
E L M H U R S T P A R K D I S T R I C T
B O A R D O F P A R K C O M M I S S I O N E R S
M E M O R A N D U M

DATE: July 25, 2016

TO: Board of Park Commissioners

FROM: James W. Rogers, Executive Director
Laura Guttman, Strategy and Planning Coordinator

RE: 2016 MID-YEAR STRATEGIC PLAN PROGRESS REPORT

ISSUE

The 2016 Mid-year Strategic Plan Progress Report (SPPR) provides an overview of staff's progress toward implementing the 2016 Strategic Work Plan initiatives from January 1 to June 30, 2016. Distribution and review of this report is in accordance with Board policies.

DISCUSSION

To remain dynamic and responsive to changing needs, a successful strategic planning process requires an ongoing review of actual progress in relation to the goals in the work plan. Therefore, monitoring the plan is necessary to ensure that action is taken and that actual measurable results are achieved as anticipated.

The SPPR is compiled and submitted to the Board bi-annually at mid-year and year-end as an ongoing evaluation of achievement of long-term strategy for decision-making, resource allocation and work plan development. The 2016 Mid-year SPPR has the same format and approach as the 2015 Year-end SPPR and includes the tracking and reporting of new registration measures.

During the July 25, 2016 Board meeting, staff will provide an overview of the SPPR and look forward to the Board's feedback and answering questions. After Board approval, the SPPR will be available on the District's website (epd.org) for public review.

RECOMMENDATION

That the Board of Park Commissioners reviews and approves the attached 2016 Mid-year Strategic Plan Progress Report.

Thank you.

Attachment: 2016 Mid-year Strategic Plan Progress Report

Elmhurst Park District Strategic Plan 2016 Mid-Year Progress Report January 1 to June 30

NURTURE COMMUNITY CONNECTIONS → IMPROVE CUSTOMER EXPERIENCE → OPTIMIZE PROGRAM & FACILITY MIX

C U S T O M E R C E N T E R E D

IMPROVEMENT THROUGH COLLABORATION & INNOVATION

F I S C A L A G I L I T Y

CREATE A BORDERLESS ORGANIZATION → EXCELLENCE IN INNOVATIVE OPERATIONAL MANAGEMENT

ALIGN RESOURCES WITH COMMUNITY NEED → TAKE CARE OF WHAT WE HAVE → INVEST IN THE FUTURE

MISSION STATEMENT
We provide experiences for the lifetime enjoyment of people who live and play in Elmhurst.

VISION STATEMENT
We aspire to be a customer centered organization through innovation and sustainability.

ELMHURST PARK DISTRICT

STRATEGIC PLAN

CONTINUOUS IMPROVEMENT THROUGH AN EMPOWERED TEAM

DEVELOP AN EMPOWERED STAFF → CREATE A CULTURE OF CONTINUOUS IMPROVEMENT → FOSTER A CULTURE OF INNOVATION



2016 Mid-year Strategic Plan Progress Report

Executive Director's Message

I am pleased to present the Elmhurst Park District's fourth Mid-year Strategic Plan Progress Report (SPPR). This report is staff's method of demonstrating accountability with how we are taking action and achieving results to effectively implement your Strategic Plan. Our goal has been to provide the Board and community a readable and understandable report that monitors long-term strategy so the Strategic Plan remains a useful and relevant tool for future planning.

The SPPR is compiled and submitted to the Board bi-annually at mid-year and year-end, and after Board approval, it is available on the District's website (epd.org) for public review. The 2016 Mid-year SPPR has the same format and approach as the 2015 Year-end SPPR and includes the tracking and reporting of new registration performance measures.

As District staff is fully engaged with the Strategic Plan, this report illustrates how your vision for 2016 has taken shape thus far. It continues to evolve based on your feedback and our ongoing implementation of the Plan. For example, due to changing District priorities over the first three-years of the Plan, staff recommended, and the Board approved, an updated 2016 Strategic Work Plan (SWP) on April 27, 2016 so that it continues to be realistic for work planning and decision-making in the final two years of the Plan. By focusing on addressing the highest priorities identified during SWP review in April, the Board can be assured that its long-term strategy (which are the Strategic Themes and Objectives listed on the District's Strategy Map on page 8) is being addressed as reflected in this report.

On behalf of the staff, we appreciate your continued support and involvement in shaping the District's future.

Thank you,



James W. Rogers
Executive Director

2016 Mid-year Strategic Plan Progress Report

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Introduction and Overview

Why do Strategic Planning?

If our Mission and Vision Statements are to have any meaning, they must be accompanied by deliberate planning efforts to move the organization and the community toward a desired future. This requires clearly defined goals, actionable objectives, committed leadership and effective management. Above all, it requires managing the forces of change. Those forces include community demographics, fiscal constraints, government mandates, economic conditions, emerging technologies and many other influences on our operations. High performing organizations are those that learn to anticipate and adapt to change. The best tool for accomplishing these objectives is strategic planning.

Along with utilizing community input, multiple levels of staff were engaged in providing feedback and developing strategy throughout the 2013-17 Strategic Planning process, which has and will create a greater awareness and ownership of the Strategic Plan. Staff continue to be involved in implementing the Plan to ensure that Department initiatives and budget proposals reflect the necessary steps and resources for addressing the Board's priorities. The Board and staffs' ongoing review of the Plan sustains its integrity and relevancy over time and facilitates the District's responsiveness to the community's needs as Elmhurst grows and changes.

Furthermore, for strategic planning to be effective and dynamic, District staff continually measure and assess performance. To evaluate achievement of the Strategic Plan priorities, staff compiles the Strategic Plan Progress Report (SPPR) to provide a snapshot of progress toward addressing and achieving the District's 2016 Strategic Work Plan from January 1 to June 30. This Mid-year report along with the Year-end SPPR assist the Board and staff with a continued evaluation of achievement of long-term strategy for decision-making, resource allocation and work plan development. Our ultimate goal is to ensure that we are providing experiences for the lifetime enjoyment of people who live and play in our community.

Understanding the Strategic Plan Progress Report

This SPPR provides an evaluation of the District's Mid-year progress toward accomplishing the 2016 Strategic Work Plan, which is available on the District's website and in Attachment A of this report. This report begins with an overview of the process used in 2012 to develop the 2013-17 Strategic Plan along with an explanation of the Balanced Scorecard Framework, the tool utilized to define the District's strategy. The introductory sections provide the District's mission and vision statements and the overall five-year strategy approved by the Board along with overviews of the 2016 Strategic Work Plan (SWP). The main body of the report is organized by the Strategic Themes approved by the Board and includes a qualitative status report on addressing SWP initiatives and then an analysis of performance measure outcomes to monitor accomplishment of this strategy. At the end of the report is a list of key terms and their definitions to provide clarity to the District's Strategic Plan terminology.

District Strategy What Do We Need to Accomplish?

This section provides an overview of the District's 2013-17 Strategic Plan strategy and the 2016 Strategic Work Plan for implementing this strategy.

Strategic Plan Process and Balanced Scorecard Framework

Since 1992, the Elmhurst Park District has committed to developing and implementing a Strategic Plan, and in August 2012, the Board approved the District's fifth Plan. The Plan assists the Board and staff with anticipating future community desires and needs along with clarifying organizational direction for decision making. Since its inception, the Board and staff have selected and implemented projects, programs and initiatives based upon the priorities articulated in the Plan.

To develop the Plan, the Board and staff reviewed the 2011 Customer Attitude and Interest Survey, District long-range planning documents, performance reports and employee feedback to gain an understanding of the current operating environment and future needs. To more accurately define our business purpose and vision for the future, the Board and staff also reviewed and reworded the District's **mission** and **vision** statements.

After revising the mission and vision statements, the Board and staff participated in a workshop to identify key organizational strengths, weaknesses, opportunities and threats and brainstormed the key focus areas for the next three to five years. These key focus areas were then built into a foundation for the development of **strategic themes** based on the Balanced Scorecard, a strategic planning and management framework used to align business operations with vision and strategy, communicate strategy internally and externally and monitor organizational performance against strategic objectives. It emphasizes the cause and effect relationships among distinct yet interrelated perspectives: customer needs, financial performance, internal support processes and organizational learning and growth.

To further define what the District must accomplish to execute its themes, the staff developed and the Board approved **strategic objectives**. Based on the **objectives**, staff developed **initiatives** (specific activities, projects and actions to be taken) with two- to five-year assigned timelines and key performance measures to allow for ongoing tracking of progress. Furthermore, each year, staff reviews and develops detailed action steps, or **tactics**, which ensure the completion of the strategic initiatives by focusing decision making and the allocation of resources on implementation of District strategy.



