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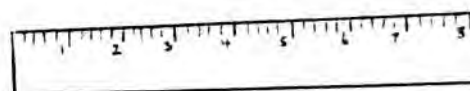
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Program



RESOURCE MANAGEMENT SERVICES FUNCTION
MISSION STATEMENT

The mission of the Resource Management Services function of the Wheeling Park District is the development and implementation of management systems and operational practices for the design, development and maintenance of properties and facilities that enable quality leisure services to be experienced.

PURPOSES

<u>TITLE</u>	<u>DESCRIPTION</u>
<u>Human Resources</u>	To obtain and maintain the highest possible quality and quantity of productivity in work performance.
<u>Financial Resources</u>	To maximize the benefits of financial resources made available through the efficient, effective and judicious expenditure of funds.
<u>Property and Facility Resources</u>	To utilize effective systems, schedules, techniques, standards, processes and plans that enable safe, secure, attractive, functional and quality properties and facilities to be obtained, designed, developed and maintained.
<u>Operational Services</u>	To obtain and to effectively utilize facilities equipment, supplies and tools necessary to obtain and maintain quality property and facility maintenance standards.

MBO/WORK PROGRAM
WHEELING PARK DISTRICT
FUNCTIONAL GOALS BY PURPOSE STATEMENT
OVERVIEW OF PRIORITIES

RESOURCE MANAGEMENT SERVICES

FUNCTIONAL MISSION STATEMENT. The mission of the Resource Management Services function of the Wheeling Park District is the development and implementation of management systems and operational practices for the design, development and maintenance of properties and facilities that enable quality leisure services to be experienced.

PURPOSE:

FINANCIAL RESOURCES: To maximize the benefits of financial resources made available through the efficient, effective and judicious expenditure of funds.

GOALS:

5. Update the purchasing and bidding manual and develop vendors files for transition of the Purchasing Agent responsibilities to FPS
6. Complete up to a six (6) week light duty labor program to contain/reduce Workmans Compensation costs and transition to Finance _E Personnel Services.
16. Complete a staff training program on general district and specific departmental purchasing procedures and processes.
19. Complete and implement an inventory control check-out, check-in system and purchasing/replacement program for all hand and power tools.
20. Expand purchasing activities to maximize lower unit costs for goods while maintaining quality product purchasing standards.
21. Develop an energy conservation program for all properties and facilities and report.

PURPOSE

PROPERTY AND FACILITY RESOURCES: To utilize effective systems, schedules, techniques, standards, processes and plans that enable safe, secure, attractive, functional and quality properties and facilities to be obtained, designed, developed and maintained.

GOALS:

10. Complete a multiple year owned or leased property enhancement study.
11. Complete a multiple year employee, patron, property, facility and equipment safety and security program.
12. Complete a multiple year facility enhancement program.

PURPOSE:

OPERATIONAL SERVICES: To obtain and to effectively utilize facilities, equipment, supplies and tools necessary to obtain and maintain quality property and facility maintenance standards.

GOALS:

3. Construct a new maintenance facility (garage) to accommodate all existing and foreseeable future vehicles, equipment, material and supply storage needs.
7. Complete and implement a preventative maintenance program for all vehicles and motorized equipment.
9. Complete and implement a preventative maintenance program for all facility mechanical and electrical equipment.
13. Implement a multiple year material, equipment and vehicle purchase and replacement program.
14. Complete a study regarding the utilization of a computer system for data gathered, maintained and utilized by the Department.
15. Complete a study to analyze the need to improve the communication system for departmental vehicles and employees.
22. Develop and implement an inventory control system for supplies, materials and parts.

PURPOSE:

HUMAN RESOURCES: To obtain and maintain the highest possible quality and quantity productivity in work performance.

GOALS:

1. Complete a long range staffing pattern plan that links the type and quality of manhours available to the work to be performed.
2. Complete the development and revision of Job Effectiveness Descriptions to clarify performance expectations.
4. Initiate a Completed Task Assessment to provided immediate feedback to employees on work performance.
8. Update the Annual Master Work Schedule as the basis of identifying pre-scheduled routine monthly maintenance tasks expected to be performed.
17. Develop and implement a pro-active property and facility deficiency awareness program for all District staff.
18. Develop and implement a training and operating instructional manual to identify vehicles, tools and equipment operations and pre-determined work task procedures, rules and techniques.

