

# Urbana Park District

## *Strategic Plan*

### Appendix 1 - Strategy Matrix

May 2007

Prepared by:



### Strategic Action Plan

The Urbana Park District Strategic Plan is activated through an action plan. This action plan is organized in a strategy matrix based on the concept of a balanced scorecard. This strategy matrix is a guide and decision-making tool used to organize and communicate strategies that support strategic objectives, help fulfill the mission and achieve the vision of the District. This action plan is aggressive.

The strategic objectives are founded in the community values identified through the extensive community participation process. These values are used to form statements within the Community Values Model™ presented in Figure 1. These areas are necessary to plan, develop, operate and maintain a successful park and recreation system.

The successful implementation of these strategies is predicated on Board support, including approving budgets and policies. It is also predicated on citizen support including approving tax support.

It is important to review the matrix annually to identify the action plan strategies and tactics that form the basis for annual work plans and budgets. Quarterly reports should be presented to the Board to allow them to establish objective, measurable outcomes and monitor those outcomes. The strategic plan and action plan matrix must be updated in five years to evaluate the progress and affirm the District is on the correct path for the future.

The following pages present the approved vision, mission and strategic objectives for the Urbana Park District. The strategies and actions listed should be activated through

annual work plans and supported by budgeted resources.

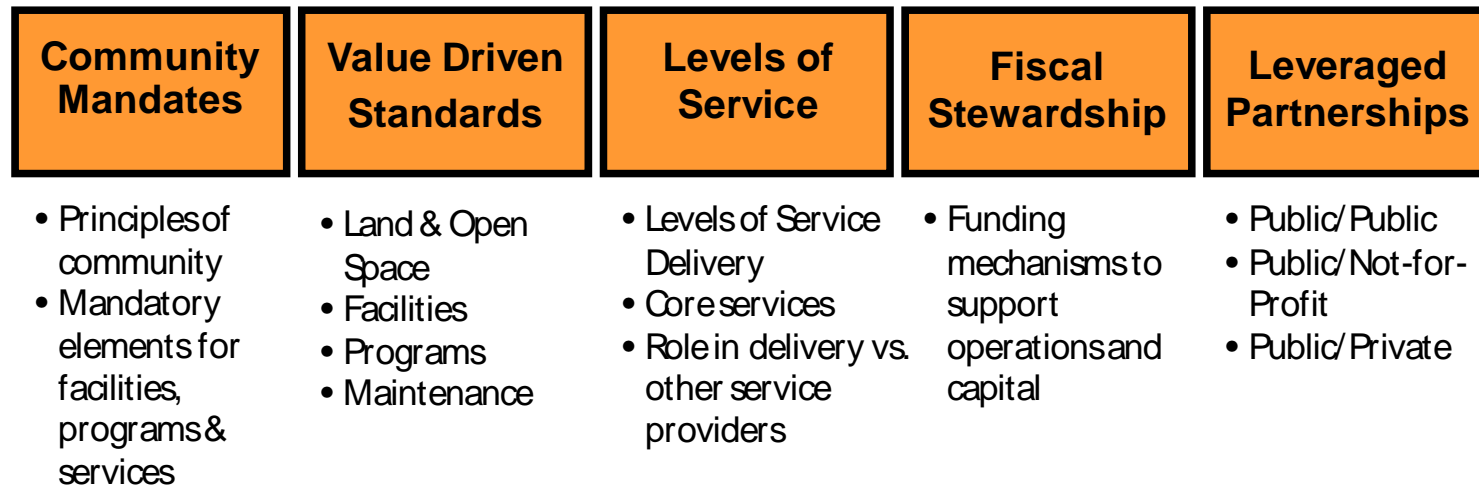


Figure 1 - Community Values Model™

## 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.*

*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.*

## Community Values

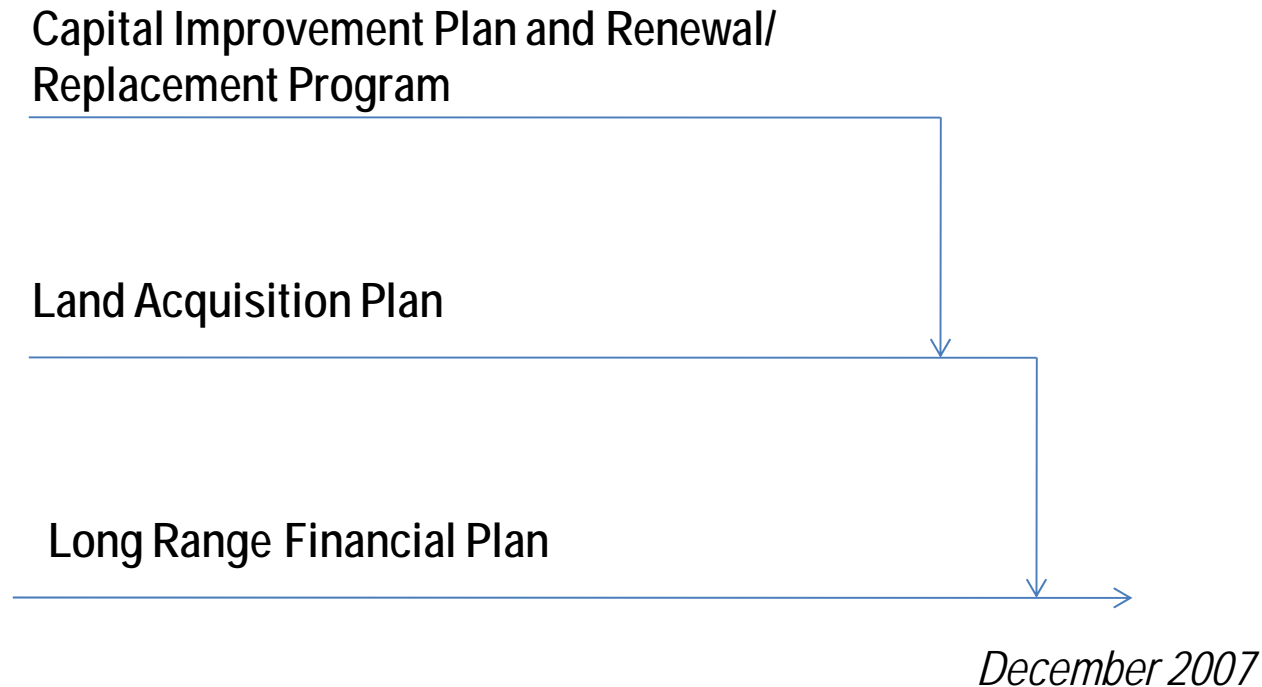
Following are overall principles and values of the Urbana community related to the delivery of parks and recreation facilities and services:

- Sense of community and pride
- Strong environmental ethic
- Promote/support diversity in community
- Education is a priority
- Enhanced quality of life
- Fiscal stewardship
- Protection and preservation of natural and built environment
- Good value and service delivery
- Availability of facilities, programs and services
- Value of leisure time
- Leveraging of resources and partnerships

Based on the vision, mission and community values, five strategic objectives were developed to further articulate the desired outcome of the Urbana Park District strategic plan. These strategic objectives create the framework for strategies and actions, organized in a strategy matrix based upon the Community Values Model™ on the following pages.

