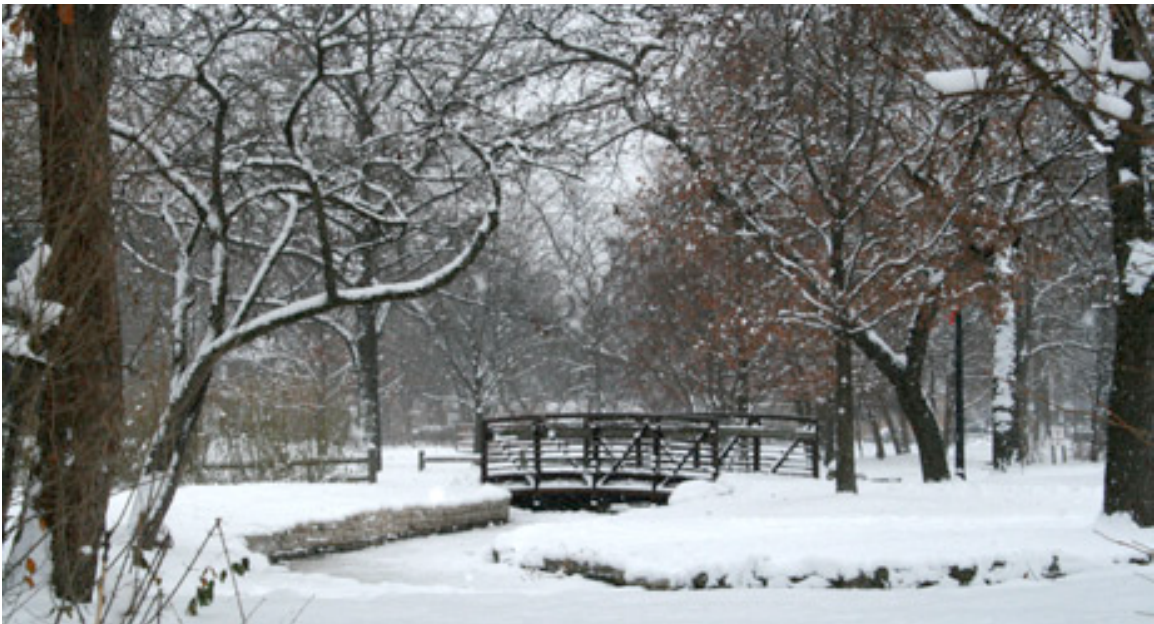


# **Berwyn Park District Long Range Plan**

**Submitted to  
Berwyn Park District Board of Commissioners**

**Submitted by  
Berwyn Park District Planning Group**



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## Preface

This *Long Range Plan* is the product of several facilitated planning sessions and multiple “assignments” prepared by Planning Team members. The fifteen member Planning Team was comprised of Park District commissioners, administrative staff, and selected members of the community. The planning team updated the agency mission and vision statements after identifying a set of core values that characterized the organization’s culture and beliefs. The Planning Team established a series of goals, categorized according to Programs and Services; Parks and Open Space; Facilities; and Team/Organization Development. Park District staff then developed and refined a series of goal-related action items to be implemented in years one and two of the *Long Range Plan*. Additional action items were identified for implementation in years three through five. Working closely with department heads, the executive director assigned responsibility for action items to key staff members.

The *Plan*, as ratified by the Park District Board, shall be updated annually. In preparation for Year Two of the *Plan*, the executive director will lead staff through a planning exercise that establishes new action items and refines existing action items for the next two years. In the fourth year of the *Plan*, upon direction of the Park District Board, a long range planning team will be established to affirm core values, mission and vision of the organization and embark on the preparation of the next *Long Range Plan*.

## Historical Perspective

The Berwyn Park District was founded by referendum in 1920. As an autonomous governmental body, established by local voters, it has a rich history of preservation and service. Major accomplishments since the turn of the century have resulted in well-maintained and equipped parks, a strong security presence, technology enhancements, new and improved facilities, and a much greater focus on recreation service provision.

The past decade has witnessed the growth and development of a professionally staffed recreation division with comprehensive year-around programming that includes a regionally recognized early childhood recreation services. A strong commitment to working in concert with other local organizations is exemplified by agreements with Berwyn Little League for hosting and promoting girls softball as well as collaboration with School District #100 to provide externally funded services to youngsters through the Preschool For All (PFA) grant. Shared facility ventures with the local school district efficiently extend services to the community. The Community Garden, Berwyn Development Corporation, TIF Districts, and the Main Street Program are examples of successful collaboration. The Park District continues to partner with the City of Berwyn on special events and shared facilities and with the officers of the Berwyn Police

Department where they exercise joint enforcement of local ordinances and revenues. The Berwyn and North Berwyn park districts have maintained joint residency status. The Park District offers joint programs and promotional initiatives with the Berwyn Library. A series of community-wide special events contribute significantly to community pride.

