

Comprehensive Plan and Strategic Plan

In 2016-17, the Board of Park Commissioners and staff updated the District's Comprehensive and Strategic Plans using a process that included gathering and reviewing community and staff feedback and assessments of parks, facilities, and programs 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 District's first Comprehensive Plan and Strategic Plan, the Board and staff have selected and implemented projects, programs, and initiatives based upon the priorities articulated during the planning process.

Development of Vision 2020 Plan

Overview: From fall 2016 to spring 2017, the Board and staff undertook the Vision 2020 process to update the District's 2007 Comprehensive Plan and 2013-17 Strategic Plan. While a Comprehensive Plan and a Strategic Plan are unique in their purpose and scope, they have interrelated goals and development processes and for this reason, the Board and staff developed both plans during one process and combined them into one, overall guiding document and action plan. As a result, the Vision 2020 Plan incorporates strategic planning initiatives, which are internal operation, communication, and administrative improvements with a three-year timeline and one-year action plan and comprehensive planning initiatives, which are physical asset, program, and services focused with a ten-year timeline and five-year action plan.

Planning Process Phases: Organized into four phases as described below, the Vision 2020 planning process consisted of the following components: a needs assessment; visioning; identifying and evaluating community needs, priorities, and opportunities; and creating a phased implementation and financial plan.

Engage: The first phase included conversations with and input from a wide variety of community stakeholders and employee groups to gain an understanding of needs and priorities and to communicate the purpose of and how they could be actively engaged in the process. The forums for collecting feedback during this phase included community open houses, scientific and online surveys, focus groups, interviews, etc.

Analyze: During the second phase of the planning process, a comprehensive needs analysis was developed based on data collected about the District and the region, including an inventory and assessment of parks, open space, trails, recreation facilities, and program offerings along with demographic, recreation trends and level of service analyses.

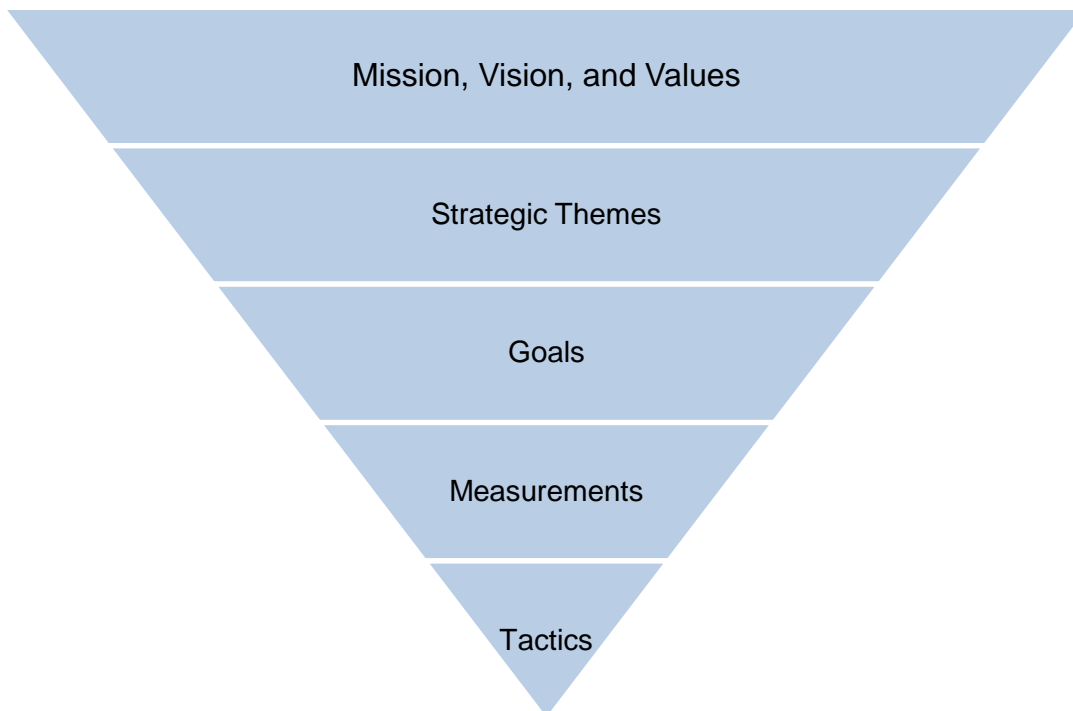
Envision: During the third phase, the Board and staff created a shared long-term vision for the District based on the Engage and Analyze phase results, including key findings and strategic themes and goals to address those findings. Alternative strategies for programming and existing and new parks, facilities, and open spaces were evaluated, and refined into a set of strategies and recommendations that the District could address in the future to implement strategic themes and goals.