### Critical Path

The Capital Improvement Plan and Renewal Replacement Program (CIRP), Land Acquisition Plan (LAP) and the Long Range Financial Plan (LRFP) are scheduled to be completed by December, 2007. The completion of the LAP and LRFP is dependent on the completion of the CIRP. The LAP and LRFP formation and analysis may be simultaneous with the CIRP, but the CIRP must be completed prior to finalizing the other plans.



## Community Mandates

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

Strategy		Tactics	Action Team Assignment	Initial Time Frame	Outcome
<b>CM 1</b>	Fund and implement a renewal/replacement capital program to upgrade and enhance existing facilities.	<ul style="list-style-type: none"> <li>Establish a Capital Improvement Plan (CIP) to implement over a phased period of 10 years with annual maintenance and upkeep based on lifecycle needs. The CIP should use the recommended priority improvements ranking in the Recreation Facility Development Plan (Strategy LOS6).</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Executive Director</li> <li>Board</li> </ul>	Near Term	<b>Capital Improvement Plan (CIP) and Renewal/Replacement Program</b> <ul style="list-style-type: none"> <li>Establish plan by December 2007</li> <li>Complete first phase of CIP by 2013</li> </ul>
		<ul style="list-style-type: none"> <li>Coordinate with the Long Range Financial Plan (Strategy FS1) to identify funding capacity for the CIP. A major bond program with long term financing should be considered to catch up on deferred capital needs.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Administration Team</li> <li>Board</li> </ul>		
		<ul style="list-style-type: none"> <li>Identify improvements to be performed in-house and retain design consultants to prepare construction documents for remaining CIP. Retain consultants based on an adequate packaging of projects to gain economies of scale in design and construction.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Complete second phase of CIP by 2018</li> <li>Complete third phase of CIP by 2023</li> </ul>
<b>CM 2</b>	Implement a phased improvement plan for Crystal Lake Park including the Enhancement Plan for Crystal Lake Pool along with development of the Family Fun Zone and Phase I of the Urban Zone.	<ul style="list-style-type: none"> <li>Retain design consultant to develop schematic design and refined cost estimates consistent with the master plan and feasibility study recommendations for the first phase of improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Executive Director</li> <li>Board</li> </ul>	Near Term	<b>Crystal Lake Park Improvements</b> <ul style="list-style-type: none"> <li>Initiate project by 2008</li> <li>Complete first phase reconstruction of Pool and the Family Fun Zone by 2013</li> </ul>
		<ul style="list-style-type: none"> <li>Update financial pro-forma for the pool based on revised schematic design with recommended modifications based on findings including expanding to encompass other aspects of the park.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Administration Team</li> </ul>		

