



STRATEGIC PLAN
2019-2024

Board Review: May 21, 2019

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BOARD OF COMMISSIONERS**

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— OUR VISION —

Enriching lives everyday

— OUR MISSION —

*“Enhancing our community by
providing quality recreational opportunities,
facilities, parks, and open space”*

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Introduction

In February of 2003, the Des Plaines Park District embarked on a mission to develop a strategic plan to provide direction for the next five years, as well as a framework for on-going strategic planning. The strategic planning process began at a retreat with the Park Board and staff where an analysis of the Park District was conducted and information was gathered to put into a plan for the future.

The purpose of the Strategic Plan for 2016-2021 is to establish a specific direction for the Park District to continue to improve the district operations, programs, financial stability, and maintain the exceptional standards that have been in place for years. The original document created in 2003 has been revised annually. The current document reflects revisions and updates from both internal and external changes.

Strategic planning defines the following:

- Who and what we are, what do we do now, and why?
- What do we want to be and do in the future and why?
- How do we get there?

The *Strategic Plan* defines the Park District's mission, vision, goals, and strategies. The *Strategic Goals* that are identified throughout the plan are fundamental policy questions, or critical challenges that may affect the district in the future.

Park Board and staff members participated in a SWOT analysis of the organization. SWOT analysis is an acronym for Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis focused on stakeholders of the Park District and opportunities inside and outside the organization. Stakeholders include the taxpayers, schools, businesses, non-profit organizations, athletic organizations, and many other affiliates within the community.

Based upon the information developed in the SWOT analysis, Board and staff members then developed key strategies, or Strategic Issues that are important to the success of the Park District in the future. All of this information was gathered and documented for the future development of a Strategic Plan. The Community Needs Assessment is also used as a resource for the planning of the Strategic Plan. This information provides direct input from the community for future district planning.

Shortly after the Board and staff retreat, a Strategic Planning Committee was developed which included staff from key areas of operation within the district. This committee was charged with the mission of developing a written strategic plan, which was to include a new Vision Statement, Mission Statement, and several key Strategic Issues.

The Strategic Planning Committee met over the period of one year to develop the Strategic Plan. Based upon the information of the SWOT analysis and retreat information, the Committee prioritized Strategic Goals, developed specific objectives to address the Strategic Goals, and developed a new Vision Statement and Mission Statement that will be used in all promotional materials for the Park District.

Des Plaines Park District Strategic Goals

- 1. Develop and Maintain Effective Organizational Leadership:** The emphasis of this Strategic Goal is to make certain that every representative of the Des Plaines Park District understands the significance of their role in the organization and to our patrons with every encounter. Continue to reward performance within staff and work with others to increase performance with trainings, etc. They will in turn treat the customer as their top priority
- 2. Maximize and Expand Recreational Resources:** This Goal addresses the need to maximize the use of existing resources available to the district and develop a plan to acquire, preserve, and develop open spaces and high quality natural areas to meet existing and future park and recreation needs of Des Plaines Park District residents. The district has many resources ranging from special facilities to open space, which need to be examined for optimal use and future opportunities. The Park District will seek to creatively find open space through partnerships and cooperative uses within the community.
- 3. Increase Park District Visibility and Outreach to the Community:** The emphasis of this Goal is to educate the community on the Des Plaines Park District and what it has to offer its residents. By beginning a specific outreach program to the community, developing, and nurturing partnerships, the Des Plaines Park District will realize increased participation in recreational programs and increased use of facilities.
- 4. Develop a Financial Plan to Minimize Reliance on Taxes:** The emphasis of this Goal is to reduce the reliance of the Park District operations on taxes. Since the district is limited by the Tax Cap, increased property tax appeals, and the continued development of TIF Districts in Des Plaines, tax revenues are not keeping up with the cost of doing business and maintaining infrastructure. District staff will continually review and modify the district's revenue policy to ensure that fees and charges for programs and facilities are keeping pace with surrounding communities, and the direct costs of programs and services.
- 5. Develop ADA Transition Plan and Compliance:** The Des Plaines Park District has an ADA Action Plan in place and all parks, facilities, programs, services and operational policies evaluated regarding accessibility regulations. The plan is implemented incrementally, as budgeted, on an annual basis. It is posted on the district's website.

The Des Plaines Park District supports and actively participates in the Maine Niles Special Recreation Association.
- 6. Develop a Technology Plan for the Future:** The purpose of this Goal is to develop a plan, which will assist the Park District in keeping pace with improvements in technology, both internally and for customers. This is to include staff training on technology in the workplace, maintaining and updating hardware, adding new software and software improvements as well as improving and updating the web site and adding web site registration.
- 7. Maintain Strong Risk Management Within the District:** The emphasis of this Goal is to stress the importance of maintaining the integrity of the district's risk management program and to be pro-active in the development of safety training, and maintain the Districts' Accredited status with the Park District Risk Management Agency.
- 8. Promote Environmental Stewardship and Sustainable Practices throughout the Park System:** The purpose of developing an environmental plan and an environmental committee for the district is to assume a leadership role in the development and use of sound environmental policies, practices and educational opportunities.

Strategic Planning Goal #1

Develop and Maintain Effective Organizational Leadership

The emphasis of this Strategic Goal is to make certain that every representative of the Des Plaines Park District understands the significance of their role in the organization and to our patrons with every encounter. If we, as an agency, treat our employees as if they are our top priority, they will in turn treat the customer as their top priority.

Management Planning of the Des Plaines Park District includes but is not limited to:

- Employee enrichment and training programs to develop professional and skilled staff
- Identify service needs and maximize the use of existing staff
- Create opportunities for staff to grow through cross training.
- Accreditation that will provide growth/leadership for the community & recognition of staff accomplishments.