Mission, Vision and District Strategy

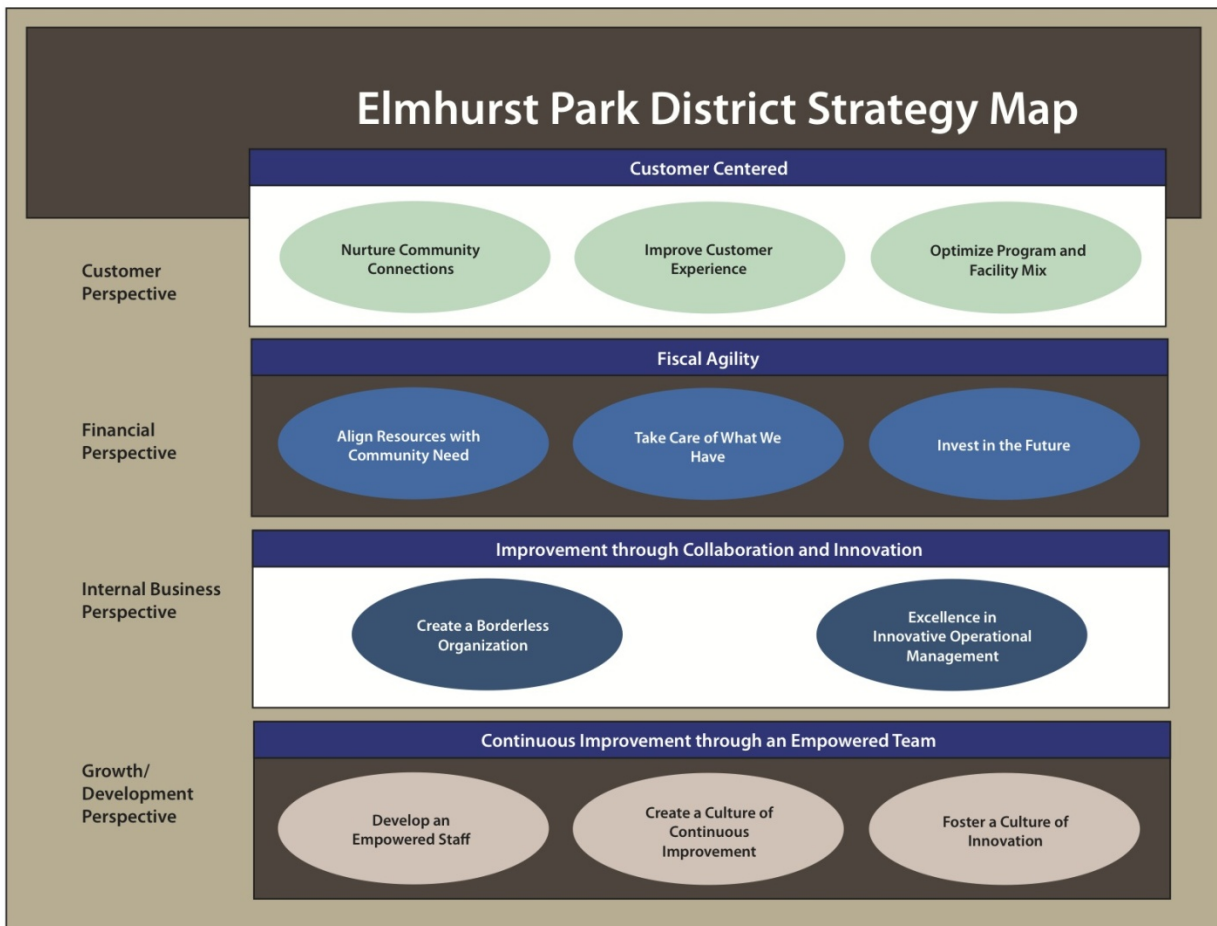
As described on the previous page, all of the District's Strategic Themes and Objectives are aligned with the District's Mission and Vision and the four Balanced Scorecard perspectives as represented on the Strategy Map below. The Map lists the four perspectives on the left side and the supporting Themes and Objectives adjacent to the list of perspectives. Refer to pages 11-26 for the District's definition of each Theme and Objective.

Mission Statement

We provide experiences for the lifetime enjoyment of people who live and play in our community.

Vision Statement

We aspire to be a customer centered organization through innovation and sustainability.

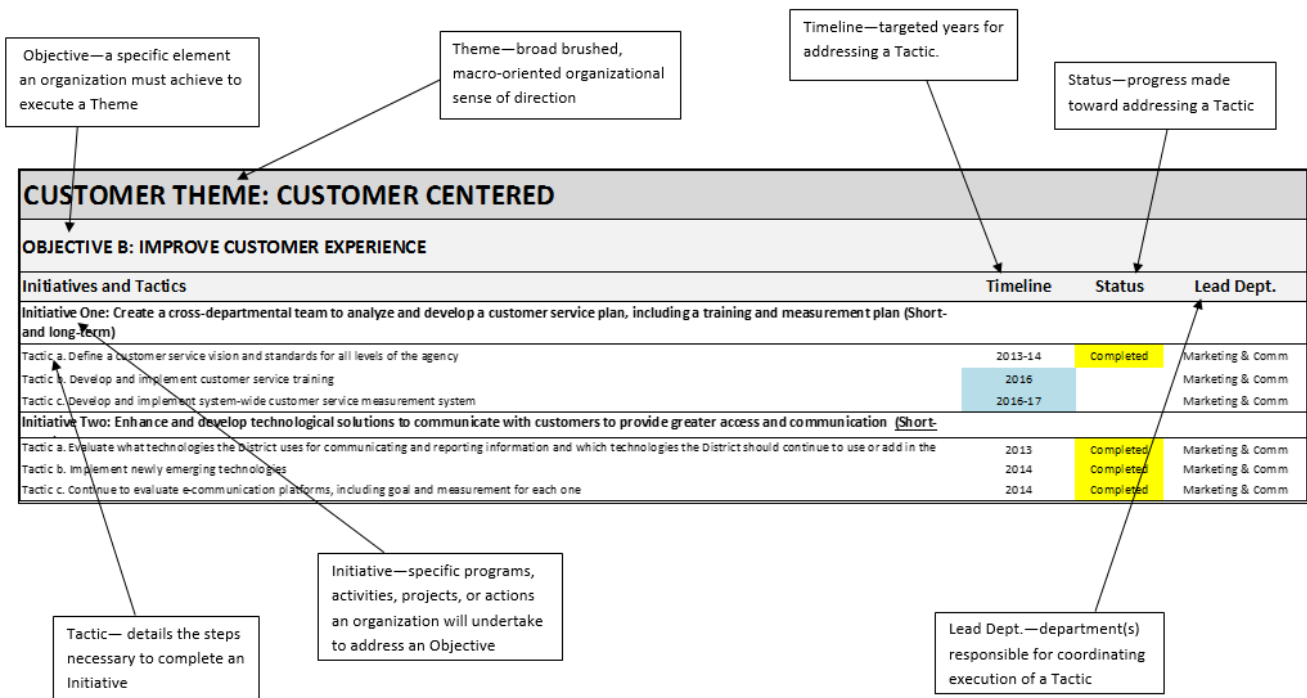


2016 Mid-year Strategic Plan Progress Report

Strategic Work Plan Initiatives and Tactics

Developed by staff and approved by the Board annually, the 2016 Strategic Work Plan (SWP) in Attachment A outlines the specific broad goals (initiatives) and tasks (tactics) which will be implemented to address District strategy. To allow for focused direction and concise tracking of this strategy, the SWP includes all initiatives during the five-year duration of the Strategic Plan. Since long-range strategy takes time to address, the implementation of each of the initiatives is over a two- to three-year period unless it will occur during all five years of the Plan. Therefore, the timing of initiatives is defined as follows: short-term (2013-15); mid-term (2014-16); long-term (2015-17) and continuous (2013-17). To foster additional accountability, the SWP also includes the lead staff position and/or team responsible along with the targeted deadline for completing each tactic. The SWP format is illustrated at the bottom of this page.

Moreover, the SWP includes initiatives and tactics that relate to planning, acting and evaluating. Planning relates to the District's ability to plan the future and involves gathering of information and conducting an assessment before taking action and making changes (e.g., program plan, staffing study). While these initiatives can be challenging to measure quantitatively, they are important because they lay the foundation for the District's future success. Acting initiatives relate to the District's ability to meet desired operations and service levels. They often involve implementing elements from the planning phase. These activities are important because they have tremendous impact on whether tasks or projects will have successful outcomes (e.g., process improvements, new fee structures). Evaluating initiatives relate to the effectiveness of both our planning and actions. These initiatives are important because they let us know whether our planning and actions are producing the desired outcomes (e.g., gather internal customer feedback). On pages 11-26, staff provide status reports regarding implementation of 2016 SWP.



Strategic Work Plan Progress How Are We Doing?

This section provides the definition of each Strategic Theme and its related Objectives along with a listing of the initiatives in the 2016 Strategic Work Plan (SWP). For initiatives scheduled to begin prior to mid-year 2016, staff describes the status of work completed to date and future plans for accomplishing those initiatives. Following the status reports, staff summarize the performance measure outcomes, which track accomplishment of District strategy.

Customer Centered Theme

About this Theme: Customers are defined as resident and business taxpayers, resident and non-resident users of services, and partners. Elements of the theme include engaging customers for long-term marketplace success through listening to the voice of the customer, building relationships, and using customer knowledge to improve services. This customer-focused structure puts customers' needs at the center of decision making.

Objective A: Nurture Community Connections

About this Objective: The District will continue its strong orientation toward community connections and partnership development. This will also assist in augmenting service delivery. Important to this objective will be identifying the goals, costs, and benefits of existing and future partnerships and to evaluate their effectiveness.

- **Initiative One:** Create process for reviewing existing and potential partnerships according to established criteria (mid- and long- term: 2014-17).