Strategy		Tactics	Action Team Assignment	Initial Time Frame	Outcome
		<ul style="list-style-type: none"> <li>Establish financing alternatives to fund the final recommended improvements on the first phase of improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Administration Team</li> <li>Board</li> </ul>		<ul style="list-style-type: none"> <li>Complete second phase improvements by 2018</li> <li>Complete third phase improvements by 2023</li> </ul>
		<ul style="list-style-type: none"> <li>Prepare final design and construction documents and begin construction on the first phase of improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Design Consultant</li> </ul>		
		<ul style="list-style-type: none"> <li>Begin planning for the second phase of improvements</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Executive Director</li> </ul>		
<b>CM 3</b>	Continue with the collaborative development of a system-wide/regional trail system including strong connections between present and future UPD parks, loop trails within parks and linkages with the regional trail system.	<ul style="list-style-type: none"> <li>Incorporate loop trails and connections in designated parks through the CIP development (Strategy CM1).</li> <li>Continue working with regional partners to develop and implement the Regional Greenways and Trail Plan and Boneyard Creek Improvement Project.</li> <li>Begin design and construction in coordination with CIP (Strategy CM1).</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Planning/Ops Team</li> <li>Executive Director</li> <li>Planning/Ops Team</li> <li>Design Consultants</li> </ul>	<p>Near Term</p> <p>Ongoing</p>	<p><b>Capital Improvement Plan and Local &amp; Regional Trail System Program</b></p> <ul style="list-style-type: none"> <li>Complete first 5 year CIP by 2013</li> <li>Complete second 5 year CIP by 2018</li> <li>Complete third 5 year CIP by 2023</li> </ul>

Strategy		Tactics	Action Team Assignment	Initial Time Frame	Outcome
<b>CM 4</b>	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 operational impacts. This should include a system-wide interpretive plan as well as components supporting the City of Urbana's 2005 Comprehensive Plan and Development Regulations.	<ul style="list-style-type: none"> <li>Establish an Environmental Stewardship Team combined with staff to prepare an Environmental Stewardship Program to include but not be limited to:                             <ul style="list-style-type: none"> <li>Natural Area management</li> <li>Energy efficiency in buildings and equipment</li> <li>Recycling and reuse programs</li> <li>Organic herbicide and fertilizer programs</li> <li>Educational and informational practices including a System-wide Interpretive Plan</li> <li>City of Urbana Storm Water Management</li> <li>City of Urbana Development Regulation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Environmental Stewardship Team</li> </ul>	Near Term	<b>Environmental Stewardship Program and Policy</b> <ul style="list-style-type: none"> <li>Establish Environmental Stewardship Team by December 2008</li> <li>Complete System-wide Interpretive Plan by December 2009</li> </ul>
		<ul style="list-style-type: none"> <li>Gain policy approval from the Board along with funding commitments to implement, monitor and report on performance of Environmental Stewardship Program.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Stewardship Team</li> <li>Administration Team</li> <li>Board</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>Develop a promotion campaign to communicate program plan and results to ensure sustainability of program as a baseline value of the District.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Stewardship Team</li> <li>Marketing Team</li> </ul>		
<b>CM 5</b>	Identify the level of open space acquisition potential in areas of the community needing space based on the Unique Facility Guidelines and supporting the City of Urbana's 2005 Comprehensive Plan objectives and our future here - A Vision for	<ul style="list-style-type: none"> <li>Utilize equity mapping and the Unique Facility Guidelines to establish overall strategy and schedule for acquiring open space.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Administration Team</li> <li>Board</li> </ul>	Near Term	<b>Land Acquisition Plan</b> <ul style="list-style-type: none"> <li>Establish plan by December 2007</li> <li>Coordination ongoing</li> </ul>



