

Champaign Park District

FY19 WORKPLAN

May 1, 2018 to April 30, 2019

Introduction

FY19 Workplan

In a continuing effort to meet the recreational needs and desires of all Champaign residents, the Champaign Park District annually reviews its approach to fulfilling the agency's mission. Champaign's unique history and micro-urban environment present interesting opportunities for the community in maximizing the use of parks, recreation facilities, and open space while serving current needs and preparing for the future.

The main focus in FY19 is working towards the **Key Priorities** approved in the 2016-19 strategic plan, FY19 Capital Projects, FY19 Board Priorities, and FY18/19 Cross Department Goals. The following document outlines the key action items for each department that are to be completed by April 30, 2019.

Mission, Vision & Values

Vision Statement: The vision of the Champaign Park District is to consistently exceed community expectations.

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

Values

Important, shared principles that guide our organization's daily actions

1. **Stewardship**

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

2. Organizational Excellence

- We know and respect our roles and responsibilities and work together to accomplish our goals.
- We collaborate with other agencies and groups throughout the community to accomplish our goals.
- We encourage all residents to participate in planning, designing and advocating for parks and recreation.
- We recognize that being good is simply not good enough.
- We promote staff development.
- We follow best practices in providing quality parks, recreation and cultural arts.
- We assure safety through a comprehensive risk management program.

3. Innovation

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

4. Customer Service

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

5. Diversity

- We provide quality parks, programs and services that meet the diverse needs of all ages and abilities in our community.
- We embrace the diversity of our team.
- We value diversity in all its forms and actively seek people with different perspectives and experiences.
- We encourage inclusion.

Our Workplace Culture

FUN: Staff look forward to coming to work and enjoy what they do.

SUPPORTIVE: Staff support and care about each other like family and help make each other's job easier.

CREATIVE: Unafraid of failure, staff are willing to try new ideas and programs without risk and find ways to say "yes" to the requests that fall within our mission and vision.

PROFESSIONAL: As leaders in the parks and recreation field, staff demonstrate professionalism in the workplace every day.

PERSONABLE: Staff are likeable, courteous, easy to work with and deliver excellent customer service.

PROACTIVE: Staff do not have to be told what to do; they take initiative to get things done.

Strategic Goals

To continue to inspire staff innovation and community-driven planning, we have developed FIVE STRATEGIC GOALS. Specific objectives within each goal outline the path to fulfilling our mission statement through this Strategic Plan.

1. Provide a family atmosphere, where participants feel welcome and safe.

OBJECTIVES:

- Develop customer service standards and training.
- Develop both an internal and external culture of treating customers and co-workers like family.
- Create fun and safe park amenities.
- Develop a marketing plan to promote friendliness, safety and hospitality.
- Design and implement enhanced physical entrance/lobby and park front entrances to reflect friendly, welcoming, and safe themes.
- Provide equal access for all patrons to all parks, facilities and programs.
- Enhance the safety and security in each park and facility so all patrons feel safe.
- Develop a plan to hire/train multi-lingual staff and promote programs in a variety of languages.
- Create events & programs that highlight different cultures.
- Complete and implement a trails master plan.
- Promote family volunteering at various events and programs

2. Provide first-time opportunities for participants to try recreation programs, cultural arts and parks.

OBJECTIVES:

- Train staff to make first-time participants feel important by enhancing the participant experience.
- Encourage staff to focus on first-time program participants and existing long time patrons.
- Track new programming and equipment trends.
- Develop and implement a marketing plan to encourage first-time opportunities and a spirit of discovery.
- Improve internal customer service through staff training.
- Develop strategies to give potential users a sample of programs and services.
- Develop opportunities to gather feedback for the needs and interests of various cultures/races/demographics.
- Increase the number of scholarships for first-time experiences.
- Create first-time opportunities for employment at the District.
- Better incorporate programming in parks and trails to encourage use of outdoor space

3. Provide parks, recreation and cultural arts that users can participate in throughout their lives.

OBJECTIVES:

- Evaluate recommendations of the U of I Recreation, Sport, & Tourism appraisal of programs.
- Determine the level of service for parks, facilities and amenities to meet all residents' needs.
- Provide parks, amenities and facilities that serve all ages.
- Research new opportunities and aging trends for programs and facilities for various age groups.
- Provide intergenerational programming.
- Provide program scholarships from which all ages can benefit.
- Develop and implement programmatic, financial, human resources, operational and organizational dashboards.
- Update the District's Comprehensive Plan.
- Develop and promote health and wellness programs.
- Reach out to residents for input on new programs for all ages.

