

Strategic Plan

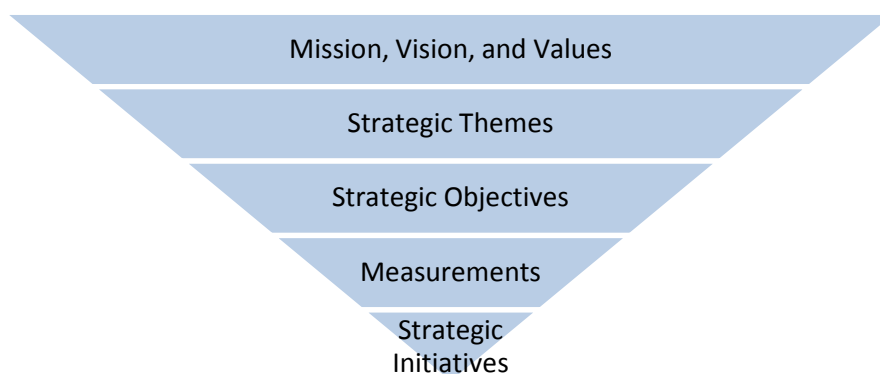
In 2012, the Board of Park Commissioners and staff updated the District's fifth Strategic Plan using a process that included reviewing community feedback to analyze the state of the District, creating the community's future vision of park and recreation services and developing an action plan to implement that vision. By basing each Plan on community feedback and defining priorities, the Board can prepare for future community desires and needs along with clarifying organizational direction for focused decision making. Since the inception of the Strategic Plan, the Board and staff have selected and implemented projects, programs and initiatives based upon the priorities articulated during that process.

Development of 2013-17 Strategic Plan

During spring 2012, the first two phases of the planning process involved the Board defining the District's strategic direction by conducting an analysis of where the District is today (utilizing community feedback such as the 2011 community-wide scientific Attitude and Interest Survey, employee feedback and current planning documents), reviewing the District's mission and vision statements, and determining future priorities (Key Focus Areas and Strategic **Themes**) to provide direction over a five-year period.

During phase three of the planning process, staff, based on the Board's direction, mapped out how the District will achieve these priorities in a Strategic Work Plan (SWP) consisting of Strategic **Objectives** (broad statements describing what the District must achieve to execute strategy) and Strategic **Initiatives** (specific programs, activities, projects or actions to be addressed to meet performance targets). Staff assigned timelines (short, mid- and long-term and continuous) to each of the Strategic Initiatives to ensure the timing of each one is feasible and appropriate based on what the District is targeting to accomplish overall within the Plan's five-year span.

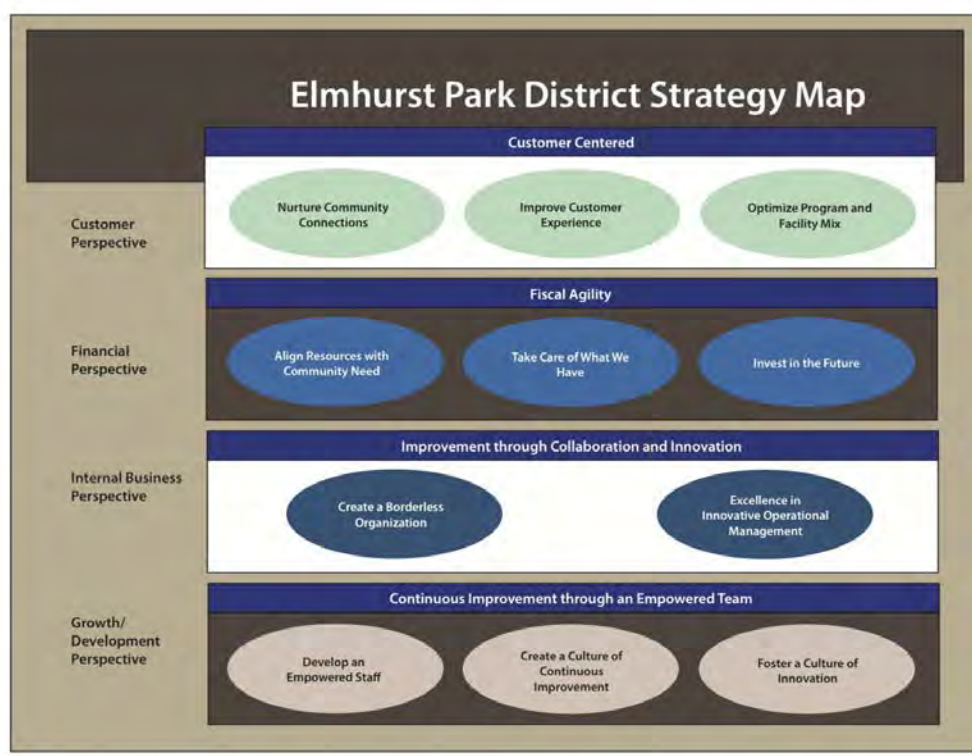
After Board approval of the final Strategic Plan in August 2012, staff developed Work Plan **Tactics** that detail how the Strategic Initiatives will be implemented and to drive what resources need to be allocated in the budget to implement the SWP. Staff also began the process of creating performance **Measurements** to track progress of the Plan. Throughout the process, multiple levels of staff were engaged in developing strategy, including providing feedback, which creates a greater awareness and ownership of the Strategic Plan. Along with the Management Team and Division Managers, supervisory staff are, and will continue to be, involved in developing tactics to ensure Department work plans and budget proposals reflect the necessary steps and resources for implementing the Board's priorities.



