Planning a MORE LIVABLE South Bend for all
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## ABBREVIATIONS

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<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>3rd</td>
<td>3rd Outside Professional Contractors</td>
</tr>
<tr>
<td>A&amp;F</td>
<td>Administration and Finance*</td>
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<tr>
<td>BPW</td>
<td>Board of Park Commissioners</td>
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<tr>
<td>CC</td>
<td>Common Council</td>
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<td>CCBM</td>
<td>Civic Center Board of Managers</td>
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<td>CI</td>
<td>Community Investment*</td>
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<td>DTSB</td>
<td>Downtown South Bend, Inc.</td>
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<td>EAC</td>
<td>Ecological Advocacy Committee</td>
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<td>ENV</td>
<td>Environmental Coalition</td>
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<td>- DNR, EPA, IDEM, Army Corps</td>
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<tr>
<td>F&amp;G</td>
<td>Facilities &amp; Grounds Division - VPA</td>
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<tr>
<td>HI-ED</td>
<td>Higher Education Institutions</td>
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<tr>
<td>HPC</td>
<td>Historic Preservation Commission</td>
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<tr>
<td>HR</td>
<td>Human Resources*</td>
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<td>IT</td>
<td>Innovation &amp; Technology*</td>
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<tr>
<td>Legal</td>
<td>Legal Department*</td>
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<tr>
<td>NGS</td>
<td>Neighborhood Groups &amp; Proximate Stakeholders</td>
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<tr>
<td>PS</td>
<td>Public Safety - Police &amp; Fire Departments*</td>
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<tr>
<td>PW</td>
<td>Department of Public Works</td>
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<tr>
<td>Rec</td>
<td>Venues Parks &amp; Arts Recreation Division</td>
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<tr>
<td>RP</td>
<td>Relevant Interest Partners (ex. Library, South Bend Civic Theater, Michiana Soccer)</td>
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<td>S&amp;R</td>
<td>Safety &amp; Risk*</td>
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<tr>
<td>SBCSC</td>
<td>South Bend Community School Corporation</td>
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<tr>
<td>Venues</td>
<td>Morris Performing Arts, Palais Royale, &amp; Century Center</td>
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<tr>
<td>VPA</td>
<td>Department of Venues Parks &amp; Arts</td>
</tr>
<tr>
<td>VPA-ED</td>
<td>Executive Director of VPA</td>
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<tr>
<td>VPA-DD</td>
<td>Deputy Director of VPA</td>
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<tr>
<td>VPA-F</td>
<td>Venues Parks &amp; Arts Foundation</td>
</tr>
<tr>
<td>VPA-F&amp;G</td>
<td>Facilities and Grounds Division</td>
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<tr>
<td>VPA-X</td>
<td>Experience Division</td>
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*City of South Bend Department
The Venues Parks & Arts Department has continued to create a more livable South Bend through its commitment to our City values of accountability, inclusion, excellence, innovation, and empowerment. This strategic plan expands on this commitment with intentional goal-setting, including the largest investment in our shared public spaces in South Bend’s history. Our rejuvenated parks and trails system will support community health, safety, equity, and our economy. By incorporating extensive resident input, we’re enabling residents to shape the future of our community. It is through our public venues and green spaces that we can best empower residents to thrive.

Mayor Pete Buttigieg
City of South Bend

Through strategic planning sessions, informal conversations and group meetings, our entire department – skilled trades staff, custodians, recreation programmers, event and marketing professionals, managers and administrators – has provided input on the state and direction of South Bend’s Venues Parks & Arts Department. The department consults some of the most sophisticated data available alongside industry trends and benchmarks. It includes the diverse input of very important partners and advocates from within the city and beyond. Compiling this information results in a meaningful and lasting plan that provides a clear vision for our department and a set of values to guide us as we work. Our 2017-2022 Strategic Plan sets forth focus areas and objectives, and lays out some specific initiatives for us to achieve - things like acquiring new park land, expanding the impact of our recreational programming, caring for our natural and built environment, providing opportunities for our workforce and creating sustainable resources for future successes. If we follow the plan, I am confident we will inspire a more livable city for all, fueling our mission for generations to come.