The redevelopment of Freedom Park in 1999-2000, with enhanced playgrounds, a children's water park, a lighted grass soccer field, was a major step forward for the Berwyn Park District. More recently, renovation of the administration building, expanded parking, and conversion to synthetic turf on the soccer field have made Freedom Park one of the crown jewels of the Park District. Maintaining the outstanding character of Proksa Park, the other crown jewel in the Park District's system, through tree maintenance and replacement, playground upgrades, court resurfacing, ball-field upgrades and lighting has remained a priority. The acquisition of Liberty Cultural Center (former Sokol Slavsky-Berwyn) in 2004 represents a significant effort to preserve a local institution and enhance the overall delivery of leisure services to Berwyn Park District residents, particularly in the cultural and performing arts. Initial renovation has taken place and ambitious plans were established for further development of this community asset. The Park District contributed significantly to preservation of the historic Berwyn Depot, First United Methodist Church, and Piper Community House. Functional improvements at Hessler Park, the Centennial Fountain at Mraz Park, development of the skate park at Smirz Park, and the construction of a Children's Garden represent the agency's "systematic approach" to park and facility enhancement.

Resident support of the Park District was validated by the 2006 passage of a referendum that led to major community improvements. A continuing commitment to community involvement in Park District decision-making was evidenced by the composition and activity of the team responsible for this planning initiative, which relied heavily upon the 2008 community-wide survey to identify needs and interests of local residents.

### **Recognized Strengths**

The Planning Group identified a number of positive agency characteristics. In an era of skepticism regarding the effectiveness and motives of local government elected officials and staff, the Berwyn Park District (BPD) enjoys a wonderful reputation and high level of public confidence. Such support and resident loyalty can only result from effective and recognizable performance.

The Park District is responsible for increasing levels of professionally planned and implemented programs and events for all ages. It appeals to families as well as to individual interests through activities such as athletics, aquatics, nature-based, and cultural arts. Programs are designed to bring joy to the participant while purposefully contributing to wholesome outcomes such as skill development, education, physical fitness, and stress reduction. As a result of BPD programs and services, residents are happier and healthier.

In general, the Park District is responsible for managing a physical plant that is diverse and relatively modern. This status lends itself to efficient and effective upkeep and maintenance in the face of increasing costs of operation. The Park District is home to beautiful mature parks that blend with residential areas to create a strong sense of community. The park system enhances property values and contributes to the community's overall aesthetic appeal. Playing fields and courts are well maintained and safe. They are designed for durability and extensive use.

## Recognized Challenges

The Planning Group also recognized several significant challenges facing the Berwyn Park District. Challenges can easily impede the Park District's progress if they are not fully understood. However, a strategic approach has been recommended which examines potential impediments in respect to possible options, alternatives and opportunities.

The same positive reputation that was identified as strength also served as a reminder that local residents have high expectations and the Park District. Without question, the Park District possesses much opportunity for improvement. Despite significant progress, "real" and "perceived" security issues exist within the community, including its parks and facilities.

Increase in professional staff and upgrades in physical plant have produced observable growing pains and greater potential for service overlap with other public, not-for-profit, and commercial park and recreation organizations. The need for improved intra-agency and inter-agency communication/collaboration was apparent to the Planning Group. Given the number of organizations that provide local park and recreation services, there is evidence of significant overlap in the presence of obvious unmet need. Without a single (or more simplified) approach to informing the public of available park and recreation opportunities, there remains considerable confusion and lack of awareness (among residents as well as service providers).

Changing demographics, resulting in more culturally diverse constituents, require greater insight and sensitivity to local needs and preferences. Such change also points to the need for greater diversity among Park District elected officials, volunteers, and staff (full-time and part-time) as well as more creative ways to engage the public in agency decision-making.

An increasingly fragile economy will continue to constrain leisure consumption, but may actually result in resident choices that require less travel-related spending and greater reliance on the Park District. Increased operating costs will require the Park District to "do more with less" while also demonstrating sensitivity relative to segments of the population impacted dramatically by the recession. Establishment of alternative revenue streams will be necessary to augment resources derived from taxes and fees/charges.

## **Revised Statement of Mission Along With Statement of Vision and Core Values**

### **Statement of Mission**

The Planning Group defined the Park District's Mission as a concise statement of the organization's purpose. The Planning Group carefully reviewed the Park District's existing statement of Mission and incorporated limited revisions, while adding a Statement of Vision.

