



# Deerfield Park District Strategic Plan 2017-2022 Adopted September 2017



*The Deerfield Park District's mission is to provide outstanding parks, services, facilities and recreation programs that enrich lives, promote healthy living and inspire memorable experiences.*

## Introduction

The Deerfield Park District completed an extensive planning process in 2017. The process was intended to develop a Strategic Plan for the district. The Strategic Plan will enable the district to ensure the district is organizationally aligned to its newly established core strategies within the plan and can be achieved through a set of goals and measurable objectives. The plan developed covers a 5 year period and encompasses 6 core strategies that were developed from the planning process.

The plan will enable the district to further its mission through establishing focus, dedicating appropriate resources, assessing organizational operations and establishing clear accountability throughout the district. The plan was developed through collaborative efforts of many staff members at all levels of the organization along with the Board of Commissioners and compiled by the district's Executive Director.

## Board of Park Commissioners

Gil Antokal  
Jan Caron  
Joe Cohen  
Greg Lapin  
Rick Patinkin

## Park District Management Staff

Jeff Nehila	Executive Director
Linda Anderson	Director of Recreation
Tony Korzyniewski	Director of Revenue Facilities
Bob Taylor	Director of Finance
Jay Zahn	Director of Parks
Sherry Prause	Communications and Foundation Manager
Tammy Ingoglia	Executive Assistant

## Participating Staff

Mike Bavier	Dolores Daley	Trena McDaniel	Ryan Rickerson
Jim Beckman	Curt Ellis	Audrey Melchiorre	Tom Roark
Lyle Burkett	Mark Fiorio	John Meredith	Kailey Schwartzhoff
Miguel Cabrera	Jonathan Gagne	Jennie Michalik	David Shamrock
Dan Caraher	Jim Gariti	Chris Moilanen	John Treichler
Carl Caruthers	John Greene	Jeff Napolski	Lisa Turner
Tomas Cisneros	Tim Johnson	Jim Nicholson	Jacob Weber
John Clark	Jan Krapf	Pat Powers	Ginny Wiemerslage
Chris Czajka	Jason Mannina	Larry Pullega	Adam Wohl
Ashley Dahl	Antonio Mata	Nancy Reese	Mark Woolums

## Profile of the Deerfield Park District

The Deerfield Park District was established in 1951. At that time, Deerfield had 3,200 residents. That same year, the district acquired its first piece of property which is now Jewett Park. Over the next 66 plus years, both the community and the park district have steadily grown. The district now covers 5.8 square miles in both Lake and Cook counties and includes a section of Riverwoods in addition to the Village of Deerfield. The district serves over 18,500 residents.

The park district currently owns or manages 20 parks totalling over 204 acres and operates a multitude of facilities. The parks range from small tot-lot areas to community parks that provide amenities which include playgrounds, sports fields, tennis and basketball courts, picnic areas and ice skating areas. The facilities include a 100,000 square foot recreation center, a 38,000 square foot community center, an 18,000 square foot senior center, two outdoor pools and a golf course. The golf course covers an additional 141 acres that includes a clubhouse and a learning center.

The district employs nearly 50 full-time employees and hundreds of part-time and seasonal staff with an annual budget, including capital project expenses, of nearly \$15 million. Throughout its history, the park district has been a stalwart provider of quality programs and services and enjoys a highly regarded reputation within the community. This reputation has been established by committed leadership from the Board of Commissioners, staff at every level and continual community engagement.

### Community Engagement

A significant contributor to the park district's continual achievements has been its commitment to community engagement. Through the utilization of citizen advisory committees, community surveys and a long-standing philosophy of providing multiple avenues of soliciting and receiving resident feedback, the district has been able to institute new programs and services, develop facilities and provide high levels of customer service throughout its history. The district currently has 3 citizen advisory committees, (Recreation Center, Golf and Pools), and an Affiliate Committee. These citizen-focused committees provide assistance and advice on specific programs, activities or projects for the district and are highly regarded by district staff and the board for their insight and perspective. The district also engages residents through program-specific surveys and community level surveys. The most recent community survey was administered in 2013. It focused on satisfaction and importance of issues for a wide range of services. The survey results reflected that a high majority of residents were overall satisfied with the services and parks, playgrounds and facilities provided by the district. The survey also reflected a desire for residents to see the district continue to improve the overall quality of existing parks and playgrounds and the Sachs Recreation Center. These survey results have been incorporated into the district's capital project planning processes for implementation of continual physical improvements to its existing amenities.

Another area that the district has had a long and productive track record of community engagement is with other local governments and entities. The park district currently enjoys highly cooperative relationships with both local school districts and the Village of Deerfield. It also has established favorable relationships with the local township and numerous churches and religious institutions. The agreements with the school districts go beyond the typical shared use agreements where both entities provide facilities and services at their respective locations for shared use at no or minimal cost. The agreement with School District 109 also incorporates cost sharing practices for physical improvements such as playgrounds and parking lots. The Village of Deerfield has been instrumental in developing the Patty Turner Center, the local senior center, and the Township partnership includes cost sharing for social services and senior transportation. A long-standing agreement with a neighboring church also centers around joint use of facilities. Suffice to say the Deerfield Park District has developed positive and productive relationships and agreements with many local entities. These arrangements have benefited everyone in the community and have displayed a high level of successful planning.

### 2017 Planning Process

In 2017, the district completed some additional planning processes to assess its purpose and its current inventory of programs, services and facilities. The first part of that process was to develop a mission statement. As a mission statement is used to convey the overall purpose of an organization, a great number of staff and the Park District Board of Commissioners were recruited to participate in the process. The process began with over 30 employees submitting candidates for consideration. Those statements were then reduced to three from voting from a large number of staff. The three “finalists” were then brought to the board for their review and the following was officially adopted in April, 2017:

“To provide outstanding parks, services, facilities and recreation programs that enhance lives, promote healthy living and inspire memorable experiences”

Also in April, 2017, the district performed a Strategic Planning Retreat. Participants included all of the board members and nearly 50 regular full-time staff. The ultimate purpose of the retreat was to develop a planning document which will provide strategic elements and measurable goals and objectives for the district going forward.