Aaron Perri
Executive Director
Every resident of South Bend is positively engaged at least once every year.

Our Mission
Venues Parks & Arts inspires a more livable South Bend for all, connecting us to emotionally engaging experiences and to one another.

Our Vision
Every resident of South Bend is positively engaged at least once every year.

Our Primary Focus Areas
- Arts & Culture
- Recreation
- Public Placemaking

{Surprise & Delight}
Erasing societal divides and ensuring the ability to thrive for all, regardless of income level, race, gender, ability, orientation or age.

Creating strong and safe neighborhoods and providing significant return on investment.

Enhancing the physical, mental and emotional wellbeing of individuals.

Responsible use and protection of the natural environment through conservation and sustainability practices.

The places we care for and the services and programs we offer have a significant impact on:

**EXCELLENCE**
For each major area of service delivery, establish South Bend as the best in the state, and/or in the top 25% nationally, measuring and reporting progress.

**EMPOWERMENT**
Establish a work environment that enables employees to contribute richly to the administration and the community, taking pride and ownership in our work.

**INCLUSION**
Ensure the City administration, as an employer and as a purchaser, reflects the community it serves and includes diverse voices in our decision-making and actions.

**INNOVATION**
Deliver better services more efficiently by introducing creative approaches to government operations, questioning habits and using evidence to continually improve.

**ACCOUNTABILITY**
Put residents first always, offering services at the greatest value to the taxpayer, with clear and transparent indications of how the government is using public resources.

**CITY OF SOUTH BEND CORE VALUES**

**EXCELLENCE**
For each major area of service delivery, establish South Bend as the best in the state, and/or in the top 25% nationally, measuring and reporting progress.

**EMPOWERMENT**
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**ACCOUNTABILITY**
Put residents first always, offering services at the greatest value to the taxpayer, with clear and transparent indications of how the government is using public resources.
YOUR VOICE

200 sticky note comments produced at public meetings

60+ neighborhood meetings & focus groups

72% employee participation in communication and needs survey

18 public open houses

2,000 online comments & survey responses

Staff participation in Drucker Institute training sessions to develop a mission statement for the Recreation Division.

Department participation in the Center for American Progress CitiStat Model, an 18-month long, inter-department evaluation of program and process improvements.
The first step in setting the bold strategy for transformation of the system involved a complete study of the current conditions of the system's parks and services. A comprehensive inventory of the facilities, public lands and services was then informed by benchmarking with comparative communities. Establishing the baseline of our current level of service prepared us to begin future planning. A study of changing trends and shifting user preferences was used to create an understanding of the gaps and likely needed changes to the current inventory for the future.

Extensive public feedback was gathered from community meetings, statistically valid surveying, stakeholder and issue-centric focus group discussions to ensure South Bend's particular needs and desires for their public system was captured. This was done at the neighborhood level, the city level and was also targeted at specific park, region and program improvement requirements.

Using both the analysis of current conditions and assets in addition to community feedback, VPA identified priorities that best captured the future needs of our parks system, venues and public spaces. Previous planning efforts, including the Parks Master Plan, Regional Cities Economic Plan, City Comprehensive Plan and other neighborhood specific plans, also informed the priorities. The goals of these planning efforts are identified in the strategic plan as supporting documents.

To help refine the strategic goals of VPA, the VPA Strategy Team, consisting of leaders in all department divisions, finalized a set of defined focus areas with objectives and strategies. These objectives were developed following several leadership team meetings, SB Stat evaluations, leadership development retreats, Drucker Institute training sessions, and facility experience audits.