PRIORITIZATION OF GOALS WITH DUE DATES

PRIORITY

DUE DATE

1. Complete a long range staffing pattern plan that links the type and quality of manhours available to the work to be performed by: Sept.1984
2. Complete the development and revision of Job Effectiveness Descriptions to clarify performance expectations by: Oct.1984
3. Construct a new maintenance facility (garage) to accomodate all existing and future vehicles, equipment, material and supply storage needs by: April 1985
4. Initiate a Completed Task Assessment to provide immediate feed back to employees on work performance by: Aug.1984
5. Update the purchasing and bidding manual and develop vendors files for transition of the Purchasing Agent responsibilities to Finance and Personnel Services by: Sept.1984
6. Complete up to a six (6) week light duty labor program to contain/reduce Workmans Compensation costs and transition to Finance and Personnel Services by: July,1984
7. Complete and implement a preventive maintenance program for all vehicles and motorized equipment by: Dec.1984
8. Update the Annual Master Work Schedule as the basis of identifying pre-scheduled routine monthly maintenance tasks expected to be performed by; Nov. 1984
9. Complete and implement a preventative maintenance program for all facility mechanical and electrical equipment by: Mar. 1985
10. Complete a multiple year owned or leased property enhancement study by: Dec. 1985
11. Complete a multiple year employee, patron, property, facility and equipment safety and security program by: Dec. 1985
12. Complete a multiple year facility enhancement program by: Oct. 1985
13. Implement a multiple year material, equipment and vehicle purchase and replacement program by: Dec. 1984
14. Complete a study regarding the utilization of a computer system for the data gathered, maintained and utilized by the Department by: April 1985
15. Complete a study to analyze the need to improve the communication system for departmental vehicles and employees by: Dec. 1985
16. Complete a staff training program on general district and specific departmental purchasing procedures and processes by: Dec. 1984
17. Develop and implement a pro-active property and facility deficiency awareness and reporting program for all district staff by: Oct. 1984
18. Develop and implement a training and operating instructional manual to identify vehicles, tools and equipment operations and pre-determined work task prodecures, rules and techniques by: Jan. 1985
19. Complete and implement an inventory control check-out checking-in system and purchasing replacement program for all hand & power tools by: March 1985
20. Expand purchasing activities to maximize lower unit costs for goods while maintaining quality product purchasing standards by: May 1985

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PRIORITY

DUE DATE

21. Develop an energy conservation program for all properties and facilities and report by:

Oct. 1985

22. Develop and implement an inventory control system for supplies, materials and parts by:

June, 1985

GOAL # 1 :

Implement a long range staffing pattern plan that will link the types and quantity of manhours available to the work to be performed by Sept.1984

OBJECTIVES:

1. Develop a study to identify the optimum staffing pattern compared to the existing staffing pattern culminating in the identification of the manpower/skill gap, utilizing past records to include but not be limited to the following by 9/15/84.
 - A. All required routine work tasks - by site.
 - B. Manhours necessary to perform required routine work tasks.
 - C. Timing of work tasks to be performed, by month.
 - D. Type and level of skills necessary to perform said work tasks.
 - E. Develop performance standards for each work task.
 - F. Identify available manhours and compare to actual needs.

2. Implement a phased approach multiple year program to retain additional manpower for the purpose of maintaining all work tasks at a desirable level to include but not be limited to the following by 9/20/84.
 - A. Prioritize the unmet performance standards.
 - B. Link skills and manhours needed to attain said standards.
 - C. Cost out labor, equipment, etc; required to attain said standards.
 - D. Present a final report with recommendations to be acted upon in a phased multiple year program.

GOAL # 2 :

Complete the development and revision of all departmental Job Effectiveness Descriptions to clarify performance standards by October, 1984.

OBJECTIVES:

1. Review existing roles, responsibilities, skills and performances of existing staff to include but not be limited to the following by 9/15/84.
 - A. Type of skill available.
 - B. Quantity of work performed.
 - C. Quality of work performed.

2. Develop and implement performance standards for each position to include but not be limited to the following by 10/5/84.
 - A. Quality of Work.
 - B. Quantity of Work.
 - C. Actual list of skills necessary
 - D. Performance standards
 - E. Position titles
 - F. Roles and responsibilities

3. Develop Job Effectiveness Descriptions in cooperation with staff to be adopted by the Board of Park Commissioners by 10/30/84.

