

Schaumburg Park District
STRATEGIC PLAN 2009-2013
Updated May 7, 2009

KEY AREA OF FOCUS I: FINANCIAL STABILITY

Achieve financial results that provide balanced funds, avoid tax increases, and reduce debt

Goal A: Identify new revenue streams to reduce reliance on tax dollars

Action Steps	Completion	Staff	Comments
1. Generate a minimum of \$20,000 of new sponsorships and grants either in-kind or cash annually for Park District and/or Park Foundation	Dec 2009	Casler	Davey Tree, Ala Carte and Gameworks pending
2. Add KASPER sites at Park District facilities	Sept 2009	Kennedy	CRC for summer camp site
3. Generate 20-30% revenue in all appropriate programs	2012	Kennedy	
4. Reduce bond sales to one per year and spread debt payments over calendar year	2012	Burgess	
5. Attain AA2 bonding status	2013	Burgess	Aa3 bond status reaffirmed by Moody's in April

Goal B: Identify and reduce wasteful spending

Action Steps	Completion	Staff	Comments
1. Reduce outdoor and indoor lifeguard expenditures 5-10% by realigning rotations	Dec 2009	Kennedy	
2. Conduct one internal process analysis per year i.e. purchase order, hiring, repairs, etc	Dec 2009	Burgess	
3. Expand central stores purchasing and include food and concession purveying	2010	Kettel	
4. Audit central store and warehouse inventories to maintain acceptable min/max quantities and out of date parts	2010	Kettel	
5. Reduce the quantity of printed flyers for programs and events by 50%	2011	Casler	

Goal C: Achieve budgeted surplus

Action Step	Completion	Staff	Comments
1. Prepare ten-year tax levy projection	2010	Burgess	
2. Develop new fee pricing plan	2010	Burgess	
3. Meet and maintain fiscal surplus policy goal	2011	Burgess	
4. Develop marketing plan in each program area	2011	Kennedy	

Goal D: Plan capital expenditures to enhance revenues

Action Step	Completion	Staff	Comments
1. Develop business plan template for revenue generating projects	June 2009	Burgess	In progress
2. Prepare business plan for Spring Valley cabin renovation	Dec 2009	Brooks	
3. Prepare business plan for dog park	2010	Otto	

KEY AREA OF FOCUS II: ORGANIZATIONAL EFFICIENCY**Utilize efficient means to deliver service internally within the organization and to patrons****Goal A - Enhance human resource services**

Action Step	Completion	Staff	Comments
1. Establish new employee orientation program for full and part-time staff	June 2009	Burgess	Completed and implemented
2. Utilize HR software	Dec 2009	Burgess	
3. Train supervisors in HR processes	2010	Burgess	
4. Create a job function handbook for each position	2011	Burgess	

Goal B - Analyze and optimize internal processes

Action Step	Completion	Staff	Comments
1. Analyze two internal processes per year: bill payment, preventative maintenance routines, hiring, termination, time off approval, etc.	Dec 2009	Burgess	
2. Cross train intradepartmental staff in all essential tasks	2011	Otto	
3. Develop continuity plans for each department	2011	Otto	
4. Eliminate paper publications by 50% by using web communication	2013	Casler	

Goal C - Increase internal and external communication

Action Step	Completion	Staff	Comments
1. Increase intranet content and use	Dec 2009	Burgess	30% more content
2. Create "help desk" to show real time facility repair status	2010	Kettel	
3. Develop patron WiFi access at public facilities	2010	Burgess	
4. Expand web based communication per market segments (blogs, etc)	2010	Casler	
5. Explore employee web portal	2012	Burgess	

KEY AREA OF FOCUS III: BROAD PROGRAM AND SERVICE BASE**Provide opportunities that meet the needs, wants and expectations of the community****Goal A - Increase patron feedback**

Action Step	Completion	Staff	Comments
1. Establish secret shopper program	June 2009	Schlinkmann	
2. Develop focus group process for key program areas	2010	Kennedy	Seniors in March
3. Increase program evaluation receipts by 20% per season	2010	Kennedy	

Goal B - Generate fresh program ideas

Action Step	Completion	Staff	Comments
1. Conduct semi-annual brainstorming session with programming staff for new programs and events	June 2009	Kennedy	Feb. 4, 2009
2. Offer two new programs per season per programming specialty area	Sept 2009	Kennedy	Ongoing
3. Assign research of trends and other agency programming to specific staff	June 2009	Schlinkmann	

Goal C - Increase community awareness of District activities

Action Step	Completion	Staff	Comments
1. Expand website to promote and report on district-wide green projects	Sept 2009	Casler	
2. Research family demographics per CLASS program lists and test market special events and general programs	Dec 2009	Kennedy	
3. Implement one community outreach program per year to enhance diversity	Dec 2009	Kennedy	Garden of Diversity, May 2
4. Conduct maintenance shop open house annually	Dec 2009	King	
5. Expand cable TV and web video of behind-the-scene Park District topics	June 2009	Casler	
6. Reestablish the Speaker's Bureau	2010	Otto	
7. Offer bus tour of Park District to residents annually	2010	King	