Strategic Planning Goal 1
Develop and Maintain Effective Organizational Leadership

○ Pending ►► Ongoing ● Completed

Status		Objective	Year	Responsibility	Comments
1.01	►►	Hold Management meetings and biannual meetings with all IMRF employees. Hold part-time staff meetings several times throughout the year.	2019-2024	Executive Director	<ul style="list-style-type: none"> • Biannual IMRF meeting: Management meets • February & August
1.02	►►	Maintain an employee-only section of the website for district information and policies.	2019-2024	Marketing and Communications	<ul style="list-style-type: none"> • Review & update as needed.
1.03	○	The ERC committee will assist in creating a work environment that increases employee morale and satisfaction, and enhances communications among all district employees. Help develop teamwork and understanding, encourage a safe and healthy lifestyle, reward employee/department/group accomplishments while supporting the mission and vision of the district.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> • Recruit team participation for community events. • Continues Working on Weekly Bullet Report. • Organize at least two Team Building and healthy activities per year. • Coordinate/decorate and staff the district's Fourth of July Parade float. • Determine annual plan of activities, annual budget request; • Administer the "Dedicated to Excellence" program.
1.04	►►	Maintain schedule of annual events/important dates to all employees.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> • All events & important dates placed on a shared calendar, accessed through Outlook. • A list of upcoming events is distributed at Board Meetings.
1.05	►►	Staff reviews all District policy, procedures and plans. Including Strategic Plan, Employee Handbook, Administrative Procedures, Master Plan, Safety Manuals, Departmental Specific Safety and Operational Manuals. Board approves annually.	2019-2024	Executive Director Department Heads and Assistant Departments	<ul style="list-style-type: none"> • Annual Review, some approval by Board
1.06	►►	Review and maintain IAPD Accreditation standards; document the implementation.	2019-2020	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> • Accreditation
1.07	○	Update the District's Customer Service Plan and implement procedures & programs.	2019-2024	Executive Director, Operations Analyst, Supt. of Recreation & HR/Risk Manager	<ul style="list-style-type: none"> • Customer service continues to be a priority throughout the district. • Develop a new Customer Service Manual, and train staff.

1.08	▶▶	Develop customer FAQ guide to educate frontline staff on district operations.	2019-2024	Managers, Operations Analyst	<ul style="list-style-type: none"> Managers from various locations work together, with input from frontline staff, to develop a list of questions/inquiries typically received. Prepare answers or locations to obtain answers. Train frontline staff on FAQ, location, etc. Establish method for frontline staff to add questions to FAQ, based on their interaction with the public.
1.09	▶▶	Conduct comprehensive review of full-time and part-time salary ranges.	2019-2024	HR/Risk Manager	<ul style="list-style-type: none"> Utilize annual IPRA salary survey as benchmark Conduct survey of districts (like service base, tax base, geographic location) Utilize IDES statistics for positions not specific to parks and recreation (i.e. maintenance, clerical, accounting positions) Consider hiring outside consulting firm.
1.10	▶▶	Conduct an employee satisfaction survey.	2019-2024	HR/Risk Manager	<ul style="list-style-type: none"> Research, create, and conduct employee satisfaction survey. Seek out what other districts are doing.
1.11	▶▶	Undertake an organization assessment regarding staffing levels; benchmark with other agencies.	2019-2024	Executive Director Deputy Director HR/Risk Manager Operations Analyst	<ul style="list-style-type: none"> Utilize accounting intern or Operations Analyst to review/gather statistics from other Districts on staffing levels based on service population, tax base, number of facilities, budget size. Review current organizational structure and make recommended changes. Possibly hire a 3rd party SWOT.
1.12	○	Cultivate an environment that supports creative thinking.	2019-2024	Executive Director Deputy Director	<ul style="list-style-type: none"> Hold an annual brainstorming session with Administrative Staff, Managers and Supervisors. Seek input from other full-time support staff – many have been with District for years and can provide valuable insight. Reward those that come up with new ideas and continue to expand programming.
1.13	○	Develop a management succession plan – maintain operational efficiency and continuity	2019-2024	Executive Director Deputy Director Supt. of Business	<ul style="list-style-type: none"> Create a management succession plan for all full time employees. Cross-train staff within departments and facilities to maintain operational continuity during periods of transition.

1.14	»»	Encourage, support, and fund continuous learning opportunities.	2019-2024	Executive Director Deputy Director HR/Risk Manager Department Heads	<ul style="list-style-type: none"> • Increase/maintain funding levels for educational opportunities for staff.
1.15	○	NRPA Gold Medal	2021-2022	Executive Director Deputy Director Department Heads Operation Analyst Market & Communications	<ul style="list-style-type: none"> • Prepare and go for NRPA Gold Medal

Strategic Planning Goal #2

Maximize and Expand Recreational Resources

With an increased demand for affordable recreational activities, the district must continue to utilize financial and existing capital resources to the fullest potential. Being creative and partner for the use of open space, building space, the timing of programs and events, operating hours, acquiring new land and maintaining inter-governmental agreements is vital.

The City of Des Plaines has very little open space that is available for acquisition or development. The largest landholders include the City of Des Plaines, The Des Plaines Park District, Community Consolidated School District 62, Maine West High School, Oakton Community College, Cook County Forest Preserve District, O'Hare Airport and the Maryville Campus.

Compared to State of Illinois standards, the district is deficient in the average supply of community outdoor recreation land, which is 10 acres per 1,000 residents. This equates to a deficiency of 289.65 acres based upon a population of 58,000. As the population of Des Plaines increases and demographics change, there is an increasing need for more open space for passive recreation, athletics and natural preservation.

The district has a strong history of renovating, maintaining and building new facilities in order to maximize their use and increase longevity. When opportunities arose, land, which is adjacent to existing parks, has been purchased. Examples of this are the Lake Park Development Project, the West Park Development Project, Chippewa Pool development and numerous neighborhood park renovations.

The most recent Community Needs Assessment Report (February 2013) provided these major issues, which need to be addressed:

- Improve Prairie Lakes Community Center (water, fitness)
- Continue to maintain a high level maintenance of neighborhood and community parks (add trail lighting)
- Continue to add walking and biking trails; enhance existing trail systems partnering
- Maintain and increase satisfaction with overall value offered by the district with local governments
- Address key barriers (user fees, program times)
- Evaluate existing programming internally & externally.
- Increase the market share for programs, events and major facilities of importance.
- Local intergovernmental use agreements for recreation opportunities/land we do not offer.
- Utilize Forest Preserve Land
- Addition of Artificial Turf Fields

In order to serve the residents of the Park District fully, the district must maximize the use of all existing resources. Use patterns of facilities, staffing levels, operating expenses, user fees, unused/underused space and aging facilities are to be studied and addressed.