Mid-year Status Update: In 2015, staff continued working on identifying and defining types of District partners (e.g., affiliate groups, independent contractor, facility use, programming, etc.) and compiling a comprehensive list of all District partnerships. Staff also researched decision making and evaluation tools for potential and existing partnerships. In 2016, the Management Team decided to postpone the review of these tools to 2017 to complete higher priority strategic plan initiatives.

- **Initiative Two:** Develop, nurture and evaluate existing affiliate and partnerships (continuous: 2013-17).
- **Initiative Three:** Develop and identify new opportunities based on Strategic Plan, Program Plan and facility needs (mid- and long-term: 2014-17).

Mid-year Status Update: In March 23, 2016, the Park Board approved the expenditure to hire Conventions, Sports, and Leisure International (CSL), to conduct an Indoor Sports Facility Market Analysis and Financial Feasibility Study (jointly with the City of Elmhurst) to assess the viability of developing and operating an indoor sports facility with aquatics, gymnasiums, turf and

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ice. Staff addressed Initiatives Two and Three above during implementation of the first phase of the Study, which consisted of stakeholder interviews and meetings with many of the District's affiliates and partners, including the Elmhurst Chamber of Commerce, Elmhurst College, DuPage Convention and Visitors Bureau, Edwards-Elmhurst Health, District 205, Immaculate Conception Schools, and YMCA along with local baseball/softball, football, swim team, hockey, soccer, lacrosse, volleyball and basketball groups. In total, thirty-seven (37) individuals representing twenty-two (22) organizations and institutions attended these meetings (11 meetings overall). One of the purposes of these meetings is to identify potential partners for indoor sport athletic facilities.

In addition, to gather additional feedback from the affiliate groups' stakeholders and the community, CSL conducted a voluntary, non-scientific online survey in late-June to mid-July via a web link, which included questions on the respondent's use of these types of facilities in and outside of Elmhurst, his/her level of interest in new indoor sports facilities in Elmhurst, and the types of funding that he/she would support to fund this type of facility (e.g. property taxes, user fees, and tournament rental revenue). The results of the meetings and survey will be utilized as part of the Study findings and included in the final report.

Objective B: Improve Customer Experience

About this Objective: An important element in operational excellence includes the ability to improve the customer experience. Building a systems approach to service delivery will be achieved through a cross-functional service team. This includes development of standards, implementing District-wide service training, knowledge of customers, and measuring customer satisfaction.

- **Initiative One:** Create a cross-departmental team to analyze and develop a customer service plan, including a training and measurement plan (short- and long-term: 2013-14 and 2016-17).

Mid-year Status Update: In 2013, staff formed a cross-departmental Customer Service Team of ten (10) full-time employees, which met bimonthly for four months and identified key characteristics of people and companies that provide great service, developed a customer service vision statement (a credo to our customers) and broad-based standards of service for all employees, and defined the next steps to improve customer service.

In the third quarter of 2013, the Customer Service Team's outcomes were shared with the Management Team. During 2014 and 2015, other District priorities such as the implementation of the new registration system have required staff time to be focused on training and understanding the new system and providing customer service to system users. Therefore, further implementation of the Customer Service initiative has been deferred. In 2016-17, staff will be researching and evaluating options and related software to gather, track and report customer feedback.

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- **Initiative Two:** Enhance and develop technological solutions to communicate with customers to provide greater access and communication (short-term: 2013-15). *This initiative was completed in 2015.*

Objective C: Optimize Program and Facility Mix

About this Objective: The District wants to ensure the delivery of the “right” array of services and programs. The “right” array is determined by matching customer needs, demand, marketplace trends and District capabilities. This also includes reviewing service and facility offerings to optimize facility space.

- **Initiative One:** Develop a District Program Plan (short-term: 2013-15). *This initiative was completed in 2015.*
- **Initiative Two:** Develop a process to best position core services in the marketplace (mid-term: 2014-15). *This initiative was completed in 2015.*
- **Initiative Three:** Create a process for review of the external market to determine duplication, opportunities, needs, pricing, etc. (mid-term: 2014-15). *This initiative was completed in 2015.*
- **Initiative Four:** Optimize Current and Future Facility Space (continuous: 2013-17).

Mid-year Status Update: The top priorities for addressing this initiative are to continue stormwater negotiations with the City, conduct the Indoor Sports Facility Study, and update the Comprehensive and Strategic Plans.

Stormwater: Significant negotiations continued with the City of Elmhurst during the first half of 2016 concerning its request to utilize multiple park properties for stormwater retention. Following the Park Board’s December 16, 2015 approval of an Intergovernmental Agreement (IGA) allowing for the construction of a 12 acre foot detention basin in York Commons with a shutoff valve in exchange for a 72-year extension of the lease of the City’s Maintenance Facility for use by the District, staff reviewed and refined multiple drafts of the final design plans for the site along with the Board’s subcommittee and the District’s engineering firm, V3.

Concurrently, consensus was reached regarding a plan for Golden Meadows in which the Park District will deed the western portion of the site to the City for use as stormwater detention and, in exchange, the City will compensate the Park District for the value of the site, to a maximum of one and one-half times its appraised value, so that replacement property can be purchased

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in accordance with Illinois Department of Natural Resources (IDNR) open space land acquisition grant requirements.

Finally, the Board's subcommittee reiterated the Board's position regarding the other three parks under consideration (East End, Crestview and Wild Meadows Trace) that the Park Board is not interested in encumbering additional open space with detention basins to provide relief for approximately eleven (11) remaining homes that would be impacted without first discussing alternative ideas for the sites, similar to those the City has already utilized in other locations. Thus far, the City has not indicated an interest in having those discussions.

Indoor Sports Facility Market Analysis and Financial Feasibility Study: As noted on pages 11-12, on March 23, 2016, the Board approved the expenditure to hire Conventions, Sports, and Leisure International (CSL), to conduct an Indoor Sports Facility Market Analysis and Financial Feasibility Study jointly with the City of Elmhurst. The District and City underwent a qualifications based selection process to select CSL as the best firm to perform the work.

The purpose of the Study is to assess the viability of developing and operating an indoor sports facility with aquatics, gymnasiums, turf and ice through a comprehensive market and financial analysis and feasibility study. The Study will assess market conditions that may have an impact on potential facility use and total revenue and operational costs along with information regarding current trends in indoor sports facilities in the area, the demographics of the area, inventory of other similar facilities, and economic impact of the facility in the community. Based on the market analysis, CSL will analyze different facility business and operating models to assess the best fit for the market and recommend a model that provides for the highest and best use and return on investment. CSL will make a recommendation based on this assessment if the project is feasible and financially viable for the District and City to pursue and if not, present other potential project opportunities, including the expansion of existing facilities.

The project was kicked-off on May 12, 2016 with CSL meeting with District and City staff to finalize the project timeline, scope of work and data collection needs and taking a tour of the community. On May 12 and 13, CSL also started sports facility stakeholder interviews with District staff to gather feedback on current and potential sports facility use. As noted on pages 11-12, CSL met with additional stakeholders in June to gain a comprehensive understanding of the local market and potential use of an aquatic, gymnasium, turf and ice facility along with conducting a community survey from late-June to mid-July.

To collect the data necessary for the market analysis besides the stakeholder meetings and community survey, CSL also inventoried other competitive/regional sports facilities and followed up with each one to gather comprehensive event space information and whatever else the facilities were willing to share on event activity/usage levels, rental rates and financial operations. Concurrently, CSL identified a list of comparable national facilities from each of the four different facility types (indoor gymnasium facilities, indoor turf facilities, ice rinks, and pools/natatoriums) and continues to compile available space, event, financial, and demographic data from each. Lastly, the firm has also initiated a survey of local, regional, state and national tournament/competition organizers among users of each of the four different types of facilities.

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CSL will present staff the preliminary findings from the market analysis prior to starting the financial analysis.

Comprehensive and Strategic Plan: The Board conducted its last comprehensive planning process in 2005-07, attitude and interest survey in 2011 and strategic planning process in 2012. On June 8, 2016, the Board approved undergoing a joint comprehensive and strategic planning process in 2016-17 to determine District priorities for the next three to five years. The process will include conducting an Attitude and Interest Survey to assess community needs and interests for developing long-range goals. Following Board approval, staff developed a Request for Proposal (RFP) to solicit proposals from qualified professional services firms and posted its availability on the District's website on July 5, 2016. A legal ad was also published in all print editions of the Daily Herald along with being available online on July 5 and 6 2016. Staff also emailed the RFP to firms that have done similar types of studies. Proposals are due on July 29, 2016.

Fiscal Agility Theme

About this Theme: This theme suggests the District's ability to respond nimbly and quickly to ever changing business demands, to re-prioritize agency resources to meet customer demands for service, and the ability to take advantage of opportunities as they arise. This also requires the District to have just-in-time financial information and results for good decision making.

Objective A: Align Resources with Community Need

About this Objective: The District will rely on statistically valid survey information and ongoing resident feedback in deciding capital priorities. Decisions will be based on providing for the strategic greater good of the community rather than randomly selecting tactical approaches in response to special interests. This objective also emphasizes the importance of using sophisticated pricing approaches based on financial targets and market demands.

- **Initiative One:** Improve the capital project review and development process (short-term: 2013-14). *This initiative was completed in 2014.*

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Initiative Two: Develop a consistent approach to the pricing of services (mid-term: 2014-17).

