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**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**

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**DATE:** April 9, 2018

**TO:** Board of Park Commissioners

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

**RE: 2017 YEAR-END STRATEGIC PLAN PROGRESS REPORT**

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**ISSUE**

The 2018 Year-end Strategic Plan Progress Report (SPPR) provides a final status report on implementation of the 2017 Strategic Work Plan initiatives in the final year of the 2013-17 Strategic Plan. Distribution and review of this report is in accordance with Board policies.

**DISCUSSION**

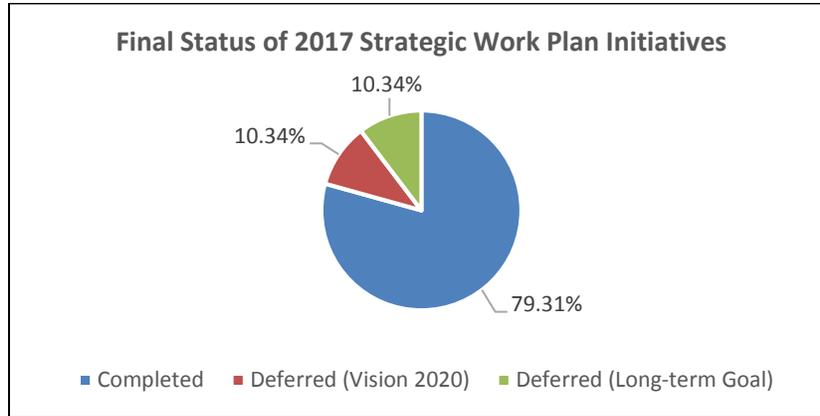
To remain dynamic and responsive to changing needs, a successful strategic planning process requires an ongoing review of actual progress in relation to the goals in the work plan. Therefore, monitoring the plan is necessary to ensure that action is taken and that actual measurable results are achieved 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 2017 Year-end SPPR has a similar format and approach as the 2016 Year-end SPPR, including status reports on achievement of Strategic Work Plan initiatives and outcomes for performance measures tracked annually. This report also includes the final status report on the outcomes and/or next steps for continuous and outstanding Plan initiatives since it is the last SPPR for this Strategic Plan, which ended December 31, 2017. Furthermore, the 2017 Strategic Work Plan in Appendix A has been modified to reflect the final status of each initiative and no longer includes the staff responsible for implementation and the timeline for each work plan initiative.

***Overview of Final Outcomes***

Overall, the Board and staff accomplished 79.31% (23 of the 29) and deferred 20.68% (6 of 29) of the 2013-17 Strategic Work Plan initiatives. Based on the Vision 2020 key findings and recommendations, three of the outstanding initiatives were shifted to the 2018 Strategic Work Plan and three will be future long-term goals since they are not high priorities in the Vision 2020 Plan. The SPPR initiative status reports on pages 12-23 highlight which initiatives are still outstanding and what progress has been made to address these initiatives. For a two-page snapshot of the final outcome of each initiative, the updated 2017 Strategic Work Plan in Appendix A (page 44) provides a listing of all the initiatives and their final status, which is also summarized in the following chart and graph.

2013-17 Strategic Theme	Number of Completed Initiatives	Number of Deferred Initiatives (Vision 2020 SWP)	Number of Deferred Initiatives (Long-term future goal)
Customer Centered	7	1	1
Fiscal Agility	5	1	1
Improvement through Collaboration and Innovation	6	1	0
Continuous Improvement Through an Empowered Team	5	0	1
Total (29)	23 (79.31%)	3 (10.34%)	3 (10.34%)



***Vision 2020 Strategic Plan Progress Reports***

The District’s updated Strategic Plan, Vision 2020, became effective on January 1, 2018. The 2018 Mid-year and Year-end SPPR will reflect and monitor 2018 Strategic Work Plan goals and tactics (developed during the Vision 2020 process) and performance measures which track achievement of the Vision 2020 strategy (including relevant measures from this report and new metrics utilized or developed during the Vision 2020 process). Staff is creating a new format for the SPPR to improve the presentation and analysis of the impact of strategic work plan implementation to evaluate the achievement of District strategy (mission, vision, values and strategic themes).

During the April 9, 2018 Board meeting, staff will provide an overview of the SPPR. 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 2017 Year-end Strategic Plan Progress Report.

Thank you.

Attachment: 2017 Year-end Strategic Plan Progress Report

# Elmhurst Park District Strategic Plan 2017 Year-end Progress Report January 1 to December 31, 2017

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

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

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

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



# 2017 Year-end Strategic Plan Progress Report

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# 2017 Year-end Strategic Plan Progress Report

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## Executive Director's Message

I am pleased to present the last Elmhurst Park District Year-end Strategic Plan Progress Report (SPPR) for the 2013-17 Strategic Plan. This report is staff's method of demonstrating accountability with how we are taking action and achieving results to effectively implement the District's Strategic Plan. Our goal has been to provide the Board and community a clear and comprehensive report that monitors long-term strategy so that 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 2017 Year-end SPPR has the same format and approach as the 2016 Year-end SPPR, including status reports on achievement of Strategic Plan Initiatives and outcomes for performance measures tracked annually. This report also includes the final status report on the outcomes and/or next steps for continuous and outstanding Plan initiatives since it is the last SPPR for this Strategic Plan. Furthermore, the 2017 Strategic Work Plan in Appendix A has been modified to reflect the final status of each initiative and no longer includes the staff responsible for implementation and the timeline for each work plan initiative.

As District staff and the Board had been engaged with completing this Strategic Plan and developing the Vision 2020 Plan in 2017, this report illustrates how the Board's vision for 2017 was executed through the implementation of Plan Initiatives. Staff focused on completing the highest priority tactics identified during the Board and staff's annual review of the Strategic Work Plan during the 2018 budget process to ensure the Board's long-term strategy was addressed in the final year of the Plan.

Furthermore, by tracking our progress towards implementing the 2013-17 Strategic Plan, the Board and staff gained an understanding of how our past and current priorities should shape the next phase of strategic planning. This report of Strategic Plan accomplishments and ongoing work plans was utilized by the Vision 2020 planning team to assess the current state of the District and develop the District's future strategy for the next three to five years.