4. *Provide recreation and cultural arts programs and events that are affordable for all.*

OBJECTIVES:

- Find a balance of service vs. business.
- Develop a five-year financial plan to accomplish sustainable parks and programs
- Define core programs and services.
- Update revenue philosophy and purchasing policy.
- Develop opportunities to increase non-tax-based revenues by increasing sponsorships, grants, and donations.
- Offer affordable programs, parks, and services.
- Develop creative and effective payment programs for participants.
- Reward the loyalty of participants. - Evaluate fees for rentals and services.
- Develop effective strategies to make programs more affordable.
- Develop additional low-cost or free programs.
- Develop new fundraising programs for the Parks Foundation.
- Identify sources to provide capital development funds for new parks, facilities and amenities.

5. *Provide opportunities to create community connections in our parks, recreation, and cultural arts.*

OBJECTIVES:

- Create a citizen advisory board for programs and services.
- Evaluate current community partnerships and develop new partnerships.
- Develop new family-focused special events or activities that bring residents together.
- Increase face-to-face connections with members of the community.
- Identify new opportunities to work with community groups.
- Involve community members and agencies in our programs and events.
- Create new programs, parks, facilities, amenities and services to connect with more people in the community.
- Develop new community and program partners by evaluating the community needs assessment results.
- Work with the school district on programs and services as part of the Community School Initiative.
- Develop open-street programs and other downtown events to bring community members together.
- Develop a District software application to create connections with and between users/residents.
- Increase financial and in-kind support of outside groups and agencies to provide programs and events

2018-2019 Board Priorities

- **Martens Center:** Begin design development construction documents for phase in FY19 for the Martens Center. Finalize the fundraising efforts for the Martens Center.
- **Heritage Park:** Phase 1 of the Heritage Park Project. Approval of all necessary permits, project out for bid, and start construction.
- **Operations Facility:** Complete design development, construction documents, bid the project and begin construction for the improvements to the Operations Facility.
- **Spalding Park:** Work with the Unit 4 School District on improvements to Spalding Park. Finalize the inter-governmental agreement, and complete project construction for spring 2019 use for Central High School Baseball.
- **Greenbelt Bikeway Trail:** Complete the next phase in developing the connection between Heritage Park and Kaufman Park. Finalize plan and begin planning process bid process and grant applications.
- **Virginia Theatre:** Reduce the property tax support to under \$100,000 in FY 19.
- **Virginia Theatre:** Install Phase 1 of the sound improvement project.
- **Commissioner's Park:** Complete Phase 2.
- **Henry Michael Park.** Complete Phase 2.
- **CUSR Program Space:** Develop a facility plan to provide program space for CUSR.
- **Board Presentations:** Continue to improve staff presentations and reports to make sure they include the necessary information for the Park Board to make accurate decisions.
- **Non Tax Revenues:** Increase revenue from non-tax sources to 25% or greater of the annual operating budget.
- **Contracts and Fees:** Continue to improve systems and processes for contracts and agreements. Ask for the best possible price or fee reduction when appropriate.
- **Metrics:** Continue to produce an annual Park District dashboard and metrics to highlight key programs, financials, human resources, and operational metrics.
- **Staffing:** Develop systems and a process to bring in new staff into the District but also provide opportunities for internal staff to advance.
- **Leadership:** Follow up on 363 Leadership training and development for ED and Department Heads.
- **Staff Retention:** Maintain staff retention at an average of less than 10% turnover per year. Monitor and report retention percentage in four categories (1) directors (2) managers (3) coordinators and (4) staff. Keep retention levels at or below historical averages.
- **Park Report Card:** Complete the 2018-19 Park Report Card by April 2019.

FY19 WORKPLAN (May 1, 2018 to April 30, 2019)**Marketing and Communications**

Provide transparent, accurate, and timely information to the community through delivery of integrated marketing activities.

- Produce an annual patron perception survey of the Park District through social media. **(Strategic Plan)**
- Develop a marketing plan to promote friendliness, safety and hospitality. **(Strategic Plan)**
- Develop and implement a marketing plan to encourage first-time opportunities and a spirit of discovery and exploration. **(Strategic Plan)**
- Develop and promote health and wellness programs. **(Strategic Plan)**
- Work with program coordinators on a seasonal basis to develop marketing plans for identified program focus areas. **(Department Goal)**
- Develop a plan for the more effective delivery of program guides. **(Department Goal)**
- Develop cutting edge videos highlighting the Park District programs, parks, and services. **(Department Goal)**

Finance and Development

Build a responsive, financially sustainable Park District by aligning resources to community needs.