District Strategy Map

The District's Strategic Plan is 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.

All of the District's Strategic Themes and Objectives are aligned with the four Balanced Scorecard perspectives and represented on the Strategy Map below. The District's Themes are broad organizational descriptions that provide direction: Customer Centered, Fiscal Agility, Improvement through Collaboration and Innovation, and Continuous Improvement through an Empowered Team. The Objectives define what the District must accomplish to execute its Themes (objectives in the bubbles).



2017 Strategic Work Plan

Developed by staff and approved by the Board annually, the 2017 Strategic Work Plan (SWP) on the following pages outlines the specific broad goals (initiatives) and tasks (tactics) to implement the Strategy Map above. To facilitate ongoing tracking of this strategy, the SWP includes all initiatives for the five-year duration of the Plan. Since long-range strategy takes time to address, the implementation of the majority of the initiatives is over a two- to three-year period unless it will occur throughout 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 remain relevant and timely, Tactics to address the Initiatives are short-term (one to two years) and are only listed in the SWP under Initiatives that have not been accomplished as of October 2016. To foster additional accountability, the SWP also includes the lead position/team responsible along with the targeted years for completing each Tactic. The Initiatives and Tactics are listed under the Objective they address. Ongoing and Department projects/initiatives for 2017 are included in function work plans in the Expenditures by Function section (page 107).

2017 Strategic Work Plan

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	Completed	Administration
Tactic b. Create assessment tool and process	2015-17	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	2015-17	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	In Progress	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 (Completed)			
OBJECTIVE C: OPTIMIZE PROGRAM AND FACILITY MIX			
Initiatives and Tactics	Timeline	Status	Lead Dept.
Initiative One: Develop a District Program Plan (Completed)			
Initiative Two: Develop a process to best position core services in the marketplace (Completed)			
Initiative Three: Create a process for review of the external market to determine duplication, opportunities, needs, pricings, etc. (Completed)			
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 Analysis and Financial Feasibility Study with the City of Elmhurst	2015-16	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	In Progress	Administration
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 (Completed)			
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
Status Color Highlight Key - Completed in Yellow; In Progress in Green; Future Year in Blue; Deferred to Future Strategic Plan in Purple			

2017 Strategic Work Plan (continued)

FINANCIAL THEME: FISCAL AGILITY (CONT.)			
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)			
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. Attract non-users for select District services and programs	2014-15	Completed	P&F, ENT, REC, SC
Tactic b. Explore new or expand programs and facilities/amenities to improve and maintain cost recovery goals	2014-17	In Progress	P&F, ENT, REC
Tactic c. Continue to seek outside financial support	2014-17	In Progress	Administration, M&C
Tactic d. Evaluate and improve retention strategies and programs	2015-17	In Progress	P&F, ENT, REC, SC, M&C
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	In Progress	Finance & HR
Tactic c. Track cost recovery goals	2017		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)			
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 (Completed)			
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	In Progress	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	2017		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	2015-17	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
Status Color Highlight Key - Completed in Yellow; In Progress in Green; Future Year in Blue; Deferred to Future Strategic Plan in Purple			

