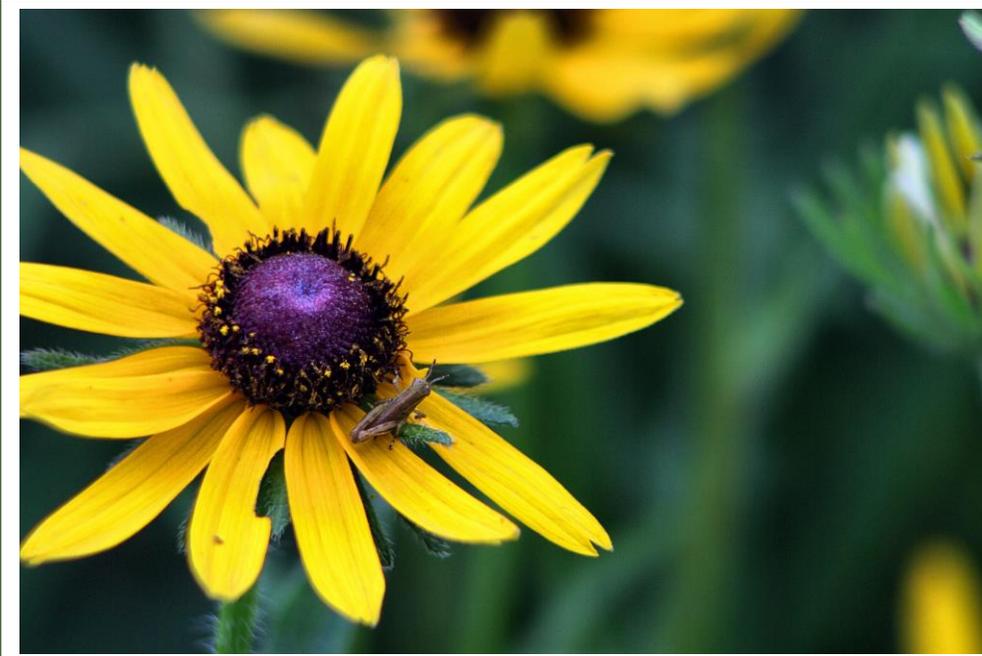
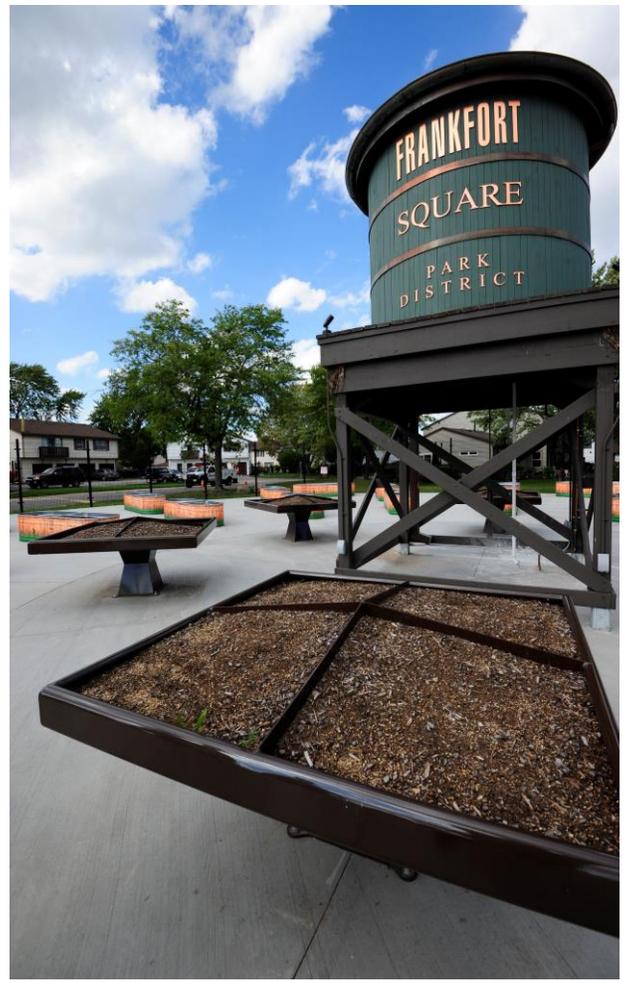