The Strategic Plan was reviewed by the VPA Strategic Team and presented to the Board of Park Commissioners for review and adoption. Each of the targeted strategies has an assigned owner to lead the issue towards completion. Each strategy will be further broken down into actionable steps, led by the owner, with a particular focus on the key considerations. Review of the overall Strategic Plan will be on at least an annual basis.
OUR ACTION PLAN FOR A MORE LIVABLE South Bend
MAJOR CAPITAL INVESTMENTS

ASSET MANAGEMENT

EVENT & PROGRAM OPTIMIZATION

CUSTOMER ENGAGEMENT

EMPLOYEE DEVELOPMENT
## Major Capital Investments

### Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Considerations</th>
<th>Lead Role/Contributor</th>
<th>Timeline</th>
<th>Informing Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1.1</td>
<td>- Data-Driven&lt;br&gt;- Consistent/Complements Other Plans</td>
<td>VPA-ED/ All</td>
<td></td>
<td>1.1a My SB Parks &amp; Trails Project List&lt;br&gt;1.1b GRASP Index&lt;br&gt;1.1c Trust for Public Land&lt;br&gt;1.1d City Comprehensive Plan, Community Building Goal #1, 2, 3, 4&lt;br&gt;1.1e Land Use Policies, Public/Facilities Goal #5&lt;br&gt;1.1f Riverfront Conceptual Framework&lt;br&gt;1.1f 2014 Parks Master Plan, Master Capital Plan&lt;br&gt;1.1g City Cemetery Plan&lt;br&gt;1.1h Coal Line Trail Plan</td>
</tr>
<tr>
<td>Objective 1.2</td>
<td>- Social Equity&lt;br&gt;- Ecological Stewardship&lt;br&gt;- Neighborhood &amp; Economic Impact&lt;br&gt;- Health &amp; Wellness&lt;br&gt;- Public Safety</td>
<td>VPA-ED/ VPA-F&amp;G, 3RD</td>
<td></td>
<td>1.2a Project Map&lt;br&gt;1.2b Project Cost Opinions&lt;br&gt;1.2c Project Scoping &amp; Impact Scores&lt;br&gt;1.1f Parks Master Plan Goal #7&lt;br&gt;1.1g City Comprehensive Plan</td>
</tr>
<tr>
<td>Objective 1.3</td>
<td>- Dedicated Website&lt;br&gt;- Engaging Content&lt;br&gt;- Feedback Tools&lt;br&gt;- Project Tracking&lt;br&gt;- Physical Collateral/On-Location&lt;br&gt;- Educational Elements</td>
<td>VPA-X/ Mayor’s Office</td>
<td>2017&lt;sup&gt;***&lt;/sup&gt;</td>
<td>1.1f Parks Master Plan Goal #6</td>
</tr>
<tr>
<td>Objective 1.4</td>
<td>- Private Investment / Fundraising&lt;br&gt;- Redevelopment Funding&lt;br&gt;- Parks Bond&lt;br&gt;- Operational &amp; Maintenance (2.3)</td>
<td>VPA-ED/ Mayor’s Office, A&amp;F, CI, PW, VPA-X</td>
<td>2017&lt;sup&gt;***&lt;/sup&gt;</td>
<td>1.1f Parks Master Plan Goal #2</td>
</tr>
<tr>
<td>Objective 1.5</td>
<td>- Prioritization/Phasing&lt;br&gt;- Other Public/Private Projects&lt;br&gt;- Project Management &amp; Owners</td>
<td>3rd/ VPA-ED, PW, CI, PS, RP</td>
<td></td>
<td>1.1a My SB Parks &amp; Trails Project List</td>
</tr>
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</table>

### Strategic Focus Area 1

#### Objective 1.1
**PROJECT IDENTIFICATION**
Identify a suite of projects that meets the community’s needs as defined through public feedback, professional research and consultation, industry benchmarks and pertinent data sources.

#### Objective 1.2
**PROJECT SCOPE, IMPACTS, & COSTS**
Define conceptual scope of each project, explore potential societal impacts and gather preliminary opinions of cost.

#### Objective 1.3
**PUBLIC COMMUNICATION**
Develop a comprehensive communication strategy designed to educate residents, to engage with them throughout the project, and to inspire civic pride.

#### Objective 1.4
**PROJECT FINANCING**
Institute a fiscally responsible funding strategy that leverages outside investment and does not raise taxes.

