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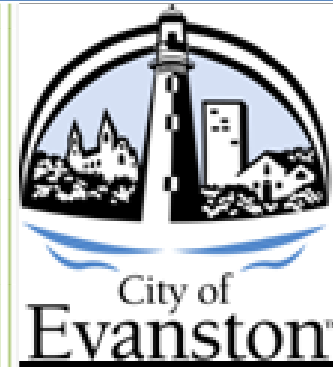
City of Evanston Parks, Recreation and Community Service Strategic Planning Report

Acknowledgements

Thank-you to the following staff and elected officials who participated in the creation of this Plan.

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Executive Summary

At the invitation of the City Manager for Evanston, Illinois, the University of Illinois at Chicago's (UIC) school of Urban Planning and Policy partnered with the Evanston Recreational Department (PR) to conduct a strategic planning project. The strategic planning process aims to better prepare an organization for the future through a mix of internal assessment and an assessment of external influences of the organization. Forward planning can enable a municipality to take advantage of future opportunities.

The strategic planning process was overseen by Professor Robert Nelis, former village manager and faculty member of UIC. The strategic planning conducted for The City of Evanston was incorporated into the strategic planning course. The project was conducted by Master's Candidates for course credit.

The planning process was conducted during the fall of 2012. Central to the strategic planning process were two meetings held with the PR Department center and program managers on October 19th and 26th. The candidates' role was to help facilitate the conversation of the staff as they conducted internal assessment of their organization and suggested potential strategies to address issues identified in the assessment. During the first meeting the group conducted an analysis of Strengths, Weaknesses, Opportunities, Threats (SWOT). The purpose of the SWOT analysis is to arrive at an internal assessment and to identify key factors outside the organization that might affect it. The results of the SWOT analysis were documented and sorted. The UIC Master's Candidates presented these results during the second meeting.

The second meeting focused on the results of the SWOT analysis. Specific strategies to enhance strengths, minimize the impact of weaknesses, take advantage of opportunities, and avoid threats were developed by the PR staff. The Master's Candidates collected the strategies and objectives developed during the second meeting.

Once the list of potential strategies and objectives were developed, the strategies were divided between the Master's Candidates. The Candidates then conducted follow-up interviews with PR staff and additional outside interviews to further research these strategies. The Mayor, City Manager, Deputy City Manager, and the Department Head provided additional guidance and refined they strategy list.

The final list of strategies is presented below. It is organized as follows:

- Strategies are numbered **1 through 16** and highlighted in color (e.g. numbered 1, 2, etc).
- Below each strategy are the objectives under the strategy that address specific issues identified during the process. These objectives are the steps to achieve the strategies as articulated by the participants in the process. These objectives are meant to be operational and include potential time frame, costs, and feasibility assessment. They are numbered with two digits, connected to the overall strategy (e.g. numbered 1.1, 1.2, etc).
- Potential tactics and examples are included below each objective, where necessary. They are optional activity items used to achieve objectives. These are numbered with three digits that correspond to the strategy and objective (e.g. numbered 1.1.1, 1.1.2, 1.2.3, etc).

The strategies and objectives were developed directly from the meetings with City staff (and further developed through research and interviews), while the examples and tactics were provided by the class based on their research and interviews. As a result, objectives are designed to be adopted for implementation and the tactics/examples are meant to provide examples of what implementation might look like and steps that could be take.

Personnel

	STRATEGY 1: PERSONNEL - EVALUATE AND DEVELOP A REASONABLY FLEXIBLE PAY SCHEDULE FOR SEASONAL STAFF						
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
1.1	**PR Department to create a pay survey of the competition for seasonal employees**	• Understand competition for seasonal employees	• Budgeting Constraints	Staff Time	• Have survey completed within 1 month	1 Month	Feasible
1.1.1	Identify Competition: Nonprofit, For-profit, Municipal						
1.1.2	Address different pay brackets used in different organizations						
1.1.3	Determine whether or not competition has offered pay raises according to pay schedule						
1.2	**PR Department to create a committee to address the issue of seasonal pay**	• All segments of Parks and Recreation represented	• Budgeting Constraints	Staff Time	• Have committee report completed with recommendations within one month	1 Month	Feasible
1.2.1	Committee consists of center managers						
1.2.2	Center managers acquire input from program mangers prior to meeting						
1.2.3	Non Parks and Recreation Management personnel should moderate						
1.2.4	Identify different types of seasonal staff within P&R						
1.2.5	Evaluate whether current pay structure is competitive based upon pay survey						
1.2.6	Determine if P&R can currently get "quality" staff within current system						

