URBANA PARK DISTRICT STRATEGIC PLAN

APRIL 2011 UPDATE AND PROGRESS REPORT

URBANA PARK DISTRICT STRATEGY MATRIX ACCOMPLISHMENTS AND ACTIVE ITEMS

UPD Strategic Plan – adopted October 2007
Action list updated April 2011

MISSION

To improve the quality of life of Urbana's citizens through a responsive, efficient and create park and recreation system.

RESPONSIVE
EFFICIENT
CREATIVE

To pursue excellence in a variety of programs, parks and special facilities that contribute to the attractiveness of neighborhoods, conservation of the environment and the overall health of the community.

ATTRACTIVE OF NEIGHBORHOODS
CONSERVATION OF THE ENVIRONMENT
HEALTH OF THE COMMUNITY

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COMMUNITY VALUES

<u>Community Mandates</u> – Meet the community's priorities for value and environmental ethic by acquiring, maintaining, improving and providing safe, accessible parks and recreation facilities and programs.

<u>Value Driven Standards</u> - Deliver a balanced system of high-quality parks, facilities and programs by adopting and applying value-driven standards.

<u>Levels of Service</u> - Deliver a balanced system of high-quality parks, facilities and programs by adopting and applying value-driven standards.

<u>Fiscal Stewardship</u> - Define and deliver levels of core park and recreation programs and services to meet the needs of a diverse community.

<u>Leveraged Partnerships</u> - Leverage well-defined and equitable partnerships and sponsorships to maximize the utilization of district resources.

BIG MOVES

*** Fund operations, replacement and renewal plan (RRP), capital improvement plan (CIP)**

PASSED RATE INCREASE OF 15 ¢
SOLD BABS BOND TO SUPPORT NEW P&O FACILITY, RRP AND CIP

*** Construct a new pool in Crystal Lake Park**

CONCEPT DESIGN FOR NEW POOL
PASSED RATE INCREASE OF 11¢
READY TO SELL POOL BONDS FOR CONSTRUCTION

COMMUNITY MANDATES

Meet the community's priorities for value and environmental ethic by acquiring, maintaining, improving and providing safe, accessible parks and recreation facilities and programs.

TASK – COMMUNITY MANDATES #1 PARK - FACILITY	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Fund and implement a renewal and replacement capital program to upgrade and enhance existing facilities (Community Mandate 1)	15¢ rate	COMPLETE 2009	CM1
Establish a Capital Improvement Plan (CIP) and a Renewal and Replacement Plan (RRP) Up-date annually Include annual maintenance (NOTE: CIP included all structures, features, roads for 25 years by park, did not include utilities infrastructure)		BOTH COMPLETE UPDATED IN 2009, 2010, 2011 (implemented in 5 year increments)	CM1
Establish a long range financial plan	Annual capital bond, ADA $, annual budget, 15¢ rate increased passed in 2009, BABS bond, grants, gifts and donations, TIF $, 11¢ rate increase passed in 2011, pool bond	ON-GOING	CM1
AMBUCS Park RRP • Community planning for new playground • Install new accessible playground	 Annual budget Annual bond, ADA $, grants, gifts	 ACTIVE TBD	CM1
Blair Park RRP • Install energy efficient tennis court lights • Install several individual playground pieces • Rehabilitate Blair Tennis Court shelter • Repair Little League dugout floor	 BABS bond Annual bond 15¢ rate	 ACTIVE ACTIVE ACTIVE ACTIVE	CM1
Brookens Gym and Fields RRP • Repair bleachers	 Annual bond	 COMPLETE 2010	CM1
Carle Park RRP • Complete neighborhood park planning • Install new playground, plus natural elements, wildflowers • Install accessible pervious pathway • Establish an Urban Forest/Landscape Management Plan • EAB, hazard tree removal and pruning • Pavilion renewal	 Annual budget Annual bond, ADA $, donations Annual bond, ADA $ Annual budget Annual bond TBD	 COMPLETE 2008 COMPLETE 2009 COMPLETE 2009 COMPLETE 2009 COMPLETE 2009 ACTIVE TBD	CM1