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

Thank you,



James W. Rogers  
Executive Director

# 2017 Year-end Strategic Plan Progress Report

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## Introduction and Overview

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# 2017 Year-end Strategic Plan Progress Report

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## **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 creates a greater awareness and ownership of the Strategic Plan. Staff continued to be involved in implementing the Plan to ensure that Department initiatives and budget proposals reflected the necessary steps and resources for addressing the Board's priorities. The Board and staff's 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 the District's Strategic Work Plan. This Year-end report along with the Mid-year 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 year-end progress toward accomplishing the 2017 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 an overview of the 2017 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?

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This section provides an overview of the District's 2013-17 Strategic Planning process, strategy, and the 2017 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 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 brainstorm 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, 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

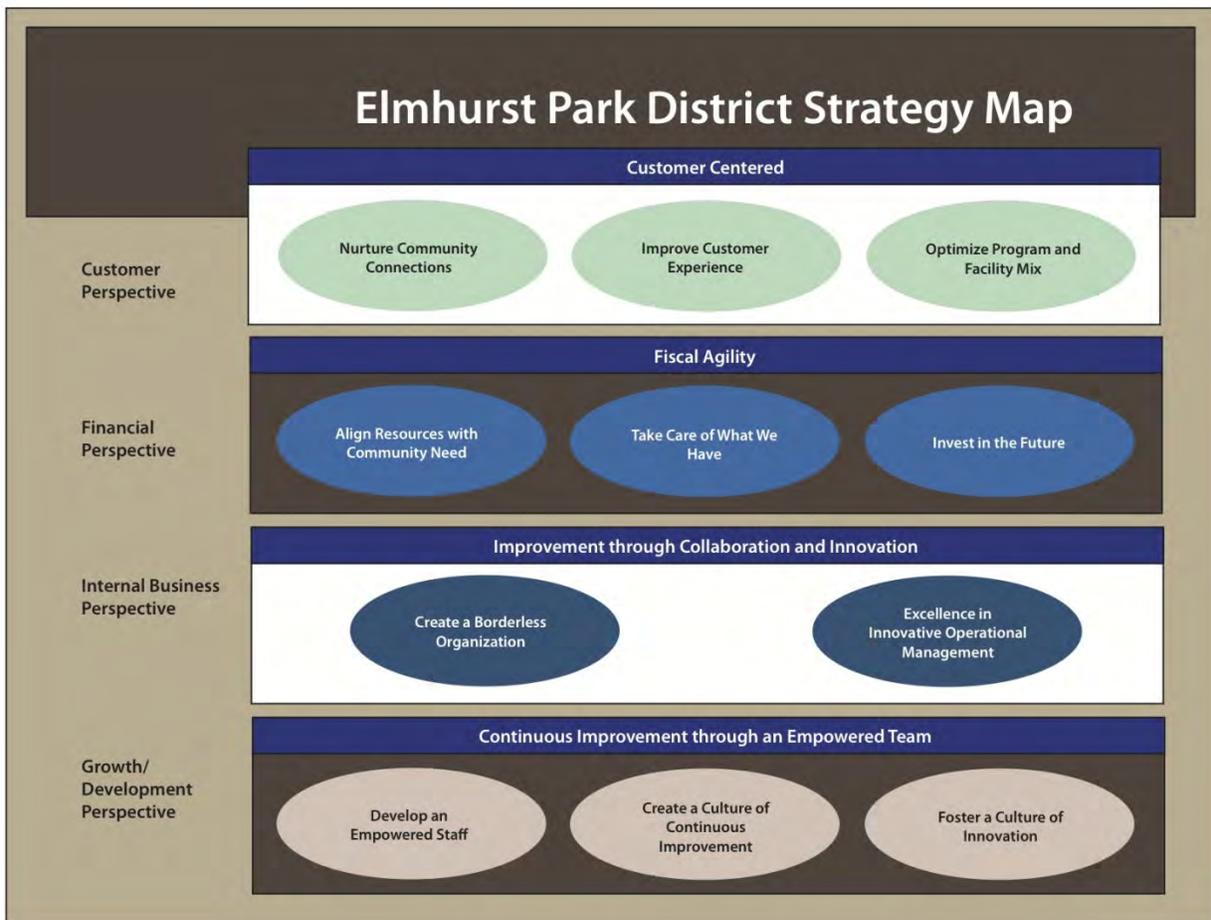
As described on the previous page, all of the District's strategic themes and objectives are aligned with the District's Mission and Vision and the four Balanced Scorecard perspectives as represented on the Strategy Map below. The Map lists the four perspectives on the left side and the supporting Themes and Objectives adjacent to the list of perspectives. Refer to pages 12-23 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 Elmhurst.*