The retreat began with the reaffirmation of the district’s new mission statement. A maturity model assessment was then reviewed. The model was utilized to measure how staff and board felt that the district was aligned with common and agreed upon goals and direction. The model utilized reflected that the district is mostly structured and proactive and processes in place and measurements are somewhat aligned within strategy. A SWOT Analysis then followed in which participants provided input on both internal (Strengths and Weaknesses) and external (Opportunities and Threats) influences. The following is a summary of the SWOT Analysis:

### Strengths (internal analysis)

- a. financial stability
- b. great board
- c. family atmosphere
- d. family focused services
- e. value provided through services
- f. appreciative audience
- g. strong community relations w/other entities
- h. programs for all ages and abilities
- i. outstanding customer services
- j. wide variety of services
- k. updated facilities
- l. distribution of parks throughout community
- m. parks are well maintained
- n. awesome, knowledgeable staff
- o. seasoned, veteran staff

### Weaknesses (internal analysis)

- a. policies – policy vs. actual practice
- b. need improved evaluation process
- c. staff's extent and/or ability to make trustworthy/justified decisions for customers
- d. differing relationships with different clientele
- e. need to improve preventative maintenance planning and scheduling
- f. communication
- g. no room for expansion
- h. no natural bodies of water
- i. overuse of fields (and facilities)
- j. no consistent best management practices for conservation
- k. need to “go green” which includes taking a leadership role, educating the public and recycling
- l. part-time/seasonal employee actions/reactions
- m. understaffed esp. parks dept.
- n. available workforce candidates
- o. meeting generational expectations, needs and wants
- p. adapting to most current societal needs i.e. communication methods (social media, apps, providing immediate information, proactive dissemination)
- q. consistency of policies/practices (lack of flexibility)
- r. extending resources to meet all needs
- s. cannot say no
- t. identify changing audiences
- u. not admitting less than successful initiatives
- v. rigid policies/procedures for customers
- w. lack of long term planning
- x. change within takes too long (size of agency)

- y. rapid response/changes in our services
- z. analyzing enrollment/programs that run vs. ones that don't

Opportunities (external analysis)

- a. improve district reciprocal agreements with other entities
- b. increase exposure in community for district as a whole
- c. engage new businesses with uniform, district-wide approach
- d. engage staff in planning
- e. engage new residents
- f. add and expand promotional avenues
- g. add and expand existing facilities
- h. recruit/utilize volunteers for district-wide opportunities
- i. re-engage existing businesses
- j. establish natural area management and educate staff & public
- k. expand staffing recruitment avenues
- l. engage established residents for services, programs, volunteers
- m. improve/enhance cross promotion of programs
- n. add more area to park district

Threats (external analysis)

- a. possible property tax freeze
- b. private firm competition
- c. environment/natural disasters and issues (i.e. emerald ash borer)
- d. neighboring park districts (duplication/similar programs)
- e. supply/demand of golf
- f. reliance on outside entities
- g. increase to minimum wage
- h. decrease/cuts of services to community
- i. consolidations of local governments

The participants then engaged in idea sharing and brainstorming to further elaborate on SWOT results as well as additional thoughts on programs, services and parks. Eighty items were identified. A voting process then followed which was intended to narrow this field down to the most important items to each participant. A total of 30 items did not receive votes which narrowed the prioritized items to 50.

Following the retreat, all of the items were then categorized in 6 strategic areas. These areas have been incorporated and classified as part of this Strategic Plan. Within the strategic areas, a number of goals and objectives were developed.

The draft of this plan was developed and then presented to staff and the Board of Commissioners for review and refinement in July and after 3 months, the plan was refined and officially adopted by the Board of Commissioners on September 14, 2017.

The plan will serve as the guiding document for the district to enhance the physical condition of its parks and facilities, to engage the staff in participative management and enhance the programs and services to the community. It will also serve as a springboard for additional planning processes for short, mid and long term strategies, and further development of goals and objectives. Another purpose of the plan is to ensure the district is organizationally aligned to achieve the desired results of the plan by incorporating district goals and objectives into departmental and individual performance plans.

Assumptions:

1. The continued operations and provisions of services by the park district will “run parallel” to the Strategic Plan in terms of its current policies, procedures and practices to include its current Replacement and Five Year Capital Plans (Appendices A-C) until the specific core strategies, goals and objectives relating to those plans are updated accordingly.
2. The information within this Strategic Plan is a true and accurate reflection of the planning processes the district underwent to develop the plan.
3. Historical information relating to the park district is as accurate as possible based on the supporting documentation available.

Limitations:

1. Some of the identified goals and objectives within the plan may be completed or near completion upon official adoption of this plan.
2. The plan is a “fluid” document which may be altered during its 5 year span. Alterations may be required due to external influences and/or internal priorities changing.

Implementation of the Plan

Once the plan is adopted by the Board of Commissioners, the plan will be implemented within 60 days. Within those 60 days all regular full and part time staff will be presented with a copy and the plan will be reviewed in formal orientation and training sessions. Understanding the timing of the plan’s adoption and its actual implementation may not match the timeline of budget development and passage, the full implementation of the plan may take up to a year. Within that implementation period, the applicable goals and objectives will have been included in budgetary planning processes to best ensure they are met.

## Reporting

Reporting of the plan's progress will occur a minimum of twice per year to the Board of Commissioners. The reporting will include all objectives met, in progress or delayed.

## Review

A review of the entire plan will occur once per year. The review will include all objectives met and in progress. It will also cover any required decision-making needs by the board for alterations, deferment or elimination of any specific objectives. The review will also serve as a springboard for any Goals and Strategies to be incorporated into any future planning documents.

Strategy 1 = Organizational Excellence			
		Completion Date	Status/Comments
Goal 1: Engage board, staff and community in planning processes			
<u>Objectives</u>			
1	Identify and recruit staff at all appropriate levels and board to participate in program, facility and services planning processes	[on-going]	Participated in D109 Facility Master Planning with numerous P.D. staff; D109 Playground Planning for 2018 and 2019 projects; P.D. Preschool staff and First Presbyterian Church staff planning for JPCC playground. Parks and Recreation Departments, affiliates and other user groups, along with other staff and board participating in Jewett Park Master Planning Process. Participated in SD109 Safety Training (Sept. 2018). Park district staff participated in planning of Caruso Auditorium renovation project (throughout 2019 and into 2020). Park District representatives continued to participate in developing an updated pedestrian and traffic plan with the NW Quadrant group (throughout 2019 and early 2020). Developed official agreement and partnership with Rudin family for renovation and renaming of Brickyards Park playground. <b>Participated in numerous coordination efforts with local agencies in response to COVID-19 which included gaining use of SD109 schools for summer camp and sharing resources for community services. Added two new holiday events for 2020 (Brunch with Buddy the Elf and Noon Year's Eve) and assigned as a new job duty to a Recreation Supervisor to oversee, plan and coordinate these events. Assigned existing special event - Walk, Ride and Roll to a Recreation Supervisor to oversee, plan and coordinate the event. Restructured annual Halloween Hoopla event for 2020. The event now consists of 3 events held on three different days. Have assigned different Recreation staff to plan, coordinate and implement each of the events.</b>
2	Identify and recruit community partners, advisory committees and local governments to participate in large scale project and long-term planning processes	[on-going]	Filled 7 positions on Recreation Center Advisory Committee 2017; Filled 2 positions on Golf and 2 on Pool Advisory Committees in 2018; added 6 new members to Foundation 2017/2018; added 2 Senior Council members in 2018. Added 3 new Pool and Golf Advisory Committee members in 2019. Added 3 new Rec Center and 4 Golf Advisory Committee members in 2020. <b>Created Citizen Advisory Committee for Mitchell Park re-naming and other desired outcomes. Added 1 new member to Foundation in 2020.</b>