Implement: In the final phase of the planning process, the Board and staff refined action items based on the near-and mid-term capital and operational strategies and recommendations developed during the Envision phase. These action items were outlined in a Five-year Strategy Action Plan and one-year implementation plan. In July 2017, the Board approved the final Vision 2020 Plan document, which included a summary of the Vision 2020 feedback collected, needs assessment, and key findings and recommendations that will drive long-range planning for the next three to five-years.

District Strategy

As part of the Vision 2020 Process, the Board and staff reviewed and updated the District's existing mission and vision statements and established District values to serve as the guiding force for the creation of District strategy. Then, staff participated in collaborative workshops to identify organizational strengths, weaknesses, opportunities, and threats and brainstorm the key priorities for the next three to five years. These key priorities provided the framework for developing **strategic themes**, which are broad macro-oriented statements of organizational direction. Staff then developed three to five-year **goals** (broad statements describing what the District must achieve to execute strategy) and one to two-year **tactics** (programs, activities, projects or actions) to outline what needs to be accomplished to address the strategic themes and drive what specific actions will be undertaken to implement them. The themes, goals, and tactics reflect Vision 2020 findings and recommendations and will focus the Board's and staff's decision making and allocation of resources towards implementation of District strategy.

After Board approval of the Vision 2020 Plan in July 2017, staff integrated the themes, goals, and tactics into a vision/action matrix, adding cost ranges, timelines, staff responsibilities, and implementation goals for each tactic. To report ongoing tracking of the implementation status of each tactic, the matrix also includes a column to report progress. This matrix became the District's 2018 Strategic Work Plan (SWP) (described in the next section), which is developed annually to guide and track implementation of long-range plans. In December 2017, **performance measures**, tied to the strategic themes will also be developed to track progress on addressing overall Plan strategy.



2018 Strategic Work Plan

Developed by staff and approved by the Board annually, the 2018 SWP outlines the broad themes and goals and specific tasks to implement the Vision 2020 Plan. To facilitate ongoing tracking of this strategy, staff utilized the vision/action matrix described in the previous section to create the proposed 2018 SWP. The new SWP format includes an overview of the District Mission, Vision, Values, Themes, and Goals and the detailed action plan for each 2018 tactic (see pages 28 and 29). The detailed action plan for addressing each 2018 tactic includes the goals and values addressed, cost range, timeframe, Department/staff responsibilities, and implementation goal. To remain relevant and timely, tactics to address the themes and goals are short-term (one to two years), and the SWP only includes the tactics to be addressed in the first year of the Vision 2020 Plan. Ongoing and Department projects/initiatives for 2018 are included in function work plans in the Expenditures by Function section of this document.

Monitoring the Strategic Work Plan

As part of the Board's governance and to ensure that this Plan remains relevant and effective as a long-range planning tool and is responsive to the community's changing needs, the staff and the Board review the SWP annually so it evolves based on ongoing shifts, opportunities, and challenges in the District's operating, economic, and political environments. For example, changes occur and new opportunities develop based on decisions made or agreements finalized by or with other organizations that necessitate updating tactics or adding new ones along with adjusting timelines. Staff also undergo this review to ensure that the SWP is aligned with the Vision 2020 Five-year Strategy Action Plan so that future long-range planning goals are considered for the coming year.

As in previous years, the SWP review occurs prior to preparing the budget so that adequate resources can be allocated 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. The Board reviewed and reached consensus on the proposed 2018 SWP at its August 28, 2017 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 Progress Reports) to track the status of the overall achievement of Plan Themes. The Board reports the status of long-range plans in the District's Annual Report document so that the community is informed about the impact of the Plan.