STRATEGY 2: PERSONNEL - CREATE A SUCCESSION PLAN							
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
2.1	**Management Committee Develops a Comprehensive Succession Plan for the Parks and Recreation Department**	• Better Utilization of Staff Resources (People) • Retention of Institution Knowledge in the Case of Staff Turnover	• Potential Decrease in Morale of Employees Not Selected	Staff Time	• Succession Plan	18 Months	Feasible
2.1.1	Identify Key Roles within the Department						
2.1.2	Identify Primary Skills Set Needed for Center Manager, Operational Manager, and Program Manager						
2.1.3	Assess Internal Candidates						
2.1.4	Identify On-Board Successor						
2.2	**Management Committee to Create a Rotational Program New Hires (Operational Manager and Program Manager)**	• Staff Gain Knowledge of All Centers • Retention of Institution Knowledge in the Case of Staff Turnover • Center Personnel Become Interchangeable	• Staff Not Initially Focused in One Area	Staff Time	• Creation of Rotational Program • Number of Staff with Cross Cutting Skills	6 Months	Feasible
2.2.1	Identify Skill Set Needed to Efficiently and Effectively Operation Centers						
2.2.2	Create Rotational Program Guidelines						
2.2.3	Identify Primary Duties Rotational Candidate Will Have at Each Center						
2.2.4	Develop Rotational Program Manual/Handbook						

			STRATEGY 3: PERSONNEL - DEVELOP A DEPARTMENT SPONSORED TRAINING PROGRAM				
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
3.1	**Top Management to Create City/Department Sponsored Training Program**	• Continual Education for Current Staff	• Cost of Instructors • Staff Time Allotted to Training	Staff Time	• Schedule of Training Classes Sponsored by City/Department • Hours of Training Received • Computer Skill Competency Level of Staff	12 Months	Feasible
	3.1.1 Teacher In-Service Training Program						
	3.1.2 Manager/Supervisor Training Program						
	3.1.3 Basis Computer Skill Training Program {-i.e. Microsoft Suite (Word, Publisher, Excel, PowerPoint, Outlook), RecTrack, Iris, Photoshop, etc.}						
	3.1.4 Certified Park and Recreation Professional (CPRP)						
	3.1.5 Certified Park and Recreation Executive (CPRE)						
	3.1.6 Certified Playground Safety Inspector (CPSI)						
	3.1.7 First Aid Training						
	3.1.8 CPR Training						
	3.1.9 Food Service Sanitation Training						
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
3.2	**PR Department Staff Attendance at Professional Conferences**	• Continual Education for Current Staff • Staff Knowledge of Organizational Best Practices • Potential Staff Reorganization on a State and National Level	• Cost to Send Staff to Conferences	Staff Time + cost of conference	• 10 hours of continuing education for all staff members per year	12 Months	Feasible
	3.2.1 State and National Conferences Sponsored by National Recreations and Parks Association						

ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
	3.2.2 NAEYC Conference						
3.3	**PR Center Director seek NAEYC Accreditation for Pre-K daycare from National Academy of Early Childhood Programs**	• Program Accredited by a National Recognized Organization • Increased Revenue	• Cost of Certification Application	Staff Time	• Program Accreditation	18 Months	Feasible
ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
3.4	**PR Department executives ensure all staff has access to city policies and understands them**	• Eliminate confusion in city processes	• Requires staff to "pull" information	Staff time	• Complete policy review in 1 month, hardcopy available to staff in 2 months	Ongoing	Feasible
	3.4.1 Determine if all staff can access the city intranet and policy website						
	3.4.2 Gain access and training to city policy letter website for all necessary staff						
	3.4.3 Review all policy letters and ensure that staff understand						
	3.4.4 Determine if policy letters need to be updated						
	3.4.5 Maintain a hard copy record of policy letters at each center						
	3.4.6 Make policy recommendations to the city management team						