3	Develop comprehensive 5-year replacement plans for mechanical systems, HVAC, roofs, fleet, playgrounds, parking lots, fields, courts and equipment and update annually for continual 5-year plans <b>[by June 2018]</b>		Enhanced 5 year CIP Plans for Parks Dept. to include roofs and field lights in 2018. Expanded 5 year CIP Plans for Golf, Sachs and Facilities and Parks to 7 year plans in 2019.
4	Develop a district-wide succession plan for full-time and regular part-time staff for professional development and to facilitate upward mobility opportunities within the organization <b>[complete plan by June 2019]</b>	March 2019	Initiated organizational realignment January 2019 which will facilitate succession planning within departments. Individual position succession planning will follow. All annual performance evaluation processes include professional development goals for continued staff skill and knowledge enhancement for upward mobility readiness. Finance Dept. Succession Plan is incorporated into the Finance Dept. Policies and Procedures Manual. Updated Succession Plan in January 2020. <b>Staff reorganization at Sachs Recreation Center created additional upward mobility opportunities.</b>
5	Develop a district-wide I.T. Plan for internal operations and customer service needs with staff input from all departments [complete by June 2019 and update annually]	Completed July 2019	Developed 5-year I.T. Replacement Plan; continually getting input from staff for additional features, amenities. Numerous departments already provided input for upgrades and tools to add to 5 year IT Plan. Implemented a help desk ticket system & roll out in March 2019. Extended 5-year plan to 7-year IT Plan in 2019. <b>Updated 7-Year IT Capital Replacement Plan in August 2020.</b>
6	Implement comprehensive maintenance plans and tracking systems for all applicable equipment <b>[by December 2019]</b>	Completed Dec. 2019	Scheduled maintenance is completed on all vehicles and equipment through individual vehicle and equipment tracking forms. <b>Scheduled preventative maintenance is completed on all vehicles and equipment based on mileage or hours. This information is tracked on the display board in the mechanic's garage area and also documented on individual vehicle and equipment forms.</b>

Goal 2: Maximize organizational efficiency, operations and communications			
<u>Objectives</u>			
1	Update Personnel Policies to ensure consistency and clarity [ <b>First update by December 2017; Review and update as necessary or every 3 years-whichever comes first</b> ]	January 2018 Next update scheduled for Fall 2019 (effective January 2020)	Board approved updated Employee Personnel Policy and Procedures Manual and Full-Time Supplement in January 2018. Updated Personnel Policy Manual and Full-time Supplement Manual in February 2020.
2	Update all job descriptions for all district positions [ <b>by December 2017</b> ]	December 2017 and December 2018	Updated all P.D. job descriptions by December 2017; updated again for realignment in December 2018. Updated rec. dept. job description for 2 new positions. Monitoring all new job roles against job descriptions and making adjustments as needed. In November 2019, updated all SRC full-time job descriptions to reflect the restructure of full-time staff at SRC and new positions. Monitoring all new roles against job descriptions and making adjustments as needed. Updated seasonal recreation and golf job descriptions in 2019 and 2020.
3	Complete integration of electronic work order system [ <b>by December 2017</b> ]	December 2017	Electronic work order system integrated at JPCC, Sachs, PTC and Golf in December 2017

4	Complete integration of payroll and timekeeping softwares to provide up-to-date vacation and sick-leave accumulations for employees <b>[by January 2018]</b>	December 2017	Integration of payroll and timekeeping softwares that provide up-to-date vacation and sick-leave accumulation for employees completed in December 2017. Implemented new Human Resources Module in Jan./Feb. 2020. First payroll began on 2/21/2020.
5	Implement new performance evaluation system that includes measurable goals and desired outcomes <b>[by May 2018]</b>	May 2018	Implemented new goal based evaluation system for all staff
6	Evaluate organizational structure for optimal alignment to district's mission, departmental structure and optimal provision of services. Results may include re-structuring of department(s) and/or specific positions. May also include addition of positions. Evaluation and potential restructuring of some activities may occur sooner <b>[by June 2018]</b>	Multiple updates to organizational structure in 2017, 2018 and 2019.	Restructured Finance Dept. and golf course organizational structure in 2017; Finance Dept. accomplished the following: •Hired IT Support Specialist in August 2019 •Hired new HR Manager in July 2019. •Restructured Coordinator position. Reclassified job descriptions at Sachs to be more consistent with actual role (2017 & 2018); Initiated organizational realignment in Golf and Recreation (January 2019) Added 2 new Rec.Dept. positions (split 1 position into 2) in 2018. In December 2019, restructured all SRC full-time positions to improve allocation of job responsibilities and to allow for an increased membership sales and retention focus. Hired new HR Manager in July 2019. Hired IT Support Specialist in August 2019. Reorganized management level staff at Sachs Recreation Center in Dec. 2019. <b>COVID related personnel actions resulted in versatility within staff's primary roles to cross over into other positions temporarily to meet service and public demands. Reclassified Program Coordinator role at PTC to Program Supervisor.</b>

7	Create wage and salary tables and ranges for all district positions <b>[by August 2018; Provide tables and ranges as part of annual budget documentation]</b>	April 2018	2018 Camp & Pool Wage Scale updated; Full-time and Part-Time tables developed in August 2018 - Approved as part of 2019 budget. Camp and pool wage scales updated to reflect new minimum wage and improve recruiting and hiring efforts. Completed and approved at 1/16/2020 Board Meeting. Updates all full-time, part-time and seasonal Wage and Salary Tables approved by Board in Jan. 2020.
8	Create district "intranet" system for use by staff to post news, notices, policy updates, safety reminders, etc. <b>[by January 2019]</b>	Template created in January 2019. Completed March 2019	Anticipates roll-out in March/April 2019. District intranet launched in March 2019 for additional internal communication method.