- Develop opportunities to increase non-tax-based revenues by increasing sponsorships, grants, and donations. **(Department Goal)**
- Exceed 25% in non-tax revenues. **(Board Priority)**
- Continue to improve the budget process for all management staff and Park Board members. **(Strategic Plan)**
- Continue to improve the annual budget document to ensure GFOA standards are met annually. **(Strategic Plan)**
- Update and implement financial policies and procedures as needed. **(Strategic Plan)**
- Work with Park District's Foundation to develop campaigns to raise funds for improvements to various Park District facilities and the purchase of land. **(Strategic Plan)**
- Assist with the Fundraising and Steering Committees for the Martens Center. **(Strategic Plan)**
- Identify sources to provide capital development funds for new parks, facilities and amenities. **(Strategic Plan)**
- Develop training program for the Capital Project process. **(Department Goal)**
- Evaluate the success of U.S. Communities, Illinois State Contracts, and other bid services/processes for the Park District's use. **(Department Goal)**

Human Resources, Technology and Risk Management

Develop a strong and inclusive workforce that represents the community we serve through professional standards. - Improve the delivery of the programs and services for residents and staff through comprehensive, cost-effective, innovative, reliable, and secure technology services and solutions. - Provide the safest possible environment for the public and employees.

- Develop systems and a process to bring in new staff into the District but also provide opportunities for internal staff to advance. **(Board Priority)**
- Develop systems and opportunities to ensure we maintain a diverse staff. **(Department Goals)**
- Assist with maintaining staff retention at an average of less than 10% turnover per year. Monitor and report retention percentage in four categories (1) Directors (2) Managers (3) coordinators and (4) staff. Keep retention levels at or below historical averages. **(Board Priority)**
- Create a consistent on-boarding process for new staff. **(Strategic Plan)**
- Create an online orientation program as an option for incoming staff. **(Strategic Plan)**
- Develop staff training standards, procedures for make-up trainings, etc. **(Strategic Plan)**
- Produce an in-house compensation study for all full-time District staff. **(Strategic Plan)**
- Create and implement a three year Technology Plan. **(Strategic Plan)**
- Enhance the safety and security in each park and facility so all patrons feel safe. **(Strategic Plan)**
- Evaluate the need to create a park security position. **(Strategic Plan)**
- Create/develop a mentor program for new employees. **(Strategic Plan)**
- Add cameras at various parks and facility locations. **(Capital Plan)**
- Update and continue improvements for ADA projects. **(Capital Plan)**
- Provide team building activities and social activities to build teamwork within the Park District. **(Department Goal)**
- Develop live interactive training programs to meet the accreditation training standards. **(Department Goal)**

Operations and Natural Resources

Provide safe, distinctive and well-maintained parks and facilities. Expand environmental efforts and natural resource stewardship.

- Supervise the Operations Facility improvements and lead the Project Team. **(Board Priority)**
- Continue to maintain and improve the existing parks, facilities and amenities. **(Strategic Plan)**
- Update overall park maintenance standards. **(Strategic Plan)**

- Maintain signature parks at a high standard. **(Strategic Plan)**
- Continue focus on saving the Monarch Butterflies and other pollinators. **(Strategic Plan)**
- Purchase vehicles and other key equipment approved in the Capital Budget. **(Capital Plan)**
- Complete roof projects at the Springer Cultural Center and the Virginia Theatre. **(Capital Plan)**
- Complete improvements to the Springer Cultural Center Elevator. **(Capital Plan)**
- Complete the installation of the Henry Michael Park Playground. **(Capital Plan)**
- Continue to improve communications between Operations and Sports staff on sports fields use and operations. **(Department Goal)**
- Complete a review of Park District facilities and develop a facilities report card for each facility. Complete every two years. **(Department Goal)**
- Develop and train staff to fill operations specialty roles (i.e. plumbing, electricians, HVAC). **(Department Goal)**

Planning

Develop parks, trails, and facility plans by aligning resources with community's needs.

- Phase 1 of the Heritage Park Project. Approval of all necessary permits, project out for bid, and start construction. **(Board Priority)**
- Work with the Unit 4 School District on improvements to Spalding Park. Finalize the inter-governmental agreement, and complete project construction for spring 2019 use for Central High School Baseball. **(Board Priority)**
- Work with Human Kinetics to make improvements to Human Kinetics Park and Center. Begin design development phase in FY19. **(Board Priority)**
- Complete Phase 2 of Commissioner's Park. **(Board Priority)**
- Complete Phase 2 of Henry Michael Park. **(Board Priority)**
- Complete the next phase in developing the connection between Heritage Park and Kaufman Park. Finalize plan and begin planning process bid process and grant applications. **(Board Priority)**
- Finalize and seek board approval for the comprehensive 10 year plan. **(Strategic Plan)**
- Complete installation of the West Side Park playground. **(Capital Plan)**
- Create a masterplan for Prairie Farm. **(Department Goal)**
- Complete the Noel Park Trail addition. **(Capital Plan)**
- Complete the Trevett Finch Retaining Wall. **(Capital Plan)**
- Complete the Toalson Park Sidewalk and Path. **(Capital Plan)**
- Complete the installation of the Noel Park Playground. **(Capital Plan)**
- Complete the final agreement for the LWCF grant for HK Park. **(Capital Plan)**
- Improve presentations to the Park Board. **(Department Goal)**

Recreation

Deliver innovative and customer-focused programming.