Existing Statement of Mission:

The mission of the park district is to provide recreational opportunities for the community, enhancing the quality of life for area residents through fitness, fun, individual and family programs, and the opportunity to discover nature in an urban environment.

Proposed Statement of Mission:

To enrich the quality of life of the community by providing superior parks, facilities and recreational services in a fiscally responsible manner.

### **Statement of Vision**

The purpose of the vision statement is to inspire, energize, motivate, and stimulate creativity. It describes how the Planning Group would like the Park District to be accurately perceived.

Proposed Statement of Vision:

To be viewed by the citizens of the Berwyn Park District as a valued investment in their daily lives through provision of safe, enjoyable, attractive and environmentally responsible parks and facilities with diverse programs and efficient and responsive services.

### **Core Values**

The Planning Group examined past practice within the Park District, board and staff interpretations of organizational purpose, and the values accompanying such practices and beliefs to arrive at a set of core values that reflect the organization's culture. The Planning Group felt that these values should be stated up front, for all to see and for all to judge. It is important for the board and staff to model these values in their personal work behaviors, decision-making, and interpersonal interaction. The core values should help each person establish priorities in her or his daily work life and guide every decision that is made. The core values should be structured to reward and recognize the contributions of employees, board members, as well as others. Organizational goals are grounded in the identified values. Adoption of these values and the behaviors that result from these values should be recognized in regular performance feedback. Adherence to the core values will ensure a truly organization-wide, value-based, shared culture.



The following represents the proposed statements of Mission, Vision and Core Values.

## **THE BERWYN PARK DISTRICT: A VALUES-DRIVEN COMMUNITY RESOURCE**

All members of the Berwyn Park District team dedicate themselves to fulfilling the *Mission* of the Berwyn Park District. Their *Vision* for the Park District reflects attainable challenges that will require organizational agility, creative decision-making and continuous improvement. Five *Core Values* will be present and highly visible in all facets of the Park District's operations.

### ***Our Mission***

To enrich the quality of life of the community by providing superior parks, facilities and recreational services in a fiscally responsible manner.

### ***Our Vision***

To be viewed by the citizens of the Berwyn Park District as a valued investment in their daily lives through provision of safe, enjoyable, attractive and environmentally responsible parks and facilities with diverse programs and efficient and responsive services.

### ***Our Core Values***

- ***Collaborative Leadership***  
*Maintain strong leadership that encourages and sustains collaboration with other organizations.*
- ***Cultural Diversity***  
*Celebrate our rich cultural diversity by including all members of the community in the life of the Park District.*
- ***Exceeding Expectations***  
*Whether it is a stroll in the park, involvement in a sports program, or attendance at a family special event, our commitment is to consistently exceed expectations of the community.*
- ***Sustainability***  
*Our organizational practices will consistently demonstrate commitment to environmental and fiscal sustainability.*
- ***Professional Development***  
*The provision of superior service to the community requires the attraction and continuous development of dedicated, highly motivated and competent board and staff.*

## Berwyn Park District Long Range Goals

### **Programs and Services**

**Goal 1:** Increase involvement in park visitation and program/event participation among residents.

**Goal 2:** Monitor program and event effectiveness and provide responsive and creative programs that impart benefits to the participant while exceeding their high expectations.

**Goal 3:** Attract increased levels of non-tax revenue to increase the number and quality of programs and services.

### **Parks and Open Space**

**Goal 1:** Increase security in Park District parks and convey to the public an accurate perception of levels of safety.

**Goal 2:** Enhance the park system through opportunistic acquisition, improved aesthetics, and careful management of resources.

**Goal 3:** Increase the overall capabilities of park personnel.

### **Facilities**

**Goal 1:** Complete an audit of all Park District facilities, identifying a long-term plan for renovation and upgrades. Major items will be included in the agency's capital development plan.

**Goal 2:** Maintain and operate facilities at a level of hospitality, upkeep and maintenance that exceeds the public's expectations.

### **Team/Organization Development**

**Goal 1:** Develop and implement a formal plan for continuing professional development for all members of the Park District staff.

**Goal 2:** Develop for Board approval a capital development plan that reflects the agency's core values and long range planning priorities, including fiscal responsibility.

**Goal 3:** Attract increased levels of non-tax revenue to address the mission of the Park District.

**Goal 4:** Improve the overall level of communication and cohesiveness among the Park District staff and Board.

**Goal 5:** Reexamine the Park District's organizational structure and implement changes designed to increase overall efficiency and effectiveness.

**Goal 6:** Assume a highly visible role as a collaborative leader relative to issues of parks, open space and recreation.