<p>9</p>	<p>Provide position specific, departmental level and district level trainings on subjects that include staff empowerment, human relations and internal and external customer service <b>[by April 2019 and on-going from then]</b></p>	<p><b>[on-going]</b></p>	<p>Held All-Staff training with outside speaker on Customer Service in February 2018. Had second outside speaker on Leadership in Fall 2018. Used training materials from IPRA conference at Recreation Staff meeting to train on generational differences; Secured speaker Eddie Slowikowski and his trainings for camp staff training. Rec staff attended IPRA Joint Section Meeting - Aug. 2018. Parks Dept. continually attends MIPE (Midwest Institute for Parks Executives) meetings throughout the year. Staff also involved in IPRA Section and other committee/group activities throughout the year. PTC staff served on evaluation committee for National Mature Media Awards in both 2018, 2019 <b>and 2020</b>. Sexual Harassment training held in Feb. 2019. Parks supervisors attended Great Lakes Training Institute - February 2019 and 2020. Recreation staff participating in IPRA Skill Development Webinar Series once per month in 2020. Held All-staff training with outside speaker on Generational Differences in October 2019. Reasonable Suspicion Training held February 2020. Inspirational training scheduled for March 2020. Leadership team participated in DiSC training in Feb. 2020. Parks Dept. attended Opiod Training Session Oct. 2019. <b>Held All Staff meeting with motivational speaker on leadership and exceptional services in July 2020. Some of the Recreation Dept. staff will be participating in the Cost Recovery Master Class during the fall of 2020. This two-day virtual program will cover essentials of financial management and responsibility in public parks and recreation.</b></p>
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Goal 3: Seek state and national recognition for excellence			
<u>Objectives</u>			
1	Submit applications for state level awards through IAPD and IPRA [Begin in 2018 and submit annually whenever applicable thereafter]	[on-going]	<p>Won 2017 Helen Doria Arts in the Park award; submitted photos for 2018 NRPA Premier Member Annual Calendar in 2017; and submitted entries for IPRA Agency Showcase for Brochure Series, Electronic Communication and Website at 2018 State Conference. Won IAPD Best of the Best Partnership Award October 2018 for partnership with the Chicago Sky. Also received Rose Gold Award Winner in Government Website category from MUSE (international competition for creative professionals). IPRA Lifeguard Games 1st Place, in 2018. Submitted 2 photos for NRPA Cover Contest August 2018. IPRA matching fund playground Equipment grant - Jaycee Park. Submitted PTC for 2018 Mind, Body, Spirit Award through the Association of Illinois Senior Centers and won the Award. Submitted entries for Brochure Series, Promotional Item, Integrated Photography Print Communication (Info. Materials). Won 1st Place in Promotional Item for Walk, Ride and Roll t-shirt. Lifeguards participated in 2019 Lifeguard Games in July 2019 and placed 4th, 8th and 9th out of 31 total teams. Submitted entries for 2019 IPRA Agency Showcase for Brochure Series. Integrated Photography, Promotional Marketing, Print Communication Promotional and Retro Brochure. Won for our 1976 entry in the Retro Brochure category. <b>In August 2020, submitted entry for IAPD Best of the Best award for partnership with North Shore Rhythmic Gymnastics. Nomination was selected as an award winner in September 2020 by IAPD.</b></p>

2	Apply for Joint Distinguished Park and Recreation Agency Accreditation [March 2019 and undergo review in Fall 2020]	Application submitted in March 2019	Updating Board Policies continually (Sections 7, 1, 4, 2 and 5 completed to date) Completed comprehensive update of Board Policies Manual (August 2019). Updated and added additional Board policies for preparation of accreditation in fall 2019. Also updated Safety Manual, Emergency Response Manuals, Volunteer Manual and Crisis Communication Plans from fall 2019 through Feb. 2020. <b>Underwent successful review in August 2020. Will officially receive accreditation in Jan. 2021 for a 5 year period.</b>
3	Apply for National Gold Medal Award [Apply in 2021]		
4	Apply for GFOA Accounting Award [Apply in 2021 or 2022]		Staff has collected information of the 3 GFOA Award programs. Will apply for CAFR Certificate Award in 2021. <b>Auditor contract includes necessary scope to prepare CAFR related requirements.</b>

<b>Strategy 2 = Customer Engagement</b>			
		<b>Completion Date</b>	<b>Status/Comments</b>
<b>Goal 1: Increase customer feedback</b>			
<u>Objective</u>			
1	Develop uniform survey process for all programs with common elements along with program-specific data <b>[by April 2018]</b>	Completed in April 2018/1st submittal was June 2018. Camp, After School Club, Sachs & Golf followed in Aug.-Oct. 2018.	Had consultant (Ron Vine) assist in developing uniform survey template for P.D. in 2017; multiple staff members collaborated to complete survey template in April 2018. Survey now used for Recreation programs. DGC sent uniform survey to 20,000 valid emails in Jan. 2019 & 2020. Developed new program survey that is distributed to all program participants at the end of the session. The survey is available in a hard copy format and as a fillable form on the DPD website.
<b>Goal 2: Identify customer and community profile</b>			
<u>Objective</u>			
1	Develop updated profile of community's demographics and conduct informational training/education sessions with all staff <b>[by April 2018]</b>	April 2018	Researched profile of community's demographics. Info session(s) conducted in April 2018 by Communications Dept. staff and to board in May 2018. Created demographic profile of 2019 new members for PTC Members' Council to be used for marketing and promotion of PTC.
<b>Goal 3: Establish uniform branding, recognition and identity program(s) for the district</b>			
<u>Objective</u>			
1	Determine optimal method for customer recognition of district through logos, signage, etc. <b>[by December 2018]</b>		Held Branding meetings in December 2018 with all departments to collect initial data to create a branding guide. <b>Branding Guide was presented to staff in March 2020. Marketing team hired marketing firm in May 2020 to analyze current family of 5 logos that visually represent the park district. Surveyed staff to receive input on new logo choices in August 2020. Presented 3 concepts to Commissioners in September 2020.</b>