GOAL # 3 :

Construct a new maintenance facility (garage) to complete the accomodation of all existing and foreseeable future vehicles, equipment, materials and supplies storage areas by April, 1985.

OBJECTIVES:

1. Analyze existing and future storage needs and working space to include but not be limited to the following by 6/10/84.
 - A. Vehicles
 - B. Motorized and Specialized Equipment
 - C. Tools
 - D. Supplies/Parts/Materials
 - E. Tractors

2. Develop construction standards and criteria in conjunction with consultants to include but not be limited to the following by 8/10/84.
 - A. Actual sizes of equipment.
 - B. Actual material, parts, supply and tool storage needs.
 - C. Accessibility requirements.
 - D. Maintenance Facility location -options with recommendations.

3. Develop and implement procedures for the completion of a new maintenance garage including but not limited to the following by 3/15/85.
 - A. ConduCt interviews and recommend not more than three architects.
 - B. Work with architect to develop plans, spec's. and bid documents.
 - C. Conduct bid process and make recommendations.
 - D. Supervise construction (subject to Board of Park Commissioner acceptance of a bid).
 - E. Move in and prepare new facility.

4. Renovate the Heritage Park garage, Chamber garage and Golf Course Shop to accomodate the following by 4/10/85.
 - A. Storage.
 - B. Additional work space
 - C. Ice warming shelter.

GOAL # 4 :

Initiate a Completed Task Assessment to provide immediate feedback to employees on work performances by August 1984.

OBJECTIVES:

Develop and implement a check list to assess various work tasks to include but not be limited to the following by 7/20/84.

- A. Safety
 - B. Clear expectations.
 - C. Quality and quantity of work performed.
 - D. Effective and efficient use of time, materials, supplies, equipment and tools.
-
2. Implement the process of reviewing work tasks by the Resource Management Foreman, to be reviewed with each employee by 8/31/84.
 - A. Utilize to provide immediate feedback on performance.
 - B. Utilize for merit review of each employee.
 - C. Transition to a Job Effectiveness Description Performance Standard and monitor.

GOAL # 5 :

Update the purchasing and bidding manual and develop vendor files for transfer of Purchasing Agent responsibilities to the Finance and Personnel Services by September, 1984.

OBJECTIVES:

1. Organize the vendor lists to include but not be limited to the following by 8/20/84.
 - A. Index system for vendors.
 - B. Identify vendors goods and/or services.
 - C. Location and phone numbers of all vendors.

2. Review and update formal bidding document to include but not be limited to the following by 8/22/84.
 - A. Procedures
 - B. Policies
 - C. Step by step approach i.e, file, documents, placing legal notice in papers, etc.
 - D. Bid process - Open, negotiate, finalize, recommend.

3. Review and transfer all information to Finance and Personnel Services by 9/1/84.

GOAL # 6 :

Implement up to a six (6) week light duty labor program to contain/reduce Workers Compensation costs and transition to Finance and Personnel Services by July, 1984.

OBJECTIVES:

1. Review various work.tasks which may be classified as "light duty" within each of our departments by 7/26/84.
 - A. Leisure Services
 - B. Resource Management Services.
 - C. Support Services
 - D. Club House Operations
 - E. Golf Course Operations
 - F. Finance and Personnel Services
 - G. Historical Services
 - H. Administrative Services

2. Develop and implement a light dutyprogramto include but not be limited to the following by 7/2⁹/84.
 - A. Light custodial work i.e; dusting, cleaning windows and furniture.
 - B. Filing
 - C. Policing Properties

3. Transition implementation and monitoring responsibilities to Finance and Personnel Services by 7/30/84.

GOAL # 7:

Complete and implement a preventative maintenance program for all vehicles and motorized equipment by December, 1984.