## Value Driven Standards

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

	Strategy	Tactics	Action Team Assignment	Initial Time Frame	Outcome
<b>VDS 1</b>	Establish design standards for future capital improvements and acquisition program based on approved park classifications and the Unique Facility Guidelines. The standards will reflect the Urbana community's desire for consistent, quality construction and will be supportive of the Environmental Stewardship Program. (Strategy CM4).	<ul style="list-style-type: none"> <li>Establish design standards to guide consistency in future construction based on the values of the community.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Environmental Stewardship Team</li> <li>Administration Team</li> </ul>	Near Term	<b>Design Standards</b> <ul style="list-style-type: none"> <li>Design standards completed to support final CIP development</li> </ul>
		<ul style="list-style-type: none"> <li>Gain Board approval for design standards.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Administration Team</li> <li>Board</li> </ul>		
		<ul style="list-style-type: none"> <li>Communicate standards to users of the system to demonstrate future design quality.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Marketing Team</li> <li>Administration Team</li> <li>Executive Director</li> <li>Board</li> </ul>	Ongoing	
<b>VDS 2</b>	Improve the balance of park types and amenities based on approved Unique Facility Guidelines and the recommended Recreation Facility Development Plan (LOS6). This includes development/redevelopment of Signature Park facilities and re-allocation of amenities among all parks to ensure equitable distribution throughout the District.	<ul style="list-style-type: none"> <li>Prepare CIP packages in conjunction with the renewal/replacement program (Strategy CM1) to assemble design and construction packages (bundle projects) for design teams and contractors.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> </ul>	Short Term	<b>Capital Improvement Plan (Development/Redevelopment Program)</b> <ul style="list-style-type: none"> <li>Complete first 5 year CIP by 2013</li> <li>Complete second phase by 2018</li> <li>Complete third phase by 2023</li> </ul>
		<ul style="list-style-type: none"> <li>Coordinate with the Long Range Financial Plan (Strategy FS1) to identify funding for the capital improvements identified and implement funding methods.</li> </ul>	<ul style="list-style-type: none"> <li>Administration Team</li> <li>Planning/Ops Team</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>Retain design consultants to prepare construction documents.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> </ul>		

Strategy		Tactics	Action Team Assignment	Initial Time Frame	Outcome
<b>VDS 3</b>	Establish maintenance standards for all assets covering routine, custodial, preventative and life-cycle maintenance programs to protect assets and extend life-cycles. This should consider best practices for environmental stewardship and natural area management (Strategy CM4).	<ul style="list-style-type: none"> <li>Develop customized tiered level maintenance standards for routine, custodial, preventative and life-cycle maintenance programs supported by written standards and resource requirements. Standards should include frequency, duration, labor/skill level, equipment, supplies and performance measurements.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Environmental Stewardship Team</li> <li>Administration Team</li> </ul>	Short Term	<b>Maintenance Standards</b> <ul style="list-style-type: none"> <li>Standards completed to support budget process in 2009/2010</li> </ul>
		<ul style="list-style-type: none"> <li>Apply standards to current and proposed parks and facilities to quantify the number of person hours, supplies and equipment required to achieve the maintenance standards desired.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>Gain Board approval for maintenance standards including an implementation plan and proposed adjustments to resources. This should include a commitment to operations and maintenance funding to the desired level prior to the development of any new parks or facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Administrative Team</li> <li>Executive Director</li> <li>Board</li> </ul>		
		<ul style="list-style-type: none"> <li>Integrate maintenance standards into maintenance management plan. (Strategy CM6)</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> </ul>		
<b>VDS 4</b>	Develop and apply customer service standards throughout the District operations to ensure consistent procedures of customer interaction, support and communications. Include all operational areas and employees from front line, maintenance and programming staff, volunteers, administration and Board members.	<ul style="list-style-type: none"> <li>Create a Customer Service action team with members from each functional area of the District to prepare standards that can be applied through the District including estimated costs and training requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Customer Service Team</li> </ul>	Short Term	<b>Customer Service Standards</b> <ul style="list-style-type: none"> <li>Implementation by end of 2008</li> <li>95% Customer Satisfaction Rate</li> </ul>
		<ul style="list-style-type: none"> <li>Present to Management Team to gain consensus and follow-up presentation to Board.</li> </ul>	<ul style="list-style-type: none"> <li>Customer Service Team</li> <li>Management Team</li> <li>Executive Director</li> <li>Board</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>Implement the standards through a phased strategy along with training and follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>Customer Service Team</li> </ul>		

	<b>Strategy</b>	<b>Tactics</b>	<b>Action Team Assignment</b>	<b>Initial Time Frame</b>	<b>Outcome</b>
<b>VDS 5</b>	Complete the Distinguished IAPD Agency Process to ensure a strong operational structure for the District.	<ul style="list-style-type: none"> <li>Establish a team to lead the preparation of the required elements and agency review. Prepare a work plan based on evaluation criteria and assign task leaders and support members. Prepare and submit the final application package.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Executive Director</li> <li>Board</li> </ul>	Short Term	<b>Distinguished Agency Submittal</b> <ul style="list-style-type: none"> <li>Complete Submittal by 2010</li> </ul>