Goal 4: Engage new customers			
Objective			
1	Identify un-served audiences for programs and services through updated demographics and established customer base and create awareness promotional programs to gain new and former customers [by March 2019]		Coho specifically marketed Deer Dash and Tinman Triathlon to Triathlon and Master swimmers done in 2018. Will repeat in 2019. DGC Trivia Nights marketing to library, DBR Chamber & all district emails Nov. 2018 through Feb. 2019. SRC using new mover postcard to target 250 potential customers per month Feb.- July 2019. Patty Turner Center ad placed in Marriott Theater Playbill 3x year. PTC hosting 2 new member receptions per year. SRC was advertised on Deerfield and Northbrook Patch with home page banner March-August 2019. SRC mailed new residents a 30-day voucher with a welcome letter beginning in March 2019. SRC held open house in March 2019. SRC hosted 10-year anniversary celebration May 2019. SRC mailed new Chamber of Commerce members a 30-day trial voucher for employees beginning in March 2019. More initiatives will be on-going beginning March 2019. PTC placed 4 ads in the Marriott Theater Playbill in 2020 to promote PTC. <b>The PTC started regular Zoom meetings in May 2020 (virtual programming) to keep members and the community engaged during COVID-19 while the PTC is closed.</b>

Goal 5: Increase participation of established customers			
Objective			
1	Expand cross promotion of programs and services through additional social media, IT-related and promotional techniques [by June 2019]		<p>Cross promotion of programs = Added A-frame and interior signage at all facilities promoting programs throughout P.D.; had staff from facilities speak at other facilities within P.D., (Golf @ PTC). Created partnership with Deerfield Library to have Library kiosk and reading area at JPCC Registration area. Continued partnership with Fire District for Chili Lunch@PTC through 2020. Fire District participated in Eat to the Beat (summer 2018 and 2019). Began listing all upcoming events on Facebook to provide users an opportunity to "rsvp" for non-registration events (May 2018). Program partnership with DF Public Library at PTC. Expanded use of video during summer 2019 to highlight camp activities and posted on Facebook. Representation at SRC 10-year anniversary from PTC, SRC, Golf Course, DPD and DPF. PTC Members' Council attended Summer Sampler. Cross promotion will continue from June 2019. PTC will partner with Chicago Botanical Garden in March, April and May of 2020 for a horticulture workshop. DGC emailed non-golfers for Friday Night Dinner Sept. - Dec. 2019. <b>DGC Fish Fry promoted using entire park district email database.</b></p>

<b>Strategy 3 = Community Engagement</b>			
		<b>Completion Date</b>	<b>Status/Comments</b>
<b>Goal 1: Engage businesses</b>			
<b>Objectives</b>			
1	Develop uniform and comprehensive district-wide engagement program for all new businesses for potential sponsorship and partnership opportunities <b>[by March 2019]</b>		Developed uniform engagement program and materials that details options for event title sponsor, multi-venue, TV advertisements, golf course GPS advertising and two golf outings. Packets are emailed to all who inquire about sponsorship with park district - March 2019. Created mustacheyou mailing and sent to list of Chamber of Commerce members for potential sponsor engagement - March 2019. Received donation from Pediatric Sun Protection Foundation for future sun protection projects - Dec. 2019. Sponsor engagement materials updated with 2020 opportunities. Materials sent to all inquiries received from website options for partnership.
2	Identify former sponsors and partners and re-engage by utilizing uniform engagement program <b>[by June 2019]</b>		Sent new partnership packet to past sponsors to offer sponsorship involvement options - April 2019. Partnership packet sent to past sponsors in Feb. 2020.

Goal 2: Engage and recruit community for additional involvement opportunities			
Objectives			
1	Develop uniform and comprehensive district-wide volunteer opportunity program for individuals, groups and businesses [by March 2019]		<p>Have updated volunteer application form, updated Volunteer Manual - September 2019. Staff developing a listing for volunteer opportunities. Possible development of "volunteer facilitator" with a PTC staff member. DGC created volunteer program listed on website (Contact Us page) in May 2018. Go Green Deerfield Volunteer Gardening group completed numerous beautification projects throughout Spring/Summer 2019. Eagle Scout project coordinated with Parks Dept. May 2019 for natural area maintenance. Established new Volunteer Policy as part of Board Policy Manual - August 2019. PTC implemented a volunteer task list for visiting volunteers from outside groups and agencies to perform volunteer tasks in March 2019. PTC volunteers continue to help develop, bundle and mail PTC Bulletin (on-going). Volunteer Manual update completed in October 2019. PTC participated as a judge at the 2019 National Mature Media Awards program in Libertyville. PTC will continue to host the Senior Expo in 2020. Hosted Go Green Deerfield Volunteer Gardening events 2019. Eagle Scout projects completed in 2019. <b>Go Green Deerfield Volunteer events: Walden Native Sign Garden Planting - June 13, 2020; PTC Native Garden Planting/Weeding - Aug. 13, 2020. Eagle Scout Project - Painting playground equipment at South Park School - June 27, 2020. Eagle Scout Project - Free Little Library at Maplewood &amp; Woodland Parks - Fall 2020.</b></p>

