MEMORANDUM

TO: BOARD OF COMMISSIONERS

FROM: VICKI J MAYES, EXECUTIVE DIRECTOR

SUBJECT: STRATEGIC PLAN SUMMARY REPORT

DATE: JANUARY 6, 2012

CC: TIM BARTLETT, CORKY EMBERSON, DOTTIE LIERMAN, ELLEN KIRSANOFF, DANA MANCUSO

The Urbana Park District Strategic Plan was adopted in September 2007. Attached is a report that summarizes accomplishments in the five areas of Community Values: Community Mandates, Value Driven Standards, Levels of Service, Fiscal Stewardship, and Leveraged Partnerships.

The summary indicates initiatives that are done and updated annually (green), active and in progress (yellow), to be initiated (red). There is also a blue highlight for items that need to be reassessed although none have been marked in this manner to date.

STRATEGIC PLAN - STRATEGY MATRIX ACCOMPLISHMENTS AND ACTIVE ITEMS- EXECUTIVE SUMMARY

VISION

To expand the District's legacy of delivering parks, natural areas, recreation, facilities and programs that improve the quality of life, sense of community and value for residents and users.

MISSION

To improve the quality of life of Urbana's citizens through a responsive, efficient and creative 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.

ATTRACTIVENESS OF NEIGHBORHOODS
CONSERVATION OF THE ENVIRONMENT
HEALTH OF THE COMMUNITY

COMMUNITY VALUES

COMMUNITY MANDATES
VALUE DRIVEN STANDARDS
LEVELS OF SERVICE
FISCAL STEWARDSHIP
LEVERAGED PARTNERSHIPS

DONE

ACTIVE

TBD

RE-ASSESS

COMMUNITY MANDATES

OBJECTIVE:

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

	COMMUNITY MANDATES STRATEGIES:	*STATUS:*
DONE	**Fund a renewal and replacement capital program (CM1)**	2009 15¢ referendum passed, 2011 11¢ referendum passed, Capital Improvement Plan (CIP) and Renewal Replacement Plan (RRP) in place, CIP and RRP updated every year
DONE		Major improvements for APNC, Carle, Crestview, King, Lake House, Meadowbrook (MB), Phillips, Prairie, South Ridge, UICA, Victory. Improvements planned for AMBUCS and Chief Shemauger. New Planning and Operations Facility completed.
ACTIVE	**Phased improvement plan for Crystal Lake Park (CM2)**	2008-2011 $1,160,000 improvements completed in Crystal Lake Park (CLP) including Emerald Ash Borer (EAB)-hazard tree, Busey Woods (BW) accessible trail, Anita Purves Nature Center (APNC) roof, APNC siding, APNC miscellaneous, Lake House siding, 2 Franklin St property acquisitions, accessible fishing pier, $7,000,000 development of new pool and infrastructure improvements to NE CLP
ACTIVE	**Collaborative development of a system-wide and regional trail system (CM3)**	Internal looped trails completed in Victory, King; South Ridge trail rehabilitated; BW accessible trail entry; accessible connection from Meadowbrook (MB) barn to pavilion.
ACTIVE	**Integrated Environmental Stewardship Program (CM4)**	Natural Areas Matrix Management Team established, working on comprehensive interpretive plan for MB with target dates for completion, BW comprehensive interpretive plan next, interpretive plan will include management and program standards
ACTIVE		SEDAC review of facilities. Energy efficient lighting improvements for Blair Tennis Courts, APNC, Phillips, cottage, UIAC (variable flow meters). Kerr St design includes rain garden, geo thermal, energy efficient light, insulation.

cont.	***COMMUNITY MANDATES STRATEGIES:***	***STATUS:***
ACTIVE	**Open space acquisition (CM5)**	Open space within UPD identified, still need to identify outside UPD. Acquisition fund established. Acquisition since 2008: 3 properties on Franklin St, 2 properties on Lynn St, 1 property on Grossbach, 2 properties on Lincoln
TBD	**Maintenance Management Plan (CM6)**	
ACTIVE	**Communication plan for the goals of the strategic plan (CM7)**	Elements of the Strategic Plan were incorporated into referendum information statements in 2008, 2009, 2011. This status document is a comprehensive statement. Website improvements included financial documents, planning documents, public meeting materials, forms, etc.