	<b>Strategy</b>	<b>Tactics</b>	<b>Action Team Assignment</b>	<b>Initial Time Frame</b>	<b>Outcome</b>
<b>VDS 6</b>	Establish recreation program standards to guide the development of new programs that are consistent with core program criteria and the delivery of consistent and quality programs, classes and events.	<ul style="list-style-type: none"> <li>• Establish a Recreation Team to consolidate existing standard operating procedures and practices and complete Recreation Program Standards document to address the following areas:                             <ul style="list-style-type: none"> <li>– Instructor qualifications</li> <li>– Instructor-to-participant ratios</li> <li>– Appropriate recreation space including safety and cleanliness</li> <li>– Minimum /maximum numbers of participants</li> <li>– Recreation equipment or supplies</li> <li>– Length of the program</li> <li>– Appropriate support staff or volunteers</li> <li>– Staff and volunteer safety training</li> <li>– First-aid kit availability</li> <li>– Customer service/diversity training</li> <li>– Customer feedback methods</li> <li>– Pricing of services</li> <li>– Instructor tool box</li> <li>– Class or program policies</li> <li>– Appropriate recognition and awards</li> <li>– Background checks</li> <li>– Disciplinary actions documentation</li> <li>– Class, program curriculum, or work plans</li> <li>– Staff dress code</li> <li>– Equipment or program space inspection schedule and process</li> <li>– Performance measures tracked and communicated consistently</li> <li>– Exit interviews with part-time staff</li> <li>– A class or program budget prepared and shared with the instructor</li> <li>– Appropriate required licenses and certifications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Recreation Team</li> <li>• Executive Director</li> </ul>	Short Term	<p><b>Recreation Program Standards</b></p> <ul style="list-style-type: none"> <li>• <i>Completed standards by December 2008</i></li> <li>• <i>100% compliance on each plan</i></li> </ul>

## Levels of Service

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

	Strategy	Tactics	Action Team Assignment	Initial Time Frame	Outcome
<b>LOS 1</b>	Develop and implement a phased approach to delivering core recreation programs and services that include strong active play, education, healthy lifestyle and environmental ethics. Core program areas to focus on include: <ul style="list-style-type: none"> <li>• Aquatics</li> <li>• Community Special Events</li> <li>• Champaign Urbana Special Recreation</li> <li>• Environmental Stewardship</li> <li>• Facility Coordination</li> <li>• Fitness &amp; Wellness</li> <li>• Visual and Performing Arts</li> <li>• Volunteer &amp; Partnership Coordination</li> <li>• Youth Sports</li> <li>• Youth &amp; Teen Development</li> </ul>	<ul style="list-style-type: none"> <li>• Establish review process for evaluating existing and proposed classes, programs, services and other offerings to ensure they meet core program criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation Team</li> <li>• Administration Team</li> </ul>	Short Term	<b>Core Recreation Program Plan</b> <ul style="list-style-type: none"> <li>• <i>Phased plan completed for 2009/2010 Budget</i></li> </ul>
		<ul style="list-style-type: none"> <li>• Reposition programs in the decline / saturation stage by changing program titles, timings and creating theme-based and event-based programs. Create a matrix of program and class offerings to track age segment participation and use to understand where increases or shifts in program offerings should take place to ensure wide age and interest appeal. Compare to base population characteristics to quantify market capture rate.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation Team</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>• Evaluate potential partnerships for delivery of programs. Include shared resources with the Champaign Park District, Champaign Forest Preserve District, leagues, non profit and private service providers.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation Team</li> <li>• Administration Team</li> </ul>		
		<ul style="list-style-type: none"> <li>• Coordinate with the Environmental Stewardship Team to integrate the environmental and educational criteria into each class or program offered by the District where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation Team</li> <li>• Environmental Stewardship Team</li> </ul>		
		<ul style="list-style-type: none"> <li>• Train staff on how to implement program standards, communicate program standards to users, and monitor performance using post evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation Team</li> <li>• Customer Service Team</li> </ul>		
<b>LOS 2</b>	Evaluate services, activities and functions performed by the Planning and	<ul style="list-style-type: none"> <li>• Perform a review of core service and functions of the Planning and Operations Department and refine overall strategy for delivery of core and non-core services.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning/Ops Team</li> <li>• Administration Team</li> </ul>	Near Term	<b>Planning and Maintenance Organizational</b>