2	Increase awareness of district's contributions to community by promoting district and increasing exposure through participation in additional community events <b>[by June 2020]</b>		<p>Hosted Family Days; Preschool attended Library Open House; District hosted Chamber Lifestyle Expo, Business After Hours; In Plain Sight for Community Anti-Drug Coalition; Lake Co. Watershed meetings; Historical Society Spaghetti Dinner; Post Prom; NSSRA Annual Golf Outing (Sept. 2017); numerous blood drives; Historical Society Jubilee May &amp; Sept. 2018; continued partnership with Warriors Wrestling for DPF Golf Outing; supported NSSRA through Pro Tennis Tourney volunteers (2017, 2018 and 2019). Staff participates in DBR Chamber Young Professionals Network events. To promote SRC, staff &amp; advisory committee members participated in July 4 parade, attended DBR Chamber breakfast and the Village of DF Farmer's Market. Displayed Rotary banners at PTC. Asked to be part of CTAD grant funding review to represent an agency supporting youth programming partner. Met with the federal grant officer to share park district's role in CTAD and issues with local youth both in programming/ employment. Annual DGC Chili Open - West DF Township Food Pantry Drive. DGC host: DF American Legion Event, Monthly DBR Network Breakfast, DF Optimists Banquet. Parks Dept. participated in Village Public Works Open House event - May 2019.</p>
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Strategy 4 = Going Green/Environmental Stewardship			
		Completion Date	Status/Comments
Goal 1: Parks, Open Space and Golf Course Enhancements and Services			
<u>Objectives</u>			
1	Reduce NPS pollutants by adding rain gardens and native plants in any new park renovation	[on-going]	Added native plants to new landscaping bed @ Sachs (June 2018); Added natural area in Mitchell Park (July 2018); Added more rain garden plantings at Woodland Park parking lot area in 2018; Also added new natural area with native plants on holes #2, #3, #17 @ golf course and no mow area on #5. Completed prescribed burns in Briarwood and Trail Tree natural areas - March 2019. Native seeding completed in Briarwood and Trail Tree natural areas - April 2019. Added native plants to sign gardens - May 2019. PTC added plants and small bushes to the front flower bed in 2019. PTC Native Garden plantings added in front of building Sept./Oct. 2019. <b>Native plants added to new garden beds at Jewett Park as part of Phase 1 Renovation - June, 2020. Native plants added to new garden beds at Brickyards/Rudin Playground Renovation - Aug. 2020.</b>
2	Add habitat for Monarch Butterflies and other agreed upon at-risk animals and insects	[on-going]	Natural area @ golf course has milkweed plants. Continued to enhance Butterfly Garden planted at PTC in 2016 with additional milkweed plantings - May 2019. Established new "Going Green" flower bed at PTC in June 2019. Milkweed planting @Trail Tree Park Oct. 2019. <b>Native plants added to Walden Sign Garden - June 2020. Native plants added to PTC garden beds - Aug. 2020. Installed Monarch Waystation signs at Walden, Briarwood and Trail Tree Parks - Aug. 2020. Briarwood River plantings - July 2020. DGC planted 2 acres of wildflower beds. DGC planted 2 acres of milkweed.</b>

3	Add alternative transportation routes (bike/walking paths) throughout parks and coordinate with other local and county entities to enhance connectivity to other paths	[on-going]	
4	Use mulch obtained from chipping all lost trees throughout district parks	[on-going]	Continually re-using mulch created from trees throughout parks and golf course beds
5	Complete a minimum of 1 hole per year improvements/renovations at golf course [through November 2022]	Through November 2022	Completed holes 9 & 10 bunker renovation projects in 2017; Completed holes #8, #13, and #11 in Fall 2018. Completed holes 4 & 5 bunker renovation projects Nov. 2019. Completed extraction & replacement of DGC irrigation pump (Replace with energy reducing VFD pump) March 2020.
6	Provide recycling opportunities within entire parks system [Ensure every park 1 acre or less has a minimum of 1 recycling container and all other parks have recycling containers at every backstop, picnic shelter, playground and 1 per 1/4 mile of paved trails]	April 2018	Recycling containers increased in number at all facilities and within parks in 2018. Parks criteria include one trash and one recycling container at every backstop, picnic shelter and playground. Added recycling containers along trails in 2018 and added recycling receptacles to every hole and inside golf clubhouse. Added recycling receptacles at driving range in fall 2019.
7	Reduce NPS pollutants by eliminating phosphorus in all fertilizers except for new turf grass establishment [by November 2018]	On-going	DGC Implemented in April 2018.

8	Establish no-mow and low-mow in parks and open spaces <b>[by April 2020]</b>		Establish no-mow zones at Keller Park bridge area and at Mitchell and Woodland Parks - April 2019.
9	Eliminate habitat for Emerald Ash Borer by removing all affected ash trees <b>[by December 2020]</b>		Removed over 440 Ash trees within parks and golf course since 2017. Replanted over 80 new trees since 2017. Removed 85 Ash trees from Briarwood and Deerspring Parks (2018). Removed 50 ash trees from golf course in 2018. Removed 75 dead ash trees from parks through August 2019. Removed 15 dead ash trees at golf course Nov.-Dec. 2019. <b>Removed over 35 dead ash trees at Briarwood, Trail Tree, Deerspring and Brickyards Parks - March- Aug. 2020. In 2020, DGC removed 12 ash trees from holes 3-4 (in woods).</b>

10	Eliminate invasive species in parks by removing all buckthorn and other invasives [by December 2021]		<p>Removed buckthorn in select sites of Walden, Woodland, Wilmot parks, Briarwood Nature Area and by Golf Course Driving Range in 2017 and early 2018. Treated invasive species plants at Briarwood and Trail Tree Nature Areas (July 2018). Removed and treated buckthorn at Briarwood Nature Area, Trail Tree Park, Mitchell and Woodland Park - Dec. 2018. Removed buckthorn from sites within Deerspring, Walden and Jayce Parks throughout spring/summer 2019. Performed invasive species treatments at Caruso Prairie, Mitchell and Woodland Parks - June 2019. Buckthorn removal at Briarwood, Trail Tree, Jaycee, Clavey, Keller, Mitchell, Park Shop and Deerspring Parks from Oct. 2019-March 2020. Removal of Garlic Mustard and Teasal from Briarwood, Trail Tree, Caruso Prairie and Jaycee Parks Oct. 2019-March 2020. Removed buckthorn by driving range and on holes 2, 3, 5 &amp; 6 fall/winter 2019/2020. <b>Removed buckthorn plants at Briarwood, Deerspring, Mitchell, Woodland, Keller and Wilmot Parks from March - Aug. 2020.</b></p>

Goal 2: Incorporate energy and natural resource savings practices at all district facilities			
Objectives			
1	Incorporate water and energy savings practices in all new facilities and existing facility renovation projects such as adding water saving toilets, air hand dryers, light occupancy sensors wherever possible, energy efficient lighting, water fountains with bottle filler spigots and use recycled and re-purposed materials such as recycled materials for restroom partitions	[on-going]	Implemented water savings fixtures at Sachs for Men's Locker Room renovation, (2017). Project also included LED lighting. District also received other energy savings devices (occupancy light switches, faucet aerators, etc.) from state grant program. JPCC restroom renovation in 2018 included use of recycled materials for partitions and installing hand dryers vs. paper towel dispensers. JPCC now equipped with faucet aerators and room occupancy sensors. SRC Women's Locker Room renovation in 2019 included LED lights, motion sensor solar-powered faucets, water saving sinks/showers. Added water saving drinking fountains at Jaycee Park - June 2019. Finance Dept. has developed an IT Energy Efficiency Optimization Plan - July 2019. Purchase one new washing machine with RinSave technology which eliminates unnecessary rinse steps during wash cycle which reduces water use and energy. Replaced 12 lower level clubhouse light fixtures with LED lights in Sept.-Oct. 2019. <b>Replaced ballasts and switched to LED lights in (45) fixtures over the fitness floor and gymnasiums at SRC. Installed VFD pump at irrigation and received \$7,000 rebate. DGC installed 4 hand dryers in clubhouse (ADA approved and low energy models).</b>