Strategic Planning Goal #2
Maximize and Expand Recreational Resources

○ Pending ▶▶ Ongoing ● Completed

Status		Objective	Year	Responsibility	Comments
2.01	▶▶	Update the 2017 Comprehensive Master Plan incorporating the 2013 Community Attitude & Interest Survey	2019	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Utilize results from Community Attitude and Interest Survey to update Comprehensive plan. Seek applicable grants.
2.02	▶▶	Update inventory of existing parks and facilities based upon recent improvements	2019	Executive Director Deputy Director Operations Analyst	<ul style="list-style-type: none"> Complete as part of the Comprehensive Plan update.
2.03	▶▶	Prepare an inventory of property in the district, which may have strategic potential should it become available.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Complete as part of the Comprehensive Plan update.
2.04	▶▶	Keep current with outside funding resources such as the Open Space Land Acquisition and Development Grant program.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Use grant opportunities such as PARC, OSLAD, and BAAD grants through the IDNR in order to complete capital projects. Seek Grants to expand Cumberland Terrace with Bridge and Potawatomic Park for new playground
2.05	▶▶	Examine facility use, park use, trends, programs and Community Survey's findings to make certain that they are being used according to needs in the community	2019-2024	Executive Director Deputy Director Operation Analyst Superintendents Assistant Supts.	<ul style="list-style-type: none"> Add recreational paths to Lake Park and ALC. Add additional lighting to existing recreational paths, expand adult sport programs/rentals, cricket, nature programs, and babysitting/childcare hours, and evaluate program contractors. Add year round programming for youth golf and expand specialty programs and events. Continue to review and adjust hours of facilities as needed (PLCC close at 10pm).
2.06	▶▶	Continue to develop cooperative agreements, to maximize the recreational opportunities for our community.	2019-2024	Executive Director Deputy Director Operation Analyst Superintendents	<ul style="list-style-type: none"> Maintain agreements with the Mt. Prospect, Rosemont, River Trails, Park Ridge and Glenview Park Districts. Continue to seek out new agreements with surrounding organizations.
2.07	▶▶	Develop and maintain intergovernmental and inter-local agreements.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Maintain agreements with District 62, D.P. Police for Park Patrol, Frisbie Senior Center, History Center, D.P. Library, District 207, and

					City of Des Plaines.
2.08	▶▶	Update the Capital Improvement Plan (CIP) annually.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Complete and approve annually, at the June Board Meeting, as part of the budget.
2.09	▶▶	Determine opportunities to maximize available space at Prairie Lakes, in order to increase the size of the fitness center. Utilize one racquetball court for expansion space for additional programming.	2019-2024	Executive Director Deputy Director Superintendents Assistant Supts.	<ul style="list-style-type: none"> Continue to analyze opportunities to increase space at Prairie Lakes. Funding and program needs will dictate this process as well as the Community Attitude and Interest Survey. Build into Dance room, Multipurpose 1&2, new updated lockers.
2.10	▶▶	Determine ways to increase the use of the Lake Park Golf Course, the Clubhouse, and Lake Opeka to their fullest potential.	2019-2024	Executive Director Deputy Director Superintendents Assistant Supts.	<ul style="list-style-type: none"> Improve marina and shoreline. Use the basement for rentals during the off-season. Add shade structures to patio. Increase paddleboat, kayak, and fishing boat rentals. Add picnic structures.
2.11	○	Explore the need to renovate/rebuild Iroquois Pool.	2019	Executive Director Deputy Director Superintendents Assistant Supts.	<ul style="list-style-type: none"> Explore the possibility of an outdoor pool or splashpad at Arndt Park New IDPH requirements for splash pads – locker rooms/bathrooms
2.12	▶▶	Evaluate programs and services seasonally.	2019-2024	Executive Director Deputy Director Supt. of Recreation /Asst.Supt. of Recreation	<ul style="list-style-type: none"> Use online survey tools.
2.13	▶▶	Update and renovate the Leisure Center.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Room renovations, asbestos floor tile removal, replace roof. To be performed in phases.
2.14	▶▶	Develop Cumberland Terrace & Des Plaines Manor	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Connect two neighborhoods with Bridge, provide additional biking/walking path. Update playgrounds
2.15	▶▶	Renovate Potawatomie Park	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Create a new playground/park in open space. Safe walking distances for residents and recreational opportunities

Strategic Planning Goal #3

Increase Park District Visibility and Outreach to Community

The purpose of this Goal is to increase the visibility of the Des Plaines Park District within the community. It is important to inform residents of what the district has to offer in the form of programs, services, facilities and parks. In these challenging economic times, it is very important to educate the residents about the affordable quality recreational opportunities the district has to offer.

Being involved in the community at all levels of government, non-profit organizations and cultural groups is important to the visibility and image of the district. Historically, district staff is involved in service clubs and organizations, youth organizations, City of Des Plaines events, the Frisbie Senior Center, the History Center, the Chamber of Commerce, and others. This increases visibility and upholds the image of the district being a facilitator within the community.

In 2003, when the original Strategic Plan was developed, new mission and vision statements were created. Along with creating a new logo in 2007, these statements are part of an effort to re-brand the District's image. The mission and vision statements are used to convey the message of what the Park District is all about: *Enriching lives Every Day*.

By becoming actively involved with local businesses and the Chamber of Commerce, the district has increased visibility through collaborating for special events and programs. A great example of one event that is very successful is Fall Fest.

Fall Fest is a special event coordinated by the Park District, Chamber of Commerce and the History Center. Not only do the three agencies partner for the planning and running of the event, they also obtain sponsorships from local businesses and solicit volunteers from the community to work the event. The results have been extraordinary and resonate positively throughout the community.

Over the past four years, the district has installed new parks and facility signs. The existing signs were old, in various states of disrepair, and did not present a positive image of the district. The new signs incorporate the new logo and colors. The district is in the process of replacing these signs on an annual basis. An electronic message board was installed at Prairie Lakes Park, in order to increase visibility and convey information about Park District recreation programs, special events, facilities, and community-wide events.

Increasing Park District Visibility and Outreach to the Community includes, but is not limited to, the following:

- Develop and nurture partnerships with local agencies of government, affiliate organizations, service groups, non-profit groups and cultural groups.
- Increase visibility and partnership within the elementary and high school districts.
- Increase marketing campaigns and cross-market at all of our facilities, local agencies and service organizations.
- Facilitate and assist in the efforts of community-based groups to provide recreational and educational opportunities for the public.
- Maintain a strong relationship with local businesses for sponsorship and co-sponsorship of special events.

- Post the Strategic Plan, vision and mission statements on the district website.
- Host community meetings regarding capital improvement projects and promote grand openings of new parks and facilities.
- Facilitate and assist efforts with Friends of the Parks at annual events, park openings, new parks and facilities.