**Goal 7:** Through an effective marketing plan, enhance the local image of the Park District by increasing familiarity and communicating the core values and priorities of the agency.

## **Year One Goal-Related Action Items**

## Programs and Services

### Goal 1

**Increase involvement in park visitation and program/event participation among residents.**

#### Action Items

1. Complete an inventory of parks and recreation services within the Berwyn area. [Conor Cahill](#)
2. Develop a clearinghouse of information regarding wholesome park and recreation opportunities available to area residents. [Conor Cahill](#)
3. Plan an online program registration system. [Jeff Janda](#)
4. Increase by five percent the proportion of operating funds for the promotion of programs and services while incorporating a more sophisticated approach to conveying benefits to the public. [Jeff Janda](#)
5. Initiate plans and implementation of a Berwyn-area network for collaboration and response to local needs while avoiding overlap in service. [Jeff Janda](#)
6. Develop and begin implementation of a systematic strategy for regular contact with former program participants. [Conor Cahill](#)

### Goal 2

**Monitor program and event effectiveness and provide responsive and creative programs that impart benefits to the participant while exceeding their high expectations.**

#### Action Items

1. Offer, on a pilot basis, three or more initiatives (educational programs, classes and stewardship opportunities) that increase the environmental literacy of local residents. [Hillary Fulara](#)
2. Plan and implement two or more additional arts programs ( i.e. cooking classes, drawing classes). [Anthony Hill](#)
3. Initiate, on a pilot basis, two BPD athletic programs (exposure, skill development, competition) during times that outside agencies are not using BPD athletic fields. [Anthony Hill](#)

### **Goal 3**

**Attract increased levels of non-tax revenue to increase the number and quality of programs and services.**

#### **Action Items**

1. Increase the level of corporate/business event sponsorship of existing offerings by five percent, resulting in improved services. [Jeff Janda](#)
2. Offset program transportation costs by five percent, through in-kind contributions or third party funding. [Reba Wachal](#)
3. Develop a pricing policy that takes into consideration residency status, type of program, direct and indirect costs, and participant characteristics. [Conor Cahill/Reba Wachal](#)

## Parks and Open Space

### Goal 1

**Increase security in Park District parks and convey to the public an accurate perception of levels of safety.**

#### Action Items

1. Increase visibility and overall effectiveness of security/police patrols in all Park District park areas increased public interaction. [Park Police Supervisor](#)
2. Develop an informational campaign to inform the public regarding levels and effectiveness of security in Berwyn Park District parks. [Jeff Janda](#)

### Goal 2

**Enhance the park system through opportunistic acquisition, improved aesthetics, and careful management of resources.**

#### Action Items

1. Initiate the development of a long-term (10 year) *Parks Development and Management Plan*. [Joe Bzdyl](#)
2. Reduce operating costs by three percent through “best practices” related to park management. [Joe Bzdyl](#)
3. Enhance the beauty and health of Proksa Park by developing and initiating implementation of a horticultural landscape design plan. [Joe Bzdyl](#)
4. Enhance the current tree program by introducing additional native varieties at the following locations: Proksa Park, Sunshine Park, Liberty Cultural Center. [Joe Bzdyl](#)

### Goal 3

**Increase the overall capabilities of park personnel.**

#### Action Items

1. Develop qualifications for new park maintenance staff that exceed current standards. [Jeff Janda](#)
2. Provide in-service training and other professional development to enhance the overall competence of park maintenance staff. [Stan Janosz](#)

## Facilities

### Goal 1

Complete an audit of all Park District facilities, identifying a long-term plan for renovation and upgrades. Major items will be included in the agency's capital development plan.

#### Action Items

1. Reorganize Dolan Room to serve as an enhanced work area. [Anthony Hill](#)

### Goal 2

**Maintain and operate facilities at a level of hospitality, upkeep and maintenance that exceeds the public's expectations.**

#### Action Items

1. Develop a preventative maintenance plan for all Park District Facilities. [Stan Janosz](#)
2. Develop and implement a Liberty Cultural Center rental program. [Mary Gail Corpus](#)
3. Assess all play equipment for compliance with latest applicable CPCS and ASTM guidelines and in accordance with ADA and implement compliance upgrades. [Stan Janosz](#)
4. Develop a plan for systematic playing fields maintenance and upgrades, based on safety and qualitative specifications. [Joe Bzdyl](#)
5. Create a plan to monitor and maintain equipment inventory. [Joe Bzdyl](#)
6. Establish standards and procedures for custodial services in all facilities. [Stan Janosz](#)
7. Develop an outstanding customer service program. [Mary Gail Corpus](#)