Mid-year Status Update: The first step towards developing a consistent approach towards the pricing of programs/services was the development of a cost recovery/subsidy allocation strategy which identified what services/programs to subsidize and at what level. During the program analysis process, staff developed models for tax-supported programs and enterprise programs based on the District's revenue policies. Staff also researched the elasticity of pricing and services to understand customer pricing thresholds and developed a consistent fee structure. In the next six months of 2016, staff will undergo a comprehensive review of the District's revenue policies to ensure that they reflect these models and fee structures.

➤ **Initiative Three:** Ensure transparency by communicating ethics and values to community and internally (continuous: 2013-17).

Mid-year Status Update: Since 2013, the District has been communicating the following information and initiatives related to the District's ethics, values and financial policies:

- Included in the 2013 Annual Report (sent to all District households) were overviews of how tax dollars are spent and what the strategy is for using tax funds. In addition, the Report provided an overview of every park and facility along with the 2014 proposed capital projects and envisioned future improvements.
- Featured the program plan process as a news item on the EPD website and in the e-newsletter to stress the District's commitment to providing programs and services that customers value, need and contribute to the District's future sustainability.
- Dedicated additional publicity (web, e-news, etc.) to explaining and reporting on the financial assistance program, including how changing economics have resulted in an increased demand for assistance.
- Presented to the Board an overview of the District's ethics policies and procedures (June 11, 2014 Board meeting).
- Created a Stormwater Management section on the District's website to communicate information and updates to our constituents about this important topic. It continues to provide residents timely and comprehensive information on meetings, proposed sites and the decisions reached as well as extensive background information on the issue. The District also communicates stormwater information and status reports via news articles.
- Created a Playground for Everyone section on the District's website to communicate the District's vision and announce fundraising goals to the public.
- Conveyed in the District's 2014 and 2015 Annual Reports (sent to all District households), Board and District priorities, accomplishments and financials.
- Developed and presented to the Park Board (April 27, 2016) an updated communication plan for the District and Board, including updates to website content, press release strategy, and stormwater communications and an overview of the *Explore Elmhurst* initiative lead by the City of Elmhurst.

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The District will gather feedback on effectiveness of these communications in the Attitude and Interest survey planned as part of the comprehensive and strategic planning process (starting this Fall) and staff is preparing the State of the Park District presentation for this Fall.

Objective B: Take Care of What We Have

About this Objective: The Elmhurst community expects the District to adequately care for current assets before investing in new parks and facilities. As growth and unmet user needs are addressed, the District will also ensure continued maintenance and investment in the existing infrastructure. This includes identifying the operating and maintenance costs for proposed new facilities and developing plans for replacement of existing assets.

- **Initiative One:** Based on the priorities outlined in District planning documents, maintain the District's infrastructure to continue to support high quality offerings (continuous: 2013-17).

Mid-year Status Update: Capital improvements enhance, expand or maintain the infrastructure that the District needs to provide programs and services to the community and support new growth and development. To ensure a high quality of services and amenities, infrastructure expansion and improvements must continue as the District's demographics change and facilities age. The District's 2016-25 Capital Improvement Plan (CIP) details long-range capital improvement needs by outlining \$45.21 million in infrastructure and equipment improvements and expansions that the District plans to implement during a multi-year period and is annually reviewed and modified as funds and priorities change. To ensure that the Capital Plan is not merely a wish list, but rather a schedule of realistic needs based on available funding and long-range planning documents, staff use project evaluation criteria to effectively establish a relative priority for assessing and prioritizing projects based on their level of immediacy, impact and necessity. This prioritization process provides a consistent and fair method for assessing projects during the capital planning process.

Therefore, to ensure that the most critical needs are met based on the funding resources available, staff reviewed if the highest and high priority projects (based on the capital plan criteria rankings) proposed for 2016 were funded. The 2016 Capital Budget proposed by staff and approved by the Board did include the highest and high priority projects such as the Butterfield Park and Playground for Everyone Redevelopment, the Ben Allison Park Sled Hill Redevelopment, and the Salt Creek Green Way Trail Connector. In the 2016 Year-end Strategic Plan Progress Report, staff will report if the highest/high priority projects were implemented in 2016.

- **Initiative Two:** Create a comprehensive asset management plan that is linked to Capital Plan (Deferred). *This initiative is deferred.*

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Objective C: Invest In The Future

About this Objective: The District desires to be flexible and nimble in order to take advantage of opportunities that arise. The goal is to position the agency in its ability to meet future demand and customer preferences. At the same time, there will be continued effort in identifying efficiencies throughout operations, such as utility consumption.

- **Initiative One:** Seek opportunities that will positively impact the District's finances (continuous: 2014-17).

Mid-year Status Update: To address this initiative, staff have focused on fundraising, exploring new or expanding current programs and facilities/amenities that improve cost recovery, and implementing new retention strategies. Outcomes in the first six months of 2016 are as follows:

Fundraising: In 2015, staff initiated fundraising for the Playground for Everyone project in Butterfield Park. The goal was to raise the additional funds needed to build a universal playground (\$250,000 higher than budgeted). With generous donations from numerous community groups and individuals along with the funds raised at the February "Be a Kid Again" fundraiser, the People for Elmhurst Parks (PEP) Foundation was able to contribute \$150,000 toward the project. The donation was presented to the Board in June 2016, and the District will utilize an additional \$100,000 from existing donations to complete the project.

Explore New or Expand Programming and Facilities/Amenities to Improve/Maintain Cost Recovery: Examples for the first six months of 2016 include the following:

- As staff continue to refine the scheduled use of Multipurpose Room A at the Wagner Community Center, participation in youth and preschool seasonal sports continued to grow, along with the associated program revenue.
- Dance Company participation/revenue grew, as the group added major events/competitions to ensure participants continue to be challenged.
- With the conversion of the preschool storage area at the Wagner Community Center into Music Room 4 and the focus on improved curriculum/resources, music program participation/revenue continued to increase.
- To provide an opportunity for parents and tots to swim without older children in the pool and at a time of day that is conducive to preschoolers' schedules (pre-nap and lunch time), aquatic staff offered a new Tot Time Open Swim at Smalley Pool on Saturday mornings from 9 a.m. to 12:00 p.m., which has been well attended with an average of 200 swimmers per session who pay regular admission prices.

Evaluate and Improve Retention Strategies: Based on work with Atwood Consulting (the firm hired to conduct a business assessment of Courts Plus and provide recommendations), Courts Plus staff instituted a sales focused on-boarding system in 2015. The new system, along with improved target marketing, resulted in an increase in net total members of 339 (net loss of 39 members in 2015 versus a net gain of 300 members in 2016), which generated an \$82,240

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increase in membership revenue. Courts Plus staff continues to focus on increasing new membership revenue through improved sales performance and overall membership revenue through higher retention and creating a positive, results driven culture with staff functioning as a committed team.

- **Initiative Two:** Develop, implement and track cost recovery goals (mid- and long-term: 2014-17).

Mid-year Status Update: One of the outcomes of the program plan and service analysis process was the classification of programming and services into different categories based on community benefit levels and the determination of specific cost recovery goals (enterprise and tax-supported), ranging from 0% to 125% for each of these categories (e.g., social and educational, community events, beginning/intermediate skill based, special events, rentals, etc.). The program/service categorizations have been compared to the current account structure in the general ledger system. In many cases, general ledger accounts contain multiple programs with varying cost recovery goals.

For the 2017 budget, the next step is for staff to add new general ledger accounts for program and service categories to ensure that an account series has a single defined cost recovery goal. In addition, the staff will assign Departments an indirect cost percentage in the budget based on historical actual Department indirect expenses to apply to programs to ensure that each are budgeted at the appropriate cost recovery goal. The Board's 2017 Quarterly Financial Reports will report on each Department's actual performance as compared to cost recovery goals.

Improvement through Collaboration and Innovation Theme

About this Theme: The District's tenet of pursuing operational excellence will be achieved through an inclusive and participative team-based environment. In addition, the District, rather than make decisions based on the status quo, will rely on best practice approaches founded on innovative techniques that result in sustainable organizational improvement.

Objective A: Create a Borderless Organization

About this Objective: Effective communication across the organization results in efficient internal service, in support of providing excellent external service. Internal seamlessness and



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ongoing communication is vitally important and requires identification of workplace barriers and standard operating procedures to guide staff in working effectively with others.

- **Initiative One:** Conduct methods to gather internal customer feedback and improve internal business performance (deferred). *This initiative is deferred.*
- **Initiative Two:** Evaluate and implement opportunities for employees to collaborate (continuous: 2013-17).

Mid-year Status Update: The District's cross-departmental/functional teams are intended to foster an exchange of ideas and the collaborative development and implementation of work plans. A new cross-functional team was formed and met in the first half of 2016 to review the full-time performance evaluation system (see page 26) and another will be formed in the second half of 2016 to evaluate and determine training needs.

- **Initiative Three:** Evaluate and enhance communication among District employees (short-term: 2013-15). *This initiative was completed in 2015.*

Objective B: Excellence in Innovative Operational Management

About this Objective: The District will efficiently and effectively leverage labor resources in operations. Furthermore, the District will identify and continuously improve key processes and work toward adopting industry best practices.

- **Initiative One:** Complete a work analysis/staffing review to determine the best allocation of labor dollars (mid- and long-term: 2014-17).