Crestview Park RRP
• Install new playground
• Koishikawa Garden
  ○ Replace slate path w-stamped concrete
  ○ Replace zig-zag bridge
  ○ Grade and remove water service
  ○ Replace plant materials
	
	DCEO grant
	
	Rotary grant, annual budget
	15¢ rate
	15¢ rate
	15¢ rate
		
		COMPLETE 2008
		
		COMPLETE 2009
		
		ACTIVE
		TBD
		TBD
			CM1

King Park RRP/CPI • Lease 911 N Lincoln Ave from City • Lease 909 N Lincoln Ave from City • Install internal pathway system • EAB, hazard tree removal and pruning	 Annual budget Annual budget TIF $ TIF $	 COMPLETE 2008 ACTIVE ACTIVE ACTIVE	CM1
Leal Park RRP • Install energy efficient lighting in cottage • Replace HVAC heating in cottage • EAB, hazard tree removal and pruning	 SEDAC grant, 15¢ rate Annual bond Annual bond	 2011 2011 ACTIVE	CM1

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TASK – COMMUNITY MANDATES #1 – cont.	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Meadowbrook Park RRP/CPI • Acquire and renew "Fathers and Sons" sculpture • Install "Sunrise" sculpture • Install "Is it Too Late" sculpture • Meadowbrook Park Interpretive Center (barn) • Natural areas improvement • Farm house – re-grade, install new stoop, sidewalk, stairs	Donation 15¢ rate 15¢ rate DCEO grant, donations, ADA $ 15¢ rate 15¢ rate	COMPLETE 2011 COMPLETE 2010 COMPLETE 2010 ACTIVE ACTIVE ACTIVE	CM1
Phillips Recreation Center (PRC) RRP • Playground expansion • HVAC heating replacement • Replace furniture used for rentals • Install energy efficient lighting throughout • HVAC cooling replacement	Annual budget Annual bond 15¢ rate SEDAC grant, 15¢ rate Annual bond	COMPLETE 2008 COMPLETE 2008 COMPLETE 2010 COMPLETE 2011 COMPLETE 2011	CM1
Planning and Operations Facility RRP (Replace at Kerr St) • Design and engineering for new facility • Construct new facility including crew assembly, offices, shops, equipment and vehicle storage • Relocate from 901 Broadway St	Annual bond BABS bond Annual budget	COMPLETE 2010 COMPLETE 2010-11 COMPLETE 2012	CM1
Hickory Street Storage Facility CPI • Construct storage building • Construct interior drives • Construct field storage	Annual bond, TIF $ BABS bond BABS bond	COMPLETE 2008 ACTIVE ACTIVE	CM1
Perkins Road/Judge Webber/Dog Park CPI • Natural areas restoration	Grant	ACTIVE	CM1
Prairie Park RRP • Replace light poles and water line • Repair scoreboard conduit	Annual bond Annual budget	COMPLETE 2008-09 COMPLETE 2011	CM1
South Ridge Park RRP • Complete neighborhood park planning • Install new playground • Repairs to pathway	Annual budget Annual bond Annual bond, ADA $	COMPLETE 2009 COMPLETE 2010 ACTIVE	CM1
Urbana Indoor Aquatic Center (UIAC) RRP • Replace/repair water heater/boiler • Install energy efficient variable speed flow meter	Annual budget Annual budget	COMPLETE COMPLETE	CM1
Victory Park CPI • Install new playground, new shelter, install new tennis courts, install neighborhood gardens, install looping trail • 112 and 114 Lynn St	OSLAD grant, Annual bond, CDBG grant for all improvements BABS bond	COMPLETE ALL IMPROVEMENTS IN 2008 COMPLETE 2010	CM1
Weaver Park CPI • Natural areas improvement, prairie seeding	Stevick grant	COMPLETE 2009	CM1