### Vision Statement

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

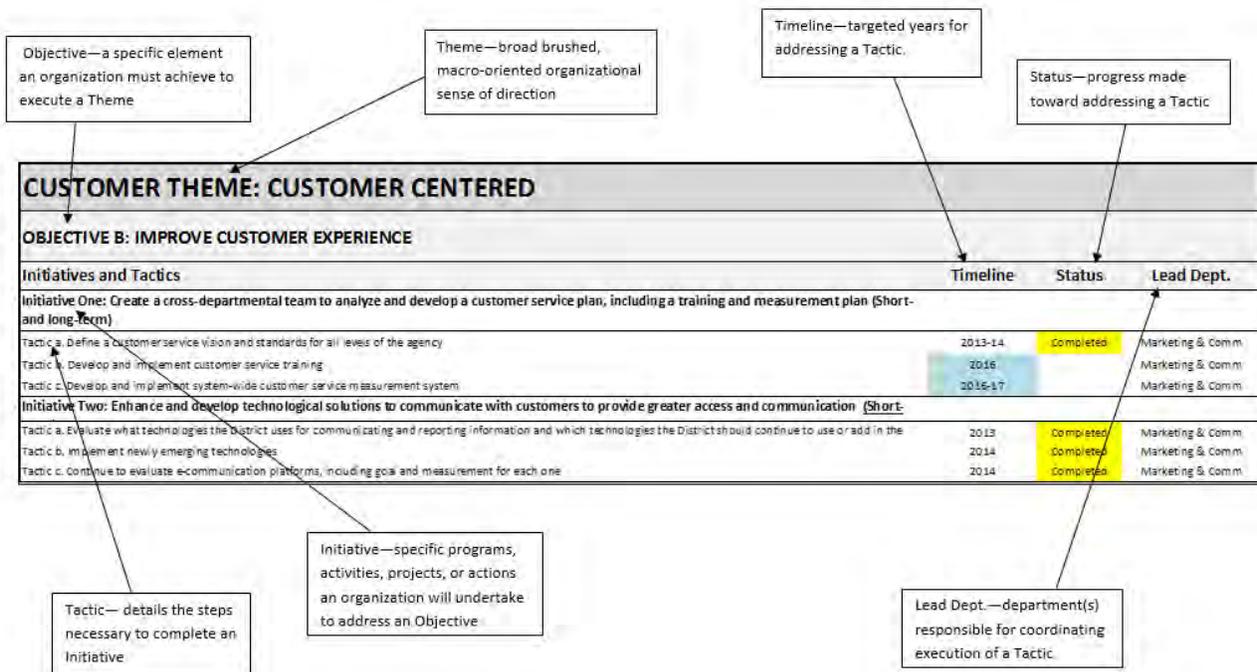


# 2017 Year-end Strategic Plan Progress Report

## Strategic Work Plan Initiatives and Tactics

Developed by staff and approved by the Board annually, the 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 was over a two- to three-year period unless it occurred during all five years of the Plan. Therefore, the timing of initiatives was defined as follows: short-term (2013-15); mid-term (2014-16); long-term (2015-17); and continuous (2013-17). To foster additional accountability, prior to this final report for the 2013-17 Strategic Plan, the SWP also included 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 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 12-23, staff provide final status reports regarding the implementation the 2013-17 Strategic Plan.



# Strategic Work Plan Progress How Are We Doing?

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This section provides the definition of each strategic theme and its related objectives along with a listing of the initiatives in the 2017 Strategic Work Plan (SWP). Since this is the final progress report for the 2013-17 Strategic Plan, staff notes if an initiative has been completed or deferred to the Vision 2020 Plan or will be a future long-term goal. Following the status reports, staff summarizes 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.

#### Completed Initiatives

- **Initiative Two:** Develop, nurture and evaluate existing affiliates and partnerships (*completed in 2017*).
- **Initiative Three:** Develop and identify new opportunities based on Strategic Plan, Program Plan and facility needs (*completed in 2017*).

#### Deferred Initiative

- **Initiative One:** Create process for reviewing existing and potential partnerships according to established criteria.

**Final Update:** Throughout the span of this Strategic Plan, staff has noted the development, nurturing, and evaluation of partner relationships and agreements in mid-year and year-end Strategic Plan Progress Reports. The District also gathered feedback from District stakeholders, Board, community and employees as part of the Indoor Sports Facility Market Demand and Financial Feasibility Study and Vision 2020 Plan processes to develop, strengthen, and evaluate current and potential future affiliate group and partner relationships and opportunities. As part of this Strategic Plan, this Initiative has been completed and will continue to be a high priority when implementing Vision 2020 Plan strategies. For example, the Plan includes key findings and strategies which will involve furthering the District's connection to community partners and stakeholders for successful implementation, including a potential new Indoor Sports Facility and Senior Center. Due to these and other higher priorities in the Vision 2020 Plan, it is a long-term goal, but not a top priority to create a process for reviewing existing and potential partnerships.

## 2017 Year-end Strategic Plan Progress Report

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### **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.

#### **Completed Initiative**

- **Initiative Two:** Enhance and develop technological solutions to communicate with customers to provide greater access and communication (*completed in 2015*).

#### **Deferred Initiative**

- **Initiative One:** Create a cross-departmental team to analyze and develop a customer service plan, including a training and measurement plan (*deferred to Vision 2020 Plan*).

**Final Update:** In 2013, staff formed a cross-departmental Customer Service Team of ten (10) full-time employees, which met bi-monthly 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. From 2014 to 2016, other District priorities such as the implementation of the new registration system 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 was deferred. During the Vision 2020 process, the District collected extensive community, customer, stakeholder, and employee feedback. Based on this feedback, staff will be creating a District-wide customer service model in 2018 (a high priority in the Vision 2020 Plan and in the 2018 Strategic Work Plan).

## 2017 Year-end Strategic Plan Progress Report

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### **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.

#### **Completed Initiatives**

- **Initiative One:** Develop a District Program Plan (*completed in 2015*).
- **Initiative Two:** Develop a process to best position core services in the marketplace (*completed in 2015*).
- **Initiative Three:** Create a process to review the external market to determine duplication, opportunities, needs, pricing, etc. (*completed in 2015*).
- **Initiative Four:** Optimize Current and Future Facility Space (*completed in 2017*).

**Final Update:** With the completion of the Vision 2020 process and Board approval of the final Vision 2020 Plan in July 2017, the Board and staff have updated the District’s Strategic and Comprehensive Plans, which outline future park, facility and open space development, redevelopment, and acquisition priorities based on community, customer, stakeholder, Board, and employee feedback. These priorities address how to best optimize our current and future facility space. During the 2018 Budget process, staff finalized and the Board approved the 2018 Vision 2020 Strategic Work Plan, which reflects these priorities and the funds necessary to execute the first year of the Plan.

## 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.

#### **Completed Initiatives**

- **Initiative One:** Improve the capital project review and development process (*completed in 2014*).
- **Initiative Two:** Develop a consistent approach to the pricing of services (*completed in 2017*).
- **Initiative Three:** Ensure transparency by communicating ethics and values to community and internally (*completed in 2016*).

**Final 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 plan and service analysis process, staff developed cost recovery models for tax-supported programs and enterprise programs based on the District's cost recovery trends and goals. Staff also researched the elasticity of pricing and services to understand customer pricing thresholds and developed a consistent fee structure. To ensure that the District's revenue policy reflects these models, fee structure, and current cost recovery trends, staff will undertake a comprehensive review of the District's revenue policies in 2018.

## 2017 Year-end Strategic Plan Progress Report

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### **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.

#### **Completed Initiative**

- **Initiative One:** Based on the priorities outlined in District planning documents, maintain the District's infrastructure to continue to support high quality offerings (*completed in 2017*).

#### **Deferred Initiative**

- **Initiative Two:** Create a comprehensive asset management plan that is linked to Capital Plan.

**Final Update:** The District's 2017-26 Capital Improvement Plan (CIP) details long-range capital improvement needs by outlining \$45.15 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.

To confirm 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 2017 were funded and completed, including the Salt Creek Greenway Trail Connector, 135 Palmer Drive Land Acquisition and Site Development, Plunkett Park Redevelopment, 447 Armitage Land Development, Wagner Community Center Upgrades, Berens Tennis Court Resurfacing, and The Hub Sprayground Resurfacing. The Salt Creek Greenway Trail connector construction was the only highest/high priority project not completed in 2017. Phase two engineering was completed in a previous year; however, ongoing discussions with adjacent property owners has caused delays for the project (in the capital budget since 2013). This project was approved in the 2018 Budget, and staff is optimistic that this project will be completed in 2018.