2	Incorporate LEEDS design elements in any new facility or renovation projects	[on-going]	Added LED lights at Jaycee Dog Park - June 2019. <b>Added new LED light fixtures in Filter Room and Admission Area at Deerspring Pool building - July 2020.</b>
3	Examine feasibility of adding renewable energy initiatives (such as wind and solar power), at all applicable facilities	[on-going]	Met with firms for solar power panels who have interest in partnering once new roof(s) are installed (July & August 2018). Developed updated roof replacement plan for SRC for hosting solar panels on rooftop in 2019. Added solar flag pole light at Jewett Park - Nov. 2019. <b>Continued re-roof project at SRC in Sept. 2020 for better positioning in determining options for solar roof panels. Added solar flag pole light at Jaycee Park - May 2020 and additional solar flag pole light at Jewett - Summer 2020..</b>
4	Recycle all eligible office supplies and materials such as paper, plastic, toner cartridges, batteries, light bulbs and electronics <b>[by July 2018]</b>	Numerous initiatives completed in 2018 and 2019. On-going	Developed Sachs and Golf Course procedures for recycling; Developed district level recycling procedures for numerous office supplies (July 2018); Added office recycle containers to parks dept. offices and recycled over 380 fluorescent lamps through 2018. Staff created partnership with outside firm for community recycling event for electronics (completed event in April 2018). Parks dept. received pick-up of electronic equipment in Nov. 2018. Continued in-house electronics recycling program with drop-off station at Parks Dept - April 2019. Community-wide recycling event held in Sept. 2019 at Deerspring Pool. Finance Dept. developed a battery recycling kit from Battery Solutions - May 2019. Garvey's provides toner cartridge recycling program - initiated March 2019. Recycled 436 fluorescent light bulbs - Nov. 2019.

5	Provide a minimum of 3 recycling containers within every facility <b>[by October 2018]</b>	April 2018	Doubled the availability of recycling containers within all park district facilities in 2018. Added 4 recycling containers @ JPCC, 2 @ Golf Clubhouse, 5 @ PTC and 3 @ SRC. Purchased and distributed 5 new recycle containers near JPCC entrances & playground. Also installed new recycling containers at various park shelters and ball fields. PTC added 4 smaller recycle bins to PTC inventory - office, front desk and library.
6	Implement cold water washing at Sachs Recreation Center <b>[by December 2018]</b>	January 2018	Implemented cold water washing at Sachs in January 2018.
7	Use only recyclable materials for food and beverage services throughout the district <b>[by January 2019]</b>	Jan 2018-Feb. 2019	Recyclable plates & cups in use at Golf Club. All golf outings will use made from recycled materials (plates). PTC Mens' Club introduced using recyclable plates for programs in June 2019. PTC will continue to use recyclable plates for programs in 2020 - on-going. <b>Increased size of recycling unit to 4 yard unit in 2020.</b>
8	Use organic based cleaners and other applicable chemicals at all facilities <b>[by March 2019]</b>	June 2019	Applicable organic cleaners in use at Golf Club. (where permitted per Lake Co. Health Dept.). Parks Dept. began using organic based weed killer - June 2019. SRC switched to all Bio-Based cleaning products in March 2019. Green cleaners are used at JPCC throughout the building. PTC will continue to use bio-based cleaning products throughout the building. Continue to use organic based weed killer - on-going.
9	Reduce domestic water usage by utilizing rain barrels at all facilities for outside watering <b>[by March 2020]</b>		

10	Reduce water usage by adding faucets with timers and aerators to all district sinks <b>[by December 2021]</b>		Added 12 new motion sensor faucets with timers and low-flow aerators as part of SRC Men's Locker Room Renovation project in 2017 and did same for JPCC restroom renovations in 2018. Added 6 solar-powered motion sensor faucets with low flow aerators as part of SRC Women's Locker Room Renovatin project in 2019. Jaycee Dog Park water faucet with timer shut-off installed June 2019.
Goal 3: Engage/Educate Community in conservation efforts			
<u>Objectives</u>			
1	Provide educational opportunities to community through programs covering topics such as recycling and re-purposing household and outdoor items <b>[provide 1 program by November 2018 and provide a minimum of 2 programs per year every year after]</b>		Hosted recycling event at Deerspring Pool in April 2018 and Sept. 2019. Staff working on 2019 date. SRC held a Reuse-A-Rama event in 2019 for textiles, books, glasses, cell phones, shoes and provided a shredding truck. SRC now a permanent location for Cradles to Crayons with a drop box - August 2019.

2	Serve as drop-off/donation point for recyclable materials by identifying partnerships and lone drop-off source opportunities with other entities [serve as continual or special event drop-off point by May 2019]		Sachs Center now host to Re-Use-a-Shoe program in partnership with SWALCO; Cradles to Crayons & Coat Drive at JPCC multiple times, Cell phone drop-off point at PTC. Parks Dept. serves as recycle coat drop off location for Rotary Club (on-going). SRC partnered with "Families Helping Families" to accept new and used school supplies and child home care supplies. PTC now hosts a USAgain Recycle bin (outside) for clothing and household items. This partnership was established at the end of 2019.
3	Host native plant sales (can be partnered with other local entities) [by October 2019]		Parks Dept. provided free tree whips and seed packets for Public Works Open House event August 2019. <b>PTC hosted a Native Plant Sale with Red's Garden Center on September 12, 2020.</b>
4	Add Little Free Libraries in parks system to promote re-use of books [partner with Deerfield Library if possible and implement by May 2020]		Purchased one library unit in <b>Spring 2020. Deerfield Library will provide initial stack of books. Install and stocking deferred due to COVID-19. Also reached an agreement with local family to provide additional Little Free Libraries at multiple park sites.</b>
5	Measure interest of community in establishing a bee-keeping program [by November 2019] and implement program if establishment is desired [by April 2021]		Added bee-keeping survey to district, PTC and SRC monthly newsletters in Oct. 2019. Separate bee-keeping survey eblast was sent to district email list. Received 232 responses to the survey.