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TASK – COMMUNITY MANDATES - #2 PARK - FACILITY	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Implement a phased improvement plan for Crystal Lake Park including Crystal Lake Pool, development of the Family Fun Zone and other areas of the park (Community Mandate 2)	Annual capital bond, ADA $, annual budget, 15¢ rate increased passed in 2009, BABS bond, grants, gifts and donations, TIF $, 11¢ rate increase passed in 2011, pool bond	ON GOING	CM2
Anita Purves Nature Center (APNC) RRP • Replace HVAC (heat and cool) • Install environmentally sensitive siding • Repair stairs to Country Club Road • Replace vinyl floor in offices, work areas • Replace roof with high R-value metal roof • Install energy efficient lighting throughout • Replace furniture used for rentals • Replace window coverings	 Annual bond Annual bond Annual bond Annual bond BABS bond SEDAC grant, 15¢ rate 15¢ rate 15¢ rate	 COMPLETE 2008-09 COMPLETE 2009 COMPLETE 2010 COMPLETE 2011 ACTIVE COMPLETE 2011 COMPLETE 2010 ACTIVE	CM2
Busey Woods RRP • Install Busey Woods Gateway Trail, fully accessible, interpretive • Natural areas improvement • Replace southwest bird watching pier	 Museum grant, ADA $, gifts, donations 15¢ rate 15¢ rate	 ACTIVE ON-GOING ACTIVE	CM2
Crystal Lake Park RRP/CPI • 107, 109 Franklin St opened to park land • 102 Franklin St acquired/Crystal Lake Park, opened to park land • Build Accessible Fishing Pier • 121 Franklin St acquired/Crystal Lake Park, opened to park land • Remove footbridge • 103 Franklin St acquired/Crystal Lake Park, opened to park land • EAB, hazard tree removal and pruning • Evaluate road, water, sewer infrastructure • Establish reuse for 901 Broadway • Replace collapsed storm sewer line at North Woods pavilion	 Annual budget XXXX Kellogg grant, ADA $ XXXX 15¢ rate 15¢ rate (Land Acquisition Fund) Annual bond Annual bond BABS bond Annual budget	 COMPLETE 2008 COMPLETE 2008 COMPLETE 2008 COMPLETE 2009 COMPLETE 2009 COMPLETE 2011 ACTIVE 2011-12-13 ACTIVE ACTIVE ACTIVE	CM2
Lake House RRP • Install energy efficient lighting throughout • Replace pedal boats • Replace furniture used for rentals • Replace HVAC system (heat and air) • Install environmentally sensitive siding • Replace sections of upper terrace and lower deck • Sidewalk repair	 SEDAC grant, 15¢ rate 15¢ rate 15¢ rate Annual bond BABS bond 15¢ rate 15¢ rate	 COMPLETE 2011 COMPLETE 2010 COMPLETE 2010 COMPLETE 2010 ACTIVE ACTIVE ACTIVE	CM2
Crystal Lake Pool RRP • Pool assessment/closed for safety • Complete concept plan • Fund new pool with rate increase • Design and engineer new pool • Construct new pool	 Annual budget 15¢ rate 11¢ rate 11¢ rate 11¢ rate	 COMPLETE 2008 COMPLETE 2010 COMPLETE 2011 ACTIVE ACTIVE	CM2