Staff deferred the initiative, create a comprehensive asset management plan, since the Vision 2020 Plan needed to be completed first to define long-term capital priorities. This initiative is not a top priority in the Vision 2020 Plan due to higher priority initiatives which need to be addressed in 2018-20 before developing an asset management plan.

# 2017 Year-end Strategic Plan Progress Report

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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.

### **Completed Initiative**

- **Initiative One:** Seek opportunities that will positively impact the District's finances (*completed in 2017*).

### **Deferred Initiative**

- **Initiative Two:** Develop, implement and track cost recovery goals (*deferred to Vision 2020 Plan*).

**Final Update:** As illustrated in this report, throughout the span of the 2013-17 Strategic Plan, staff has focused on seeking opportunities that will positively impact the District finances, including successfully adding or expanding current programs and facilities/amenities which improve cost recovery (based on the 2014-16 Program and Service Analysis Plan) and implementing new customer retention strategies at Courts Plus (based on the Atwood Consulting report). Staff continue to assess and address ways to improve cost recovery and increase customer retention.

Furthermore, tracking and implementation of the cost recovery goals developed during the program plan and service analysis process continues to be a priority in the Vision 2020 Plan. As reported in previous SPPR, staff has made changes to the current account structure for accurate tracking of cost recovery, including during the 2018 Budget process. However, staff need to continue reviewing and changing general ledger accounts to improve the tracking and allocation of the actual incurred direct expenses associated with program and service cost recovery categories (e.g. educational and social, beginner skill based, competitive skill based, etc.). For example, since some program areas have unique facility or support staffing needs, additional analysis will be made to ensure a fair allocation number is used for assigning indirect expenses to some of these unique areas such as league sports. Staff also need to compare the cost recovery goals developed in 2015 against current cost recovery trends and make modifications if necessary, to the District's program/service subsidy/cost recovery philosophy to ensure future financial sustainability and agility. This initiative is a top priority in the Vision 2020 Plan and is included in the 2018 Strategic Work Plan.

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

##### **Completed Initiatives**

- **Initiative Two:** Evaluate and implement opportunities for employees to collaborate (*completed in 2017*).
- **Initiative Three:** Evaluate and enhance communication among District employees (*completed in 2015*).

##### **Deferred Initiative**

- **Initiative One:** Conduct methods to gather internal customer feedback and improve internal business performance (*deferred to Vision 2020 Plan*).

**Final Update:** The District's cross-departmental/functional teams foster an exchange of ideas and the collaborative development and implementation of work plans. The District has two ongoing Employee Committees (Employee Relations and Safety) and ongoing cross-functional teams for registration, capital planning, environmental planning, and performance management. New cross-functional teams were formed in 2017, including the Vision 2020 Work Group, Strategic Technology Plan Task Force, Recruitment and Retention Task Force, and Tobacco Use Ban Task Force. In regards to the deferred initiative, conduct methods to gather internal customer feedback and improve internal business performance, during the Vision 2020 process, extensive employee feedback was collected (e.g., Organizational Culture Survey, full- and part-time focus groups/open forums, strategic planning workshops, etc.), which will be utilized in 2018 to improve internal communication and collaboration. In 2018, staff will be engaged in implementation of the Vision 2020 plan, including providing feedback on the District's culture, operations and project work teams.

## 2017 Year-end Strategic Plan Progress Report

### **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.

#### **Completed Initiatives**

- **Initiative One:** Complete a work analysis/staffing review to determine the best allocation of labor dollars (*completed in 2017*).
- **Initiative Two:** Develop a dashboard of key indicators to assess and improve organizational performance (*completed in 2017*).
- **Initiative Three:** Institutionalize sustainable internal operations (*completed in 2017*).
- **Initiative Four:** Utilize and improve technology for efficiency and reporting (*completed in 2017*).

#### **Final Update:**

**Staffing and Compensation 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. This firm completed its assessment in 2015 and staff developed an action plan to address the firm's recommendations (39 items accomplished by year-end 2016). During 2017, the District implemented seven (7) recommendations (since mid-year, in order to address the remaining items, staff rolled out computerized maintenance work order software and, in part to address span of control recommendations, split the Parks and Facilities Department into separate departments, which also included adding additional supervisory personnel for Special Facilities).

Overall, 44 of the 46 study recommendations were implemented, one (1) outstanding recommendation was deferred and is part of the Vision 2020 Plan priorities (create a facility plan for the Wagner Community Center), and the other outstanding recommendation will not be addressed due to its financial implications (adding an Enterprise Services Department Division Manager for Programming).

Following the staffing study, the District hired another professional services firm to review the District's salary classification structures to ensure fair, equitable, and competitive wages. After the firm completed its analysis in April 2017, staff reviewed and assessed report outcomes, including potential next steps and timelines for implementation, and the firm presented its final draft report to full-time staff and the Board on May 22, 2017, explaining the scope, purpose, and outcomes of the study. In June 2017, the firm completed its final report, and staff determined the next steps for implementation, including how the new salary schedule impacted the 2018 Budget and a process for conducting a similar in-house compensation study to assess and update part-time salary ranges. The implementation of the Compensation Study will occur in the first quarter of 2018.

## 2017 Year-end Strategic Plan Progress Report

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**Performance Measures:** In the last three years, staff continued 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 and financial measures in the 2016 Mid-year and Year-end Reports. In 2018, staff will research dashboard software, which will facilitate the reporting and tracking of strategic measures and develop metrics based on the feedback and performance data developed and collected during the Vision 2020 process (a high priority in the Vision 2020 Plan and in the 2018 Strategic Work Plan).

**Sustainable Internal Operations:** In 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 that year (the Report Card is a tool utilized by park districts to assess their sustainability and environmental initiatives). The Team accomplished its goal by increasing the District's score from 61% at the end of 2015 to 70% at the end of 2016. At the end of 2017, the District moved closer towards its 80% performance target by achieving a score of 74%. In 2017, additional focus was put on tracking expenses associated with energy efficient and "green" product purchases. This initiative allowed the District to recognize actual dollars spent on being a sustainable organization. For example, the District spent \$4,315 on internal waste recycling in 2016-17. Additionally, the Green Team is continuing to work on implementing a single uniform waste recycling program for the internal use for the District. This single source program will create equal standards and expectations for waste recycling among all Departments.