Strategic Planning Goal #3
Increase Park District Visibility and Outreach to Community

○ Pending ►► Ongoing ● Completed

Status	Objective	Year	Responsibility	Comments
3.01	►► Maintain district involvement with Des Plaines community organizations.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Maine West Athletic Boosters; Community Relations Committee; City Holiday Lighting Committee; Chamber of Commerce: Winter Garden Ball and Golf Outing; DP Youth Commission; DP History Center; Kiwanis; Rotary; Frisbie Senior Center; Des Plaines Friends of the Parks; MCYAF; Healthy Community Partnership; Baseball and Softball affiliates; Des Plaines Arts Council; Des Plaines Optimist; MNASR; Self Help Closet & Food Pantry; Izaak Walton League; Good Shepherd Church; Boy Scouts.
3.02	►► Work cooperatively with the City, and School Districts 62, 63, and 207	2019-2024	Executive Director Deputy Director Superintendents Rec. Supervisors	<ul style="list-style-type: none"> Add School Athletic Leagues Special Events Commission. Add more PowerPlay locations.
3.03	►► Establish and maintain relationships with private businesses in Des Plaines.	2019-2024	Executive Director Deputy Director Superintendents Sponsorship Coor.	<ul style="list-style-type: none"> Work with Chamber of Commerce; Journal; Abbott Molecular; Good Shepherd Church; Golf Tec; Club Casa; Rivers Casino; Wheels; Juno; Elliott Land and Investment Group.
3.04	►► Market programs and facilities within the district and to local businesses. Build sponsorship program.	2019-2024	Executive Director Deputy Director Superintendents Marketing and Communications	<ul style="list-style-type: none"> Continue to promote cross-marketing within the district, and between the district and Des Plaines businesses that do not compete with our programs.
3.05	►► Participate cooperatively with History Center, Frisbie Senior Center, Chamber of Commerce, hospitals, American Legion, and other local groups and agencies.	2019-2024	Executive Director Deputy Director Superintendents Friends of the Parks	<ul style="list-style-type: none"> Fall Fest; Live at the Lake; Chamber Annual Golf Outing; Winter Wonderland; Spring Fun Fair; Bike Challenge; Holiday Lighting; Battle of Bands (Library); Fun Fest at Holy Family; Taste of Des Plaines; Memorial Day, Veterans Day, and Pearl Harbor Remembrance Day events.
3.06	►► Host community meetings on capital improvement projects.	2019-2024	Executive Director Deputy Director	<ul style="list-style-type: none"> Conduct semi-annual community focus groups at Prairie Lakes to review the CIP with any

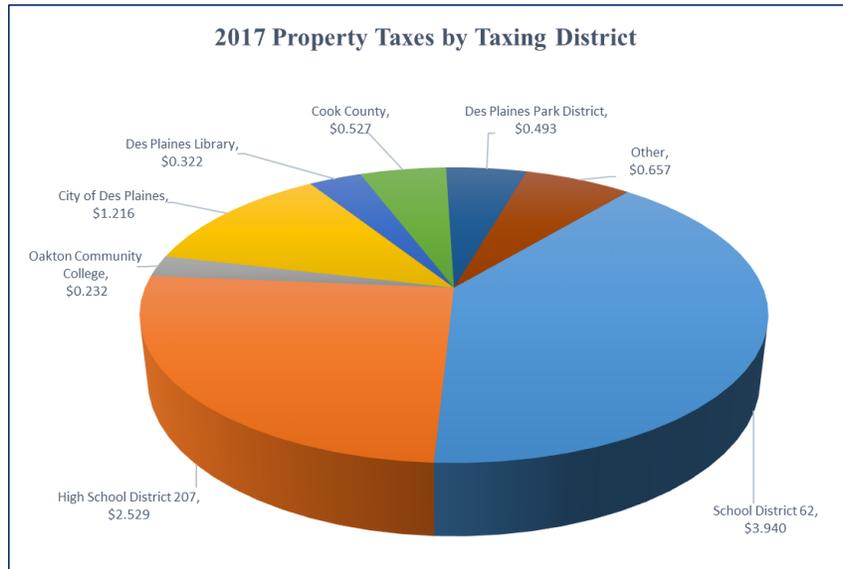
				Superintendents	community interest groups.
3.07	▶▶	Host grand opening events for new park and facility projects, inviting the entire community.	2019-2024	Executive Director Deputy Director Superintendents Friends of Parks	<ul style="list-style-type: none"> • Park grand openings will be held at “Park It” events.
3.08	▶▶	Continue to replace outdated park ID signs.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> • Lake Park Memorial Sign
3.09	▶▶	Develop district promotions.	2019-2024	Executive Director Deputy Director Operation Analyst Superintendents Assistant Supts. Marketing and Communications Public Relations Social Media	<ul style="list-style-type: none"> • Continue to incorporate district-wide promotions.
3.10	▶▶	Promote district program and events and maintain a high level of visibility in the community through print, digital, social media, screens, cable TV, and web-based media.	2019-2024	Deputy Director Supt. of Recreation Marketing and Communications	<ul style="list-style-type: none"> • Maintain the electronic message board and screens at Prairie Lakes & GCDP. Promote district events on the City’s DMB and cable channels, and in the DP Public Library (print and screens). The district uses Facebook, Twitter, and Instagram for Social Media/Social Marketing. • CY2019 – 4th of July Parade, 100th anniversary featured at History Center, and grand opening of Centennial Park.
3.11	▶▶	Develop and maintain a community outreach program to engage the diverse population of Des Plaines.	2019-2024	Executive Director Deputy Director Superintendents Marketing and Communications	<ul style="list-style-type: none"> • Hold meetings with community members and staff who are culturally competent in the areas of race and ethnicity; LGBTQ; socio-economic; women’s; and faith-based issues.
3.12	○	Conduct a Community Needs Assessment	2020	Executive Director Deputy Director Superintendents Operations Analyst	<ul style="list-style-type: none"> • Hire a third party to Conduct a community needs assessment for programming, facilities, and open space needs.

Strategic Planning Goal #4

Financial Planning to Minimize Reliance on Taxes

The emphasis of this Goal is to minimize the reliance of Park District operations on property taxes. Funding for the District's operations is derived through a combination of property tax revenues; fees and charges for programs and facilities; donations; operational grants; and investment income.

The Park District depends on property taxes to fund roughly 50% of its overall budget with the remainder of its funding obtained through the sources mentioned previously. The chart below presents the distribution of an average tax bill amongst the various taxing bodies. The District represents just 4.97% of the overall tax bill.



The District is subject to the Tax Cap Law, which limits increases to its aggregate tax levy for affected funds to the lesser of five percent or the increase in the Consumer Price Index. The Handicapped Fund tax levy is excluded from the Tax Cap; however, its tax levy cannot exceed the tax rate ceiling of \$.040/\$100 of equalized assessed valuation (EAV). Also, the amount of taxes that can be levied for Limited Tax Bonds is limited to the District's debt service extension base (as defined in the Tax Cap Law).