Organization Culture

STRATEGY 4: ORGANIZATIONAL CULTURE - Create Practical and Realistic Goals							
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
4.1	**PR Department to create a document describing short term and long term goals/vision**	• Improves communication; makes P&R Dept. members accountable	• Considerable time to create	Staff Time	• Short and long term goals document created	3 months	Feasible
4.1.1	Review Current Mission Statement & Access Values						
4.1.2	Create an action plan						
4.1.3	Create an internal structure including an internal feedback loop						
4.1.4	Include stakeholders in the creation of document						
4..2	**PR Department to have a meeting so all employee help determine and understand know comprehensive goals**	• Creates government wide cohesion and clarity	• Time intensive	Staff Time	• Identify the number of times communication occurs between centers and various departments.	3 months	Feasible
4.3	**PR Department to evaluate how well each employee achieves their goals and program measures.**	• At least creates intradepartmental cohesion, clarity, and accountability	• Time intensive	Staff Time	• Determine whether or not classes are being filled. • There must be evaluations of programs being offered.	Continuous	Feasible

		STRATEGY 5 : ORGANIZATIONAL CULTURE - EXPLORE AND IDENTIFY INNOVATIVE RECREATIONAL PRACTICES					
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
5.1	**PR Department to create an on-line library of innovative recreational practices and programs. Ensure that the library is used.**	• Motivates employees • Encourages creativity	• Tedious to create, monitor, and update	Staff Time	• Number of staff per center who use the innovation library	3 month	Feasible
5.1.1	Charge each staff person to contribute to the innovation library.						
5.1.2	Assign a work study or intern to interview recreation department employees to create the innovation library.						
5.2	**PR Department management to design a reward system for employees who innovate**			Staff Time		3 months	Feasible
5.2.1	Review competition for similar programs						

STRATEGY 6: TECHNOLOGY - DEVELOP A TECHNOLOGY PLAN							
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
6.1	**PR Directors to enable senior staff in the P&R Dept to access systems with home computers**	• Senior staff can work at times when they are creative; work can occur in more conducive environments	• Information security is reduced	Staff time	• Initial assessment of who needs access complete in 2 weeks	1 month	Feasible
6.1.1	Evaluate and approve who needs access						
6.1.2	Have Evanston City IT install VPN access						
6.1.3	Have Evanston City IT provide training in use of VPN						
6.2	**PR Department to use the City's technology purchasing and leasing plan**	• Better equipment with fewer failures	• Cost of new equipment, coordination with City IT	Staff time	• Purchase request created within 3 months	6 months	Feasible
6.2.1	Conduct an IT inventory of the P&R IT assets						
6.2.2	Receive guidance from City IT regarding budget for IT replacement						
6.2.3	Prioritize replacement and new purchase of P&R IT equipment						
6.2.4	Submit request for new and replacement equipment through City IT						

ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
6.3	**City IT dept. updates/standardizes P&R software**	• Optimized technology and standardized processes	• Time cost of installation, downtime of IT equipment as it is updated	Staff time	• Software updated	6 months	Feasible
6.3.1	Conduct an inventory and assessment of software programs on each IT device						
6.3.2	Determine which devices need to be and have the capacity to be updated						
6.3.3	Coordinate with City IT to install software packages						
6.4	**PR Department standardizes technology offerings in all facilities**	• Standardized programming will provide better efficiency	• Security of network and hardware	Staff time and purchase price	• Purchasing complete	3 months	Limited
6.4.1	Determine what types and levels of services should be provided						
6.4.2	Make new purchases and installations						
6.5	**PR Department to offer wireless in all facilities**	• Staff can multitask; students can do homework; residents can work/study	• Cost and network security	Staff time and purchase price	• Purchase and install wireless routers	2 months	Feasible
6.5.1	Map coverage areas and purchase routers						
6.5.2	Install routers						
ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
6.6	**PR Department utilizes website as improved registration tool; make website user friendly**	• More efficiency, better service for clients	• Extremely complicated to implement; must meet legal requirements for billing and receipts	Very high	• Determine whether an IT contractor will be necessary in 2 months	More than a year	Limited

ID		Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
	6.6.1	Create a working group of City IT and P&R department personnel that will evaluate website requirements and build a plan to create website						
	6.6.2	Online registration program automatically updates RecTrack						