#### Objective 1.5
**PROJECT IMPLEMENTATION**
Create realistic, yet aggressive timelines, that are attentive to community needs and concurrent projects.

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**KEY**
- begin
- significant progress
- completion
Over 40 project sites identified in all 6 districts of South Bend
<table>
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<th>Timeline</th>
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</tr>
</thead>
</table>
| Objective 2.1  
FACILITY MANAGEMENT SOFTWARE | Identify and institutionalize a software system to increase effectiveness of preventative and routine maintenance.  
- GIS Integrated  
- Work Order Tracking  
- Mobile Inputs/Management  
- Maintenance Logs & Information  
- Digitize all Physical Files  
1.1g City Comprehensive Plan, Public Facilities, Goal 5.1.1 |
| Objective 2.2  
STANDARD OPERATIONAL PROCEDURE | Create written policy and procedures for all recurring tasks or situations to reduce waste, improve efficiencies and empower workforce.  
- Easy to Follow & Readily Available  
- Training Videos  
- Building Captains  
- Measurement Tools  
21.1f Parks Master Plan Goal #1 |
| Objective 2.3  
STANDARDS OF CARE | Define specifications for the level of service that each facility or property receives.  
- Trails 365  
- Trees  
- River Banks - Recycling  
- Wi-Fi  
- Lighting  
- Cleanliness  
- Nuisance Animal  
- No Mow/Prairie  
- Invasive vs Native | VPA-F&G/ EAC, Venues | 2017 2018 2019 2020 2021 | 2.3a Natural Resources Management Plan  
2.3b NRPA Maintenance Modes I-V  
1.1f Parks Master Plan Goal #1  
1.1g City Comprehensive Plan, Urban Design Goal #1, 3, 4  
Public Facilities, Goal 1.5  
Transportation, Goal 3.4  
Ecological Management Goal #3, 4, 7, 8 |
| Objective 2.4  
CAPITAL FUND | Create a dedicated, self-sustaining capital fund with consistent cash flows available for capital projects.  
- Foundation Combination & Positioning  
- Donor and Memorial Program  
- Endowment  
- Contract Consolidations  
- Energy Savings  
| Objective 2.5  
VOLUNTEER PROGRAM | Develop a sustainable volunteer program that increases civic engagement and improves levels of service throughout city.  
- Volunteer Tracking / Software  
- Training  
- Needs Database  
- Recognition  
- Corporate & Non-profit Partnerships | VPA-X/ HR, Venues | 2017 2018 2019 2020 2021 | 1.1f Parks Master Plan Objective 2.2.10 |
<table>
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<tr>
<th>Objectives</th>
<th>Key Considerations</th>
<th>Lead Role/Contributor</th>
<th>Timeline</th>
<th>Informing Documents</th>
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<tbody>
<tr>
<td>Objective 2.6 “FRIENDS OF...” GROUPS</td>
<td>Build healthy partnerships with neighborhood and special interest groups to influence direction, gather resources and input work to act as multiplier within the system.</td>
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<td></td>
<td>-Systematize &quot;Friends of...&quot; Groups</td>
<td>VPA-X/NRG</td>
<td>2017 2018</td>
<td>1.1f Parks Master Plan Objective 3.1</td>
</tr>
<tr>
<td></td>
<td>-Neighborhoods &amp; Pocket Parks</td>
<td></td>
<td>2019 2020</td>
<td></td>
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<td></td>
<td>-Expectations/MOUs/Authority</td>
<td></td>
<td>2020 2021</td>
<td></td>
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<td></td>
<td>-Topical Advocacy Groups</td>
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<td></td>
<td>-Ecological, Recreation, Arts, ADA, etc.</td>
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<tr>
<td>Objective 2.7 SAFETY &amp; SECURITY</td>
<td>Establish enhanced, modernized and formalized systems for more consistency and care.</td>
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<td>-Building Protocols (Entry, Emergency)</td>
<td>VPA-F&amp;G/PS, S&amp;R, Rec, Venues</td>
<td>2017 2018</td>
<td>1.1f Parks Master Plan Objective 3.1.1</td>
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<td></td>
<td>-Equipment Inspections/Lock Out</td>
<td></td>
<td>2019 2020</td>
<td></td>
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<td>-Safety Committee</td>
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<td>2020 2021</td>
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<td></td>
<td>-Ambassador &amp; Volunteer Coverage</td>
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<td>Objective 2.8 PUBLIC ART</td>
<td>Employ a displayed art strategy for outdoor, public spaces that empowers artists and respects public assets.</td>
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<td></td>
<td>-Public Arts Commission (2.6)</td>
<td>VPA-X/RP, Venues</td>
<td>2017 2018</td>
<td>1.1f Parks Master Plan Objective 3.8</td>
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<td></td>
<td>-Policies</td>
<td></td>
<td>2019 2020</td>
<td>1.1g City Comprehensive Plan, Arts &amp; Culture Goal #1-6</td>
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<td></td>
<td>-Temporary vs Permanent</td>
<td></td>
<td>2020 2021</td>
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<td>-Promotion</td>
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<td></td>
<td>-Financing (2.3)</td>
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<td>Objectives</td>
<td>Key Considerations</td>
<td>Lead Role/Contributor</td>
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</tbody>
</table>
| Objective 3.1 REALIGN OFFERINGS | Optimize public resources and personnel to provide most value to the residents of South Bend through elimination, alteration or addition of programs and events. | · Identify Gaps & Redundancies  
· Leverage Partnerships  
· Quality & Quantity Measures | REC/IT, VPA-X | 2017 2018 2019 2020 2021 |
| Objective 3.2 COST RECOVERY | Balance public resources and user fees to allow sustainable and accessible programming. | · Target of 40%  
· Scholarships  
· Foundation Combination & Positioning  
· Sponsorship/Donations | VPA-DD/A&F, VPA-X | 1.1f Parks Master Plan Goal #2, Cost Recovery Methodology |
| Objective 3.3 MARKETING ALLOCATIONS | Develop an understanding of positions within the marketplace and budgeting an annual promotional schedule for each program or event. | · Experience Division vs Staff Created  
· Budget Marketing Allocations | VPA-X/VPA-F | 3.3a Marketing Plan, Sample Allocation |