## **Team/Organization Development**

### **Goal 1**

**Develop and implement a formal plan for continuing professional development for all members of the Park District staff.**

#### **Action Items**

1. Achieve annual membership and active involvement in the Illinois Park and Recreation Association, the National Recreation and Park Association, and/or other relevant professional organizations by full-time professional staff. [Jeff Janda](#)
2. Board members will participate in active programs of education and development. [Jeff Janda](#)
3. An active program of in-service educational opportunities will be planned and implemented based on needs as defined by the director. [Jeff Janda](#)
4. Incorporated in the employee evaluation process, review (possibly update) position descriptions annually, with input from employees. [Jeff Janda](#)
5. All full-time employees will develop a professional improvement plan annually, to be reviewed and approved by her/his immediate supervisor and the executive director. [Jeff Janda](#)

### **Goal 2**

**Develop for Board approval a capital development plan that reflects the agency's core values and long range planning priorities, including fiscal responsibility.**

#### **Action Items**

1. Maintain a balanced budget. [Jeff Janda](#)

### **Goal 3**

**Attract increased levels of non-tax revenue to enhance the mission-driven activities of the Park District.**

#### **Action Items**

1. Plan for the creation of a 501(c) 3 foundation. [Jeff Janda](#)



#### **Goal 4**

**Improve the overall level of communication and cohesiveness among the Park District staff and Board.**

##### **Action Items**

1. Develop an employee incentive/evaluation program that is consistent with the Park District's core values. [Mary Gail Corpus](#)
2. Identify and participate in one or more service projects that will be voluntarily engaged in by Park District elected officials and staff. [Mary Gail Corpus](#)
3. Develop a formal program of employee recognition, centering on the Park District's core values. [Mary Gail Corpus](#)

#### **Goal 5**

**Reexamine the Park District's organizational structure and implement changes designed to increase overall efficiency and effectiveness.**

##### **Action Items**

1. Develop comprehensive department operations and safety manuals. [Respective department heads](#)
2. Lower administrative overhead and operation expenses by two percent through sound professional practice. [Jeff Janda](#)
3. Determine the level of maintenance staff deficiency and identify a feasible human resource solution. [Joe Bzdyl](#)
4. Update *Internship Manual* and devise a recruitment strategy to support a seasonal intern. [Conor Cahill](#)

#### **Goal 6**

**Assume a highly visible role as a collaborative leader relative to issues of parks, open space and recreation.**

##### **Action Items**

1. Develop an effective strategy to enhance public input by underrepresented segments of the community. [Mary Gail Corpus](#)
2. Effectively participate in state legislative processes by Board. [Frank Amaro](#)
3. Build strategic alliances with relevant organizations in order to maximize recreation and park services to the community. [Jeff Janda and Frank Amaro](#)

**Goal 7**

**Through an effective marketing plan, enhance the local image of the Park District by increasing familiarity and communicating the core values and priorities of the agency.**

**Action Items**

1. Design an aggressive marketing strategy aimed at communicating the benefits of Park District engagement by individuals and families. [Reba Wachal](#)
2. Improve relations with local media by developing personal professional relationships. [Jeff Janda](#)
3. Expand proportion of operating budget devoted to public service announcements, paid coverage, and advertising respectively by 10 percent. [Conor Cahill](#)
4. Board and staff will model active participation by creating more visibility at BPD park and program venues. [All](#)
5. Communicate the core values of the Park District – Collaborative Leadership; Exceeding Expectations; Sustainability; and Professional Development to all audiences of the Park District. [Anthony Hill](#)
6. Develop and implement a strategy for raising the visibility of Park District elected officials within the community. [Jeff Janda and Frank Amaro](#)
7. Through the Park District web site and other mediums, implement management and reporting processes to provide constituents with greater operational transparency and accountability. [Mary Gail Corpus](#)

## **Year Two Goal-Related Action Items**

## Programs and Services

### Goal 1

**Increase involvement in park visitation and program/event participation among residents.**

#### Action Items

1. Complete an audit/assessment of parks and recreation services within the Berwyn area. [Conor Cahill](#)
2. Implement online program registration. [Jeff Janda](#)
3. Complete the development of a Berwyn-area network for collaboration and response to local needs while avoiding overlap in service. [Jeff Janda](#)
4. Fully implement a systematic strategy for regular contact with former program participants. [Conor Cahill](#)
5. Introduce two special events that highlight the community's rich diversity. [Hillary Fulara](#)
6. Introduce two family programs/events that reflect the cultural diversity of the community. [Hillary Fulara](#)
7. Begin advanced planning for brochure by three weeks to insure availability of dates, facilities, etc., and assure accuracy of location, time, date, telephone number, etc. [Conor Cahill/Reba Wachal](#)