While the Park District's goal is to minimize its reliance on property taxes, it must remain diligent to capture all taxes as they become available. This is especially true for funds subject to the Tax Cap Law since new and reclaimed property must be captured in the year it is added to the tax role or that growth is forfeited forever. The District should monitor development in the community for items that will reduce tax revenues such as tax incentives like Cook County's Class 6b and the establishment or extension of TIF districts; as well as, changes that will provide increased tax revenues such as new developments and TIF districts that are ending that will be reclaimed on the tax role. For example, the City of Des Plaines TIF District #1 (Downtown), which was established in 1985, will be reclaimed on the tax role after 35 years in 2020. It will be imperative that the District increase its tax levy that year to capture this growth.

Aside from tax revenue, fees and charges for District programs and facilities is the most significant source of funding for both its operations and specific revenue facilities; such as, the Golf Center, Mountain View Adventure Center, Lake Park Golf Course, and Mystic Waters. The District adheres to its Revenue Policy, which provides guidelines for establishment of fees and charges; as well as, an equitable method to recover a portion of, or all of, the costs of providing specialized or personalized recreational opportunities. This policy also provides a tool for long-term financial planning. The impact of weather conditions on seasonal operations; changing interests in its customer base; competition for disposable income of its residents and customers; and competition from the private sector are all challenges facing the District in this area. Fees and charges are reviewed annually in conjunction with the budget process.

In addition to the above items, the Park District continuously seeks donations and grants to fund both its operations and capital improvements; invests available funds within the guidelines of its Investment Policy; and evaluates ways to reduce costs.

The Park District is financially secure and weathered the latest recession very well through conservative financial management. Following this Strategic Plan will ensure the District continues to have the resources necessary to meet its operational needs; as well as, provides a planning tool to identify funding necessary for replacement of major facilities and their components; playgrounds and park infrastructure; equipment; and other items identified within the Capital Improvement Plan.

Strategic Planning Goal #4
Financial Planning to Minimize Reliance on Property Taxes

○ Pending ►► Ongoing ● Completed

Status	Objective	Year	Responsibility	Comments
4.01 ►►	Work within legal restrictions of State Statutes and Tax Cap Laws to secure all available funding on an annual basis to preserve long-term financial health of the District	2019-2024	Board Executive Director Supt. of Business	<ul style="list-style-type: none"> For tax capped funds, levy the CPI plus new/reclaimed property. Review fund balance levels when determining allocation between special purpose tax levies. For non-capped, Handicapped tax levy, levy at maximum rate of \$.04/\$100 EAV calculated against projected EAV (including all opportunities for growth). For limited tax bond levy, levy amount is set per bond ordinance but must remain within tax law limitation.
4.02 ►►	<p>Maintain a Revenue Policy to ensure direct costs are being met for programs and facility operations to minimize the level of subsidy by tax dollars</p> <p>Conduct staff training on all revenue and financial policies.</p>	2019-2024	Board Executive Director Deputy Director Supt. of Recreation Supt. of Business	<ul style="list-style-type: none"> Review and update the Policy each April and bring any changes to the Park Board of Commissioners for approval. Review and present proposed fee increases for facility usage and rentals to the Board for approval in December. Review and update program/activity/pass fees in conjunction with the annual budget process and/or brochure cycles. Train staff on updated policies as they occur and annually during budget cycle.
4.03 ►►	Use future casino property tax revenues for necessary capital improvements.	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Allocate \$100,000/year toward funding of the District's Capital Improvement Plan.
4.04 ►►	Review all budgets submitted annually; Present balanced operating (excludes capital and debt service) budgets and maintain proper fund balance levels.	2019-2024	Board Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Per legal requirements, final budget to be approved not later than July 31st, so by the July Board Meeting. Present balanced operating budgets to Board or

					<p>deficit operating for the planned reduction in accumulated fund balance.</p> <ul style="list-style-type: none"> • Maintain fund balance levels in accordance with Fund Balance Policy – adjusting tax levies accordingly to more closely match current demand for special tax purposes/funds. • For Corporate and Recreation funds, consider budgeting to transfer annual budgeted surpluses to the Capital Projects fund for funding of current year capital improvement projects and for accumulation toward funding of larger future capital improvement projects.
4.05	▶▶	Increase net income at all revenue facilities.	2019-2024	Executive Director Deputy Director Superintendents Assistant Supts.	<ul style="list-style-type: none"> • Negotiate new lease terms for Golf Center tenants and contractual instructors. • Negotiate new license terms for Golf Center <ul style="list-style-type: none"> ○ Pro Shop agreement expiring 12/31/21 & 3 year option. ○ Club Casa License Agreement expires 01/31/21 & 3year option. ○ Golf Tech Expenses 9/30/21 & 3 year option. • Continue to reevaluate fees at all facilities, and look at new/additional revenue streams.
4.06	▶▶	Actively seek sponsorships within the Des Plaines business community	2019-2024	Deputy Director Superintendents Assistant Supts. Marketing and Communications Sponsorship Coor.	<ul style="list-style-type: none"> • Evaluate options on how to increase sponsorships. • Gather utilization statistics to better market, attract, and price sponsorship levels for various special events, advertising space/publications, or capital improvements.
4.07	▶▶	Monitor the costs of mowing CCD62 property.	2019-2024	Supt. of Parks & Planning	<ul style="list-style-type: none"> • Evaluate contractual mowing. Determination will be made on an annual basis for potential changes.
4.08	▶▶	Develop a marketing strategy to increase		Deputy Director	<ul style="list-style-type: none"> • Brochures for Rental Facilities, Golf Center, Lake

		revenue at each facility.	2019-2024	Superintendents Assistant Supts. Marketing and Communications	<ul style="list-style-type: none"> • Park, Mt. View, Prairie Lakes, and Mystic Waters. • Signage and promotions for cross-marketing between facilities. • Evaluate statistics on utilization/effectiveness of website, FB, etc. Can we identify top users and most-heavily visited pages? Leads to interest areas. • Place our destination revenue facility brochures (Mt. View, Mystic, Golf Center) with Rosemont Hotels or get included with online welcome information for their guests. Partnering with Rosemont CVB for promotions in the Spring/Summer.
4.09	▶▶	Develop internal controls to improve operational effectiveness and accountability.	2019-2024	Executive Director Deputy Director Superintendents Business Manager	<ul style="list-style-type: none"> • Develop job methodology standards. • Revise facility and park checklists. • Revise Turf and Park Management Plan. • Annual review of cash control manuals. • Review/Update Mt. View internal controls to reflect new batting cage equipment. • Review manual journal entries for revenues to see if any can be processed through RecTrac either as facility rental or POS item (house rental revenue, field rentals, memorial tree donations, etc.) • Review and gain better understanding of RecTrac back-end set-up for financial processing to improve reconciliation with the District's financial software.
4.10	▶▶	Seek additional sources of funding for capital improvements to reduce the use of tax dollars	2019-2024	Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> • Grants • Donations • Partnerships • Private Business