**Informing Documents**

- 3.1a Recreation Mission Statement
- 3.1b Program Audit
- 1.1e Riverfront Conceptual Framework
- 1.1f Parks Master Plan Objective 4.5.5, 4.5.3
- 1.1g City Comprehensive Plan, Public Facilities Goal 5, 7.2

**KEY**

- begin
- significant progress
- completion
## Event & Program Optimization

### STRATEGIC FOCUS AREA

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key Considerations</th>
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<th>Informing Documents</th>
</tr>
</thead>
</table>
| **Objective 3.4**  
**CITY-WIDE SIGNATURE EVENT**  
Host an annual occasion to celebrate the city’s culture, progress and creativity. | -Regional Draw  
-Highly Commercialized/Branded  
-Private Funding  
-Leverages Outside Groups/Orgs | **VPA-X/RP, VPA-F** | | |  
1.1g City Comprehensive Plan, Economic Development Goal #9  
City Comprehensive Plan, Community Building, Goal # 7 |
| **Objective 3.5**  
**BUSINESS DEVELOPMENT FUND**  
Establish consistently funded accounts available to increase economic impact. | -Self Promotion at Morris PAC  
-Buy-down Fund at Century Center | **Venues/CCBM, A&F** | | |  
3.5a AECOM Economic Report  
1.1f Parks Master Plan Goal #2  
1.1g City Comprehensive Plan, Economic Development Goal #9  
City Comprehensive Plan, Arts & Culture Goal #5 & 6 |
| **Objective 3.6**  
**MOBILE RECREATION PROGRAM**  
Build a dynamic, traveling recreation program designed to increase geographic levels of service and improve relevancy. | -Concept & Manufacturing  
-Programming  
-Partnerships  
-Policies & Scheduling  
-Launch | **REC/VPA-X, RP, SBCSC, VPA-F&G** | | |  
1.1f Parks Master Plan Objective 6.4  
1.1g City Comprehensive Plan, Arts & Culture Goal #1 & 4  
City Comprehensive Plan, Public Facilities Goal |
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</thead>
</table>
| ** Objective 4.1**<br>**WEBSITE**  <br>Create a new department website that is consistent with the VPA brand identity and optimized for accessing programs and events. | - Empowers Self Service  
- Integrated with Registration Software  
- Multiple Content Managers  
- Socially-Integrated  
- Mobile-First Design  
- Open Data for Resident Use | **VPA-X/REC, VPA-F&G, Venues** | 2017 | 4.1a VPA Branding Guidelines |
| ** Objective 4.2**<br>**REGISTRATION SOFTWARE**  <br>Overhaul the online and in-person registration processes and technology for ease of use. | - Encourage Online/Self Service  
- Maintain In-Person Options  
- Modernize Experience  
- Data Collection & Reporting  
- Review Morris PAC Ticket Window | **IT/REC, VPA-X, Venues** | 2018 | 4.2a Customer Survey Results 1.1f Parks Master Plan 1.2.5 |
| ** Objective 4.3**<br>**CUSTOMER SERVICE TRAINING**  <br>Create a culture that understands the customer’s expectations and aligns resources and service standards to exceed them. | - Reach All Staff  