### Goal 2

**Monitor program and event effectiveness and provide responsive and creative programs that impart benefits to the participant while exceeding their high expectations.**

#### Action Items

1. Offer two or more initiatives (educational programs, classes and stewardship opportunities) that increase the environmental literacy of local residents. [Hillary Fulara](#)
2. Plan and implement two or more additional arts programs ( i.e. cooking classes, drawing classes). [Anthony Hill](#)
3. Initiate two BPD athletic programs (exposure, skill development, competition) during times that outside agencies are not using BPD athletic facilities. [Anthony Hill](#)
4. Develop and implement a formal in-service training program for program leaders and instructors. [Conor Cahill](#)

**Goal 3**

**Attract increased levels of non-tax revenue to increase the number and quality of programs and services.**

**Action Items**

1. Increase the level of corporate/business event sponsorship of existing offerings by five percent, resulting in improved services. [Jeff Janda](#)
2. Offset program transportation costs by five percent, through in-kind contributions or third party funding. [Reba Wachal](#)
3. Implement a pricing policy that takes into consideration residency status, type of program, direct and indirect costs, and participant characteristics. [Conor Cahill](#)

## Parks and Open Space

### Goal 1

**Increase security in Park District parks and convey to the public an accurate perception of levels of safety.**

#### Action Items

1. Increase visibility and overall effectiveness of security/police patrols in all Park District park areas through public interaction. [Park Police Supervisor](#)
2. Fully implement an informational campaign to inform the public regarding security in Berwyn Park District parks. [Park Police Supervisor](#)
3. Plan and develop a program designed to result in volunteer assistance with park security. [Park Police Supervisor](#)

### Goal 2

**Enhance the park system through opportunistic acquisition, improved aesthetics, and careful management of resources.**

#### Action Items

1. Update and implement a long-term (10 year) *Parks Development and Management Plan*. [Joe Bzdyl](#)
2. Reduce operating costs by three percent through “best practices” related to park management. [Joe Bzdyl](#)
3. Enhance the beauty and health of Proksa Park through continuing implementation of a horticultural landscape design plan. [Joe Bzdyl](#)
4. Enhance the current tree program by continuing the introduction of additional native varieties at the following locations: Proksa Park, Sunshine Park, Liberty Cultural Center. [Joe Bzdyl](#)
5. Enhance park beautification by introducing additional native varieties of shrubs and perennials at the following locations: Proksa Park, Liberty Cultural Center. [Joe Bzdyl](#)
6. Identify potential open space and initiate acquisition strategies for either passive natural use or development of needed facilities such as soccer, play areas, etc. [Jeff Janda](#)
7. Identify resources, including potential organizations, to renovate existing Memorial and flagpole areas at Proksa Park. [Jeff Janda](#)
8. Update path amenities such as seating & exercise apparatus installations at Proksa Park. [Joe Bzdyl](#)

**Goal 3****Increase the overall capabilities of park personnel.****Action Items**

1. Continue to recruit park maintenance department staff that meets the agency's new qualification standards. [Jeff Janda](#)
2. Continue providing in-service training and other professional development of park maintenance staff. [Joe Bzdyl](#)
3. Develop a "friends of the park" volunteer program to enhance human resource capabilities and advocacy. [Jeff Janda](#)

## Facilities

### Goal 1

**Complete an audit of all Park District facilities, identifying a long-term plan for renovation and upgrades. Major items will be included in the agency's capital development plan.**

#### Action Items

1. Redesign and begin renovation of the Sunshine maintenance building to better equip the growth of this department. (vehicles, equipment, supplies etc.) [Joe Bzdyl](#)

### Goal 2

**Maintain and operate facilities at a level of hospitality, upkeep and maintenance that exceeds the public's expectations.**

#### Action Items

1. Implement preventative maintenance plan for all Park District Facilities. [Stan Janosz](#)
2. Refine implementation of the Liberty Cultural Center rental program. [Mary Gail Corpus](#)
3. Continue with the upgrade of play equipment for compliance with latest applicable CPCS and ASTM guidelines and in accordance with ADA. [Stan Janosz](#)
4. Implement the plan for systematic playing fields maintenance and upgrades, based on safety and qualitative specifications. [Joe Bzdyl](#)
5. Implement the plan to monitor and maintain equipment inventory. [Joe Bzdyl](#)
6. Implement procedures for custodial services in all facilities. [Stan Janosz](#)
7. Implement year one of the agency's continuing customer service program. [Mary Gail Corpus](#)
8. Develop and implement a systematic plan for playground upgrades, based on safety and appeal of facility features. [Stan Janosz](#)
9. Identify a solution for much needed indoor maintenance facility space. [Joe Bzdyl](#)