**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. A 2018-2021 Strategic Information Technology Task Force was formed to discuss and understand the District's technology needs and where technology fits in the future of the District. The Team consisted of thirteen (13) employees representing Administration, Courts Plus, Finance and Human Resources, Information Technology, Marketing and Communications, Parks and Facilities, and Recreation. The Team reviewed the Information Technology Department mission, discussed the road to the future, identified trends, performed a SWOT analysis, ranked trends, and finalized short-, mid-, and long-term IT priorities and plans. In 2018, the revised Strategic Technology Plan will be presented to the Board in a program and service report.

### 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.

##### **Completed Initiatives**

- **Initiative One:** Strengthen District training to facilitate the empowerment of staff (*completed in 2016*).
- **Initiative Two:** Develop leaders (*completed in 2017*).

**Final Update:** In 2016-17, sixteen mid-level supervisory staff completed a six-session Lunch and Learn workshop program using John C. Maxwell's book, The 360 Degree Leader. The program illustrated to participants how to have greater impact in the organization by utilizing the law of influence - how to lead up, lead down, and lead across to impact subordinates, peers, and supervisors.

After finishing the program, participants were provided the opportunity to complete an anonymous online evaluation of the program, which asked how respondents felt their ability to lead has improved as a result of the training (which was positive). Providing leadership training and other professional development opportunities will continue to be a priority in the Vision 2020 Plan to strengthen the District's organizational culture and for succession planning.

## 2017 Year-end Strategic Plan Progress Report

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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.

#### **Completed Initiative**

- **Initiative One:** Consider a Board assessment process to continuously improve Board governance (*completed in 2017*).

#### **Deferred Initiative**

- **Initiative Two:** Formalize a process for management of organizational knowledge.

**Final Update:** In April 2016, the Board undertook a self-evaluation process, which was facilitated by Peter Murphy of the Illinois Association of Park Districts (IAPD). Thereafter, in May 2016, the Board held a follow-up dialog on the self-evaluation, which included a discussion of ways to operate more efficiently and effectively. In 2017, staff developed an “exit” interview for outgoing Board members to effectively transfer knowledge to current and new members. This questionnaire was utilized for the first time with former Commissioner Pelosi at the end of his term in May 2017. He completed the exit interview, and the results were shared with the Board.

The deferred initiative, formalize a process for management of organizational knowledge, is a long-term goal, but was not identified during the Vision 2020 process as a high priority for the next three-years. Higher priorities include strengthening the District’s organizational culture through staff development, training, and communication and becoming a more data-driven organization.

## 2017 Year-end Strategic Plan Progress Report

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### **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.

#### **Completed Initiatives**

- **Initiative One:** Research industry trends and identify ways of integrating new ideas into programs, facilities, and services (*completed in 2017*).
- **Initiative Two:** Establish organizational systems to promote innovation (*completed in 2017*).

**Final Update:** As part of the planning workshops and meetings for the Vision 2020 process, District employees reviewed national, local, and industry trends and demographics and applications for using this data for planning capital projects, programs, facilities, and services. The outcomes of the process and the data collected (e.g., community needs assessment survey, national and local trend analysis, park scorecard assessments, program assessments, etc.) will be utilized to implement the Vision 2020 Plan priorities and for annual budget, program, and facility planning.

To continue to establish organizational systems to promote innovation, staff will utilize the feedback collected from full-time, part-time and seasonal employees during the Vision 2020 process, including how to strengthen the District's organizational culture to facilitate innovation. In 2018, staff will utilize this information to make improvements to the District's recognition and reward system, training program, and other initiatives which will strengthen the District's organizational culture. Therefore, for the span of this Strategic Plan, these initiatives have been completed and will continue to be addressed as part of the Vision 2020 Plan implementation.

# 2017 Year-end 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 9), District staff developed measures for tracking the impact of implementing the Strategic Objectives and compiled charts on pages 25-40 which illustrate the measures that are tracked and reported semi-annually or annually in the Strategic Plan Progress Report (SPPR).

With the implementation of the 2013-17 Strategic Plan completed, staff will determine which performance measures will continue to be tracked if relevant for monitoring Vision 2020 strategy or if they should be tracked internally to monitor operational performance. Staff will also develop new metrics based the feedback and performance data collected during the Vision 2020 process such as the Organizational Culture Survey and Park Scorecard Assessments. In 2018, staff will research and evaluate dashboard software options that will facilitate improved reporting and tracking of performance measures (a Vision 2020 Strategic Work Plan tactic).

## *Performance Reporting*

For measures that are tracked on a semi-annual or annual basis (as indicated in the last column of the charts on pages 25-40), staff provide year-end 2016 and 2017 performance data and the year-end performance target in the performance measure outcome tables. In the SPPR, staff continues to utilize and refine performance targets for measures to provide a snapshot of how actual performance compares to the annual goal. 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.

Staff developed the symbols below to convey visually how actual performance compares to the year-end 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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## 2017 Year-end Strategic Plan Progress Report

### ***Performance Measures by Theme***

<b>Customer Centered Theme</b>			
<b>Performance Measure</b>	<b>Timing of Reporting and Year to Begin Tracking</b>	<b>Performance Target</b>	<b>2017 Year-end Actual Performance</b>
Program Success Rate	Semi-annually 2013	80% or higher	Recreation: 89.1% Enterprise: 81.7%
Total Unique Registrants	Semi-annually 2016	8,800	8,772
Percent of Program and Pass Registrants by Age Group	Semi-annually 2016	Range from 19% to 65%	Range from 6% to 65%
Percent of Unique Resident Households Completing a Transaction	Semi-annually 2016	50.0%	44.2%

The Park District serves the community in many ways, some which can be difficult to track on a regular basis such as park use. In 2016, the Park District conducted a Community Needs Assessment survey in which 88% of respondents indicated that they or a member of their household has visited a park in the past year and 45% registered for a program. Also, a majority of respondents (97%) indicated the condition of the parks they have visited was either “excellent” (38%) or “good” (59%). In 2016, staff also surveyed Courts Plus members and Pool Pass members to gather feedback and implemented improvements to enhance the customer experience at both those facilities. The customer registration measures included in this section highlight the District's efforts to increase its reach in the community and improve customer retention. In 2018, staff will continue to track these measures and assess what measures can be added to this report to monitor customer satisfaction since customer service excellence is a priority in the Vision 2020 Plan.