Strategic Planning Goal #5

Implementation of Park District ADA Action Plan

President George H.W. Bush signed the Americans with Disabilities Act (ADA) into law on July 26, 2009. This law is one of the most comprehensive pieces of civil rights legislation ever written. The ADA was designed to prevent discrimination and guarantee that people with disabilities have the same opportunities as everyone to participate in the mainstream of American life. The ADA is an “equal opportunity” law for people with disabilities, which provides for the opportunity to enjoy the same freedoms of employment, purchase goods and services, and participation in any programs or activities as those without disabilities.

In 2010, the Department of Justice published revised regulations under the Americans with Disabilities Act (ADA). These regulations adopted the 2010 Standards For Accessible Design (2010 Standards) which contain specific accessibility requirements for a variety of recreational facilities which include swimming pools, wading pools, spas, and many other recreational facilities.

The Des Plaines Park District has an ADA Action Plan in place. All parks, facilities, programs, services and operational policies are evaluated regarding accessibility regulations. The plan is implemented incrementally, as budgeted, on an annual basis. It is posted on the district’s website.

The Des Plaines Park District supports and actively participates in the Maine Niles Special Recreation Association.

- Review & update current ADA Plan.
- Implement as a tool for capital improvements, facility and program planning.
- Work with Maine Niles Special Recreation Association to keep compliance standards.

**Strategic Planning Goal #5
ADA Transition Plan**

○ Pending ▶▶ Ongoing ● Completed

Status		Objective	Year	Responsibility	Comments
5.01	▶▶	Review and update the current plan to show completed items.	2019-2024	Deputy Director Superintendents Assistant Supts.	Leisure Center, Cumberland Terrace Park, Rand Park playground and Centennial will be renovated and upgraded; additional paths and walkways will be added.
5.02	▶▶	Update the aquatic facility section along with the budget and timeframe for completion of identified items.	2019-2020	Deputy Director Superintendents Assistant Supts.	Update plan with changes made to Chippewa and other pools with lifts. Identify secondary access to the main pool and Lazy River at Mystic Waters. Prairie Lakes Indoor Pool compliant to code.
5.03	○	Develop a Capital Fund and ADA Fund plan that clearly delineates a year-by-year plan of action similar to the current Five Year Capital Plan.	2019-2024	Deputy Director Superintendents Assistant Supts.	Prioritize identified deficiencies.
5.04	○	Staff training in ADA Compliance Assessment	2019-2024	Deputy Director Superintendents Assistant Supts.	Work with MNASR to find available trainings. Invite MNASR to May's staff trainings.

Strategic Planning Goal #6

Technology Plans for the Future

The Des Plaines Park District relies heavily on technology to remain financially sound and provide outstanding customer service, recreational opportunities for its residents and facility users. As the district continues to grow and offer more programs and newer facilities, the need for computer network infrastructure grows.

Improvements to the district website, a computer operated tee-up system for The Golf Center Des Plaines, point of sale systems located district-wide, fuel monitoring, security cameras, alarm systems and much more demand a creative management plan.

The district must develop a technology master plan in order to create greater operational efficiencies and superior customer service. Superior internal and external customer service is critical to every business. Innovative technology enables a business to attract and maintain a strong customer base. Whether it is faster service for customers, convenient information technology to assist in registration, innovative web sites or technology to assist the workforce in performing work more efficiently, an innovative plan must be in place.

A technology master plan will be a guide to keep the Des Plaines Park District current:

- Implementation of new advances in technology across the district.
- Focus on network security and protection.
- Determine needs for the protection of data, hardware and the ability to operate in the event of power outages.
- Provide a lifecycle schedule for replacing servers and other hardware important in the daily operations of the district.
- Determine technological needs for software and hardware uses and upgrades in operations for all departments within the district.
- Develop technological needs for each department and determine the feasibility of implementation.
- Incorporate the dissemination of information to staff, residents and customers at facilities.
- Include the district's involvement in social media outlets and a provide strategy to connect to potential customers.
- Schedule staff training on software and hardware as necessary to keep their skills current.

**Strategic Planning Goal #6
Technology Plans for the Future**

○ Pending ▶▶ Ongoing ● Completed

Status		Objective	Year	Responsibility	Comments
6.01	▶▶	Update and maintain building security systems	2019-2024	IT Manager	<ul style="list-style-type: none"> All existing alarm systems have been updated. We will continue to evaluate all facilities for needs. Security camera system replacements are in progress. Upgrade cameras at Mystic Waters.
6.02	▶▶	Increase Network monitoring and establish performance metrics.	2019-2024	IT Manager	<ul style="list-style-type: none"> Currently using PRTG. Continue monitoring software. Update and purchase as necessary.
6.03	▶▶	Define a replacement schedule for employee workstations.	2019-2024	IT Manager	<ul style="list-style-type: none"> Replace 10-workstations per year. Maintain legacy equipment, as needed (Golf Center Tee-Up). Reviewing laptop needs on a per-employee basis.
6.04	▶▶	Define a replacement and allocation plan for Network infrastructure devices and servers.	2019-2024	IT Manager	<ul style="list-style-type: none"> Goal to replace servers on a 5-6 year cycle barring significant changes in technology or operations. PLCC Server to be replaced in 2019-2020. Golf Center Server to be replaced in 2020-2021. ALC Server to be replaced in 2024-2024. Network switches, routers & firewalls to be replaced as needed, typically as part of a phone system upgrade.
6.05	▶▶	Upgrade all workstations to the newest version of Office.	2019-2024	IT Manager	<ul style="list-style-type: none"> All workstations updated to Office 2010 with several newer ones on Office 2016. May wait until next release to update remaining workstations. Significant changes in look and feel to the Office Suite in 2016 with minimal functional improvements for staff.
6.06	▶▶	Expand Wi-Fi coverage district-wide.	2019-2024	IT Manager	<ul style="list-style-type: none"> Public wi-fi available at PLCC, ALC and Golf Center