Strategy		Tactics	Action Team Assignment	Initial Time Frame	Outcome
	Operations Department to define core services and support the proper alignment and level of resources. Identify any areas that could be performed by other providers.	<ul style="list-style-type: none"> <li>Evaluate potential sharing of resources with other government agencies including major capital equipment, training, standards and technology.</li> <li>Integrate findings with the Maintenance Management Plan to recommend overall resource needs and alignment plan.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Administration Team</li> <li>Planning/Ops Team</li> <li>Administration Team</li> </ul>		<p><b>Development Plan</b></p> <ul style="list-style-type: none"> <li>Phased plan completed for 2009/2010 Budget</li> </ul>
<b>LOS 3</b>	Develop and implement a relocation plan for the current maintenance facility (located at 901 N. Broadway) to a new location to accommodate improved maintenance operations and support implementation of the Crystal Lake Park Master Plan.	<ul style="list-style-type: none"> <li>Develop a relocation plan for current Planning and Operations Area to a new location to support improved operations and accommodate Crystal Lake Park Master Plan. This should include evaluations of sites and development requirements.</li> <li>Develop a program for the remaining building in Crystal Lake Park and its future use.</li> </ul>	<ul style="list-style-type: none"> <li>Ops &amp; Planning/Ops Team</li> <li>Recreation Team</li> <li>Executive Director</li> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Executive Director</li> </ul>	Near Term	<p><b>Relocated Maintenance Facility</b></p> <ul style="list-style-type: none"> <li>Complete relocation plan by December 2007</li> <li>Relocation by 2013</li> <li>Reuse plan for remaining building by 2013</li> </ul>
<b>LOS 4</b>	Evaluate services, activities and functions performed by the Administrative Department to define core services and support the proper alignment and level of resources. Identify any areas that could be performed by other providers or eliminated through process improvements.	<ul style="list-style-type: none"> <li>Perform a review of core service and functions of the Administration Department and refine overall strategy for delivery of core and non-core services.</li> <li>Evaluate potential sharing of resources with other government agencies including but not limited to back office resources (e.g. finance, purchasing, human resources, technology, risk management, marketing, and training).</li> <li>Create an overall plan for streamlining administrative services without reducing effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Executive Director</li> <li>Management Team</li> <li>Executive Director</li> <li>Management Team</li> </ul>	Near Term	<p><b>Administrative Organizational Development Plan</b></p> <ul style="list-style-type: none"> <li>Phased plan completed for 2009/2010 Budget</li> </ul>

Strategy		Tactics	Action Team Assignment	Initial Time Frame	Outcome
<b>LOS 5</b>	Develop and implement improvements for internal communication processes to ensure strong organizational alignment and delivery of services.	<ul style="list-style-type: none"> <li>Assign accountability for a dedicated staff person or team to oversee the process</li> <li>Inventory current communication methods</li> <li>Seek input from staff of ideas they have to improve</li> <li>Develop documented communication process guidelines (meeting frequencies, sharing organizational performance information, email guidelines, etc.)</li> <li>Evaluate process on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	Near Term	<p><b>Internal Communication Improvements</b></p> <p><i>Recommendations by December 2008</i></p>
<b>LOS 6</b>	Evaluate the feasibility of potential development of additional indoor recreation facilities space including partnering opportunities to create functional and productive year round facilities.	<ul style="list-style-type: none"> <li>Prepare a detailed space plan tied to schedule of proposed classes and programs identified in Strategy LOS1.</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Planning/Ops Team</li> </ul>	Long Term	<p><b>Indoor Recreation Feasibility Study</b></p> <p><i>Recommendation for indoor recreation space by 2013</i></p>
		<ul style="list-style-type: none"> <li>Determine the need for additional indoor programming space based on revised core recreation program plan. Based on need, identify options for use of existing space throughout the District as well as partnering opportunities with other area recreation agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Planning/Ops Team</li> <li>Management Team</li> <li>Executive Director</li> </ul>		
		<ul style="list-style-type: none"> <li>Establish a Recreation Facility Development Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Management Team</li> <li>Executive Director</li> <li>Board</li> </ul>		
<b>LOS 7</b>	Strengthen the aquatics programs by operating the Indoor Aquatic Center and the Crystal Lake Pool as an integrated aquatic system.	<ul style="list-style-type: none"> <li>Develop an operational and financial plan to better integrate the overall operations, marketing and programming.                             <ul style="list-style-type: none"> <li>UIAC can differentiate itself by positioning it as more than just swim lessons with events like birthday parties, rentals, family fun times, fitness and exercise being advertised and marketed extensively</li> <li>Expand secondary audience to target adults, seniors, competitive swimmers and people undergoing rehab</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Administration Team</li> </ul>	Short Term	<p><b>Aquatics Plan</b></p> <ul style="list-style-type: none"> <li><i>Integrated plan by December end of 2009</i></li> </ul>

	<b>Strategy</b>	<b>Tactics</b>	<b>Action Team Assignment</b>	<b>Initial Time Frame</b>	<b>Outcome</b>
<b>LOS 8</b>	Enhance marketing and communication efforts for all programs, services and facilities offered.	<ul style="list-style-type: none"> <li>Develop and distribute a marketing plan for each core program/facility and Signature Park the District provides. Consider utilizing students at the University of Illinois - College of Communications to create class projects or independent study courses to support development of plans</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Marketing Team</li> </ul>	Short Term	<p><b>Marketing Plan</b></p> <ul style="list-style-type: none"> <li>Plans completed by December 2008/2007 &amp; May 2009/2008</li> <li>Active database by October 2009/2007</li> <li>Plan, data base, customer feedback and website cCompleted by December 2009/2007</li> <li>Updates to website made within 3 days of notice</li> </ul>
		<ul style="list-style-type: none"> <li>For marketing purposes, create a past participant and a volunteer database and introduce e-mail blasts for program offerings and volunteer opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Marketing Team</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>For customer feedback, introduce pre-program feedback / willingness to participate along with the post program feedback; initiate focus groups and trailer calls</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Customer Service Team</li> <li>Marketing Team</li> </ul>		
		<ul style="list-style-type: none"> <li>Revise the current website to support timely and user friendly updates of program offerings and changes.</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Marketing Team</li> </ul>		
		<ul style="list-style-type: none"> <li>Evaluate combining program guides and on-line registration software with the Champaign Park District to leverage resources and reduce overall costs.</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Administration Team</li> </ul>		