- Increase and event revenues to increase the non-tax revenues over 25% of the operating budget. **(Board Priority)**
- Evaluate opportunities throughout the Park District and implement a plan to better track and increase participation by adults, ages 18-55. **(Strategic Plan)**
- Increase senior programs, trips, and services that promote a healthy lifestyle for participants. **(Strategic Plan)**
- Develop a plan to hire more seniors and people with disabilities to work in our recreation facilities and programs. **(Strategic Plan)**
- Promote family volunteering at various events and programs. **(Strategic Plan)**
- Develop both an internal and external culture of treating customers and co-workers members like family. **(Strategic Plan)**
- Develop additional low-cost or free programs. **(Strategic Plan)**
- Track new programming and equipment trends. **(Strategic Plan)**
- Develop and promote health and wellness programs. **(Strategic Plan)**
- Evaluate using more contracted vendors and agencies to offer programs and services vs our staff. **(Strategic Plan)**
- Develop a business plan for the Martens Center operations. **(Capital Plan)**
- Develop new program partners for the Martens Center. **(Capital Plan)**
- Develop a working relationship with various Latino groups with the area to assist with programs and services at the Martens Center and other Recreation Centers. **(Capital Plan)**
- Implement program strategies and pursue partners to increase current special event offerings. **(Department Goal)**
- Find new creative and innovative ways to track and receive participant feedback. **(Department Goal)**
- Be equitable in programming and event efforts for community residents. **(Department Goal)**
- Reduce the number of direct reports and update the Recreation organizational chart to be more effective. **(Department Goal)**
- Reduce program/event cancellations and replace. **(Department Goal)**
- Provide excellent customer service at all levels within the organization. **(Department Goal)**

Virginia Theatre

Become the theatre that brings the community together for outstanding experiences.

- Implement phase 1 for a new sound system for the Virginia Theatre. **(Board Priority)**
- Reduce the property tax support to under \$100,000 in FY 19. **(Board Priority)**
- Increase event revenues to assist in increasing the overall District the non-tax revenues over 25% of the operating budget. **(Board Priority)**

- Develop service standards that focus on timeliness, courtesy, knowledge, consistency, and accessibility. **(Strategic Plan)**
- Train staff to make first-time participants feel important by enhancing the participant experience. **(Strategic Plan)**
- Recognize and reward all staff for focusing on first-time users and loyal long term patrons. **(Strategic Plan)**
- Develop program revenues, sponsorships, donations, grants and memberships so the Virginia Theatre is less reliable on tax support. **(Capital Plan)**
- Evaluate requiring renter's events to be included in our subscription series and to be co-produced by the Virginia Theatre. **(Department Goal)**
- Increase subscriber subscriptions to over 400 in FY19. **(Department Goal)**
- Evaluate possible partnerships and co-sponsorships. **(Department Goal)**

Administration

Lead the District by providing customer focused leadership and vision.

- Continue to produce an annual Park District dashboard and metrics to highlight key programs, financials, human resources, and operational metrics. **(Board Priority)**
- Update metrics and performance measurements on an annual basis. **(Department Goal)**
- Maintain staff retention at an average of less than 10% turnover per year. Monitor and report retention percentage in four categories (1) directors (2) managers (3) coordinators and (4) staff. Keep retention levels at or below historical averages. **(Board Priority)**
- Serve on the Steering Committee and Fundraising Committee for the Martens Center. **(Board Priority)**
- Continue to improve staff presentations and reports to make sure they include the necessary information for the Park Board to make accurate decisions. **(Board Priority)**
- Increase revenue from non-tax sources to 25% or greater of the annual operating budget. **(Board Priority)**
- Search for the best talent when looking for staff replacements and open all positions to the public and internal staff. **(Board Priority)**
- Continue to improve systems and processes for contracts and agreements. Ask for the best possible price or fee reduction when appropriate. **(Board Priority)**
- Develop a facility plan to provide program space for CUSR. **(Board Priority)**
- Follow up on 363 Leadership training and development for ED and Department Heads. **(Board Priority)**
- Maintain training certificates on the Open Meeting Act and FOIA. **(Department Goal)**
- Develop a system and process to maintain information for the Distinguished Accreditation process. **(Department Goal)**