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TASK – COMMUNITY MANDATES - #3 PARK - FACILITY	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Continue with the collaborative development of a system-wide and regional trail system including strong connections between present and future UPD parks, loop trails within parks and linkages with the regional trail system (Community Mandate 3)		ON GOING	CM3
Continue working with regional partners to develop and implement the Regional Greenways and Trail Plan, Safe Routes to School and Boneyard Creek improvement		ON GOING	CM3
King Park • Install looping trail	TIF $	ACTIVE	CM3
South Ridge Park • Repairs to pathway	Annual bond	ACTIVE	CM3
Victory Park • Install looping trail	OSLAD grant, annual bond	COMPLETE 2008	CM3
TASK – COMMUNITY MANDATES - #4 PARK – FACILITY - PROGRAM	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Expand the Environmental Stewardship Program that integrates environmental best practices into each aspect of operations, maintenance and programming while considering the cost/benefit practicality and operation impacts (Community Mandate 4)			CM4
Establish an Environmental Stewardship-Natural Areas Matrix Team, develop an Environmental Stewardship Policy	Annual budget	PLANNED 2011-12	CM4

Energy efficiency in buildings and equipment
• Replace lighting throughout cottage, PRC, APNC, Lake House
• Install variable speed flow meter at UIAC
• Replace siding on APNC with hi-R value, environmentally sensitive siding
• Replace Blair Tennis Court lights
• Replace siding on Lake House with hi-R value, environmentally sensitive siding
• Replace roof on APNC with hi-R value metal roof
• P&O Facility (Kerr St)
  ○ Geothermal heat for office/crew assembly areas
  ○ High efficiency lighting for office/crew assembly, shops
  ○ Pre-cast insulated concrete for office/crew assembly areas, shops
  ○ Rain garden
	SEDAC grant, 15¢ rate
	Annual budget
	BABS bond
	BABS bond
	BABS bond
	BABS BOND
	BABS bond, grant
	BABS bond
	BABS bond
		COMPLETE 2011
		COMPLETE 2010
		COMPLETE 2010
		ACTIVE
		ACTIVE
		ACTIVE
		ACTIVE
		ACTIVE
		ACTIVE
			CM4

Recycling and reuse programs	Annual budget	TBD	CM4
Educational and information practices including a system-wide interpretive plan • Interpretive Plan for Meadowbrook Park ○ Plant study • Interpretive Plan for Busey Woods	15¢ rate 15¢ rate 15¢ rate	ACTIVE ACTIVE ACTIVE	CM4
Regional Sustainability initiatives • Environmental and Operations staff participate with intergovernmental planning group	Annual budget	ACTIVE	CM4

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TASK– COMMUNITY MANDATES - #5 PARK	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Identify the level of open space acquisition potential in areas of the community needing space based upon the Unique Facility Guidelines, supporting the City of Urbana Comprehensive Plan and Champaign County Our Future Here (Community Mandate 5)			CM5
Establish funding for the potential acquisition of open space as a part of the overall CIP funding program • Land Acquisition Fund established beginning with the 2010-2011 FY Budget • Develop a Land Acquisition Plan	15¢ rate	IMPLEMENTED 2010, ACTIVE	CM5
Land acquisition • 102 Franklin St acquired/Crystal Lake Park, opened to park land • 911 N. Lincoln Ave acquired/King Park, opened to park land • 121 Franklin St acquired/Crystal Lake Park, opened to park land • 112, 114 Lynn St/Victory Park acquired, opened to park land • 103 Franklin St/Crystal Lake Park acquired, opened to park land • 909 N Lincoln/King Park leased from Urbana for park land	XXXX TIF $ XXXX 15¢ rate(Land Acquisition Fund) BABS bond Annual budget	COMPLETE 2008 COMPLETE 2008 COMPLETE 2009 COMPLETE 2010 COMPLETE 2010 ACTIVE	CM5
Coordinate with the City of Urbana and the Task Force for Open Space, Trails and Parks for New Growth Areas	Annual budget	COMPLETE 2008	
TASK – COMMUNITY MANDATES - #6	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Establish and implement a comprehensive Maintenance Management Plan (Community Mandate 6)	BABS bond, 15¢ rate	ACTIVE	CM6
TASK – COMMUNITY MANDATES - #7	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Develop a communication plan to share the values, strategies, goals of the strategic plan with the community Develop a Strategic Communication Plan (Community Mandate 7)	15¢ rate	ACTIVE	CM7
Send targeted/requested e-mail newsletters and special project updates	Annual budget	IMPLEMENTED 2008, ACTIVE	CM7
Registration confirmation with cross-marketing information	Annual budget	IMPLEMENTED 2008, ACTIVE	CM7
Website expanded to include financial documents, planning documents, public meeting materials, forms, etc.	15¢ rate	IMPLEMENTED 2009, ACTIVE	CM7
E-mail/billing invoice process for registration	Annual budget	IMPLEMENTED 2009, ACTIVE	CM7
Electronic media use such as Facebook, blogs, Quick Response codes, etc.	15¢ rate	IMPLEMENTED 2010, ACTIVE	CM7