Infrastructure

ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
	STRATEGY 7: INFRASTRUCTURE - CREATE AN INTERGOVERNMENTAL AGREEMENT WITH THE LOCAL SCHOOL DISTRICT						
7.1	**Top management should create an inter-governmental agreement with the school district to create a set timeframe for facility use decisions**.	• Allow better planning for use of school facilities. Increase coordination with local schools and increase engagement with recreation department.	• Needs focus of high level employees (School Board & Superintendent and Department Heads and above)	Lawyer fees & High level employee time	• Existence of Agreement	6 months	Feasible provided top management has time

STRATEGY 8: COMMUNITY - CREATE RECREATIONAL DEPARTMENT CIVIC ENGAGEMENT PLAN						
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
8.1	**PR Department should coordinate with the Civic Engagement Department to create a general use survey of Evanston households**	• Department programs would be collaborative • Citizens can take ownership of ideas & user generated ideas cost less • Promotions user based ideas	• Cost • Time Consuming Process • Potential poor response rate	Staff time and materials	• Creation & Distribution of survey	3 months	Feasible
8.1.1	Determine Audience, Goal, and Questions for Survey						
8.1.2	Review Options and Create Survey - Online and Paper Survey						
8.1.3	Get approval for survey delivery method from City Civic Engagement/Marketing Dept						
8.1.4	Execute and deliver survey to Evanston households						
8.1.5	Identify underserved constituencies						
8.2	**PR Department should standardize marketing procedures for all centers**	• More efficiency • Better communication • Easier to measure outcomes	• Technology Gap • Training New Technology takes time	Staff Time	• Written guideline/policy	12 Months	Feasible
8.2.1	Determine Civic Engagement Department point person for P&R						
8.2.2	Develop plans to reach underserved groups identified in the general use survey						
8.2.3	Coordinate branding & marketing efforts						

ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
8.3	**PR Department to appoint center employee or intern to civic engagement & social media position at each center**	• Consistent and timely marketing efforts • Point person for efficient and measured outcomes • High ROI projects	• Cost	Staff Time	• Personnel assigned	6 Months	Feasible with limits
8.4	**PR Department to establish a formal citizens mentorship program**	• Marketing efforts will engage community to be involved with city and each other • Social benefits with seniors to youth mentorship	• Without Volunteers - Hard to implement	Staff Time	• Create Program Protocol, Marketing & Best Practice book in 3 months		Feasible
	8.4.1	Determine which centers have best practices and share ideas					
	8.4.2	Engage College Students or Seniors to mentor high school students					

Environment

STRATEGY 9: ENVIRONMENT - DEVELOP A COMMUNICATION PLAN							
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
9.1	**PR Department standardizes processes and practices through the development of SOPs**	• All staff are on the same page • speeds process	• Reduces flexibility	Staff Time	• Create SOP and book in 3 months	Ongoing	Feasible
9.1.1	Form committee to collect and evaluate SOPs						
9.1.2	Determine what SOPs should be included						
9.1.3	Edit and publish final product						
9.2	**PR Director publishes an internal bulletin for dept. business**	• All staff are on the same page • Speeds process	• Director's time constrained	Staff Time	• Bulletin published when needed	As needed	Feasible
9.2.1	Determine what type of information should be publish						
9.2.2	Determine who will be responsible for curating and publishing						
9.2.3	Pull information from city departments and compile document						
9.2.4	Publish document on intranet and through email						
9.3	**PR Department to hold regular seminars to plan, coordinate, conduct training, and discuss concerns**	• All staff are on the same page • Increase professional understanding	• Considerable time coordinating event	Staff time	• Hold quarterly seminar	Ongoing	Feasible
9.3.1	Determine who should attend						
9.3.2	Determine the agenda						
9.3.3	Assign instructional duties and planning groups						
9.3.4	Hold seminar; discuss new ideas and concerns						

Collaboration

	STRATEGY 10: COLLABORATION - DEVELOP A SYSTEM TO INTERFACE WITH NON-PROFITS						
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
10.1	**PR Department to hold meeting with the "big four" recreation providers within Evanston**	• Understand current recreation offerings by non-profits and identify current overlaps and gaps.		Staff Time	• Meetings Held	As Needed	Feasible
	10.1.1 Meeting consists of; Evanston Parks and Recreation, Northwestern University, YMCA, Evanston Township High School						
	10.1.2 Topics: Who is providing what activates? How to help each other? Partnership opportunities?						
	10.1.3 Identify available resources; Programs, Equipment, Facilities						
	10.1.4 Identify Overlap and Holes in program offerings						