Mid-year Status Update:

Staffing Study: To conduct an objective and comprehensive analysis of the appropriate level of staffing and departmental organizational structure to utilize resources in the most effective manner, staff hired a professional services firm with expertise in completing these types of studies. The District selected the firm by utilizing a qualifications based selection process in June 2014 and selected Matrix Consulting Group based on their qualifications and experience with government operations and their professional and analytical approach tailored to address issues specific to the District. In August 2014, the Board approved the expenditure of \$37,000 for Matrix Consulting Group to complete the analysis of full- and part-time staffing.

2016 Mid-year Strategic Plan Progress Report

After Board approval, the firm completed the following tasks to conduct the analysis (from July 2014 to June 2015):

- collected the District's staffing and organizational data, including conducting interviews with department managers, supervisors and front line staff, observing selected parks and facilities, and reviewing of department workloads and budgets.
- compiled the District's draft descriptive profile, organizational structure, and job specific key roles and responsibilities.
- completed a draft diagnostic assessment of the District's staffing, highlighting performance targets and potential operational alternatives to current practices.
- submitted the final report with recommendations and a documentation of the process.
- presented the report to the Management Team and the Division Manager – Human Resources & Risk Management. At a subsequent meeting, staff preliminarily reviewed and discussed the recommendations.

In April 2016, the Management Team and Division Manager of Human Resources and Risk Management comprehensively assessed the feasibility, status, and follow-up necessary to address the forty-six (46) recommendations to determine which have been accomplished, require additional analysis or should not be pursued (if unrealistic to implement). After this evaluation, staff determined that 30% of the recommendations had been accomplished, 33% will not be pursued based on feasibility of implementation or due to other options being implemented to address the recommendation and 37% require further research, analysis and discussion in 2016 based on their potential operational and financial impact.

Compensation Study: A compensation analysis was originally planned to occur with the staffing analysis in 2014-15. However, it was cost prohibitive to complete at that time. Therefore, staff deferred the project and the Board approved it as part of the 2016 Budget. The purpose of this analysis is to review the District's salary classification structures to ensure fair, equitable and competitive wages. Staff prepared a Request for Proposal (RFP) to solicit firms to complete the analysis. In May 2016, availability of the RFP was advertised on the District's website and in the Daily Herald. At the July 25, 2016 Board meeting, staff will be recommending to the Board to approve the expenditure to hire the most qualified firm. The Study will begin soon after Board approval.

- **Initiative Two:** Develop a dashboard of key indicators to assess and improve organizational performance (long-term: 2015-17).

Mid-year Status Update: The Management Team continues to report new Strategic Plan performance measures so that the Board and staff can effectively monitor the achievement of District strategy. For example, staff began tracking and reporting additional financial measures in the 2015 Year-end Strategic Plan Progress Report and new registration measures in this Report. In 2017, staff will research dashboard software that will facilitate the reporting and tracking of strategic measures. For a list of the Strategic Plan performance measures, see pages 27-33.

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- **Initiative Three:** Institutionalize sustainable internal operations (continuous: 2013-16).

Mid-year Status Update: In early 2016, the Green Team created an action plan and assigned tasks to members to achieve an 8% score improvement on the Illinois Park and Recreation Association (IPRA) Environmental Report Card by the end of the year (the District's score was 61% at the end of 2015). The Report Card is a tool utilized by Park Districts to assess their sustainability and environmental initiatives. Based on the implementation status of the Green Team's action plan as of June 30, 2016, the District earned five additional points on the Report Card, bringing the District's total score to 64%. Some of the initiatives implemented by the Green Team include:

- Prepared and posted four Environmental Tips posters in the break rooms at all District facilities;
- Added a new recreation staff representative to Green Team.
- With the Employee Relations Committee, hosted a staff park cleanup event on Earth Day at East End Park;
- Organized the installation of a Paper Retriever (paper recycling bin) in the Abbey parking lot and a second bin at the Courts Plus parking lot;
- Updated the "Commitment to the Environment" statement for bid documents and included it in four bid documents; and
- Reviewed and updated the Environmental Guidelines for Plant Healthcare & Pest Management and the Green Cleaner Product & Vendor List.

- **Initiative Four:** Utilize and improve technology for efficiency and reporting (continuous: 2014-17).

Mid-year Status Update:

Strategic Technology Plan: As technology continues to be a necessary part of conducting business, the District places a high priority on developing and implementing a Strategic Technology Plan (STP). A new plan is developed every three years to allow for maximum productivity. The current plan was completed in 2014 by a cross-functional Strategic Information Technology Committee consisting of representatives from all departments. The Strategic Technology Plan initiative implemented in 2016 was the Storage Area Network (SAN) project.

Within a virtualized environment, numerous virtualized servers reside on a host (small physical server). All the virtualized servers then access a SAN (storage area network). A SAN connects multiple servers to a centralized pool of disk storage. The District's current SAN was installed in 2012 and industry trends call for replacement every 3-5 years to avoid failure. Therefore, the Board approved replacing the current model on March 23, 2016 based on this schedule and to also add more space for storage. All of the District's financial software, payroll, registration, email, file services and directory services operate using the SAN. The SAN project was completed by April 2016.

2016 Mid-year Strategic Plan Progress Report

New Registration System: RecTrac, the District's program registration system, was purchased in February 2015. Since then, the District has installed the RecTrac and WebTrac servers, additional hardware and software, and completed implementation, design, and preliminary training. Courts Plus transferred the membership database in November 2015 and program registration went live in December 2015.

As of March 2016, the District had gone through two high volume online registration dates. During both of these dates, customers experienced long delays online in the registration process. As a result, steps were taken to eliminate the delays and improve the software's performance, which included organizing the ad hoc technology committee, contracting with Sterling Network Integration to assist with system analysis, and moving forward with the approved Storage Area Network (SAN) project described in the previous section.

The configuration of the new SAN included increasing the number of CPU cores for RecTrac from 8 to 24. In April 2016, after the network changes were made, the District completed load testing of the RecTrac database with support services from Vermont Systems. Prior to the SAN upgrade, CPU usage ranged from 40%-99%, and after the upgrade, CPU usage ranged from 3%-20%. Load testing produced only 49 minor error requests out of 19,895 total requests and was considered successful. Summer online registration was on May 7, 2016 and as a result of the changes, customers did not experience any online registration delays.

Vermont Systems continues to release upgraded builds to the registration software, which are carefully reviewed prior to implementation. Fall registration is scheduled for August 6, 2016, and the District has scheduled an additional load test with Vermont Systems on July 22, 2016 to ensure that customers do not experience difficulties.

Continuous Improvement through an Empowered Team Theme

About this Theme: Continuous improvement is an ongoing effort to improve products, services, and processes. These improvements will be accomplished through both Board members and staff by providing the tools and opportunities necessary to work together as a team and make decisions in the best interest of the District.

Objective A: Develop an Empowered Staff

About this Objective: Leadership competencies will include a participative leadership style and team based approaches. In addition, leaders will define empowerment and provide guidelines and boundaries for employee decision making.

- **Initiative One:** Strengthen District training to facilitate the empowerment of staff (long-term: 2015-16).

Mid-year Status Update: In June 2015, Human Resources staff asked managers and supervisors to take an inventory of current training practices, including what types of training the District provides new staff to prepare them for their role, what training is provided to current staff to ensure that they are aware of current practices and procedures and how the District further develops employee skills. Managers and supervisors were also asked to provide feedback on additional training that they would like offered to staff. In the second half of 2016, Human Resources staff will form a cross-functional team to discuss the inventory findings, determine any deficiencies and recommend what additional training is needed to address them.

- **Initiative Two:** Develop leaders (long-term: 2015-17).

Mid-year Status Update: During 2014, staff completed a review of leadership training materials and plan to begin utilizing John C. Maxwell's 360° Leader training program in 2016.

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Objective B: Create a Culture of Continuous Improvement

About this Objective: A continuous improvement environment requires all staff and Board members of the District to play a role in improvement efforts. It also requires knowledge of process improvements, or having knowledge about waste and errors in work methods and how to streamline them. This culture suggests the need to question status quo thinking.

- **Initiative One:** Consider a Board assessment process to continuously improve Board governance (long-term: 2015-17).

Mid-year Status Update In April 2016, the Board undertook a self-evaluation process that was facilitated by Peter Murphy of the Illinois Association of Park Districts (IAPD). Mr. Murphy provided the board with several handouts including a compiled listing of board responses to a questionnaire regarding commissioner responsibilities and a recommended reading list geared toward leadership competencies. During the session, the board also undertook an additional questionnaire to gain insight to any areas needing improvement. Thereafter, in May the Board held a follow up on the self-evaluation that included a discussion of ways to operate more efficiently and effectively.

- **Initiative Two:** Formalize a process for management of organizational knowledge (Deferred). *This initiative is deferred.*

Objective C: Foster a Culture of Innovation

About this Objective: Innovation requires a work culture that embraces change and is supported by encouraging staff to try new processes and services. Alignment exists between agency systems such as recruitment, hiring, reward and recognition, and performance feedback in support of adopting innovation. Changes in programs and services result from knowledge of industry trends and future customer requirements.

- **Initiative One:** Research industry trends and identify ways of integrating new ideas into programs, facilities and services (long-term: 2017).