OBJECTIVES:

1. Update the inventory of all existing. Resource Management Services vehicles and motorized equipment with their mechanical condition which will include but not be limited to the following by 11/1/84.
 - A. Trucks, cars, vans.
 - B. Tractors and mowers.
 - C. Generators and pumps.
 - D. Trailers and miscellaneous equipment.
2. In conjunction with the Mechanic, develop and implement preventative maintenance standards and application procedures necessary to maintain an effective vehicle and motorized equipment preventative maintenance program to include but not be limited to the following by 11/10/84.
 - A. Type of vehicle/equipment on hand.
 - B. Usage limitations of vehicles/equipment.
 - C. Existing mechanical maintenance condition of vehicles/equipment.
 - D. Performance standard check list for mechanical condition to include belts, brakes, steering, transmission, tires/pressure, body condition, carburetor, safety procedures and checks, etc.
3. In conjunction with the Mechanic, utilize information obtained from said mechanical condition examination, devise and implement a schedule to correct any and/or all faulty vehicles and equipment 1²/5/84.
4. In conjunction with the Mechanic, develop and implement a Master Vehicle and Motorized Equipment Preventative Maintenance Program to include but not be limited to the following by 12/20/84.
 - A. Schedules of routine work.
 - B. Define work to be accomplished.
 - C. Necessary manhours needed.
 - D. Parts and Labor cost estimates.
5. Develop and implement a vehicle/equipment operator training awareness program for the purpose of recognizing and reporting equipment/vehicle mechanical malfunctions by 1²/3¹/85.

GOAL # 8

Update the Annual Master Work Schedule as the basis of clarifying pre-scheduled routine monthly maintenance task's expected to be performed by November 15, 1984.

OBJECTIVES:

1. Review, revise and finalize the Annual Master Work Schedule for all routine work to be performed at all owned/leased properties and/or facilities to include but not be limited to the following by 9/15/84.
 - A. Description of work.
 - B. Location of work.
 - C. Frequency of work.
 - D. Estimate manhours necessary
 - E. Scheduling by year, month of work.

2. Implement the Annual Master Work Schedule upon completion and report to the Board of Park Commissioners and staff by 11/15/84.
 - A. Prioritize monthly routine maintenance tasks to be performed.
 - B. Implement those highest priority routine monthly maintenance work tasks able to be achieved with existing resources.
 - C. Utilize data obtained on gap between work needed and able to be performed in achieving Goal #1 (Staffing pattern).

GOAL # 9 :

Complete and implement a preventative maintenance program for all facility mechanical and electrical equipment by March, 1985.

OBJECTIVES:

1. Develop an inventory and condition report of all facility equipment which will include but not be limited to the following by 2/20/85.
 - A. Pumps
 - B. Motors
 - C. Fans
 - D. Coolers/Freezers
 - E. Heating Systems
 - F. A/C Systems
 - G. Blowers
 - H. Hot Water Heaters

2. Develop preventative maintenance 'standards and application procedures to include but not be limited to the following by 3/15/85.
 - A. Location, age, make, model and serial number of all equipment.
 - B. Mechanical condition of equipment.
 - C. Use of equipment.
 - D. Type and frequency of maintenance care necessary for each piece of equipment.
 - E. Develop coding system to identify equipment for budget purposes.
 - F. Finalize manhours necessary to maintain equipment at identified standards.
 - 1) Hours per equipment.
 - 2) Hours per site.

3. Utilizing information obtained from the inventory and condition report and from mechanical standards develop a schedule to correct any and/or all below standard conditions by 3/22/85.

4. Develop, cost out and implement a multiple year phased approach Master Facility Preventative Maintenance Program necessary to attain a comprehensive and effective preventative maintenance program 3/30/85.
 - A. Transition to Resource Management Services performance standard
 - B. Utilize data to finalize Goal #1 (Staffing pattern).

GOAL #10 :

Complete a multiple year owned and leased property enhancement study by
December 1, 1985.

OBJECTIVES:

1. Complete inventory identification drawings for each of the owned and leased properties which will include but not be limited to the following by 2/15/85.
 - A. Location, type and use of amenities.
 - B. Quantity and quality of amenities.

2. Utilizing and/or updating standards adopted by the Board of Park Commissioners in 1982 design and develop new plans of all owned and leased properties i.e; Heritage, Chamber, Northside, Garden Plots, Tot Lot, Husky, Horizon, Childerley and Malibu to include but not be limited to the following by 4/15/85.
 - A. Landscaping/Grading
 - B. Lighting/Paving
 - C. Accessibility (handicapped/otherwise)
 - D. Play areas/Equipment
 - E. Safety/Security Lighting
 - F. Shelter/Restrooms
 - G. Water facilities, i.e; drinking fountains
 - H. Athletic fields i.e; baseball, soccer, football, etc.
 - I. Turf Management
 - J. Signage
 - K. Trails i.e; bike/jogging/fitness
 - L. Maintainability- Identify areas and projects which may reduce and/or eliminate maintenance manhours/costs.