Social Service

STRATEGY 11: SOCIAL SERVICE - CREATE RECREATIONAL DEPARTMENT SOCIAL SERVICE PLAN							
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
11.1	**PR Department to establish a social service committee**	• Social Services Organized, Consistent and Staff has Interchangeable Service Options	• Time consuming process • Requires continued employee contributions	Staff time	• Committee is established and meets quarterly	3 months	Feasible
11.1.1	Identify skill set needed to efficiently and effectively operate social service projects						
11.1.2	Committee members to meet quarterly						
11.2	**Evanston Health Department to hire a full social worker and PR department to hire part-time social service worker**	• Meet mental and social needs of the community • Reduce Liability Risk • Planning for best suited professional	• Cost & Budget Constraints • Dependent on City Council Approval	$42,480 Per year (Bureau of Labor statistics)	• Approval by management and city council • Hire new social worker	12 months	Limited
11.2.1	Identify skill set needed to efficiently and effectively operate social service projects						
11.2.2	Follow up protocol for hiring						
11.3	**Center Directors to collaborate, monitor, and report on Social Services between the centers**	• Good Communication and Standardization	• Time Consuming Process • Potential lack of capacity	Staff time	• Reporting completed once per quarter	3 months	Feasible
11.3.1	Review and determine what software and communication system will be used						
11.3.2	Purchase software through city vendor and install via IT department						
11.3.3	Train appropriate center employees on reporting process						

STRATEGY 12: BUDGETING - REVIEW BUDGETING POLICIES							
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
12.1	**PR Department holds a class on city budgeting policy in order to ensure all P&R staff understands their requirements for the budgeting process (creation, implementation, justification, etc.)**	• Staff understand the place their budgeting function fills in the city budget; anticipate budget requirements	• Time	Staff Time	• Hold class	As needed	Feasible
12.1.1	Assign instructor						
12.1.2	Determine general city requirements						
12.1.3	Determine departmental requirements						
12.1.4	Give class and review best practices between the centers						
12.1.5	Provide feedback to city; update policies & processes based on feedback						
12.2	**PR Department, in coordination with finance department, streamlines purchase requests**	• Saves staff time, aids approval	• Reduces flexibility	Staff time	• Implement purchase request system	1 month	Feasible
12.2.1	Identify if the city has a purchasing request system						
12.2.2	Implement purchasing request system if it exists/create P&R purchasing request system if it does not exist						

ID		Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
12.3		**PR Department to inventory all property and redistribute as necessary to ensure that unnecessary purchases and unnecessary redundancies in equipment are reduced**	• Efficient use of property and reduction of storage	• Property "owners" lose a degree of control	Staff time	• Inventory	6 months	Limited
	12.3.1	Determine what level of property will be inventoried/develop policy						
	12.3.2	Conduct inventory and create property book						
	12.3.3	Conduct secondary inventories and add new property						
	12.3.4	Redistribute and loan property as necessary						
12.4		**PR center directors to utilize best-value as opposed to least-cost in purchasing**	• Better quality items that are cheaper in the long run	• Difficult to justify	Staff Time	• Give PR director guidance within 3 months	Ongoing	Feasible
	12.4.1	Create policy that identifies "durable" goods that should be "best-value"						
	12.4.2	Purchaser sets requirements for "best-value" & director approves requirements						
	15.4.3	Write contracts so only "best-value" goods meet contract requirements						