2017 Strategic Work Plan (continued)

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	2016-17		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
Status Color Highlight Key - Completed in Yellow ; In Progress in Green ; Future Year in Blue ; Deferred to Future Strategic Plan in Purple			
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	Completed	Administration
Tactic d. Transfer knowledge between outgoing and incoming Board members	2017		Administration
Initiative Two: Formalize a process for management of organizational knowledge (Deferred)			
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 full-time employee performance appraisal process	2016	Completed	Administration
Tactic b. Review employee reward and recognition systems	2017		Administration
Status Color Highlight Key - Completed in Yellow ; In Progress in Green ; Future Year in Blue ; Deferred to Future Strategic Plan in Purple			

Monitoring the Strategic Work Plan (SWP)

As part of the Board's governance and to ensure that this Plan remains relevant and effective as a long-range planning tool that is responsive to the community's changing needs, the staff and the Board review the SWP annually. For example, changes occur in the District's operating environment and new opportunities develop that necessitate updating tactics or adding new ones along with adjusting timelines. As in previous years, this review occurs prior to preparing the budget so that staff can allocate adequate resources to address the Plan's priorities. Staff also evaluate the financial implications of each of the tactics to assist with forecasting the long-term resources needed to implement the Plan. Due to changing District priorities and the impending completion of the Plan in 2017, staff recommended and the Board approved, an updated 2016 SWP on April 27, 2016 so that it would be realistic for work planning and decision-making, including identifying the highest priority items for implementation (highlighted in **tan** in the chart on this and previous pages). Staff reviewed the updated 2016 SWP in July in preparation of the 2017 budget process, including assessing the status, timeline and feasibility of implementation of initiatives and tactics to make any necessary revisions in the proposed 2017 SWP. The Board reviewed and reached consensus on the proposed 2017 SWP at its July 25, 2016 meeting and formally approves the SWP in December as part of the final budget document.

In addition, the Board and staff monitor and report progress on the SWP bi-annually (in the Board's Mid-year and Year-end Strategic Plan Progress Reports) to track the status of the overall achievement of Plan Objectives. The Board reports the status of the Strategic Plan in the District's Annual Report document so residents are informed of impact of the Plan.

Performance Measurement

Performance measurement provides data to complement decision making, improve performance, communicate progress and provide accountability. To address Government Finance Officers Association's (GFOA) best practice of using performance measures as a link to budget and planning processes, the purpose of the District's performance measurement program has been to support strategic planning and goal setting, improve/enhance service delivery and customer service, evaluate effectiveness and efficiency of operations, strengthen accountability, communicate results of programs and services and provide better information for effective decision-making including resource allocation. When the measures are aligned with organizational priorities, the Board and staff can be confident that the data can be used to make improvements, validate current practices, evaluate operations and assist with determining budget priorities that reflect the long-range plans of the Board.

Using the Strategy Map, the Management Team annually reviews current measures and develops potential new measures for tracking the impact of implementing the SWP. Based on this review, staff compiled the chart on the following page, which illustrates the measures that will be tracked and reported semi-annually and/or annually in the Board's Strategic Plan Progress Report or potentially tracked in future years of the 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 2016 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. For example, in 2016, 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). In 2017, staff will continue to enhance the District's analysis and use of performance measurement data and research dashboard software, which will facilitate improved reporting and tracking of measures.

For the budget, staff also develop objective measures for monitoring progress toward accomplishing the mission and work plans for each District function (see the Expenditures by Function section on page 107). These measures are also a work in progress and will be enhanced to include additional efficiency and effectiveness measures that focus on results rather than inputs.

Strategic Plan Performance Measures

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
Fiscal Agility Theme			
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
Improvement through Collaboration and Innovation Theme			
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
Continuous Improvement through an Empowered Team Theme			
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