3. Develop an upgraded turf maintenance program to include turf maintenance standards for each of the owned/leased properties and prepare a multiple year phased approach for Board of Park Commissioner's action. Allocate resources necessary to upgrade the quality of turf care, which will include but not be limited to the following by 3/15/85.
 - A. Height and frequency of cut
 - B. Equipment, manpower, tools, materials and supplies required to obtain and maintain adopted standards in turf care including but not limited to mowing, spraying, fertilizing, and overseeding.

4. Develop and implement a multiple year owned/leased property redesign program in a phased approach utilizing a prioritized and costed out listing of recommendations by 12/1/85.
 - A. Chamber Park redevelopment and outdoor pool transition.
 - B. Childerley park and historical redevelopment.
 - C. Horizon Park development.
 - D. Tot lot
 - E. Malibu
 - F. Heritage
 - G. Northside
 - H. Husky
 - I. Garden Plots

GOAL #11:

Complete a multiple year employee, patron, property, facility and equipment safety and security program by December 1, 1984.

OBJECTIVES:

- . Form an Employee Safety Committee composed of one (1) employee from each Department. The responsibilities of this committee will include but not be limited to defining, establishing, revising and recommending the following by 9/10/84.
 - A. Safety and Security standards
 - B. Safety and Security policies and procedures
 - C. Safety and Security inspections of properties and facilities.
2. Develop and implement an Resource Management Services Department Safety and Security inspection program for all owned, leased properties and facilities to include but not be limited to the following by 10/1/84.
 - A. Examining all park amenities 1 per month
 - B. Examining all facilities/equipment 1 per month
 - C. Examining operation of all equipment 1 per month
 - D. Reporting on all conditions not meeting safety and/or security standards.
 - E. Implement corrective measures and transition to a performance standard.
3. Develop and implement a Master Safety and Security Program in a phased approach with costed out listings of prioritized recommendations of safety decisions by 10/15/84.
4. Develop and implement a Safety Training Program for all appropriate Wheeling Park District employees which will include but not be limited to the following by 11/1/84.
 - A. First Aid and CPR Training
 - B. Safety section in employee newsletter
 - C. Safety Equipment training
 - D. Safety Pictures
 - F. Install safety information center (bulletin board) for posters and other safety information in each appropriate location.
 - G. Obtain and show training films.
5. Develop and implement a Safety Awareness Program for our patrons which will include but not be limited to the following by 11/15/84.
 - A. Identifications signs, i.e., warnings, fire exits, non-smoking, occupancy signs, etc.
 - B. Safety training to be incorporated into preschool and youth programs by the Leisure Services Department.
 - C. Develop and implement safety conscienceness and deficiency reporting by patrons.
6. Develop a Toxic Waste Management program to comply with existing laws by 12/1/84

GOAL # 12:

Complete a multiple year facility enhancement program by October, 1985.

OBJECTIVES:

1. Utilize blueprints or develop existing inventory drawings for each of our facilities which would include but not be limited to the following by 5/1/85.
 - A. Existing layouts
 - B. Room sizes and usage
 - C. Accessibility
 - D. Facility condition i.e;roofs, walls, floors, ceilings, plumbing, etc.
2. Utilize identification drawings to develop performance standards for the purpose of defining actual and foreseeable future needs which will include but not be limited to the following by 6/1/85.
 - A. Interior and exterior appearance and esthetics.
 - B. Cleanliness/facility maintenance standards.
 - C. Requirements (by room) for usage.
3. Develop redesign, rehabilitation and renovation plans to reflect adopted standards which will include but not be limited to the following by 8/1/85.
 - A. Safety/Security
 - B. Functionability/usage
 - C. Accessibility (in conjunction with the Northwest Special Recreation Association)
 - D. Energy Usage
 - E. General Maintenance and custodial care.
4. Develop and implement an operational manual for all facilities which will include but not be limited to the following by 9/1/85.
 - A. Routine custodial care.
 - B. Routine maintenance care.
 - C. Equipment operation.
 - D. Energy usage.
 - E. Inventory of all equipment.
5. Develop and report on a Master Facility Redesign, Rehabilitation and Renovation Program in a phased approach utilizing prioritized and costed out recommendations by 10/1/85.