## 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.

Strategy		Tactics	Action Team Assignment/ New Resources	Initial Time Frame	Outcome
<b>FS 1</b>	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.	<ul style="list-style-type: none"> <li>Retain a specialized financial consultant to prepare a Long Range Financial Plan to support increased capital improvement budgets and improved operational integrity.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Administration Team</li> <li>Board</li> </ul>	Near Term	<p><b>Long Range Financial Plan</b></p> <ul style="list-style-type: none"> <li>Completed Plan by December 2007</li> </ul>
<b>FS 2</b>	Establish the true cost of services for programs and facilities and create cost recovery goals.	<ul style="list-style-type: none"> <li>Prepare a cost of service model to be maintained and updated annually to support operational and pricing decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Executive Director</li> </ul>	Short Term	<p><b>Cost of Service Model</b></p> <ul style="list-style-type: none"> <li>Preliminary model completed for 2009/2010 budget</li> </ul>
		<ul style="list-style-type: none"> <li>Evaluate each program, class and service offering to understand the cost recovery at the unit level as well as rolled up to core program facility area.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Administration Team</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Ops Team</li> <li>Recreation Team</li> <li>Administration Team</li> </ul>		
		<ul style="list-style-type: none"> <li>Share cost of service with Board and users of the system to gain their understanding.</li> </ul>	<ul style="list-style-type: none"> <li>Administration Team</li> <li>Executive Director</li> </ul>		
<b>FS 3</b>	Update the revenue policy and pricing philosophy to support Board approval of	<ul style="list-style-type: none"> <li>Conduct a workshop with Board on pricing of recreation services including presentation of cost of service results.</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Team</li> <li>Administration Team</li> <li>Executive Director</li> </ul>	Short Term	<p><b>Revenue policy</b></p> <ul style="list-style-type: none"> <li>Completed for</li> </ul>

Strategy		Tactics	Action Team Assignment/ New Resources	Initial Time Frame	Outcome
	defined levels of cost recovery.	<ul style="list-style-type: none"> <li>• Create and implement an updated pricing policy based on the outcome of the workshop and gain Board approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning/Ops Team</li> <li>• Recreation Team</li> <li>• Administration Team</li> <li>• Executive Director</li> <li>• Board</li> </ul>		<i>2009/2010 budget</i>
<b>FS 4</b>	Prepare business plans for each Signature Park and revenue center to establish branding/positioning, revenue generation and operational standards.	<ul style="list-style-type: none"> <li>• Develop business plans for each Signature Park, reservation or revenue generating facility with established and approved cost recovery goals and corresponding pricing strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning/Ops Team</li> <li>• Recreation Team</li> <li>• Administration Team</li> <li>• Executive Director</li> <li>• Board</li> </ul>	Short Term	<b>Business Plans</b> <ul style="list-style-type: none"> <li>• <i>Completed prior to final design of Signature Park improvements</i></li> <li>• <i>Crystal Lake Park/Busey Woods 2008</i></li> <li>• <i>Urbana Indoor Aquatic Center 2008</i></li> <li>• <i>Meadowbrook Park 2009</i></li> <li>• <i>Phillips Recreation Center 2009</i></li> <li>• <i>Weaver Park, Prairie Park, Brookens Gym 2010</i></li> <li>• <i>Perkins Road Park 2012</i></li> <li>• <i>Other plans as appropriate</i></li> </ul>
		<ul style="list-style-type: none"> <li>• Coordinate business plans with park design to create higher image and value appeal.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning/Ops Team</li> <li>• Recreation Team</li> </ul>		
<b>FS 5</b>	Establish policies and prepare an action plan that allocates resources towards additional fundraising opportunities.	<ul style="list-style-type: none"> <li>• 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 this.</li> </ul>	<ul style="list-style-type: none"> <li>• Management team</li> <li>• Administration Team</li> <li>• Executive Director</li> <li>• Board</li> </ul>	Short Term	<b>Fundraising Policies and Action Plan</b> <ul style="list-style-type: none"> <li>• <i>Completed by December 2008</i></li> </ul>
		<ul style="list-style-type: none"> <li>• Establish a strategy to allocate adequate resources, financial and manpower, to maximize potential revenue streams in the form of grants, matching funds, donations and special contributions.</li> </ul>	<ul style="list-style-type: none"> <li>• Management Team</li> <li>• Board</li> </ul>		