Vision 2020 2018 Strategic Work Plan Mission, Vision, Values, Themes and Goals

Mission	We enrich lives while having fun.
Vision	To be a national leader in providing memorable parks and recreation experiences to our community.
Values	
Fun Integrity Customer Service Excellence Community Focused	We will inject fun and passion in what we do everyday. We will always do the right thing and we will do it the right way. We will exceed customer expectations consistently and present the 'wow' moment. At the end of the day, it's all about the community we serve.
Themes	Goals
PA PARKS Meet community need for parks, open space, and outdoor amenities.	PA1: Maintain and update existing parks, open space, and amenities.
	PA2: Address open space and amenity deficiencies and equitability.
	PA3: Provide new recreational opportunities to respond to community needs.
FA FACILITIES Meet community need for new and existing indoor recreation space.	FA1: Maintain and update existing facilities.
	FA2: Invest in new indoor facilities / space to respond to community needs.
	FA3: Optimize use of our existing facilities.
PR PROGRAMMING Innovative programing to meet community needs.	PR1: Remain aware of and responsive to trends.
	PR2: Regularly engage the community to understand their needs.
	PR3: Provide sustainable, high quality and inclusive program offerings.
CO COMMUNICATIONS Exceptional and consistent guest experience.	CO1: Foster a "customer-first" environment.
	CO2: Address customer service staffing needs.
FI FINANCE Sustainable revenues strategies and funding options.	FI1: Review and improve cost recovery.
	FI2: Seek alternate sources of revenue.
	FI3: Consider pursuing General or Recreation Fund referendum.
IO INTERNAL OPERATIONS Employee growth and development.	IO1: Continue to invest in training, continuing education, and personal development.
	IO2: Improve internal communication.
	IO3: Improve employee benefits.
	IO4: Become a more data-driven organization.
	IO5: Increase focus on Districtwide succession planning.

VISION 2020 2018 STRATEGIC WORK PLAN

Year 1												
Theme	Goals	Tactics	EPD Values	Cost	Duration	Timeframe			Department / Staffing		Implementation	Progress
						Anticipated Start	Anticipated Completion	Reporting	Lead	Staff Groups		
PA	PA1	1.1a Update Conrad Fischer Park.	Community Focused, Customer Service Excellence	\$\$\$	☐	January 2018	November 2018	Semiannually	Director of Parks & Facilities	Parks & Facilities	Conduct community outreach, design and engineer, bid, and construct by December 2018.	
PA	PA1	1.1a Replace Berens Park Two Synthetic Turf Fields	Community Focused, Customer Service Excellence	\$\$\$\$	☐	January 2018	November 2018	Semiannually	Director of Parks & Facilities	Parks & Facilities	Remove and replace carpet on two synthetic turf fields.	
PA	PA1, PA2	3.1: Build dog park.	Fun, Community Focused	\$\$\$	☐	July 2017	December 2018	Semiannually	Executive Director, Director of Parks & Facilities	Admin, Parks & Facilities	Conduct site feasibility study and community outreach in 2017 and 2018 and master plan, design and engineer, bid, and construct by 2019.	
FA	FA3, PR1, PR3	3.1: Finalize future of small recreation and 225 Prospect buildings based on evaluation of preschool business model.	Community Focused, Customer Service Excellence	\$	☐	January 2017	June 2018	Semiannually	Executive Director, Director of Recreation	Admin, Facilities, Recreation, Finance, Marketing & Communications	Based on data collected and public input, determine next steps for optimizing the use of these buildings.	
FA	FA2, PR1, PR2	2.1: Determine future of Palmer Drive site / building.	Community Focused, Customer Service Excellence, Integrity	\$	☐	July 2017	April 2018	Semiannually	Executive Director	Admin, Parks & Facilities, Recreation	Based on data from completed assessment, determine best use of facility.	
FA	FA2, PR1, PR3	2.2a: Determine approach to indoor sports facility.	Community Focused, Customer Service Excellence	\$	☐	September 2017	June 2018	Semiannually	Executive Director, Board of Park Commissioners	Management Team	Based on prior planning reports and community feedback, determine next steps for addressing indoor sports facility needs.	
PR	PR1, PR2, PR3	3.1: Offer programs identified as high priorities in Community Survey.	Fun, Community Focused, Customer Service Excellence	\$	■	January 2018	December 2020	Seasonally	Directors of Recreation, Enterprise Services, Parks and Facilities	Recreation, Enterprise, Facilities	Offer at least one new program from the high priorities seasonally.	
CO	CO1	1.1: Establish district-wide customer service model.	Customer Service Excellence, Community Focused, Fun	\$	☐	January 2018	June 2018	Semiannually	Director of Marketing and Communications	Customer Service Team	Institute Customer Service Model, including staff recognition program and customer feedback approach.	
CO	CO1, IO1, IO2	2.2: Optimize staffing structure to provide exceptional customer service.	Customer Service Excellence, Integrity	\$	☐	September 2018	March 2019	Annual	Director of Marketing and Communications, HR Division Manager	Customer Service Team	Implement new staffing structure by Spring 2019.	
FI	FI3	3.1: Determine approach to referendum (e.g. hire firm).	Integrity, Community Focused	TBD	☐	September 2017	June 2018	Ongoing	Executive Director, Board of Park Commissioners	Management Team	Determine referendum strategy by June 2018.	
FI	FI1	1.2: Analyze cost recovery data to ensure future financial sustainability.	Integrity, Community Focused	\$	☐	September 2017	September 2018	Annually	Director of Finance & Human Resources	Recreation, Enterprise, Facilities	Establish cost recovery analysis and reporting provided District-wide.	
FI	FI1	1.1: Implement cost recovery goals.	Integrity, Community Focused	\$	■	January 2018	December 2020	Annually	Director of Finance & Human Resources	Recreation, Enterprise, Facilities	Meet cost recovery goals with annual review and update of cost recovery model, as necessary.	
IO	IO4, IO5	4.1: Implement dashboard software.	Integrity, Customer Service Excellence, Community Focused	\$\$	☐	July 2018	June 2019	Annually	Strategy & Planning Coordinator	Management Team	Chose and utilize dashboard software based on an assessment of data to be tracked and the best fit software options.	
IO	IO3	3.1: Implement 2017 Compensation Study.	Integrity	\$\$\$	☐	September 2017	January 2018	Annually	Executive Director	Finance & HR	Implement Compensation Study recommendations.	
IO	IO3	3.2: Expand benefits offered to part-time staff.	Integrity	\$	☐	September 2017	March 2018	Semiannually	Division Manager HR	Admin, HR	Consider and implement part-time benefit changes based on Vision 2020 Plan and part-time staff focus group feedback.	
IO	IO1	1.1: Establish District-wide training plan for all levels of staff.	Fun, Customer Service Excellence, Community Focused, Integrity	\$	☐	June 2018	December 2018	Semiannually	Division Manager HR	Strategy & Planning Coordinator, Task Force	Develop District-wide training plan based on Vision 2020 feedback.	
TABLE LEGEND / KEY			TIMEFRAME / DURATION			PROGRESS						
COST			☐	≤ 6 months (0)	■	Started (10)						
\$	\$0-\$25,000, including staff time		☐	6 months - 1 year (25)	■	Ongoing (50)						
\$\$	\$25,001-\$99,999		☐	1-3 years (50)	■	Completed (100)						
\$\$\$	\$100,000-\$499,999		☐	3-5 years (75)	■	Delayed / Stopped (0)						
\$\$\$\$	> \$500,000		☐	≥ 5 years (100)	■							