#### **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).

As illustrated in the chart on the next page, at year-end 2017, the recreation program average success rate of 89.1% and enterprise services average rate of 81.7% are above the District's year-end performance target of 80.0%. As compared to the 2016 year-end success rates, the 2017 year-end recreation program average success rate increased 1.8% and the enterprise program rate increased 3.8%.

Recreation success rates have been trending above the 80% mark due to program manager efforts to optimize available facility space as result of intensive collaboration and coordination. As confirmed by the data and feedback collected in the Vision 2020 Plan process, due to the

## 2017 Year-end Strategic Plan Progress Report

limited availability of program space, it is difficult to offer a wide variety of new/innovative programs. The Vision 2020 Strategic Work Plan includes action items to address these deficiencies.

Enterprise programs success rates have also been trending above 80%. This trend is due to staff adjusting the number of days and times programs are offered to match the demand in program areas which were experiencing lower success rates than 80% (i.e., fitness, kids, and climbing wall programming). Tennis success rates also increased in 2017 by offering slightly less class sections.

Category	2016 Year-end Program Success Rate	2017 Year-end Program Success Rate	Year-end Performance Target	2017 Year-end Performance Trend
Recreation Programs	87.3%	89.1%	80.0% or above	<b>Significantly Above Target</b> <b>(&gt;10%)</b> 11.4% 
Enterprise Programs	77.9%	81.7%	80.0% or above	<b>Above Target</b> <b>(.01% to 10%)</b> 2.1% 

Data Source: RecTrac Registration Software

### **Total Unique Registrants**

One indicator of the success of program offerings is the total of unique individuals registering for programs. Unique registrants is the total number of individuals registered for at least one recreation or enterprise services program (residents and non-residents). 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 such as community events. Additionally, registration for adult sports leagues counts as one registration per team.

As illustrated on the chart on the following page, at year-end 2017, the number of unique registrants was 8,772 as compared to 8,597 at year-end 2016 (a 2.0% increase) and 0.3% below the year-end performance target of 8,800. At year-end 2016, unique registrants was 2.3% below the year-end performance target. The positive trend in unique registrants from 2016 to 2017 illustrates an increase in the number of individuals finding programs and services that meet their needs.

## 2017 Year-end Strategic Plan Progress Report

Category	2016 Year-end Total Unique Registrants	2017 Year-end Total Unique Registrants	Year-end Performance Target	2017 Year-end Performance Trend
Total Unique Registrants	8,597	8,772	8,800	<b>Below Target</b> <b>(-.01% to -10%)</b> -0.3% 

Data Source: RecTrac Registration Software

### Percent of 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 individual District residents 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 U.S. 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.

The chart below illustrates 2016 and 2017 year-end percent of unique registrants by each age group. At year-end 2017 as compared to year-end 2016, the percent of unique registrants by age group had increased from 4% to 5% in the age categories 5-9 and 10-14 and decreased in all other categories by 3% to 13%. After collecting extensive community feedback during the Vision 2020 process, staff have direction on the program priorities, needs and interests of different age groups and offering programs identified as high priorities in the community needs assessment survey is in the 2018 Vision 2020 Strategic Work Plan (including adult programs, which is an age group significantly below the performance target).

Age Category	2016 Year-end Percent of Unique Registrants by Age Group <sup>1,2</sup>	2017 Year-end Percent of Unique Registrants by Age Group <sup>1,2</sup>	Year-end Performance Target	2017 Year-end Performance Trend
0-4	62%	49%	50%	2% below 
5-9	60%	65%	65%	At Target 
10-14	32%	36%	50%	28% above 
15-19	15%	12%	25%	-52% below 
20-34	11%	6%	20%	-70% below 
35-49	21%	12%	33%	-64% below 
50-64	18%	10%	19%	-47% below 
65 & Older	19%	16%	22%	-27% below 

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

<sup>2</sup>Removed registrants that had no birthdate (.2% in 2017 and 2.7% in 2016) of total population

Data Source: RecTrac Registration Software and 2010 United States Census

# 2017 Year-end Strategic Plan Progress Report

## **Percent of Unique Resident Household Completing a Transaction**

Another indicator of Elmhurst household involvement in District programs and activities is the percent of unique resident households completing a transaction to register for a program, purchase a facility pass or point of sale item, or rent a facility. This measure illustrates the District's reach in the community as it relates to activities and programs which require payment and/or registration.

The measure is calculated by dividing the unique resident household accounts which have completed a transaction processed through the District's RecTrac software by the total number of households in Elmhurst as indicated by census data. Each resident household account is counted only once regardless of the number of individuals in that household or transactions processed for that household during the measurement period. Programs from Sugar Creek were not included in this measure along with participation in programs not requiring registration such as community events. Additionally, registration for adult sports leagues counts as one registration per team.

As illustrated in the chart below, at year-end 2017, the percent of unique resident households that completed a transaction was 44.2%, which is 3.4% higher than 2016 and 11.6% below the performance target. While it is a positive trend that the District's reach is increasing with the number of households completing a transaction, the Vision 2020 process feedback illustrated that creating a District-wide customer service model should still be a high priority for improving customer retention and increasing participation. The 2018 Vision 2020 Strategic Work Plan includes this tactic as a high priority action item and implementation of this models should move the District closer to the 50.0% performance target.

Category	2016 Year-end Percent of Unique Resident Households Completing a Transaction	2017 Year-end Percent of Unique Resident Households Completing a Transaction	Year-end Performance Target	2017 Year-end Performance Trend
Percent of Unique Resident-Households <sup>1</sup> Completing a Transaction	40.8%	44.2%	50.0%	<b>Significantly Below Target (&lt;-10%)</b> -11.6% 

<sup>1</sup> Total Elmhurst households in the United States 2010 Census was 15,965  
Data Source: RecTrac Registration Software and United States 2010 Census