					<ul style="list-style-type: none"> • Expansion of public wi-fi with PLCC indoor pool addition. • Evaluate other locations for public wi-fi.
6.07	▶▶	Monitor and evaluate advances with mobile devices and Network/Software Integration.	2019-2024	IT Manager	<ul style="list-style-type: none"> • Continue to explore various areas where tablets will provide the best solution, (e.g: Playground Inspections, Camp Director Documentation, Dance Idol, etc.)
6.08	▶▶	Training sessions for staff	2019-2024	IT Manager Business Manager HR & Risk Manager	<ul style="list-style-type: none"> • Notify staff of online training available for BS&A and RecTrac • Provide one-on-one training for staff, as needed, for RecTrac and BS&A. • Offer/arrange entry-level and intermediate-level Excel training for Business department staff in ALC Board room. Possibly hire outside group to provide onsite training. • Training regarding scam and phishing emails – test staff with fake phishing emails. • Online training also available for PDRMA.
6.09	▶▶	Automate reporting to provide staff with have easier access to statistical figures.	2019-2024	Business Manager IT Manager	<ul style="list-style-type: none"> • Utilize RecTrac report customization to design template reports for staff utilization. • Utilize RecTrac report scheduling feature to schedule repetitive reports utilizing a consistent list of criteria or template. • Send financial reports to staff via email, monthly.
6.10	▶▶	Digital signage inside facilities	2019-2024	IT Manager Marketing Operations Manager	<ul style="list-style-type: none"> • Review needs of digital signage inside of current buildings to provide better customer service. Work with staff.
6.11	▶▶	Phone system review.	2019-2024	IT Manager	<ul style="list-style-type: none"> • Call manager upgraded in 2015. • Evaluate in 2020 for possible upgrade in 2021-2022.
6.12	○	Implement file collaboration/sharing solutions.	2017	IT Manager	<ul style="list-style-type: none"> • Staff has currently opted to use Basecamp for filesharing; although, the shared drive is still in use.
6.13	▶▶	Review Web & Email filtering.	2019-2020	IT Manager	<ul style="list-style-type: none"> • Currently using Symantec Endpoint Spam filtering.

6.14	▶▶	Review Website technologies.	2020-2021	IT Manager Marketing and Communications	<ul style="list-style-type: none"> Evaluate in 2020 if updates or overhaul needed in 2021.
6.15	▶▶	Review inter-office network connections.	2019-2020	IT Manager	<ul style="list-style-type: none"> Currently use Comcast EVPL for point-to-point interoffice connectivity between facilities. Contract expires at the end of 2020. In early 2020, review options for interoffice connectivity to determine if a faster, yet reliable and more cost-effective, option is available.
6.16	○	Tee Up Software	2019-2024	Executive Director Supt. of Business IT Manager	<ul style="list-style-type: none"> Replace or upgrade the current tee-up system. If existing software functioning, work with Madan and Taka to migrate tee-up software off of legacy hardware and operating system so that it is supportable.

Strategic Planning Goal #7

Maintain Strong Risk Management within the Park District

The emphasis of this Goal is to stress the importance of maintaining the integrity of the district's risk management program and to be pro-active in the development of safety training programs in order to potentially reduce incidents and expenses, and maintain the Districts Accredited status with the Park District Risk Management Agency.

The Des Plaines Park District has always been a leader in safety for parks and recreation. The district has been an Accredited Agency since becoming a member of PDRMA.

The district participates in safety training for all supervisory staff, initiates comprehensive programs and trainings throughout all levels of the district and maintains strict safety standards. The district has a Risk Management Committee that meets monthly to review incidents, facility inspections, safety related trainings and safety suggestions. The Risk Management Committee also reviews and updates annually, all aspects of the Safety, Crisis Management and Emergency Response Manuals.

In 2018, The Des Plaines Park District attained Accreditation for excellence in risk management by the Park District Risk Management Association (PDRMA). In order to attain and maintain accredited status, the district must develop and maintain safety training and management programs in all aspects of operations.

Areas that the district must manage safety programs and documentation of such include:

- Recreation programs
- Buildings and facility management
- Parks and golf course operations
- Loss control for property and personal injury
- Employee safety
- Health/Wellness program

The district also must develop public awareness regarding our many safety programs and excellent safety record. The public should also be aware of the fact that it has professionally trained personnel available for CPR/AED, First Aid and emergencies, Certified Pool Operators, Certified Playground Safety Inspectors and Installers, an award winning Life Guard staff and more.

Strategic Planning Goal #7
Maintain Strong Risk Management within the Park District

○Pending ▶▶Ongoing ●Completed

Status	Objective	Year	Responsibility	Comments	
7.01	●	Maintain the district's Accredited status with the Park District Risk Management Agency	2021	Risk Manager Executive Director Deputy Director Superintendents	<ul style="list-style-type: none"> Meet with our PDRMA Rep to identify issues that may arise between accreditation years.
7.02	▶▶	Maintain the integrity of the Risk Management Committee through annual review of appointed members and representation from critical areas of the district	2019-2024	Executive Director Deputy Director Risk Management Committee	<ul style="list-style-type: none"> Add new members as needed. Superintendents will provide Executive Director with a schedule of appointments.
7.03	▶▶	Publicize the district's safety programs, excellent safety record and the current certifications held by staff, such as CPO, First Aid/CPR, NPSI and accomplishments.	2019-2024	Risk Manager Public Relations	<ul style="list-style-type: none"> Print and online PR. Publish press release for the PDRMA Accreditation.
7.04	▶▶	Maintain a district-wide safety training calendar for all departments, that includes safety trainings and certifications.	2019-2024	Executive Director Deputy Director Risk Management Committee	<ul style="list-style-type: none"> Risk Manager will work with staff to maintain a district-wide safety training program for all departments. Conduct annual safety trainings, attend trainings, and look to become certified in professional organizations. Review bringing in outside training agencies.
7.05	●	Develop a more specific logging system for incident and accident reports, for better tracking.	2019	HR/Risk Manager Deputy Director Superintendents	<ul style="list-style-type: none"> Incorporate new online reporting with PDRMA.
7.06	▶▶	Maintain that all incident reports be turned in within 24 hours.	2019	Risk Manager Deputy Director Superintendents	<ul style="list-style-type: none"> Work with facility managers and staff to make sure proper documentation is occurring in a timely manner.
7.07	▶▶	Maintain site specific inspection forms.	2019-2024	Risk Manager	<ul style="list-style-type: none"> Work with Safety Committee to develop forms specific to sites.
7.08	●	Improve Safety Suggestion Program	2019	Risk Management Committee	<ul style="list-style-type: none"> Conducted staff survey to update current programs reward system

7.09	▶▶	Develop Employee Emergency Contacts/Allergies/Medications database	2019	Risk Manager IT Manager	<ul style="list-style-type: none"> • Use Secured Database from third party to house information.
7.10	▶▶	Increase communication aof Risk Management related information to staff	2019	Risk Management Committee	<ul style="list-style-type: none"> • Quartly Newsletter
7.11	▶▶	Reassess Risk Management Agency	2019	Executive Director	<ul style="list-style-type: none"> • Review PDRMA, IPARKS,MRMA

Strategic Planning Goal #8

Promote Environmental Stewardship and Sustainable Practices throughout the Park District

The Des Plaines Park District has developed an Environmental Plan and established the “Green Team” for monitoring the implementation of the Plan. The purpose of developing an environmental plan and an environmental committee for the district is to assume a leadership role in the development and use of sound environmental policies, practices and educational opportunities.