		STRATEGY 13: FINANCE– ENHANCE PR DEPARTMENT REVENUES						
ID		**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
13.1		**PR Department to create a committee to review program pricing structure**	• Creation of Equitable System		Staff Time	• Price Comparison Document Created	3 months	Feasible
	13.1.1	Analyze department programs						
	13.1.2	Analyze Price Structure Comparison for Rental of Facility Space						
	13.1.3	Analyze Price Structure Comparison for 1/2 Day [5 Day] Pre-Kindergarten Program						
	13.1.4	Analyze Price Structure Comparison for 1/2 Day [3 Day] Pre-Kindergarten Program						
	13.1.5	Price Structure Comparison for Recreational Program to Other Municipalities/Community Areas/Park Districts (Skokie, Deerfield, Rogers Park, etc.)						
ID		**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
13.2		**PR Department to create a committee to formulate enhancement programs**	• Informative • Incentivizes increased use of services	• Costly	Staff time	• Form committee • Track results	12 Months	Feasible
	13.2.1	PR Department to create a package or bundled recreational program						
	13.2.2	Convince the group of people who make the catalog						
	13.2.3	Create the catalog						
	13.2.4	Market to increase revenue, identify and implement ways to market catalogs, use public infrastructure system, and get manpower working shortly						
	13.2.5	Create a discounted packaged programs punch card for the local residents to purchase for use with other department programs and/or local businesses						

	13.2.6	Create seasonal recreation festivals offering discounted bundled programs to the local residents						
	13.2.7	Increase collaboration between centers to provide a intradepartmental discounted bundled programs catalog or punch card for the local residents to purchase						
	13.2.8	An Arts planning committee to collaborate over what and how to offer discounted bundled programs to local residents.						

ID		Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
13.3		**PR department to determine best practices and collaborate funding innovation ideas**	• New Revenue Streams • Collaborative Effort between Centers	• Time Consuming Process	Staff Time	• Funding Best Practices book or online database is created	6 months	Feasible
	13.3.1	Determine which centers have best fundraising techniques at each center						
	13.3.2	Create a book or online source to store funding ideas						
	13.3.3	Have a yearly meeting to update and share ideas						
13.4		**PR Department to establish or reestablish non-profit entity for use in fundraising**	• Department and Centers can utilize non-profit to apply for federal, regional, local grants • Ease of private funding acquisition	• Cost • Grant writing capacity issues	Staff Time	• Non-profit is established • All centers know about non-profit arm, protocol and utilize as needed	6 months	Feasible
	13.4.1	Training on non-profit arm protocol for fundraising						
	13.4.2	Coordinate between City, Department Manager, and Center Directors						

STRATEGY 14: FOR-PROFIT ORGANIZATION RELATIONS							
ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
14.1	**PR Department to clearly define eligible versus ineligible organization that receives permit to use public space**	• Revenue Generation	• Concerns over equity, legal liability, and minimizing constraints on outside organizations like private organizations	Staff Time	• List of parameters created and dispersed to all centers	1 month	Feasible
	14.1.1 Create monitors system to enforce public space monitoring ensuring all organizations using public space possess required permit or kicked off public space						

Program Accessibility

	STRATEGY 15: ENABLE EQUAL ACCESS TO PARKS AND RECREATION FACILITIES AND PROGRAMING FOR ALL RESIDENTS						
ID	**Objective**	**Pros**	**Cons**	**Cost**	**Performance Measure**	**Duration**	**Feasibility**
15.1	**PR Department to create a bus system**						
15.2	**PR Department to create map of transportation system offerings in Evanston**	• Allow for residents to easily see all available transportation offerings in Evanston		Staff Time & Productio n	• Map created and available at centers for public	4 Months	Feasible
	15.2.1 Include: Pace, CTA, Metra						
	15.2.2 Include bike paths and roads with sidewalks & safe crossings						

Future Program Plan

	STRATEGY 16: WRITE A COMMUNITY WIDE RECREATION FUTURE PROGRAM PLAN						
ID	Objective	Pros	Cons	Cost	Performance Measure	Duration	Feasibility
16.1	**PR Department to establish a program centered plan**	• Increased accessibility for all residents • Incorporate all city advantages in programs • Increased collaboration within the department • Increased opportunities for programming • Increased efficiency • Greater adaptability, response to resident demands	• Political will may not exist • Short term disruption • Expense of changes • Discomfort within professional staff	Considerable Staff Time Consultant fees	• Program document created • Implementation of program • Program review/resident satisfaction survey	12 months 12 months 6 months	Feasible
16.1.1	Analyze demographics, age, income, racial/ethnic background for all of Evanston						
16.1.2	Forecasting future population and demand for services						
16.1.3	Incorporate Evanston household survey responses into plan						
16.1.4	Create a Public Process for program centered plan						
16.1.5	Develop a capital plan						
16.1.6	Analyze optimal program placement						
16.1.7	Determine which programs are best for rotating between centers						