## 2017 Year-end Strategic Plan Progress Report

<b>Fiscal Agility Theme</b>			
<b>Performance Measure</b>	<b>Timing of Reporting and Year to Begin Tracking</b>	<b>Performance Target</b>	<b>2017 Year-end Actual Performance</b>
Percent of non-tax revenue	Annually 2013	60% or higher	67.9%
Met Reserve Targets - 1st Tier	Annually 2013	Met Board Reserve Policy Targets	9 out of 10 funds with targets met the targets
Met Reserve Targets - 2nd Tier	Annually 2013	Met Budget Target	9 out of 9 funds with targets met the targets
Capital Assets Condition Ratio	Annually 2015	50%	Governmental Funds: 54.0% Enterprise Fund: 38.9% Sugar Creek Fund: 35.3%
Debt Service Ratio	Annually 2015	20% or below	Governmental Funds: 12.8% Enterprise Fund: 2.3% Sugar Creek Fund: 31.9%
Program Revenue Per Unique Registrant	Semi-Annually 2016	\$500	\$515
Average dollar of round per golfer	Annually 2013	Higher than the previous six-year average	\$21.07 (six year average is \$17.54)
Fund Balance as a percentage of expenditures	Annually 2017 <sup>1</sup>	Met Board Fund Balance Policy	N/A
Percent of profit earned at Courts Plus	Annually 2017 <sup>1</sup>	15%	N/A
Cost Recovery Goals	Annually 2017 <sup>1</sup>	Met Cost Recovery Goals	N/A

<sup>1</sup>To be evaluated as part of Vision 2020 Plan Metrics

Monitoring financial performance is essential to ensure that the District is managing its resources effectively to provide for future financial sustainability and agility. In 2018, staff will evaluate which of the measures above are still relevant for monitoring if District strategy is achieving financial goals. Also, staff did not starting to report the last three measures in the chart above as planned in 2017. Cost recovery goals will be tracked starting in 2018 since accounting of direct and indirect expenses continues to be evaluated to ensure an accurate reporting of cost recovery trends. Staff will also evaluate if the tracking of fund balance as a percentage of expenditures and percent of profit earned at Courts Plus are effective measures for monitoring Vision 2020 Plan strategy (the former is tracked in the budget document). The outcomes of the seven measures that have been tracked in previous SPPR are provided on pages 30-36.

# 2017 Year-end Strategic Plan Progress Report

## Percent of Non-tax Revenue

The Board has a policy that 60% of revenue be received from other sources besides taxes. Examples of non-tax revenue include user and membership fees, retail sales, interest income, grants, contractual receipts, sponsorships and donations. As illustrated in the chart below, 2016 year-end revenue was a split of 40% taxes and 60% non-tax revenue, which met the Board policy and was due primarily to the District receiving OSLAD grant proceeds of \$400,000 and \$156,190 in donation revenue for the redevelopment of Butterfield Park and the Playground for Everyone. In 2017, year-end revenue was 32.1% tax revenue and 67.9% non-tax revenue, which is 13.2% above the Board's target. The District is over the target partially due to the sale of a portion of the Golden Meadows property to the City of Elmhurst, generating \$1,555,798 and to the proceeds received from the 2017A Bond Sale of \$4,438,293.

Staff continue to review and implement revenue pricing strategies based on trends and market conditions and evaluate and pursue partnership and grant opportunities to ensure that the performance target is met in future years.

Category	2016 Percent of Non-tax Revenue	2017 Percent of Non-tax Revenue	Annual Performance Target	2017 Performance Trend
Percent of Non-Tax Revenue	60.0%	67.9%	60% or above	<b>Significantly Above Target</b> ( <u>&gt;10%</u> ) <u>13.2%</u> 

Data Source: Eden Financial System

## Cash and Investment Targets – 1<sup>st</sup> Tier

To ensure that the District remains fiscally strong in future years, the Board has a Reserve Policy with a two-tiered level for its cash and investments for all operating funds. The first-tier target levels are in place to ensure that the District is able to meet cash flow obligations and emergency or unanticipated expenditures or revenue shortfalls. The policy states that the budget must provide for cash and investments of not less than the percent of projected expenses established for each of the major funds/departments based on their cash flow (e.g. General Fund is 35% of expenses). As illustrated in the chart on the next page, the District exceeded its target levels in 2017 in all funds except the Sugar Creek Golf Course Fund. The percent or amount of expenses for each fund/department that is required in the policy is in the first column, the amount of cash and investments projected in the 2017 Budget for meeting the target is in the second column, the actual level of cash and investments at year-end is in the third column and the percentage of cash and investments above/below the target is in the fourth column.

The Sugar Creek Golf Course Fund is below its performance target due to the spending of income to pay the debt to redevelop the clubhouse, make course improvements and purchase

## 2017 Year-end Strategic Plan Progress Report

and develop the driving range. From 2015 through 2017, Sugar Creek paid the full principal and interest payments on both debt instruments. Staff continues to look critically at spending and maximizing revenue through enhanced marketing efforts, increased programs and market-driven pricing (see pages 35-6 for the reporting on the golf average dollar per round measure, which is above the performance target in 2017).

Category	2017 Budget Performance Target	2017 Actual Cash and Investments <sup>1</sup> 1 <sup>st</sup> Tier	2017 Performance Trend
General Fund (35%)	\$1,203,831	\$3,217,383	167.3% above 
Recreation Fund (10%)	525,508	3,571,755	579.7% above 
Enterprise Services (15% & \$1.2 million)	1,923,284	2,833,658	47.3% above 
IMRF Department (50%)	192,611	234,815	21.9% above 
FICA Department (50%)	191,433	461,626	141.1% above 
Liability Department (10%)	24,913	277,044	1012% above 
Audit Department (50%)	25,436	51,940	104.2% above 
Special Recreation Department (25%)	180,117	463,052	157.1% above 
Museum Department (25%)	73,688	230,887	213.3% above 
Sugar Creek Golf Course (\$300,000)	300,000	41,105	-86.3% below 

Data Source: Eden Financial System

<sup>1</sup> Unaudited

## 2017 Year-end Strategic Plan Progress Report

### Cash and Investment Targets – 2<sup>nd</sup> Tier

To ensure that the District remains fiscally strong in future years, the Board has a Reserve Policy with a two-tiered level for its cash and investments for all operating funds. If the first tier targets are achieved as described on the previous page, the budget must provide the surplus funds necessary to implement the Capital Improvement Plan (current or future projects) or fund future debt. As illustrated in the following chart, the District exceeded its projected second-tier levels at year-end in all funds. The amount of cash and investments projected in the 2017 Budget above the first-tier targets is in the second column, the actual level of cash and investments at year-end above the first-tier targets is in the third column and the percentage of cash and investments above/below the second-tier targets is in the fourth column. Staff continue to look critically at spending and maximizing revenue through enhanced marketing efforts, increased programs and market-driven pricing to build reserves.