The “Green Team” meets quarterly, reviews the Environmental Plan, and updates it according to accomplishments, new information, new opportunities and technology or trends. The Environmental Plan sets out to accomplish the following five goals:

1. Reduce, Reuse, Recycle
2. Purchase and Use of Environmentally Safe and Sensitive Products
3. Conserve Natural Resources
4. Preserve Natural Ecosystems
5. Actively Promote Public Education of Environmental Issues
6. Renewable Energy Sources

By incorporating the following environmental principles and practices and by prescribing, the Des Plaines Park District shall set a high standard of leadership and competency in maintaining and improving the quality of the environment.

Refer to the Environmental Plan

Strategic Goal #8
Promote Environmental Stewardship and Sustainable Practices Throughout the Park District

○Pending ▶▶Ongoing ●Completed

Status	Objective	Year	Responsibility	Comments
8.01	▶▶ Maintain an active environmental committee (Green Team; provide annual reports to the Board of Commissioners via written and/or verbal progress reports.	2019-2024	Green Team	<ul style="list-style-type: none"> Present annually with the Strategic Plan at the January Board meeting.
8.02	▶▶ Include Environmental Plan training and updates for all employees annually.	2019-2024	Green Team	<ul style="list-style-type: none"> Cover with staff at the district's full-time IMRF meetings, and part-time (seasonal) staff meetings.
8.03	▶▶ Investigate possibilities for external audits.	2019-2024	Deputy Director Supt. of Parks & Planning Green Team	<ul style="list-style-type: none"> Have an Environmental Audit Agency perform an audit on the district.
8.04	▶▶ Create individual facility/department-specific procedures' that use the Environmental Plan as a general guideline.	2019-2024	Supt. of Parks & Planning Green Team	<ul style="list-style-type: none"> Add a statement to our rental agreement to 'please recycle and conserve energy' (water & electricity). Research additional recycling.
8.05	▶▶ Reduce energy consumption at facilities through advances in technology. Consider environmental initiatives when developing departmental budgets and capital improvements.	2019-2024	Supt. of Parks & Planning Green Team	<ul style="list-style-type: none"> Continue to install low flow or motion activated fixtures. Continue to replace metal halide lights with LED bulbs
8.06	▶▶ Monitor and maintain the urban forest through a comprehensive forestry plan.	2019-2024	Supt. of Parks & Planning Green Team	<ul style="list-style-type: none"> Apply for Reforestation Grant to replace trees removed due to the Emerald Ash Borer infestation. Update Tree Inventory to reflect new plantings and removals annually with a comprehensive evaluation of conditions every five (5) years.

					With no one species to exceed 15% of inventory.
8.07	▶▶	Continue to work with biologists and IDNR regarding the management of Lake Opeka to maintain the fish population, aquatic plant management and overall water quality.	2019-2024	Executive Director Deputy Director Supt. of Parks & Planning	<ul style="list-style-type: none"> The management of the fishery and overall ecosystem of Lake Opeka is an ongoing project. Annual stocking of game fish as well as the monitoring of water quality and storm water management. Will evaluate the need to shock lake and examine water quality. Avoid use of herbicide to control weeds.
8.08	○	Work on Lake Park shoreline restoration.	2019-2024	Executive Director Deputy Director Supt. of Parks & Planning	<ul style="list-style-type: none"> Research obtaining a grant for shoreline restoration. Incorporate Natural Areas.
8.09	▶▶	Continue to work on restoration of retention ponds.	2019-2024	Supt. of Parks & Planning	<ul style="list-style-type: none"> Maintain the quality of water in the ponds at Prairie Lakes Park through aeration; add new fountains; remove of organic material; manage of algae and other aquatic weeds; remove invasive species of aquatic weeds. Increase buffer planting diversity with introduction of native plants. Coordinate with City to have ponds dredged to appropriate depth.
8.10	▶▶	Identify natural resource management opportunities in the Comprehensive Plan.	2019	Executive Director Deputy Director Supt. of Parks & Planning	<ul style="list-style-type: none"> Evaluate park sites that have a need for natural resource management and the potential for the introduction of ecological projects. Install bat boxes and native planting along the Alec Logan Eagle Scout Trail at Sesquicentennial Park. Identify additional areas for no-mow and native planting areas.
8.11	○	Work with local civic groups, schools and	2019-	Executive Director	<ul style="list-style-type: none"> Continue maintain the quality of the ecosystems

		other agencies to develop programs and relationships related to environmental stewardship.	2024	Deputy Director Supt. of Parks & Planning Green Team	<p>in the Prairie Lake Ponds.</p> <ul style="list-style-type: none"> • Conserve the Monarch program. Develop a pollinator way station (Hot Spot) adjacent to the greenhouse berms and west side of ALC. • Complete educational area in the ALC courtyard. • Implement the Adopt-A-Park program.
8.12	○	Educate the public.	2019-2024	Executive Director Deputy Director Supt. of Parks & Planning Green Team	<ul style="list-style-type: none"> • Include the district's Environmental Plan on the website. Update annually. • Publish in a press release, on the website, and in the annual report.
8.13	▶▶	Conserve the Monarch, and other native pollinator habitat and migratory bird forage sites	2019-2024	Executive Director Deputy Director Supt. of Parks & Planning Green Team Landscape Maintenance Supervisor	<ul style="list-style-type: none"> • Installation of butterfly gardens in specific main parks. • Increase native plant diversity with the intention to support and attract beneficial pollinators at Lake Park wild flower beds along Howard Street. • Plant additional milkweed species.
8.14	○	Incorporate Solar Panel at ALC & PLCC	2019-2024	Executive Director Deputy Director Supt. of Parks Operations Analyst	<ul style="list-style-type: none"> • Work with third party to incorporate plan to install panels without cost to park district. • Seek out grant funding options.