## STRATEGIC PLAN

2021 - 2026



## **Strategic Plan Team**

### **Frankfort Square Park District Board of Commissioners**

Ken Blackburn, President

Dave Macek, Vice President

Craig Maksymiak, Treasurer

Frank Florentine, Commissioner

Denis Moore, Commissioner

Brian Mulheran, Commissioner

Joe Vlosak, Commissioner

### **Frankfort Square Park District Staff**

Jim Randall, Executive Director

Audrey Marcquenski, Director

Linda Mitchell, Assistant to the Executive Director

Nicolette Jerik, Superintendent of Office Administration and Technology

Julie Hein, Assistant Office Manager

John Keenan, Superintendent of Recreation

Erin Kertson, Recreation Supervisor

Dan Coughlin, Athletic Supervisor

Ed Reidy, Superintendent of Parks

Bill O'Shea, Assistant Superintendent of Parks

Al Grzyb, Assistant Superintendent of Parks



Dear Residents,

Thank you for participating and providing input in our most recent community-wide surveys, in 2017, 2019 and again in 2021. With the entire world changing in 2020, we found it extremely helpful to reach out again in an environment of changing needs and priorities. The result was the 2021 Community-Wide Survey Study completed by Campfire Concepts. Jarrod Scheunemann, President of Campfire Concepts, presented results of the 2021 Community-Wide Survey Study at the June 17, 2021 meeting of the Park Board of Commissioners. In the fall of 2021, meetings were conducted with all departments to review the input provided and reflect on the mission of the Frankfort Square Park District.

*It is the mission of the Frankfort Square Park District to provide accessible, non-discriminatory recreational services, facilities, and open space in an environmentally conscious, fiscally responsible manner.*

We discussed how best to move forward, based on input provided by residents, Board, and staff, then developed a strategy on which to focus. The result is the formalized Strategic Plan.

The following plan details the 5 strategic themes, along with goals and objectives that arose from the data gathered through the 2017 Community Survey, 2018 Salary Equity Study, 2019 Wellness and Capital Improvement Study, the 2021 Community-Wide Study, as well as Board and staff input. The themes include: Customer Service, Fiscal Responsibility, Community Cooperation, Conservation, and Equity.

Your Frankfort Square Park District is driven by resident input and its mission. Thank you for your continued support.

Jim Randall  
Executive Director



## **Customer Service**

The Frankfort Square Park District strives to be the “Friendly Park District” by making each interaction with its residents the best it can be by developing relationships and experiences.

Goal: View things from the resident’s perspective.

- Develop District-wide customer service standards.
- Generate resource book for community information for Frankfort, Frankfort Township, Tinley Park, and Matteson services.
- Evaluate and improve registration procedures.

Goal: Inform residents of FSPD offerings.

- Evaluate and improve brochure information.
- Increase social media posts about all department efforts.
- Develop new marketing opportunities.

Goal: Provide diverse recreation programming.

- Implement recommendations from the community-wide survey responses.
- Develop “Something for Everyone.”
- Cooperate with other local agencies to broaden opportunities.

## **Financial Responsibility**

It is understood that strong financial footing will serve as the basis for planning. The District works closely with Lauterbach & Amen, LLC, Chapman and Cutler, R. W. Baird, and Old Plank Trail Community Bank to address fiscal responsibility by strengthening its financial position and better guiding its financial planning.

Goal: Review and renew Fund Balance Policy.

- Meet the yearly fund balance targets.
- Educate and encourage more staff participation in the budgeting process.
- Develop long-term capital improvement plan.

Goal: Review and renew Capital Asset Policy.

- Select new contract for capital asset reporting.
- Learn new system for managing assets.
- Streamline process for completing necessary asset reporting.