Goal D - Improve consistent customer service

Action Step	Completion	Staff	Comments
1. Use intranet to improve communications regarding requests to "Repairs"	Sept 2009	Kettel	
2. Develop audit process of fitness equipment down times	2010	Kettel	
3. Develop District-wide staff customer training program	2010	Kennedy	

KEY AREA OF FOCUS IV: IMPROVE THE ENVIRONMENT**Be a role model as a community environmental caretaker****Goal A - Achieve energy efficiency throughout District**

Action Step	Completion	Staff	Comments
1. Establish District-wide energy efficiency plan incorporating established association standards, new green technologies	Dec 2009	Kettel	Green Light Plan incorporates USGBC & EPA Energy Star standards
2. Install motion sensing switches at all appropriate facilities	Sept 2009	Kettel	85% complete
3. Implement Energy Star computer and networking equipment	Dec 2009	Burgess	New computers Energy Star compliant
4. Apply for one grant opportunity for energy efficiency annually	Sept 2009	Casler	
5. Conduct energy usage audit of all facilities	2010	Kettel	
6. Heat and cool facilities based on scheduled blocks of programming time	2010	Kettel	
7. All maintenance, renovation and construction projects to follow U.S. Green Building Council LEED's existing building guidelines	2011	Kettel	
8. Meet ASHRAE standards through the control of temperature, humidity and CO2	2011	Kettel	
9. Achieve EPA Energy Star rating or equivalent at a minimum of two facilities	2011	Kettel	
10. Conduct mechanical functionality tests of all major energy systems	2012	Kettel	

Goal B - Reduce waste

Action Step	Completion	Staff	Comments
1. Use cable TV, web site and printed materials to promote District initiatives	Dec 2009	Casler	
2. Write bid specs to reduce demolition and waste materials by 40%	2010	Otto	
3. Conduct waste stream audit of all District facilities	2010	Otto	
4. Expand recycling program to include all major parks and facilities	2011	King	

Goal C - Purchase green recyclable and recycled products

Action Step	Completion	Staff	Comments
1. Utilize central stores to consistently purchase products that are certified green or green seal acceptable where appropriate	2010	Kettel	
2. Bid recycled products when appropriate	2010	Kettel	
3. Implement integrated pest management (IPM) program throughout District	2010	Kettel	
4. Prepare a feasibility study of alternate energy sources as they are developed to fuel vehicles (electric, hydrogen, propane and bio-diesel) and research partnering with VOS to build joint refueling station	2011	Otto	

Goal D - Promote environmental initiatives

Action Step	Completion	Staff	Comments
1. Involve community volunteers to assist with plantings in one project per year	Dec 2009	King	
2. Review and promote Board-approved environmental statement	June 2009	Schlinkmann	
3. Feature story in local newspaper annually	Sept 2009	Casler	
4. Improve IPRA Environmental Scorecard score annually	Dec 2009	Brooks	
5. Create original awareness campaigns like "Pedal to the Parks" and other established programs annually	Dec 2009	Casler	
6. Conduct employee environmental training	2010	Brooks	
7. Design planting beds with native plants	2010	King	
8. Create displays at facilities	2010	Casler	
9. Offer classes on conservation and energy efficiency for public	2010	Brooks	
10. Submit an environmental award application	2011	Casler	

Goal E - Enhance bio-diversity

Action Step	Completion	Staff	Comments
1. Develop a 5-year plan to phase in native plantings prioritizing sites with poor soils, detention areas, difficult to mow slopes, low use park sites	Dec 2009	King	
2. Achieve Audubon certification at Schaumburg Golf Course	2011	Irwin	
3. Add 10 acres of native landscape area within District	2012	King	

KEY AREA OF FOCUS V: EMPLOYEE PROFESSIONAL GROWTH

Encourage self development among employees to strengthen professional skills and organization effectiveness

Goal A - Increase staff involvement in professional and community groups

Action Step	Completion	Staff	Comments
1. Increase staff involvement in community organizations by joining three new groups	2011	Schlinkmann	
2. Increase membership and involvement in appropriate organizations to include all professional staff	2013	Schlinkmann	

Goal B - Increase professional development education

Action Step	Completion	Staff	Comments
1. Develop a District-wide training schedule for full and part-time employees including, safety, customer service, human resources, harassment, technology, etc	Mar 2009	Otto	Completed
2. Supervisory staff to maintain a minimum of 10 hours of professional training or equivalent per year	Dec 2009	Schlinkmann	
3. Train a min of 5 staff to be certified pool operators	June 2009	Kettel	6 CPOs
4. Train a minimum of two staff on web programming	June 2009	Casler	
5. Train a minimum of one staff to be a certified facility maintenance supervisor	2010	Kettel	
6. Encourage all professional staff to be certified in respective fields	2011	Schlinkmann	

Goal C - Develop employee mentoring

Action Step	Completion	Staff	Comments
1. Encourage mentoring programs in respective professional organizations	Sept 2009	Schlinkmann	
2. Establish a District-wide mentoring program	2010	Otto	

Goal D - Expand employee responsibilities within organization

Action Step	Completion	Staff	Comments
1. Develop inter-department task forces to research District-wide projects as needed	Dec 2009	Schlinkmann	
2. Develop two additional inter-department committees to address District-wide needs	Sept 2009	Schlinkmann	