- “Surprise & Delight”  
- All Interactions = Service Opportunities  
- Technology to Assist  
- Measure Service Satisfaction  
- Internal Training/Outward Campaign | **VPA-X/VPA-F, Ambassadors, REC, Venues** | 2019 | 1.1f Parks Master Plan Objective 4.3.3 |
| ** Objective 4.4**<br>**BRAND MANAGEMENT**  <br>Develop a consistent visual identity and brand standards throughout VPA. | - Institutionalize VPA  
- Unique Logos vs Brand Families  
- Template/Locked Solutions  
- Mascot | **VPA-X/Mayor’s Office** | 2020 | 4.1a VPA Brand Guidelines |
| ** Objective 5.1**<br>**E-LEARNING**  <br>Create an online learning tool for essential program training. | - Development of Program Training  
- Accessibility for All  
- User-Friendly Interface  
- Integration with VPA CRM | **IT/REC, VPA-X, Venues** | 2021 | 4.1a VPA Brand Guidelines |
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</thead>
</table>
| Objective 4.5 EXPERIENCE AUDITS | - Post-Construction Evaluations  
- Multi-level Staff Participation | VPA-F&G/ VPA-X, REC, Venues | 2017 2018 2019 2020 2021 | 4.5a Experience Audit Template & Results |
| Objective 4.6 STORYTELLING | - Tie Activities to Mission  
- Increase Digital Media Engagement  
- Connect with Donors/Users  
- Virality | VPA-X/ REC, VPA-X, Venues | | 3.3a Marketing Plan  
1.1f Parks Master Plan Goal #6 |
### Objectives

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<th>Timeline</th>
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</thead>
</table>
| **5.1** HIRING PROCESS | - Diversity of Staff  
- On-Boarding  
- Culture Book  
- City Policy Training (5.2)  
- Mission Focus  
- Peer Fellowship | HR/ VPA-DD | 2017 2018 2019 2020 2021 | 5.1a Recent Employee Demographic Data  
5.1b COSB Policy and Procedure Manual, Human Resources Policies  
5.1c COSB Orientation Packet  
5.1d COSB Inclusion & Diversity Guidelines  
1.1f Parks Master Plan Objective 6.2.1 |
| **5.2** CITY POLICY TRAINING | - Purchasing  
- Human Resources  
- Legal  
- Finance & Budgeting  
- Inter-Departmental Relations  
- Consolidate Purchasers  
- Emergency Preparedness  
1.1b VPA Administrative Policies & Procedures Manual  
1.1f Parks Master Plan Objective 4.2 |
| **5.3** COMMUNICATION & ENGAGEMENT | - SPARK Dollars  
- Newsletters  
- Teamsters & Part Timers (No Email)  
- Cross-Functional Teams  
- Face-to-Face Interactions  
- Meeting & Team Building Regimen  
- Centralized Digital Filing & Information | VPA-ED/ VPA-X, Mayor’s Office |  | 2.2a VPA Administrative Policies & Procedures Manual  
5.3b VPA Communication Survey Results  
3.3a VPA Marketing Manual  
4.1a VPA Branding Guidelines  
1.1f Parks Master Plan Objective 4.1, 4.4 |
## Employee Development