Mid-year Status Update: In 2016, District staff will continue to research speakers and other forums for employees to learn about industry trends and identify ways to integrate new ideas into programs, facilities and services. This training was postponed to 2017 due to the implementation of other strategic priorities, including the new registration system and program and service analysis processes. Staff continue to attend conferences and training programs and participate in webinars such as the monthly IPRA training webinar series to stay current on industry trends and innovative practices.

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- **Initiative Two:** Establish organizational systems to promote innovation (long-term: 2016-17)

Mid-year Status Update: In March 2016, Human Resources staff formed a cross functional team to evaluate the District's full-time performance management system. Consisting of fifteen (15) employees from all District departments, members met to discuss the District's current performance appraisal system and new approaches which could be considered for implementation. Human Resources staff continues to evaluate recommendations to determine the best system for the District.

2016 Mid-year Strategic Plan Progress Report

Performance Measures






Performance measurement provides data to complement decision making, improve performance, communicate progress and foster accountability. Using the Strategic Plan Strategy Map (see page 8), the Management Team developed new measures for tracking the impact of implementing the Strategic Objectives. Based on this review, staff compiled charts on pages 28-33, which illustrate the measures that are tracked and reported semi-annually or annually in the Strategic Plan Progress Report (SPPR) or will be tracked in future years of the Strategic Plan.

As staff continues implementation of the 2013-17 Strategic Plan, many of the performance measures are a work in progress and will be further refined as staff determine if and when it is feasible to begin tracking each measure, the frequency each should be tracked (semi-annually or annually) and the availability of historical data for assessing long-term trends. Some of the proposed measures may also change or new ones added after the completion related initiatives.

Since many planning initiatives were or are still in progress during 2015-16 and the new registration system came online in late 2015, staff did not start tracking or reporting new measures in 2015 related to registration, customer satisfaction or cost recovery goals, but have begun or will begin to track these new measures in 2016 and 2017. In this report, staff started tracking new registration measures semi-annually based on best practices in performance reporting and the capabilities of the new registration system (i.e., total unique registrations, program revenue per unique participant, and participation by age group) and will begin tracking other new measures annually in the 2016 Year-end SPPR. In 2017, staff will research dashboard software, which will facilitate improved reporting and tracking of Strategic Plan measures.

Performance Reporting

For measures that are tracked on a semi-annual basis (as indicated in the last column of the charts on pages 28-33), staff provide mid-year actual performance data in the performance measure outcome tables. Staff developed the symbols below to convey how actual performance compares to the performance target. The parenthesis after each performance category defines the outcome range for that category.

<u>Significantly Above Target</u> (>10%) 	<u>Above Target</u> (0.01% to 10%) 	<u>At Target</u> (0%) 	<u>Below Target</u> (-.01% to -10%) 	<u>Significantly Below Target</u> (<-10%) 
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In 2016, staff will continue developing and refining performance targets for measures to provide a snapshot of how actual performance compares to the annual goal along with adding and enhancing graphs and charts, which communicate changes in performance levels over time. By tracking achievement of performance targets, staff can assess the effectiveness of the current SWP toward achieving District strategy and make adjustments to work plans and the allocation of resources to ensure the future success of the Plan.

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Performance Measures by Theme

Customer Centered Theme			
Performance Measure	Performance Target	Timing of Reporting and Year to Begin Tracking	Lead Department(s)
Program Success Rates	80% or higher	Semi-annually 2013	Enterprise/Recreation
Total Unique Registrants	To be determined	Semi-annually 2016	Finance
Program Revenue Per Unique Registrant (total revenue/unique participants)	To be determined	Semi-annually 2016	Finance
Program Registrants by Age Group (unique participants/census #'s)	To be determined	Semi-annually 2016	Finance
Customer Household Participation (total unique resident household accounts which have completed a transaction)	To be determined	Annually 2016	Finance
Customer Satisfaction Standards (park & facility, services, membership and programs)	To be determined	Annually 2016	Marketing

Program Success Rate

One indicator of the District’s success with matching the “right” array of programs and services to meet customer interest and demand along with marketplace trends is the success rate of programs (total number of courses offered versus the total number of courses that ran).



In 2015, staff addressed the outcomes of the program analysis process, which optimized program offerings, including divesting in programs that were not viable and pursuing partnership opportunities to invest in programs with a growing market. Examples include reducing the variety of environmental and general interest programs offered that were targeted for divestment and offering fewer fitness classes in 2015 (239 vs. 391) resulting in 13% more participants per class as a strategy to improve the overall cost recovery. The goal of conducting and addressing the outcomes of the program analysis was to improve the District’s program portfolio to meet cost recovery goals and improve the success of programs for future financial sustainability.

As illustrated in the chart on the following page, for the first six months of 2016, the recreation program average success rate is 90.4%, which is above the industry standard of 80%. This rate is a 2.8% increase as compared to the mid-year 2015 success rate of 87.9%. For the first six months of 2016, the enterprise program average success rate of 82.6% is above the industry standard of 80% and 2.4% lower than the mid-year 2015 success rate of 84.6%. Enterprise program areas that experienced success rates below 80% include youth and adult fitness



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classes. Staff are monitoring if this is a trend to determine if changes need to be made to increase success rates.

<u>Category</u>	<u>2015 Mid-year Program Success Rate</u>	<u>2016 Mid-year Program Success Rate</u>	<u>Year-end Performance Target</u>	<u>2016 Mid-year Performance Trend</u>
Recreation Programs	87.9%	90.4%	80.0% or above	Significantly Above Target (>10%) 13.0% above target 
Enterprise Programs	84.6%	82.6%	80.0% or above	Above Target (0.01% to 10%) 3.3% above target 

Data Source: RecTrac Registration Software

Total Unique Registrants

One indicator of the success of program offerings is the total of unique individuals registering in programs. Unique registrants is the total number of individuals registered for at least one recreation or enterprise services program. Each individual is counted only once regardless of the number of programs that individual was registered for during the measurement period. Programs from Sugar Creek were not included in this measure along with participation in programs not requiring registration, including events. Additionally, registration for adult sports leagues counts as one registration per team.

For the first six months of 2016, the number of unique registrants was 6,459. This measure will be tracked to assess the number of individuals reached by District programs.

<u>Category</u>	<u>2015 Mid-year Total Unique Registrants</u>	<u>2016 Mid-year Total Unique Registrants</u>	<u>Year-end Performance Target</u>	<u>2016 Mid-year Performance Trend</u>
Total Unique Registrants	N/A	6,459	To be Determined	N/A

Data Source: RecTrac Registration Software

2016 Mid-year Strategic Plan Progress Report

Program Revenue per Unique Registrant

One indicator of the District's success with maintaining or increasing non-tax program revenue is the average program revenue per unique registrant. This measure is calculated by dividing total revenue generated from recreation and enterprise services programs by the number of unique registrants. Unique registrants is the total number of individuals registered for at least one recreation or enterprise services program. Each individual is counted only once regardless of the number of programs that individual was registered for during the measurement period. Programs and revenue from Sugar Creek were not include in this measure. Additionally, registration for adult sports leagues counts as one registration per team. For the first six months of 2016, the average program revenue earned per participant is \$205.

<u>Category</u>	<u>2015 Mid-year Average Program Revenue Per Participant</u>	<u>2016 Mid-year Average Program Revenue Per Participant</u>	<u>Year-end Performance Target</u>	<u>2016 Mid-year Performance Trend</u>
Average Program Revenue Per Unique Participant	N/A	\$205	To be Determined	N/A

Data Source: RecTrac Registration Software

Program and Pass Registrants by Age Group

One indicator of the District's reach in the community among the youth, adult and senior populations is the number of unique individuals registered for at least one recreation and enterprise services program or that purchased a pass divided by the number of residents in Elmhurst in that age group as indicated by the 2010 Census data. This measure does not include Sugar Creek programs and passes or participation in programs which do not require registration such as community events.

<u>Category</u>	<u>2015 Mid-year Percent of Unique Registrants by Age Group</u>	<u>2016 Mid-year Percent of Unique Registrants by Age Group^{1,2}</u>	<u>Year-end Performance Target</u>	<u>2016 Mid-year Performance Trend</u>
0-4	N/A	50%	N/A	N/A
5-9	N/A	65%	N/A	N/A

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10-14	N/A	51%	N/A	N/A
15-19	N/A	21%	N/A	N/A
20-34	N/A	16%	N/A	N/A
35-49	N/A	30%	N/A	N/A
50-64	N/A	20%	N/A	N/A
65 & Older	N/A	18%	N/A	N/A
Total	N/A	29%	N/A	N/A

¹Total unique participants in age category/total 2010 Elmhurst population in age category

²removed registrants that had no birthdate (.2% of total population)

Data Source: RecTrac Registration Software and 2010 United States Census


Fiscal Agility Theme			
Performance Measure	Performance Target	Timing of Reporting and Year to Begin Tracking	Lead Department(s)
Percent of non-tax revenue	60% or higher	Annually 2013	Finance
Met Reserve Targets - 1st Tier	Met Board Reserve Policy Targets	Annually 2013	Finance
Met Reserve Targets - 2nd Tier	Met Budget Target	Annually 2013	Finance
Capital Assets Condition Ratio	To be determined	Annually 2015	Finance
Debt Service Ratio	To be determined	Annually 2015	Finance
Fund Balance as a percentage of expenditures	Met Board Fund Balance Policy	Annually 2016	Finance
Percent of profit earned-Courts Plus	15%	Annually 2016	Finance/Enterprise
Average dollar of round per golfer	Higher than the previous six-year average	Annually 2013	Golf Course
Cost Recovery Goals	Met Cost Recovery Goals	Annually 2017	Finance