GOAL #13:

Implement a multiple year vehicle and motorized equipment purchase and replacement program by December 10,1984.

OBJECTIVES:

1. Utilizing the inventory updated with Goal #7 (Preventative Equipment/Vehicle Maintenance)of all vehicles and motorized equipment, develop standards which would include but not be limited to the following by 10/15/84.
 - A. Existing quantity and quality of equipment/vehicles.
 - B. Age, wear and remaining life expectancy of existing equipment/vehicles.
2. Identify and prioritize additional and/or replacement equipment needs interfacing staffing patterns with equipment/vehicle needs with the quality and quantity of existing equipment by 1¹/20/84.
3. Report to the Superintendent of Parks and Recreation and the Board of Park Commissioners on a specific phased and multiple year purchasing and replacement schedule to meet current needs and foreseeable future needs by 12/10/84.

GOAL # 4:

Complete a study regarding the utilization of a computer system for the data gathered, maintained and utilized by the Department by April, 1985.

OBJECTIVES:

1. Review and determine in conjunction with the Finance and Personnel Services Department all necessary information able to be placed into a computer including but not be limited to the following by 2/25/85.
 - A. Annual Master Work Schedule of routine maintenance tasks:, by month, by site.
 - B. Daily work schedules.
 - C. Preventative maintenance programs (vehicles, equipment, pumps and motors).
 - D. Cost estimates
 - E. Energy Conservation functions.
2. Determine current manhours spent in compiling data set forth in Objective #1 by 3/1/85.
3. Determine the importance and scope of a computer software program for the department through a report prepared and presented which prioritizes functional needs and identifies hardware and software. costs and sets forth advantages and disadvantages by 4/1/85.

GOAL #15 :

Complete a study to analyze the need to improve the communication system for departmental vehicles and employees by December, 1985.

OBJECTIVES:

1. Analyze the effectiveness of the existing system to include but not be limited to the following by 10/1/85.
 - A. Frequency of use.
 - B. Quality and quantity of the existing equipment.
 - C. Efficiency and effectiveness of existing equipment.
 - D. Current operational costs.

2. Review and report on other similar agency systems and currently available equipment to include but not be limited to the following by 1/15/85.
 - A. Cost/Benefit
 - B. Need/Priority
 - C. Efficiency/Effectiveness

3. Develop and report on a phased multiple year communication system approach including recommendations and costs by 12/1/85.

GOAL # 16:

Implement a staff training program on general District and specific departmental purchasing procedures and process by December 1,1984.

OBJECTIVES:

1. Develop and implement a Departmental-Purchasing manual to include but not be limited to the following by 10/25/84.
 - A. District purchasing procedures/policies. (obtained from Finance & Personnel Services)
 - B. Department purchasing procedures/policies
 - C. Proper authority to make purchases
 - D. Various types of purchases necessary
 - E. Avoiding "Quick Trips"
 - F. Local vendor location and merchandise
 - G. Files

2. Provide and review this manual with Park Board and Departmental staff by 11/15/84.

GOAL #17 :

Develop and implement a pro-active property and facility deficiency awareness and reporting program for all District staff by October 1, 1984.

OBJECTIVES:

1. Update the property and facility existing deficiency check list to include but not be limited to the following by 9/5/84.
 - A. Vandalism
 - B. Safety Hazards for patrons and employees.
 - C. Areas requiring repairs to meet standards
 - D. Areas requiring improvements to meet standards

2. Implement the process of utilizing this facility and property existing deficiency check list to include but not be limited to the following by 9/25/84.
 - A. By staff on a daily basis.
 - B. By other departments staff
 - C. Check lists to be kept current and remedial repairs to be scheduled for appropriate action based on the priority of the deficiency.
 - D. Check lists to be reviewed with staff at the regular monthly meetings.

3. Develop a program and facility deficiency awareness and reporting program with incentives for all employees by 11/1/84.
 - A. Write not less than two articles for the employee newsletter.
 - B. Write not less than one notice to be inserted in all employees payroll envelopes.
 - C. Develop and implement a reporting incentive program.
 - D. Develop and implement a highly visible report/action response for employees.

GOAL # 18:

Develop and implement a training and operating instructional manual to identify vehicles, tools and equipment operations and pre-determined work tasks, procedures, rules and regulations by January 17, 1985.