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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 use the data to make improvements, validate current practices, evaluate operations and assist with determining budget priorities that reflect the long-range plans.

The Management Team annually reviews, refines, and adds measures for tracking the impact of implementing long-range plans. Based on this review, staff compiled the chart below (for the final year of the 2013-17 Strategic Plan), which illustrates the measures that are or will be tracked and reported semi-annually and/or annually in the Board’s Strategic Plan Progress Report. As staff begins implementation of the Vision 2020 Plan, many of these measures will be refined to effectively monitor implementation of the new strategic themes, including adding measures based on the data collected and standards used during the Vision 2020 process (e.g. organizational culture survey, park and program assessments, etc.).

Performance Measure	Performance Target	Reporting
Customer Centered Theme		
Program Success Rate	80% or higher	Semi-annually
Total Unique Registrants	8,800	Semi-annually
% of Program and Pass Registrants by Age Group	To be determined	Semi-annually
% of Unique Resident Households Completing a Transaction	50%	Semi-annually
Fiscal Agility Theme		
Percent of non-tax revenue	60% or higher	Annually
Met Reserve Targets - 1st Tier	Met Reserve Policy Targets	Annually
Met Reserve Targets - 2nd Tier	Met Budget Target	Annually
Average dollar of round per golfer	Higher than previous six-year average	Annually
Capital Assets Condition Ratio	50%	Annually
Debt Service Ratio	20%	Annually
Program Revenue Per Unique Registrant	\$500	Semi-annually
Fund Balance as a percentage of expenditures	Met Fund Balance Policy	Annually
Percent of profit earned-Courts Plus	15%	Annually
Cost Recovery Goals	Met Cost Recovery Goals	Annually
Improvement through Collaboration and Innovation Theme		
Percent of full-time staff involved in cross-functional teams	75% or higher	Semi-annually
IPRA Environmental Report Card Results	80%	Annually
Satisfaction with internal communications and internal services	To be determined	Annually
Borderless Satisfaction Survey	To be determined	Annually
Continuous Improvement through an Empowered Team Theme		
Percent of full-time employees utilizing continuing education	80% or higher	Semi-annually
Employee satisfaction	To be determined	Annually
Training program satisfaction	To be determined	Annually

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 in this document). These measures are also a work in progress and will be enhanced in 2018 to include additional efficiency and effectiveness measures that focus on results rather than inputs.