## **Team/Organization Development**

### **Goal 1**

**Develop and implement a formal plan for continuing professional development for all members of the Park District staff.**

#### **Action Items**

1. Continue with annual membership and active involvement in the Illinois Park and Recreation Association, the National Recreation and Park Association, and/or other relevant professional organizations by full-time professional staff. [Jeff Janda](#)
2. Continue with Board members participation in active programs of education and development. [Jeff Janda](#)
3. An active program of in-service educational opportunities will be refined and implementation will continue based on needs as defined by the director. [Jeff Janda](#)

### **Goal 2**

**Develop for Board approval a capital development plan that reflects the agency's core values and long range planning priorities, including fiscal responsibility.**

#### **Action Items**

1. Continue to maintain a balanced budget. [Jeff Janda](#)

### **Goal 3**

**Attract increased levels of non-tax revenue to address the mission of the Park District.**

#### **Action Items**

1. Expand and develop the 501(c) 3 foundation. [Jeff Janda](#)
2. Develop an externally assisted strategy to increase levels of scholarships, sponsorships, grants, gifts and donations. [Conor Cahill/Reba Wachal](#)

**Goal 4****Improve the overall level of communication and cohesiveness among the Park District staff and Board.****Action Items**

1. Refine and implement an employee incentive/evaluation program that is consistent with the Park District's core values. [Mary Gail Corpus](#)
2. On a yearly basis, continue to participate in one or more service projects that will be voluntarily engaged in by Park District elected officials and staff. [Mary Gail Corpus](#)
3. Refine and implement a formal program of employee recognition, centering on the Park District's core values. [Mary Gail Corpus](#)
4. Develop and implement a plan to improve communication between buildings. [Conor Cahill](#)

**Goal 5****Reexamine the Park District's organizational structure and implement changes designed to increase overall efficiency and effectiveness.****Action Items**

1. Refine and implement a comprehensive department operations and safety manuals. [Jeff Janda](#)
2. Lower administrative overhead and operation expenses by two percent through sound professional practice. [Mary Gail Corpus](#)
3. Implement a strategy to address the deficiency of human resources within the maintenance department. [Joe Bzdyl](#)
4. Recruit full-time and part-time interns for seasonal placement. [Conor Cahill](#)
5. Develop and implement an updated technology plan that is consistent with progressive agencies of similar size and stature. [Jeff Janda](#)

## **Goal 6**

**Assume a highly visible role as a collaborative leader relative to issues of parks, open space and recreation.**

### **Action Items**

1. Refine and implement the established strategy to enhance public input by underrepresented segments of the community. [Mary Gail Corpus](#)
2. Continue to effectively participate in state legislative processes by Board. [Frank Amaro](#)
3. Continue to Build and maintain strategic alliances with relevant organizations in order to maximize recreation and park services to the community. [Jeff Janda](#)
4. Lead local efforts to develop a responsive park and recreation coordinating council comprised of area public, not for profit, and commercial recreation and park providers. [Conor Cahill/Jeff Janda](#)

## **Goal 7**

**Through an effective marketing plan, enhance the local image of the Park District by increasing familiarity and communicating the core values and priorities of the agency.**

### **Action Items**

1. Refine and implement an aggressive marketing strategy aimed at communicating the benefits of Park District engagement by individuals and families. [Conor Cahill/Reba Wachal](#)
2. Continue to improve relations with local media by developing professional personal relationships. [Jeff Janda](#)
3. Continue to identify and implement alternative methods of communication with segments of the public. [Hillary Fulara](#)
4. Continue to communicate the core values of the Park District – Collaborative Leadership; Exceeding Expectations; Sustainability; and Professional Development to all audiences. [Anthony Hill](#)
5. Refine and continue with implementation of a strategy for raising the visibility of Park District elected officials within the community. [Jeff Janda](#)
6. Through the Park District web site and other mediums, continue to implement management and reporting processes to provide constituents with greater operational transparency and accountability. [Mary Gail Corpus](#)

## **Years Three Through Five Goal-Related Action Items**

## **Programs and Services**

### **Goal 1**

**Increase involvement in park visitation and program/event participation among residents.**

#### **Action Items**

1. Establish a referral service regarding wholesome park and recreation opportunities available to area residents.
2. Introduce two special events that highlight the community's rich diversity.
3. Plan and implement two new family programs/events that reflect the cultural diversity of the community.
4. Increase the proportion of operating funds by an additional five percent for the promotion of programs and services while incorporating a more sophisticated approach to conveying benefits to the public.