OBJECTIVES:

1. Develop a proper use and operational manual for all vehicles, tools and equipment to include but not be limited to the following by 11/20/84.
 - A. Trucks and vehicles
 - B. Tractors and Mowers
 - C. Pumps and motors
 - D. Specialized equipment
2. Develop and implement training review sessions with operators by ¹/₅/84
3. Develop in conjunction with Resource Management Services employees, departmental rules and regulations to include but not be limited to the following by 1/14/85.
 - A. Hours - Starting/ending of work day
 - B. Lunch/Coffee Breaks
 - C. Call-in Procedures for unplanned absences,
 - D. Safety procedures (See Goal #11)
 - E. Clothing requirements
 - F. Personal habits
 - G. Conduct
4. Finalize, provide and review with employees a Departmental Rules and Regulations Manual by 1/17/85.

GOAL #¹⁹ :

Complete and implement an inventory control check-out, check-in system and purchasing/replacement program for all hand and power tools by March, 1985.

OBJECTIVES:

1. Complete an inventory and list all existing hand tools and power tools to include but not be limited to the following by 1/20/85.

A. Shovels	F. Drills	hand/power
B. Rakes	G. Saws	hand/power
C. Picks	H. Rodders	
D. Brooms	I. Generators	
E. Hammers		
2. Develop and implement a system to identify the availability of all tools to include but not be limited to the following by 2/18/85.
 - A. Quantity and Quality
 - B. Condition status
 - C. Usage frequency/demand
 - D. Check in/Check out process
 - E. Safety and general check before use.
3. Explore and finalize a report setting forth any gap between tools available and tools needed linked to staffing patterns including estimated tool purchase costs by 2/20/85.
4. Develop and implement a tool purchasing and/or replacement program to meet identified needs by 3/1/85.

GOAL # 20:

Expand purchasing activities to maximize lower unit costs for goods while maintaining quality product purchasing standards by May 5, 1985.

OBJECTIVES:

1. Develop an inventory of actual purchasing needs compared to existing goods purchased to include but not be limited to the following by 4/10/85.
 - A. Construction material
 - B. Vehicle/motorized equipment parts and supplies
 - C. Nuts/bolts/nails and other hardware
 - D. Electrical supplies
 - E. Plumbing supplies
 - F. Turf maintenance supplies and materials.

2. Identify and report on those items which should and should not be purchased off season and properly stored to obtain significantly lower unit costs to include but not be limited to the following by 4/15/85.
 - A. Grass seed
 - B. Fertilizer
 - C. Mowers and seasonal equipment
 - D. Ice melt
 - E. Snow removal supplies/equipment

3. Explore and report on other avenues of bulk/joint purchasing where it is advantageous including but not limited to the following by 5/5/85.
 - A. Other Park Districts
 - B. Villages, School Districts and other units of local government.
 - C. State Government
 - D. Multiple Departments of the District.

GOAL # 21:

Develop an Energy Conservation Program for all properties and facilities and report by October, 1985.

OBJECTIVES:

1. Work with a consultant retained by the District to analyze and make recommendations of utilizing various state of the art systems to control and monitor energy usage including but not be limited to the following by 10/1/85.
 - A. Lights
 - B. Heating
 - C. Facility equipment operations
 - D. A/C systems

2. Analyze and make recommendations for controlling/minimizing utility usage in our facilities and properties including but not be limited to the following by 9/1/85.
 - A. Lights
 - B. Heating Systems
 - C. A/C Systems
 - D. Windows/Insulation
 - E. Heat loss, heat gain factors (facility insulation)

3. Finalize and report on a phased multiple year energy conservation program to include a costed out priority listing of all recommendations by 10/5/85.

GOAL *22 :

Develop and implement an inventory control system for supplies, materials and parts by June 1985.

OBJECTIVES:

1. Compile an inventory and list all existing supplies, materials and parts purchased to include but not be limited to the following by 5/1/85.
 - A. Nuts/Bolts and Hardware
 - B. Horticultural materials/supplies
 - C. Construction materials/supplies
 - D. Plumbing materials/supplies
 - E. Electrical materials/supplies

2. Develop and implement a system to identify the availability of all supplies materials, and parts to include but not be limited to the following by 6/15/85.
 - A. Quantities
 - B. Location
 - C. Date inventoried or received goods
 - D. Check in/check out process.