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VALUE DRIVEN STANDARDS

Deliver a balanced system of high-quality parks, facilities and programs by adopting and applying value-driven standards.

TASK – VALUE DRIVEN STANDARDS - #1	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Establish Design Standards for future capital improvements to reflect the Urbana community's desire for consistent, quality construction, and which will be supportive of environmental stewardship (Value Driven Standards 1)			VDS1
Site Master Plans • Carle Park Site Master Plan, neighborhood process • South Ridge Park Site Master Plan, neighborhood process • Chief Shemauger Site Master Plan, neighborhood process	Annual budget Annual budget 15¢ rate	COMPLETE 2008 COMPLETE 2009 COMPLETE 2010	VDS1
Recreation Facility Plans • Crystal Lake Pool concept plan, community process • Crystal Lake Pool design and engineering, community process	15¢ rate 11¢ rate	COMPLETE 2010 ACTIVE	VDS1
TASK – VALUE DRIVEN STANDARDS - #2	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Improve the balance of park types and amenities based upon the Unique Facility Guidelines, including the development and redevelopment of Signature Park facilities and reallocation of amenities among all parks to ensure equitable distribution (Value Driven Standards 2)	Annual capital bond, ADA $, annual budget, 15¢ rate increased passed in 2009, BABS bond, grants, gifts and donations, TIF $, 11¢ rate increase passed in 2011, pool bond		VDS2
TASK – VALUE DRIVEN STANDARDS - #3	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Establish Maintenance Standards for all assets covering routine, custodial, preventative and life-cycle maintenance programs to protect assets and extend life-cycles (Value Driven Standards 3)	15¢ rate		VDS3
Develop and implement customized tiered level maintenance standards for routine, custodial, preventative and life-cycle maintenance programs supported by written standards and resources requirements and including frequency, duration, labor/skill, equipment, supplies and performance elements	15¢ rate		VDS3

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TASK – VALUE DRIVEN STANDARDS - #4	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Develop and apply Customer Service Standards throughout the district operations to ensure consistent procedures of customer interaction, support, communications across all operational areas and applied by all employees, volunteers and Board Members (Value Driven Standards 4)			VDS4

UIAC Matrix Management Team
• Critical Success Factors
  ○ Safety
  ○ Cleanliness
  ○ Customer Service
  ○ Sense of Community Ownership
  ○ Financial Stewardship/Management
	Annual budget	ESTABLISHED 2009, ACTIVE	VDS4

Create a Customer Service Matrix Team to develop and apply customer service standards throughout the district operations to ensure consistent procedures of customer interaction, support and communications • Matrix team established 2010 • Critical Success Factors drafted	15¢ rate	ACTIVE	VDS4
TASK – VALUE DRIVEN STANDARDS - #5	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Complete the IAPD Distinguished/Accredited Agency Process to ensure a strong operational structure for the district (Value Driven Standards 5)	Annual budget	ACTIVE	VDS5
Identify gaps to completion	Annual budget	ACTIVE	VDS5
Establish a team to lead the preparation of the required elements and agency review	Annual budget		VDS5
Prepare a work plan based on evaluation criteria and assign task leaders and support members	Annual budget		VDS5
Prepare application, work with assigned mentor, prepare and submit final application	Annual budget		VDS5
Required components • Legal (all sections mandatory) • General Management • Finance and Business Operations • Facilities and Parks • Personnel • Recreation	Annual budget		VDS5
Significant required actions contributing to completion • Revise UPD Code • Revise Personnel Manual • Complete Loss Control Manual • Board Policy Manual • Administrative Operational Procedure Manual • Compliance with new ADA regulations	Annual budget Annual CUSR budget	 ACTIVE	VDS5

