finance)	05/01/20, 04/30/21			On Target As of 02/24/21
6.1.2 Develop pricing targets for programs to differentiate between those to be supported primarily by taxes, for those partially funded with user fees, and those entirely funded by user fees. (Recreation)	05/01/20, 12/31/24			On Target As of 11/30/20
6.1.3 Develop a cost/benefit analysis for initiatives that will need funding in order to develop fund balance goals for each facility based on financial risks (i.e., risks associated with those dependent entirely on user fees, weather-dependent facilities, tax-supported facilities, etc.). (Finance)	05/01/20, 04/30/22			On Target As of 10/15/20
6.1.4 Conduct an evaluation and prioritization of initiatives that need funding. (Finance)	05/01/20, 04/30/22			On Target As of 10/15/20

6.1.5 Develop a method for a multi-year cash flow analysis to determine available resources. (Finance)	05/01/19, 04/30/21	100%	Achieved As of 02/24/21
6.1.6 To develop targets for the amount of annual funding from taxes and from other sources (i.e., user fees, alternate revenue sources, etc.). (Administration/Executive Director)	05/01/20, 12/31/24		On Target As of 09/29/20
6.1.7 Benchmarking and measuring debt capacity (Finance)	05/01/20, 04/30/22		On Target As of 10/15/20
6.1.8 Contingency plans for changing revenue streams or downturn of the economy (Finance)	05/01/20, 04/30/21		On Target As of 02/24/21
6.1.9 Create a roadmap for long-term workforce level needs and compensation planning based on funding, service level standards, and operating impacts. (Finance)	05/01/20, 04/30/21		Achieved As of 09/29/20
6.1.10 Evaluate opportunities to further contribute to economic growth within the community. (Finance)	05/01/20, 04/30/22		Not Started As of 12/06/19

6.2 Enhance staff knowledge & awareness of financial position (Finance) (04/30/22)

Measure:
Target:

Achieved

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.2.3 Review, update and determine the need for new financial policies. (Finance)	05/01/20, 04/30/21		100%	Achieved As of 02/24/21
6.2.4 To research data-driven tools or dashboards to shape the future on the decision-making process. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/25/20

6.3 To aggressively seek opportunities for alternate revenue (Administration/Executive Director) (12/31/24)

Measure:
Target:

On Target

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.3.2 Identify opportunities for additional cost controls or expense reductions. (Finance)	05/01/20, 04/30/21			Achieved As of 02/28/21
6.3.3 To utilize joint purchasing opportunities when applicable. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/25/20
6.3.4 To expand relationships with other government agencies and private businesses. (Administration/Executive Director)	05/01/20, 12/31/24			On Target As of 11/25/20

APPENDIX A: STRATEGIC PLANNING TERMS

STRATEGIC PLANNING TERM	DEFINITION
Core Values/Guiding Principles	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?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	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?
Organization-Wide Strategies	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."
Long-Term Initiatives (3+ years)	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?
Short-Term Items (1 year)	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?
Key Performance Indicators (KPIs)	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?