Goal: Review and renew Investment Policy.

- Establish investment program.
- Maximize efficiency of cash management procedures.
- Make funds available for resident capital improvement priorities from community-wide survey responses.

## **Community Cooperation**

The Park District wishes to support the strong community organizations efforts while working with the other local agencies in providing opportunities to the residents we mutually serve, ensuring we do not duplicate facilities and/or services.

Goal: Support community group facility needs.

- Provide quality indoor and outdoor facilities for community group use.
- Evaluate group usage and scheduling procedures.
- Monitor availability of LWN.

Goal: Work with local school districts to best utilize facility space for resident use.

- Communicate regularly with Lincoln-Way School District 210 for ongoing usage of Lincoln-Way North.
- Communicate regularly with Summit Hill School District for ongoing usage of Mary Drew.
- Maintain cooperative agreements between all Boards.
- Per input from community-wide survey, acquire additional programming space if current space no longer is available.

Goal: Work with Villages of Frankfort, Tinley Park, and Matteson, and Frankfort Township to develop additional resident benefits.

- Work with Frankfort on the development that will connect FSPD paths to Old Plank Trail.
- Work with Tinley Park to establish connectivity with Cook County Forest Preserve paths via 80<sup>th</sup> Avenue.
- Continue cooperative relationship with Frankfort Township Road District on equipment, projects, and resident services.
- Work cooperatively with Matteson on the development of commercial opportunities.

## **Conservation**

The Park District's conservation efforts are visible throughout the community with priorities including tree planting, native restoration, and renewable energy. Natural areas within the District provide an environmental oasis with 250 acres of restored Illinois prairie that attract wildlife highlighted by the arrival of American bald eagles, osprey, pelicans, and mink.

Goal: Demonstrate leadership in practicing and promoting conservation efforts in the community.

- Update tree inventory.
- Pursue additional solar, wind, and other renewable energy opportunities.
- Implement recommendations from community-wide survey responses.

Goal: Expand access to native areas.

- Develop additional boardwalk opportunities through natural areas.
- Develop additional piers for viewing and fishing.
- Establish additional rock outcroppings.

Goal: Renew Nature Center facility and offerings.

- Implement wellness offerings in and around the Nature Center.
- Refresh Nature Center interior.
- Expand programming opportunities per recommendations from community-wide survey responses.

## **Equity**

Facilities, program participation, and opportunities should be available to all. The Park District is committed to treating each individual with respect and supporting their recreational needs.

Goal: Strive for equitable staff compensation.

- Renew and update 2018 Salary Equity Study.
- Address minimum wage increases within program budgets.
- Prioritize wage and benefit packages to attract and keep talented, professional staff.

Goal: Expand efforts to support residents in need.

- Prioritize fundraising efforts for the college scholarship program.
- Prioritize funding for program scholarships so all individuals can participate.
- Expand opportunities such as the beverage upcharge to support local youth community groups.

Goal: Expand support of Lincolnway Special Recreation Association's efforts to serve individuals of all abilities.

- Develop additional inclusion marketing opportunities.
- Expand FSPD staff inclusion training.
- Provide facilities in support of LWSRA's programming efforts.

Goal: Develop facilities accessible for all.

- Ensure opportunities are regionally located.
- Expand paths to enable households to walk safely to local parks and facilities.
- Maintain and update ADA Transition Plan.

## **Implementation Guidelines**

The Park District is excited to begin implementing the plan, and is committed to review and refinement along the way as new information and best practices become available.

Implementation guidelines are as follows:

- The Strategic Plan will be shared with residents and staff on the Park District's website.
- New employees will be given a copy of the Strategic Plan.
- Goals and objectives will be assigned by department and prioritized.
- Department Heads will report on progress made during seasonal department meetings.
- Performance evaluations will include completion of stated goals and objectives.
- The Park Board and staff will conduct annual review of the Strategic Plan and make necessary refinement.
- Updates will be made available on the Park District's website.