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TASK – VALUE DRIVEN STANDARDS - #6	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Establish Recreation Program Standards to guide development of new programs that are consistent with core program criteria and the delivery of consistent and quality programs, classes and events (required as a part of the Distinguished Agency Accreditation process) (Value Driven Standards 6)	Annual budget		VDS6
Establish a Recreation Team to consolidate and develop standards including for the following: • Instructor qualifications • Instructor-to-participant ratio • Appropriate recreation space including safety and cleanliness • Minimum/maximum numbers of participants • Recreation equipment or supplies • Length of the program • Appropriate support staff or volunteers • Staff and volunteer safety training • First aid kit availability • Customer service/diversity training • Pricing of services • Instructor tool box • Class or program policies • Appropriate recognition and awards • Background checks • Disciplinary actions documentation • Class, program curriculum or work plans • Staff dress code • Equipment or program space inspection or process • Performance measures tracked and communicated consistently • Exit interviews with part-time staff • A class or program budget prepared with the instructor • Appropriate required licenses	Annual budget		VDS6

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LEVELS OF SERVICE

Define and deliver levels of core park and recreation programs and services to meet the needs of a diverse community.

TASK – LEVELS OF SERVICE - #1	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Develop and implement a phased approach to delivering Core Recreation Programs and services that include strong active play, education, healthy lifestyle, and environmental ethics. (Levels of Service 1)			LOS1
Aquatics • Coordinated indoor and outdoor aquatic program	Annual budget		LOS1
Community Special Events	Annual budget		LOS1
Environmental Stewardship	Annual budget		LOS1
Facility Coordination	Annual budget		LOS1
Fitness and Wellness	Annual budget		LOS1
Special Recreation Program	CUSR funds		LOS1
Visual and Performing Arts	Annual budget		LOS1
Volunteer and Partnership Coordination	Annual budget		LOS1
Youth Sports	Annual budget		LOS1
Youth and Teen Development	Annual budget		LOS1
TASK - LEVELS OF SERVICE - #2	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Evaluate services, activities and functions performed by the Planning and Operations Department to define Core Services and support the proper alignment and level of resources (Levels of Service 2)	Annual budget		LOS2
TASK - LEVELS OF SERVICE - #3	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Develop and implement a relocation plan for the current maintenance facility (N Broadway) to a new location improve maintenance operations and support implementation of the Crystal Lake Park master plan (Levels of Service 3)	15¢ rate	ACTIVE	LOS3
Design an operations facility that meets district needs, safety, environmental, and operations requirements and standards Identify location (Chief Shemauger Park) Establish funding Complete design and engineering Complete construction Relocate operations	15¢ rate, annual bond, BABS bonds, grants	 COMPLETE 2010 COMPLETE 2010 COMPLETE 2010 ACTIVE ACTIVE	LOS3
Develop a reuse program for the remaining building in Crystal Lake Park	BABS bonds, annual bond	ACTIVE	LOS3
Identify multiple scattered storage sites and develop a plan to consolidate (Hickory Street)	TIF funds, annual bond, BABS bond	ACTIVE	LOS3
TASK - LEVELS OF SERVICE - #4	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Evaluate services activities and functions performed by the Administrative Department to define the Core Services and support the proper alignment and level of resources (Levels of Service 4)	Annual budget		LOS4