Strategy		Tactics	Action Team Assignment/ New Resources	Initial Time Frame	Outcome
<b>FS 6</b>	Evaluate the current procedures and resources allocated towards securing additional external funds; such as grants and donations.	<ul style="list-style-type: none"> <li>• Establish written standards and policies for allocation of specific resources, financial and manpower, towards identifying and securing additional external funds</li> </ul>	<ul style="list-style-type: none"> <li>• Management Team</li> <li>• Executive Director</li> <li>• Board</li> </ul>	Near Term	<b>Grant and Fundraising Policies</b> <ul style="list-style-type: none"> <li>• <i>Written policies established in 2009 with measurable outcomes</i></li> </ul>
		<ul style="list-style-type: none"> <li>▪ Identify all potential sources of grants, matching funds, donations and special contributions.</li> </ul>	<ul style="list-style-type: none"> <li>• Management Team</li> </ul>		
<b>FS 7</b>	Develop and implement a formal action plan to target institutions and individuals interested in the continued growth and welfare of the Park District.	<ul style="list-style-type: none"> <li>• Review the findings from the fundraising review and identify opportunities for growth.</li> <li>• Meet with selected agencies to establish framework and objectives and identify interested partnering activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Management Team</li> </ul>	Near Term  Ongoing	<b>Shared Resource Plan</b> <ul style="list-style-type: none"> <li>• <i>Identification and implementation of initial recommendations by end of 2008</i></li> </ul>
		<ul style="list-style-type: none"> <li>▪ Review opportunities and evaluate the potential of implementing strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Management Team</li> </ul>		
		<ul style="list-style-type: none"> <li>▪ Conduct individual and joint Board meetings between agency Boards to present framework and objectives and gain consensus.</li> </ul>	<ul style="list-style-type: none"> <li>• Administration Team</li> <li>• Executive Director</li> <li>• Board</li> </ul>		
		<ul style="list-style-type: none"> <li>▪ Gain support and monitor results on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Management Team</li> <li>• Executive Director</li> <li>• Board</li> </ul>		

## Leveraged Partnerships

**Objective:** Leverage well-defined and equitable partnerships and sponsorships to maximize the utilization of District resources.

Strategy		Tactics	Action Team Assignment/ New Resources	Initial Time Frame	Outcome
<b>LP 1</b>	Develop public/public, public/not-for-profit, and public/for-profit partnership policies.	<ul style="list-style-type: none"> <li>Measure the level of equity each partnership has in place as it applies to each type of partnership through effective cost of service assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	Near Term	<b>Partnership Policies</b> <ul style="list-style-type: none"> <li>All partnerships will have written agreements established or updated in 2009 with measurable outcomes</li> </ul>
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>Establish written agreements with all relationship and partner organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>		
<b>LP 2</b>	Establish a formal Action Team to work with the other local government agencies to identify opportunities for partnering and sharing resources for improved service offerings and reduced overhead costs.	<ul style="list-style-type: none"> <li>Review the findings from the our future.here - A Vision for Champaign County as well as internal review to identify areas of opportunities for discussion.</li> <li>Meet with selected agencies to establish framework and objectives and identify interested partnering activities.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	Short Term Long Term	<b>Shared Resource Plan</b> <ul style="list-style-type: none"> <li>Identification of initial recommendations by end of 2008</li> <li>Implementation of initial recommendations by end of 2010</li> </ul>
		<ul style="list-style-type: none"> <li>Review opportunities and evaluate the potential of implementing strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	Ongoing	
		<ul style="list-style-type: none"> <li>Conduct individual and joint Board meetings between agency Boards to present framework and objectives and gain consensus.</li> </ul>	<ul style="list-style-type: none"> <li>Administration Team</li> <li>Executive Director</li> <li>Board</li> </ul>		

Strategy		Tactics	Action Team Assignment/ New Resources	Initial Time Frame	Outcome
		<ul style="list-style-type: none"> <li>Gain support and monitor results on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Executive Director</li> <li>Board</li> </ul>		
LP 3	Formalize a sponsorship program to create revenue opportunities at designated facilities, programs and events.	<ul style="list-style-type: none"> <li>Establish guidelines for sponsorship levels and methods of recognition that respects the facility design and environment.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	Short Term	<b>Sponsorship Program</b> <ul style="list-style-type: none"> <li><i>Completed by end of 2008</i></li> </ul>
		<ul style="list-style-type: none"> <li>Gain Board approval of sponsorship program.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Executive Director</li> <li>Board</li> </ul>		