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Improvement through Collaboration and Innovation Theme			
Performance Measure	Performance Target	Timing of Reporting and Year to Begin Tracking	Lead Department(s)
Percent of full-time staff involved in cross-functional teams	75% or higher	Semi-annually 2013	Admin
Environmental Report Card Results	80%	Annually 2015	Admin
Satisfaction with internal communications and internal services	To be determined	Annually 2016	Admin and Marketing
Borderless Satisfaction Survey	To be determined	Annually 2016	Admin and Marketing

Percent of Full-time Staff Involved in Cross-functional Teams

As one indicator to assess the level of formal cross-departmental interaction, staff tracks the percentage of employees serving on cross-functional committees and teams. To successfully foster a borderless organization, the District's standard for the effective level of engagement and involvement of District employees is that at least 75% of full-time employees participate on a cross-functional team. At mid-year, 66% (51) of full-time employees were on one of the two ongoing employee committees and/or on a project, policy and/or planning team or task force (45% (35 employees) excluding the Safety and Employee Relations committees), which is an increase of 10% as compared to mid-year 2015 and 12% below the year-end target (see chart below). A new cross-functional team was formed and met in the first half of 2016 to review the full-time performance evaluation system and another will be formed in the second half of 2016 to determine employee training needs.

<u>Category</u>	<u>2015 Mid-year Percent of Staff Involved in Cross-functional Teams</u>	<u>2016 Mid-year Percent of Staff Involved in Cross-functional Teams</u>	<u>Year-end Performance Target</u>	<u>2016 Mid-year Performance Trend</u>
Full-time Staff	60%	66%	75% or higher	<u>Significantly Below Target</u> <u>(>-10%)</u> 12% below 

Data Source: Abra (HRIS System) and Microsoft Excel

2016 Mid-year Strategic Plan Progress Report

Continuous Improvement through an Empowered Team Theme			
Performance Measure	Performance Target	Timing of Reporting and Year to Begin Tracking	Lead Department(s)
Percent of full-time employees utilizing continuing education	80% or higher	Semi-annually 2013	Finance/HR
Employee satisfaction	To be determined	Annually 2016	Admin/HR/Marketing
Training program satisfaction	To be determined	Annually 2016	HR

Percent of Full-time Employees Utilizing Continuing Education

To provide staff with the tools and knowledge to perform their job successfully and expose them to innovative ideas and industry trends, the District encourages full-time staff at every level in the organization to participate in external training (the annual performance target is at least 80% of full-time employees). As illustrated on the following chart, 51% of full-time employees (39 out of 77) took advantage of continuing education opportunities by attending or viewing at least one seminar/webinar training during the first half of 2016 provided by an outside organization/individual and submitting required documentation to the Human Resources Division. This number is lower than the 2015 mid-year percentage of 59% (43 employees out of 74 utilized this benefit). Supervisors continue to encourage and provide opportunities for staff to attend training to meet the performance target at year-end 2016.

<u>Category</u>	<u>2015 Mid-year Percent of Staff Utilizing Continuing Education</u>	<u>2016 Mid-year Percent of Staff Utilizing Continuing Education</u>	<u>Year-end Performance Target</u>	<u>2016 Mid-year Performance Trend</u>
Full-time Staff	59%	51%	80% or higher	<u>Significantly Below Target</u> (>-10%) 36% below

Data Source: Abra (HRIS System)

Definition of Key Terms

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Definition of Key Terms

The following list of key words describes the definition of the terminology used for the Strategic Plan.

Vision—desired future of the organization. The vision should be a “stretch” for the organization, but possible to achieve in approximately five years. It should state a measurable achievement.

Mission—describes the business of the organization. The mission also defines the core purpose of the organization and why it exists.

Values—describe the way the District operates. Values are meaningful expressions of describing what is important in the way we treat our employees and our guests and relates to the internal culture of the organization.

Balanced Scorecard Perspectives—the four perspectives include Customer, Financial, Internal Business Process, and Learning and Growth. They demonstrate cause and effect relationships in the completion of strategy. All of the Strategic Initiatives are aligned with these four perspectives.

Major Focus Areas—as part of the planning workshop, staff members were asked to brainstorm ideas about areas of major focus the Department should concentrate on during the next five years. While the focus areas are not part of the strategy map, they do become an important part of strategy formulation. Within the list of objectives and initiatives, references are made throughout the Plan to ensure focus on the five most critical areas.

Performance Measures—a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative indicators and capture numbers, dollars, percentages, etc. Measures assist the staff with the ability to determine organizational performance.

Performance Target—what the District is trying to achieve to measure accomplishment of the Strategic Objective

Strategic Themes—broad brushed macro-oriented organizational sense of direction that relates to the four Balanced Scorecard perspectives of customer, financial, internal business, and growth and development.

Strategic Objectives—concise statements describing the specific elements an organization must perform to execute its strategy.

Strategic Initiatives—the specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets. The strategic initiatives are specifically detailed with specific tactics, which are not included within the body of the Strategic Plan, but will exist in separate documentation.

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Tactics—are subordinate to the initiatives and detail the steps necessary to complete an initiative. Staff members will identify the tactics for the initiatives before the start of each fiscal year.

Variance—difference between the expected result and the actual result.

Attachment A
2016 Strategic Work Plan

2016 Strategic Work Plan Updated 4_2016

CUSTOMER THEME: CUSTOMER CENTERED			
OBJECTIVE A: NURTURE COMMUNITY CONNECTIONS			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Create process for reviewing existing and potential partnerships according to established criteria (Mid- and long-term)			
Tactic a. Define types of partnerships and conduct research on partnership assessment tools	2014-15	In Progress	Administration
Tactic b. Create assessment tool and process	2015-16	In Progress	Administration
Tactic c. Pilot new assessment tool	2017		Administration
Initiative Two: Develop, nurture and evaluate existing affiliate and partnerships (Continuous)			
Tactic a. Develop an inventory of existing partnerships	2015-16	In Progress	Administration
Tactic b. Work with partners on agreements requiring updating	2013-17	In Progress	Administration
Initiative Three: Develop and identify new opportunities based on Strategic Plan, Program Plan and facility needs (Mid- and long-term)			
Tactic a. Pursue opportunities to nurture community connections identified in the programming plan process	2014-15	Completed	Rec, Ent., P&F
Tactic b. Evaluate opportunities for shared volunteer base and recruitment among community non-profits	2015-16	Completed	Marketing & Comm
Tactic c. Identify new local partnerships for athletic field/facility usage as part of the Indoor Sports Facility Study	2016-17		Administration
OBJECTIVE B: IMPROVE CUSTOMER EXPERIENCE			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Create a cross-departmental team to analyze and develop a customer service plan, including a training and measurement plan (Short- and long-term)			
Tactic a. Define a customer service vision and standards for all levels of the agency	2013-14	Completed	Marketing & Comm
Tactic b. Develop and implement customer service training	Deferred		Marketing & Comm
Tactic c. Develop and implement system-wide customer service measurement system	Deferred		Marketing & Comm
Tactic d. Research and evaluate options and related software to gather, track, and report customer feedback	2016-17		Marketing & Comm/IT
Initiative Two: Enhance and develop technological solutions to communicate with customers to provide greater access and communication (Short-term)			
Tactic a. Evaluate what technologies the District uses for communicating and reporting information and which technologies the District should continue to use or add in the future	2013	Completed	Marketing & Comm
Tactic b. Implement newly emerging technologies	2014	Completed	Marketing & Comm
Tactic c. Continue to evaluate e-communication platforms, including goal and measurement for each one	2014	Completed	Marketing & Comm

Status Color Highlight Key - Completed in **Yellow**; In Progress in **Green**; Future Year in **Blue**; Deferred to Future Strategic Plan in **Purple**

2016 Strategic Work Plan Updated 4_2016

OBJECTIVE C: OPTIMIZE PROGRAM AND FACILITY MIX			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Develop a District Program Plan (Short- and mid-term)			
Tactic a. Determine process to comprehensively assess the District's program portfolio to determine a strategy for long-term sustainability	2013-14	Completed	Administration
Tactic b. Form cross-department team and provide training to conduct this assessment	2013-14	Completed	Administration
Tactic c. Conduct this assessment and create action plan	2013-14	Completed	Administration
Tactic d. Collaborate District-wide to optimize program offerings	2014-15	Completed	Program Departments
Tactic e. Identify methods to engage underserved populations	2014-15	Completed	Program Departments
Tactic f. Develop an annual review to evaluate program/service offerings according to needs assessment results and make adjustments to services as needed	2014-15	Completed	Administration
Initiative Two: Develop a process to best position core services in the marketplace (Mid-term)			
Tactic a. Identify core services and best practice approaches	2014	Completed	Administration
Tactic b. Evaluate core services	2014-15	Completed	Administration
Tactic c. Based on the results of b. above, maintain, improve and/or divest services for future sustainability	2015	Completed	Service Departments
Initiative Three: Create a process for review of the external market to determine duplication, opportunities, needs, pricings, etc. (Mid-term)			
Tactic a. Review the external market as part of the program planning and core services review processes	2014-15	Completed	Administration
Tactic b. Develop business plans for core programs, services and facilities based on results of tactic a. above	2015	Completed	Administration
Initiative Four: Optimize Current and Future Facility Space (Continuous)			
Tactic a. Assess/review facility usage needs based on program and core service plans, Indoor Facility Study and Long-range Capital Plan	2014-17	In Progress	Facility & Rec Departments
Tactic b. Conduct Indoor Sports Facility Market Demand and Financial Feasibility Study with the City of Elmhurst	2015-17	In Progress	Administration
Tactic c. Evaluate options and negotiate with the City of Elmhurst concerning its request to utilize multiple park properties for stormwater retention	2013-17	In Progress	Administration
Tactic d. Update Comprehensive Plan, including gathering feedback from community (e.g. public meetings, survey)	2016-17		Administration