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TASK - LEVELS OF SERVICE - #5	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Develop and implement improvements for internal communication processes to ensure strong organizational alignment and delivery of service (Levels of Service 5)	15¢ rate	ACTIVE	LOS5
Customer Service Matrix Team • Assign accountability for a dedicated staff person or team to oversee the process • Matrix team established 2010 • Critical Success Factors drafted • Inventory current communication methods • Seek input from staff • Develop documented communication process guidelines • Evaluate process on an annual basis	15¢ rate	ACTIVE COMPLETE 2010 COMPLETE 2010 ACTIVE	LOS5
TASK – LEVELS OF SERVICE - #6	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Evaluate the feasibility of potential development of additional indoor recreation facilities space including partnering opportunities to create functional and productive year round facilities (Levels of Service 6)			LOS6
Prepare a detailed space plan tied to schedule of proposed classes and programs identified in Core Recreation Services			LOS6
Determine the need for additional indoor programming space			LOS6
Establish a recreation facility development plan			LOS6
TASK – LEVELS OF SERVICE - #7	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Strengthen the aquatics programs by operating the UIAC and Crystal Lake Pool as an integrated system (Levels of Service 7)	11¢ rate, annual budget	ACTIVE	LOS7
Develop an operational and financial plan to better integrate the overall operations, marketing and programming			LOS7
Create a plan that differentiates the UIAC from other facilities			LOS7
Expand the secondary audience to target adults, seniors, competitive swimmers, people undergoing rehab in addition to recreational swimmers			LOS7

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TASK – LEVELS OF SERVICE - #8	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Enhance marketing and communication efforts for all programs, services and facilities offered (Levels of Service 8)	15¢ rate		LOS8
Develop a Marketing Plan for each core program/facility and signature park the district provides	15¢ rate		LOS8
For marketing purposes, create a past participant and volunteer data base and introduce e-mail blasts for program offerings and volunteer opportunities	15¢ rate	IMPLEMENTED 2008, ACTIVE	LOS8
For customer feedback, introduce pre-program feedback-willingness to participate along with the post program feedback, initiate focus groups and trailer calls	15¢ rate		LOS8
Revise the current website to support timely and user friendly updates of program offerings and changes	15¢ rate	IMPLEMENTED 2010, ACTIVE	LOS8
Evaluate combining program guides and on-line registration software with CPD to leverage resources and reduce overall costs • Evaluation complete, not financially or operationally practical due to organizational differences and cost of conversion	15¢ rate	COMPLETE 2010	LOS8

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FISCAL STEWARDSHIP

Maintain fiscal responsibility and financial strength by managing district resources to maximize the delivery of core services and to plan for future priority needs.

TASK – FISCAL STEWARDSHIP - #1	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Develop a long range financial plan for the district that provides stewardship for the park system with a balance between existing and long term needs as well as daily operations (Fiscal Stewardship 1)	Annual budget		FS1
Preliminary long range plan developed in-house with a 10-year time frame	25¢ rate	COMPLETE 2008, REFERENDUM NOT APPROVED	FS1
Updated long range plan developed in-house with a 5-year time frame	15¢ rate	COMPLETE 2009, REFERENDUM APPROVED	FS1
Sell BABS bonds to fund capital improvements including a new Planning and Operations Facility, BABS bonds have annual rebate of 1/3 interest	15¢ rate	COMPLETE 2010	FS1
Support establishment of an Urbana Parks Foundation Organizational Board Continuing Board and official incorporation as a 501-C-3	Annual budget	 COMPLETE 2007 COMPLETE 2008	FS1
TASK – FISCAL STEWARDSHIP - #2	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Establish the True Cost of Services for programs and facilities and create cost recovery goals, update annually (Fiscal Stewardship 2)	Annual budget		FS2
Evaluate each program, class and service offering to understand the unit level as well as rolled up to the core program	Annual budget		FS2
Evaluate the level of productivity of each park and recreation facility based on cost per acre to maintain capacity of use and cost per experience in each facility	Annual budget		FS2
TASK – FISCAL STEWARDSHIP - #3	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Update the Revenue Policy and pricing philosophy to support defined levels of cost recovery (Fiscal Stewardship 3)	Annual budget		FS3
TASK – FISCAL STEWARDSHIP - #4	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Prepare Business Plans for each signature park and revenue center to establish branding-positioning , revenue generation and operational standards (Fiscal Stewardship 4)			FS4
Coordinate business plans with park design to create higher image and value appeal Crystal Lake Park Anita Purves Nature Center Crystal Lake Pool Urbana Indoor Aquatic Center Meadowbrook Park Phillips Recreation Center Weaver Park, Prairie Park, Brookens Gym and Fields, Canaday Park complex Perkins Road/Judge Webber Park	Annual budget Annual budget Annual budget 11¢ rate Annual budget Annual budget Annual budget Annual budget Annual budget	 ACTIVE ACTIVE	FS4