VALUE DRIVEN STANDARDS

OBJECTIVE:

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

	VALUE DRIVEN STANDARDS STRATEGIES:	*STATUS:*
ACTIVE	**Design standards (VDS1)**	Consistent standards implemented for major projects and renovations since 2008. Examples: metal roofs; durable, environmentally sensitive siding; energy efficient components; playgrounds; accessibility.
TBD	**Balance park types and amenities (VDS2)**	Master plan updates completed for CLP, King, Chief Shemauger, Carle, Victory, South Ridge. AMBUCS in progress.
ACTIVE	**Maintenance standards (VDS3)**	Maintenance standards are being compiled as a part of the Distinguished Agency Certification (DAC).
ACTIVE	**Customer service standards (VDS4)**	Customer Service Matrix Team formed 2011, Critical Success factors adopted, first focus is Payment Card Industry (PCI) compliance, second focus is major retraining on use of CLASS registration program with a goal of utilizing the full range of reports available, third focus will be point of sale at new CLP pool and UIAC. Full use of CLASS reports will help identify trends, issues, demand, etc.
ACTIVE	**Distinguished Agency Certification (VDS5)**	Distinguished Agency Certification (DAC) self-evaluation in progress. Goal is to determine to enter into the formal process by the end of 2012.
ACTIVE	**Recreation program standards (VDS6)**	Recreation program standards are being compiled as a part of the DAC.

LEVELS OF SERVICE

OBJECTIVE:

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

	LEVELS OF SERVICE STRATEGIES:	*STATUS*
TBD	**Levels of service for core park and recreation programs and services (LOS1)**	
TBD	**Core services for Planning and Operations Department (LOS2)**	
ACTIVE	**Relocate planning and operations facility (LOS3)**	Relocation to new 1011 Kerr Ave facility in Jan 2012. Hickory St facility consolidated 33 scattered storage areas. Reuse plan for 901 Broadway in progress. Recreation equipment storage plan in progress.
TBD	**Core services for Administration Department (LOS4)**	
ACTIVE	**Internal communication (LOS5)**	Internal communication process are a part of the DAC. Planned improvements to internal website are being implemented constantly. This includes an efficient on-line application process, posting of Personal Manual, Loss Control/Safety Manual, forms and other information important for employee access.
TBD	**Evaluate the need for indoor recreation space (LOS6)**	
ACTIVE	**Integrate the UIAC and Crystal Lake Family Aquatic Center programs (LOS7)**	Integrated program planning in progress.

ACTIVE	**Enhance marketing and communication (LOS8)**	Cross marketing information on electronic invoice-registration confirmation, e-newsletters, QL's, Facebook, twitter, blog. Updates to UPD website include easier to use features, improved look, maps, calendar feature, rotating feature stories, home page features upcoming registration deadlines and program start dates. An annual neighborhood newspaper for each neighborhood park is being circulated. Regular appearance by UPD staff on various media and news outlets.

FISCAL STEWARDSHIP

OBJECTIVE:

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

	FISCAL STEWARDSHIP STRATEGIES:	*STATUS*
ACTIVE	**Long range financial plan (FS1)**	2009 15¢ supported existing program-service and capital renewal needs.
ACTIVE	**True cost of services for cost recovery goals (FS2)**	Will be completed as a part of the DAC.
ACTIVE	**Revenue and pricing policy (FS3)**	Will be completed as a part of the DAC.
ACTIVE	**Business plans (FS4)**	Business plan for new Crystal Lake Family Aquatic Center will be completed as a part of the pre-opening planning. Pro-forma completed on concept and final plan.
TBD	**Additional fundraising opportunities (FS5)**	
TBD	**Grants and donations processes (FS6)**	
TBD	**Targeted fund development (FS7)**	

LEVERAGED PARTNERSHIPS

OBJECTIVE:

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

	LEVERAGED PARTNERSHIPS STRATEGIES:	*STATUS*
ACTIVE	**Partnership policies (LP1)**	Will be completed as a part of the DAC.
TBD	**Opportunities for partnering (LP2)**	
TBD	**Sponsorship program (LP3)**	