### **Goal 2**

**Monitor program and event effectiveness and provide responsive and creative programs that impart benefits to the participant while exceeding their high expectations.**

#### **Action Items**

1. Implement a plan for the recruitment of highly qualified program leaders and instructors.
2. Develop and implement a community-based performing arts initiative.
3. Develop and implement a formal in-service training program for program leaders and instructors.
4. Refine the formal in-service training of program leaders and instructors.
5. Refine existing plans and procedures to recruit program leaders and instructors with stronger qualifications.
6. Expand the community-based performing arts initiative, utilizing the Liberty stage – including a feasibility study of a children's theater.

### **Goal 3**

**Attract increased levels of non-tax revenue to increase the number and quality of programs and services.**

#### **Action Items**

None identified

## **Parks and Open Space**

### **Goal 1**

**Increase security in Park District parks and convey to the public an accurate perception of levels of safety.**

#### **Action Items**

1. Implement a program that will result in volunteer assistance with park security.

### **Goal 2**

**Enhance the park system through opportunistic acquisition, improved aesthetics, and careful management of resources.**

#### **Action Items**

1. Expand & redevelop the following pond & stream areas: Proksa Park.
2. Continue expansion and redevelopment the following pond & stream areas.
3. Enhance park beautification by continuing the introduction of additional native varieties of shrubs and perennials at the following locations: Proksa Park, Sunshine Park, Liberty Cultural Center.
4. Refine and continue implementation strategies for acquisition of either passive natural use or development of needed facilities such as soccer, play areas, etc.
5. Continue with installation of park path amenities such as seating & exercise apparatus. Continue with the update of existing Memorial and flag pole areas.

### **Goal 3**

**Increase the overall capabilities of park personnel.**

#### **Action Items**

1. Implement a “friends of the park” volunteer program to enhance human resource capabilities and advocacy.

## Facilities

### Goal 1

**Complete an audit of all Park District facilities, identifying a long-term plan for renovation and upgrades. Major items will be included in the agency's capital development plan.**

#### Action Items

1. Continue with renovation of Liberty Cultural Center by remodeling the gymnasium (floor, walls, and basketball standards), boiler, lighting, storage, and office space at Liberty Cultural Center.
2. Complete renovation of Liberty Cultural Center by remodeling the gymnasium (floor, walls, and basketball standards), boiler, lighting, storage, and office space at Liberty Cultural Center.
3. Complete renovation of the Sunshine maintenance building to better equip the growth of this department (vehicles, equipment, supplies etc.).
4. Renovate/expand the Proksa Park Activity Center by replacing wall coverings, floor coverings, and study possible expansion of building to include concessions and additional program space.
5. Complete a ten-year plan for projected land acquisition, major park improvements, facility development, facility renovation, and major equipment acquisition will be developed.

### Goal 2

**Maintain and operate facilities at a level of hospitality, upkeep and maintenance that exceeds the public's expectations.**

#### Action Items

1. Continue with the implementation of a systematic plan for playground upgrades, based on safety and appeal of facility features.
2. Implement the solution for much needed indoor maintenance facility space.

## **Team/Organization Development**

### **Goal 1**

**Develop and implement a formal plan for continuing professional development for all members of the Park District staff.**

#### **Action Items**

None identified

### **Goal 2**

**Develop for Board approval a capital development plan that reflects the agency's core values and long range planning priorities, including fiscal responsibility.**

#### **Action Items**

1. Develop a ten-year plan for projected land acquisition, major park improvements, facility development, facility renovation, and major equipment acquisition will be refined and updated.

### **Goal 3**

**Attract increased levels of non-tax revenue to address the mission of the Park District.**

#### **Action Items**

1. Refine and implement an externally assisted strategy to increase levels of scholarships, sponsorships, grants, gifts and donations.

### **Goal 4**

**Improve the overall level of communication and cohesiveness among the Park District staff and Board.**

#### **Action Items**

1. Refine and continue with implementation of a plan to improve communication between buildings.

### **Goal 5**

**Reexamine the Park District's organizational structure and implement changes designed to increase overall efficiency and effectiveness.**

#### **Action Items**

1. Refine and continue with implementation of an updated technology plan that is consistent with the size and scope of the agency.



**Goal 6**

**Assume a highly visible role as a collaborative leader relative to issues of parks, open space and recreation.**

**Action Items**

1. Establish a local park and recreation coordinating council comprised of area public, not for profit, and commercial recreation and park providers.

**Goal 7**

**Through an effective marketing plan, enhance the local image of the Park District by increasing familiarity and communicating the core values and priorities of the agency.**

**Action Items**

1. Expand levels of public service, paid coverage, and advertising respectively by ten percent.