Status Color Highlight Key - Completed in **Yellow**; In Progress in **Green**; Future Year in **Blue**; Deferred to Future Strategic Plan in **Purple**

2016 Strategic Work Plan Updated 4_2016

FINANCIAL THEME: FISCAL AGILITY			
OBJECTIVE A: ALIGN RESOURCES WITH COMMUNITY NEED			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Improve the capital project review and development process (Short-term)			
Tactic a. Review the project evaluation process, including the criteria ranking and determining the rate of return of future capital projects	2013	Completed	Administration
Tactic b. Implement the process improvements developed in a. above	2013-14	Completed	Administration
Initiative Two: Develop a consistent approach to the pricing of services (Mid-term)			
Tactic a. Research elasticity of pricing and services to understand customer pricing threshold	2014-15	Completed	Marketing & Comm
Tactic b. Establish a consistent fee structure based on program plan/service analysis outcomes	2014-15	Completed	F&HR, ENT, REC, P&F, M&C, GC
Tactic c. Review and update revenue/expense policies	2015-17	In Progress	Administration
Initiative Three: Ensure transparency by communicating ethics and values to community and internally (Continuous)			
Tactic a. Develop an education process to enhance understanding of the District's ethics, values and financial policies and practices	2014-15	Completed	Marketing & Comm
Tactic b. Communicate the District's ethics, values and financial policies and practices	2013-17	In Progress	Marketing & Comm
Tactic c. Gather feedback on the effectiveness of communications and education process in the District's community-wide survey	2016		Marketing & Comm
OBJECTIVE B: TAKE CARE OF WHAT WE HAVE			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Based on the priorities outlined in District planning documents, maintain the District's infrastructure to continue to support high quality offerings (Continuous)			
Tactic a. Based upon the District's long-range financial plan, develop a comprehensive funding plan for financing the highest/high priority projects in the Capital Plan	2013-17	In Progress	Administration
Tactic b. Implement the highest/high priority projects in the Capital Plan	2013-17	In Progress	Administration
Initiative Two: Create a comprehensive asset management plan that is linked to Capital Plan (Deferred)			
Tactic a. Determine scope, goals and work plan	Deferred		Administration
Tactic b. Conduct RFP process to retain consultant to assist with development of plan	Deferred		Administration
Tactic c. Develop plan and integrate it into Capital Plan	Deferred		Administration
Tactic d. Create ongoing process to update and monitor plan	Deferred		Administration

Status Color Highlight Key - Completed in **Yellow**; In Progress in **Green**; Future Year in **Blue**; Deferred to Future Strategic Plan in **Purple**

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OBJECTIVE C: INVEST IN THE FUTURE			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Seek opportunities that will positively impact the District's finances (Continuous)			
Tactic a. Explore new or expand programs and facilities/amenities to improve and maintain cost recovery goals	2014-17	In Progress	P&F, ENT, REC
Tactic b. Continue to seek outside financial support	2014-17	In Progress	Administration, M&C
Tactic c. Evaluate and improve retention strategies and programs	2015-16	In Progress	P&F, ENT, REC, SC, M&C
Tactic d. Attract non-users for select District services and programs	2014-15	Completed	P&F, ENT, REC, SC
Initiative Two: Develop, implement and track cost recovery goals (Mid- and long-term)			
Tactic a. Establish a cost recovery/subsidy allocation strategy that identifies what services/programs to subsidize and at what level (for recreation and enterprise programs)	2014-15	Completed	Administration
Tactic b. Enhance internal cost accounting practices for cost recovery tracking and reporting	2016-17		Finance & HR
Tactic c. Track cost recovery goals	2016-17		P&F, ENT, REC, SC

INTERNAL BUSINESS THEME: IMPROVEMENT THROUGH COLLABORATION AND INNOVATION			
OBJECTIVE A: CREATE A BORDERLESS ORGANIZATION			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Conduct methods to gather internal customer feedback and improve internal business performance (Deferred)			
Tactic a. Develop and implement internal customer survey	Deferred		HR/M&C
Tactic b. Evaluate survey findings and develop and modify policies, procedures and practices based on feedback	Deferred		HR/M&C
Initiative Two: Evaluate and implement opportunities for employees to collaborate (Continuous)			
Tactic a. Implement cross-functional teams that address Strategic Plan initiatives	2013-17	In Progress	Administration
Tactic b. Create cross-functional teams that foster interaction and involve all levels of the organization	2015-17	In Progress	Administration
Initiative Three: Evaluate and enhance communication among District employees (Continuous)			
Tactic a. Review all communication vehicles and research how employees would prefer information (full- and part-time)	2013	Completed	Finance & HR
Tactic b. Investigate and implement, where appropriate, innovative methods/tools for employee communication	2013-15	Completed	Finance & HR
Tactic c. Survey employees to evaluate effectiveness of ongoing and new communication vehicles	2015	Completed	Finance & HR

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OBJECTIVE B: EXCELLENCE IN INNOVATIVE OPERATIONAL MANAGEMENT			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Complete a work analysis/staffing review to determine the best allocation of labor dollars (Mid- and long-term)			
Tactic a. Determine scope of review	2014	Completed	Finance & HR
Tactic b. Conduct RFP process to retain consultant to assist with review	2014	Completed	Finance & HR
Tactic c. Conduct review	2014-15	Completed	Finance & HR
Tactic d. Assess the feasibility of and implement recommendations	2015-17	In Progress	Finance & HR
Tactic e. Conduct compensation study	2016		Finance & HR
Initiative Two: Develop a dashboard of key indicators to assess and improve organizational performance (Long-term)			
Tactic a. Develop indicators and determine performance targets	2015-16	In Progress	Administration
Tactic b. Begin tracking and reporting outcomes and next steps if targets are not met	2015-17	In Progress	Administration
Tactic c. Research and implement technology that will support tracking and reporting indicators on dashboard software	2016-17		Administration/IT
Initiative Three: Institutionalize sustainable internal operations (Continuous)			
Tactic a. Review the mission, purpose and structure of the employee Environmental Committee and how the District identifies and implements sustainable practices	2013-14	Completed	Green Team
Tactic b. Utilize green building products and technologies in building and site development projects where applicable and feasible	2013-15	Completed	P&F, ENT, GC
Tactic c. Create action plan for addressing deficient areas of IPRA Environmental Report Card	2015-16	In Progress	Green Team
Initiative Four: Utilize and improve technology for efficiency and reporting (Continuous)			
Tactic a. Implement Strategic Technology Plan priorities	2014-17	In Progress	IT
Tactic b. Evaluate options and implement new registration software	2014-16	In Progress	Finance & HR

LEARNING AND GROWTH THEME: CONTINUOUS IMPROVEMENT THROUGH AN EMPOWERED TEAM

OBJECTIVE A: DEVELOP AN EMPOWERED STAFF

Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Strengthen District training to facilitate the empowerment of staff (Long-term)			
Tactic a. Evaluate current practices	2015-16	In Progress	Finance & HR
Tactic b. Develop and implement plan of action based on outcomes of tactic a. above	2016		Finance & HR
Initiative Two: Develop leaders (Long-term)			
Tactic a. Develop competencies	2015-16	In Progress	Administration
Tactic b. Create and implement training program	2016		Administration
Tactic c. Test effectiveness and provide support to new leaders	2016-17		Administration

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OBJECTIVE B: CREATE A CULTURE OF CONTINUOUS IMPROVEMENT			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Consider a Board assessment process to continuously improve Board governance (Long-term)			
Tactic a. Determine assessment process	2015	Completed	Administration
Tactic b. Conduct assessment process	2016	Completed	Administration
Tactic c. Implement recommended outcomes of process	2016		Administration
Tactic d. Transfer knowledge between outgoing and incoming Board members	2017		Administration
Initiative Two: Formalize a process for management of organizational knowledge (Deferred)			
Tactic a. Collect and transfer workforce knowledge	Deferred		Administration
Tactic b. Document and share best practices within the District	Deferred		Administration
OBJECTIVE C: FOSTER A CULTURE OF INNOVATION			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Research industry trends and identify ways of integrating new ideas into programs, facilities and services (Long-term)			
Tactic a. Conduct bi-annual service/program/facility analysis trainings specifically designed to discuss the macro operating environment, including social and demographic, technological, economic and political trends	2017		Administration
Tactic b. Integrate trend analysis review into the budget, capital, work plan development and program/service analysis processes	2017		Administration
Initiative Two: Establish organizational systems to promote innovation (Long-term)			
Tactic a. Review employee reward and recognition systems	2017		Administration
Tactic b. Review full-time employee performance appraisal process	2016		Administration

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