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TASK – FISCAL STEWARDSHIP - #5	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Establish policies and prepare an action plan that allocates resources towards additional fundraising opportunities (Fiscal Stewardship 5)	Annual budget		FS5
Evaluate current process of securing contributions, establish written policies, procedures and standards to be followed in the fundraising process, identify potential institutions and individuals who would be interested in the welfare of the park district and establish the minimum level of resources required to implement • Gift Policy and Procedure (draft) • Acquire and implement donor management software	Annual budget	ACTIVE ACTIVE	FS5
TASK – FISCAL STEWARDSHIP - #6	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Evaluate the current procedures and resources allocated towards securing additional external funds from grants (Fiscal Stewardship 6)	Annual budget		FS6
Establish written standards and policies for allocation of specific resources, financial and staffing, towards identifying and securing additional external funds	Annual budget		FS6
TASK – FISCAL STEWARDSHIP - #7	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Develop and implement a formal action plan to target institutions and individuals interested in the continued growth and welfare of the park district (Fiscal Stewardship 7)	Annual budget		FS7

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LEVERAGED PARTNERSHIPS

Leverage well-defined and equitable partnerships and sponsorships to maximize the utilization of district resources.

TASK – LEVERAGED PARTNERSHIPS - #1	FUNDING SOURCE	COMPLETE/ACTIVE	CODE
Develop public/public, public/not-for-profit, and public/for-profit partnership policies (Leveraged Partnerships 1)	Annual budget		LP1
Measure the level of equity each partnership has in place as it applies to each type of partnership through effective cost of service assessment	Annual budget		LP1
Meet with existing partners to review the cost of service and level of equity each is providing and work towards meeting an appropriate cost benefit level	Annual budget		LP1
Establish written agreements with all relationship and partner organizations • Contracts • Memorandums of Understanding • Affiliate Agreements	Annual budget	 ACTIVE ACTIVE ACTIVE	LP1
TASK – LEVERAGED PARTNERSHIPS - #2	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Establish a formal action team to work with other governmental units for partnering and sharing resources for improved service offerings and reduced overhead costs (Leveraged Partnerships 2)	Annual budget		LP2
Review the findings from Champaign County – Our Future Here to identify opportunities	Annual budget		LP2
Meet with selected agencies to establish the framework and objectives and identify partnering activities	Annual budget		LP2
Review opportunities and evaluate the potential of implementing strategies	Annual budget		LP2
Conduct individual and joint board meetings to present framework and gain consensus for partnerships	Annual budget		LP2
TASK – LEVERAGED PARTNERSHIPS - #4	**FUNDING SOURCE**	**COMPLETE/ACTIVE**	**CODE**
Formalize a sponsorship program to create revenue opportunities at designate facilities, programs and events	Annual budget		LP3
Establish guideline for sponsorship levels and methods of recognition that respects the facility design and environment	Annual budget		LP3

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