### Objective 5.4
**INTERNSHIP PROGRAM**
Institute a meaningful program in every division, adding mutual value to the participant and City of South Bend.

- Higher Education Partners
- South Bend Affinity/Ownership

**Lead Role/Contributor:** VPA-X/HI-ED, SBCSC

**Timeline:**
- 2017
- 2018
- 2019
- 2020
- 2021

**Informing Documents:**
- 1.1f Parks Master Plan Objective 3.7
- 1.1g City Comprehensive Plan, Community Building, Goal 1.6
  - Economic Development Goal #3

### Objective 5.5
**YOUTH JOB DEVELOPMENT PROGRAM**
Create an entry-level, youth employment program designed to teach work and life skills.

- Shift Summer Employment
- Professional Office Days
- Paid Positions
- South Bend Affinity/Ownership

**Lead Role/Contributor:** VPA-F&G/REC, HR

**Timeline:**
- 2017
- 2018
- 2019
- 2020
- 2021

**Informing Documents:**
- 1.1f Parks Master Plan Objective 4.2.9
- 1.1g City Comprehensive Plan, Economic Development Goal #3.2 & 3.3
  - Education Goal #4

### Objective 5.6
**CONTINUING EDUCATION**
Offer all levels of staff formalized opportunities to improve professional and interpersonal skills.

- Mentorship
- Site Visits
- Associations
- Jr. Level Participation
- Natural Resource Management Plan

**Lead Role/Contributor:** HR, VPA-DD/HR, RP, HI-ED

**Timeline:**
- 2017
- 2018
- 2019
- 2020
- 2021

**Informing Documents:**
- 1.1f Parks Master Plan Goal 4
SPECIAL THANKS TO...

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who engaged with planning processes that shaped this plan

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who voiced their observations to identify areas of need in the department and the city

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who guided this process by identifying priorities and refining our goals as a department

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Ecological Advocacy Committee

★ CITY OF SOUTH BEND DEPARTMENTS
Leadership of Mayor Pete Buttigieg

Community Investment
Police Department

Administration & Finance
Fire Department

Public Works
Innovation & Technology
INFORMING DOCUMENTS

My SB Parks & Trails Capital Development Project List........................1.1a
GRASP Index.................................................................................................1.1b
Trust for Public Land Park Score ..............................................................1.1c
City Comprehensive Plan .........................................................................1.1d
Riverfront Conceptual Framework.............................................................1.1e
Parks Master Plan.........................................................................................1.1f
City Cemetery Plan....................................................................................1.1g
Coal Line Trail Plan.....................................................................................1.1h
My SB Parks & Trails Project Map.............................................................1.2a
Cost Opinions...............................................................................................1.2b
Project Scoping & Impact Scores..............................................................1.2c
VPA Administration Policies & Procedures Manual.................................2.2a
Natural Resources Management Plan.......................................................2.3a
NRPA Maintenance Modes I-V.................................................................2.3b
Recreation Mission Statement...................................................................3.1a
Program Audit..............................................................................................3.1b
Marketing Plan.............................................................................................3.3a
AECOM Economic Report...........................................................................3.5a
VPA Branding Guidelines............................................................................4.1a
Customer Survey Results............................................................................4.2a
Experience Audit Template & Results.......................................................4.5a
Recent Employee Demographic Data..........................................................5.1a
COSB Employee Policies...............................................................................5.1b
COSB Orientation Packet............................................................................5.1c
COSB Inclusion & Diversity Guidelines.....................................................5.1d
VPA Communication Survey Results........................................................5.3b