Goal 4: Reduce emissions			
<u>Objectives</u>			
1	Replace equipment and vehicles with low or no emission capabilities when district replacement plan dictates. Examples would be low-emission or hybrid vehicles and battery operated vehicles and equipment <b>[implement in 2018]</b>	<b>[on-going]</b> - implemented in 2018	Added battery powered line-trimmers in Parks Dept. and battery powered power-washer at Golf Course in 2018. DGC adding electric utility car in 2019. SRC replaced gas blower with battery powered blower for cleaning exterior walks and parking lot. Added battery powered backpack blower to Parks Dept. inventory. Purchased hand help battery powered blower - March 2020. <b>DGC using battery powered powerwasher for on course restroom cleaning.</b>
2	Provide incentives for staff to carpool and use mass-transit		<b>In August 2019</b> , Sent inquiry to other park districts on whether they have this type of incentive. Researching practices through other avenues too (SHRM, IPRA, PDRMA, etc.). Possible carpool, walk/bike or mass transit options: 1) Pace bus (but genrally for high density organizations) 2) Train & bus passes offered via payroll as pre-tax 3) Wellness incentive points for walk or ride to work. <b>Will provide summary of results and recommendation by July 2021.</b>
3	Explore feasibility of providing bike share/bike rental program at select parks and facilities and implement if feasibility demonstrates need <b>[Develop feasibility study in 2019 and implement by 2020/21]</b>		On hold until 2020
4	Examine impact of condensed work week to reduce transportation needs of employees		<b>Conducted condensed work survey of 15 DPD staff in August 2020. Will provide summary of results, feasibility and economic impact by July 2021.</b>

Goal 5: Implement Climate Change/Global Warming Initiatives			
<u>Objectives</u>			
1	Identify local efforts that may be undertaken to reduce effect of climatic change (i.e. drought resistant plants & turfgrass) <b>[by June 2022]</b>		More Native plants being installed throughout parks which use less water. <b>Using more drought resistant turfgrass seed on athletic fields.</b>

<b>Strategy 5 = Expand and Enhance Parks and Properties</b>			
		<b>Completion Date</b>	<b>Status/Comments</b>
<b>Goal 1: Acquire additional parkland</b>			
<u>Objectives</u>			
1	Examine all opportunities for acquisition of contiguous property to parks when approached by owner to determine immediate and long-term benefit to district	[on-going]	Examined 5 opportunities for acquisition of contiguous properties in 2017, no acquisitions were deemed a priority
2	Identify key acquisition targets of contiguous property to parks and pursue acquisition	[on-going]	Acquired 1 contiguous property to Jewett Park in January 2018
3	Explore acquisition opportunities of larger parcels or properties, (20+ acres), within or contiguous to park district boundaries to minimize any deficiencies in parkland acreage and amenities according to national standards	[on-going]	
<b>Goal 2: Enhance existing parks with new amenities or enhance existing amenities</b>			
<u>Objectives</u>			
1	Continually update all replacement plans developed to ensure existing amenities are not beyond their useful lives and update annually	[on-going]	5-year CIP Plans expanded to 7-year Plans- December 2018
2	Examine potential sites within existing inventory for artificial turf fields(s) [June 2018]	Completed June 2018	Staff developed a priority list with Brickyards, Clavey, Jewett & Shepard Parks as leading candidates

3	Develop Master Plan for Jewett Park for improvements and new amenities [by July 2018]		Selected Landscape Architect in March 2018, Plan completed in October 2018; Construction began in 2019. <b>Project completed September 2020.</b>
4	Identify and prioritize existing park improvement opportunities to include dog park renovation, lighting upgrades, disc golf course improvements and uniform bench, table and receptacle replacement program [by July 2018]	[on-going]	Expanded CIP Plans to include additional assets not previously identified
5	Examine need and determine support and interest levels for new amenities within parks to include mountain bike trails, foot soccer, outdoor fitness stations and nature trails [by July 2019]		Added portable soccer pitch (on loan) to Woodland Park in summer of 2017 and 2018 to measure community interest. Planning for addition of pickle ball courts throughout 2019 for 2020 construction. Relocation of hockey rink from Jewett to Jaycee - Dec. 2019.

<b>Strategy 6 = Enhance Existing Facilities and Add New Ones</b>			
		<b>Completion Date</b>	<b>Status/Comments</b>
Goal 1: Prioritize enhancements at existing facilities			
<u>Objectives</u>			
1	Use newly created physical assessments and develop facility specific improvement plans for existing facilities <b>[by March 2019]</b>	March 2019	7-year CIP Plans include more detailed mechanical and functional needs.
2	Determine total additional storage needs and examine feasibility of optimizing existing space and/or adding new storage areas at all existing facilities <b>[by July 2019]</b>		Departments identified need for storage; will examine candidates within existing facilities and grounds. SRC completed a storage needs assessment in July 2019. Parks added storage building to 7-year plan in 2019.
3	Identify and select best options for significant enhancements to existing facilities i.e. alternate use(s) of space(s) at Sachs Center, expanding golf clubhouse, renovating splashpad, wading pool and pool at Deerspring, expanding/upgrading parks maintenance facility and renovation of Community Center <b>[by December 2019]</b>		Renovated Sachs Men's Locker Room in 2017, East wall and Retro Café renovation projects in 2018 and Women's Locker Room in 2019. DGC golf shop creating new storage area to maximize space to enhance customer views Feb. 2019. <b>Renovation of Deerspring splashpad was initially planned to start in fall 2020. Will be deferred to start in fall 2021.</b>

4	Create 10 year plan for significant enhancements of existing facilities <b>[by June 2020]</b> and develop associated funding requirements		Prioritized long-range capital improvement projects for Jewett Park - 2018 and 2019-2020 and 2024-2025; Deerspring Pool - 2021-2022; Jewett Park Community Center - 2022-2023. Also identified priorities in course maintenance vs. larger scale facility enhancements for Golf Course through 2022.
5	Measure community interest and support of 10 year plan through community survey <b>[by April 2021]</b>		
Goal 2: Identify and prioritize options for adding new facility(is)			
<u>Objectives</u>			
1	Identify specialized facilities that would supplement existing facilities i.e. indoor turf field(s), more meeting space, off-season learning center at golf course, community theater, paddleball courts, putt-putt <b>[by December 2018]</b>		Staff examined use of local private school after closure for potential programming site. District committed substantial cost share for renovation of Caruso Middle School Theater in 2019.
2	Examine potential joint-development and shared use opportunities for new facilities with local governments and private partnerships <b>[by July 2019]</b>		No known facilities in government area. Continually looking for private partnership space.