Category	2017 Budget Performance Target	2017 Actual Cash and Investments 2nd Tier <sup>2</sup>	2017 Performance Trend
General Fund	\$1,409,220	\$2,013,552	42.9% above 
Recreation Fund	1,657,070	3,046,247	83.8% above 
Enterprise Services	643,241	910,374	41.5% above 
IMRF Department	436	42,204	958.0% above 
FICA Department	191,491	270,193	41.1% above 
Liability Department	216,268	252,131	16.6% above 
Audit Department	23,473	26,504	12.9% above 
Special Recreation Department	82,495	282,935	243.0% above 
Museum Department	110,721	157,199	42.0% above 
Sugar Creek Golf Course	N/A	N/A	N/A

Data Source: Eden Financial System

<sup>2</sup> Unaudited

# 2017 Year-end Strategic Plan Progress Report

## Capital Assets Condition Ratio

It is important to annually review capital needs in order to plan for future funding. One quantitative barometer for assessing the need for facility and equipment upgrades is the capital asset condition ratio. A higher ratio suggests an organization is making investments on a routine basis. The measure specifically considers the remaining useful life of facilities and equipment based on depreciation and is calculated by dividing the remaining value of the District's depreciable assets by the original value of those assets. The District does record capital assets separately for the Governmental, Enterprise Services, and the Sugar Creek Golf Course Funds.

The District's 2016 and 2017 capital asset condition ratios are illustrated in the following chart. In 2017, net depreciation for governmental assets was \$1,806,717, for Enterprise Services assets was \$378,754 and for Sugar Creek assets was \$109,828. The performance target identified for the Capital Asset Condition Ratio is 50% to ensure that the District invests sufficient dollars to offset the annual depreciation of the District's assets. Both the Enterprise Services and Sugar Creek Funds fall below the target as the District is conservatively investing in assets at these facilities to assist with meeting their profit and cash and investment goals.

Category	2016 Capital Asset Condition Ratio	2017 Capital Asset Condition Ratio	Annual Performance Target	2017 Year-end Performance Trend
Governmental Funds	56.3%	54.0%	50.0%	<b>Above Target</b> <b>(.01% to 10%)</b> 8.0% 
Enterprise Services	40.9%	38.9%	50.0%	<b>Significantly Below Target</b> <b>(&lt;-10%)</b> -22.2% 
Sugar Creek	36.0%	35.3%	50.0%	<b>Significantly Below Target</b> <b>(&lt;-10%)</b> -29.4% 

Data Source: Eden Financial System

## Debt Service Ratio

The debt service ratio is used to analyze an organizations service flexibility with the amount of expenses committed to annual debt service. The ratio divides total debt service principal and interest by total expenses plus principal. As the ratio increases, service flexibility decreases because more resources are being committed to a required financial obligation. For this ratio, transfers between funds are not included in total expenses. The following chart illustrates the 2016 and 2017 debt service ratios for the Governmental Funds, Enterprise Services Fund, and

## 2017 Year-end Strategic Plan Progress Report

the Sugar Creek Golf Course Fund. The performance target identified for the Debt Service Ratio is 20% or, which allows for operational flexibility by limiting committed resources.

Since this ratio compares only to the current fiscal year's principal and interest payments, the \$4.3 million bond issue approved in 2017 did not impact the ratio for the Government Funds as no payments were due in 2017, but it will impact the ratio in future years (the ratio decreased 0.3% from 2016 to 2017). The Enterprise Services Fund Debt Service Ratio increased slightly at 0.8% as principal payments were made on two fitness equipment installment contracts in 2017. One contract ends in 2017, and the other contract has two remaining years of payments.

Sugar Creek is currently below the target (59.5%) due to its obligations on two debt instruments which were used to improve the golf course and clubhouse. One is debt certificates through the Elmhurst Park District with an outstanding balance of \$482,500, and the second is through the Village of Villa Park with a balance of \$570,000. Both are scheduled to be retired in 2022.

Category	2016 Debt Service Ratio	2017 Debt Service Ratio <sup>3</sup>	Annual Performance Target	2017 Year-end Performance Trend
Governmental Funds	13.1%	12.8%	20.0% or below	<b>Significantly Above Target (&gt;10%)</b> 36.0% 
Enterprise Services	1.5%	2.3%	20.0% or below	<b>Significantly Above Target (&gt;10%)</b> 88.5% 
Sugar Creek Golf Course	30.28%	31.9%	20.0% or below	<b>Significantly Below Target (&lt;-10%)</b> -59.5% 

Data Source: Eden Financial System

### **Program Revenue per Unique Registrant**

One indicator of the District's success with maintaining or increasing non-tax program revenue is program earned generated per unique registrant. This measure is calculated by dividing total revenue generated from recreation and enterprise services programs by the number of unique registrants (residents and non-residents). 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 included in this measure along with participation in programs not requiring registration such as community events. Additionally, registration for adult sports leagues counts as one registration per team.

<sup>3</sup> Unaudited

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As illustrated on the following chart, at year-end 2017, the program revenue earned per unique registrant was \$515 as compared to \$492 at year-end 2016 (a 4.5% increase) and 3.0% above the year-end performance target of \$500. This trend illustrates how staff continue to allocate resources to address competition and attract and retain customers and to maintain fee structure response to market trends. Furthermore, staff recognize that to ensure long-term financial sustainability, the District must proactively divest in those programs or program times/days with declining participation while putting resources into areas with potential growth.

Category	2016 Year-end Program Revenue Per Unique Registrant	2017 Year-end Program Revenue Per Unique Registrant	Year-end Performance Target	2017 Year-end Performance Trend
Program Revenue Per Unique Registrant	\$492	\$515	\$500	<b>Above Target</b> <b>(.01% to 10%)</b> 3.0% 

Data Source: RecTrac Registration Software

### **Sugar Creek Golf Course Average Dollar of Round per Golfer**

The most realistic measure in determining performance in golf is the average dollar of round per golfer. Any golfer who tees off the first hole sets the cost for that round of golf. The most basic revenues generated from that round, comparable on a yearly basis, are greens fees, riding/pull cart rentals, and golf club rentals as they directly result from a round of golf. Many other items such as pro shop sales, driving range sales and food and beverage sales can also be attributed to a round of golf, but since these revenues may not always result primarily from a round of golf, staff track and measure them separately.

Since 2011, the 2017 golf season resulted in the highest dollar earned per round at \$21.07, an increase of \$1.44 per round (6.8%) over 2016 (see charts on the next page). This trend marks the sixth consecutive year of a steady increase in the average dollar per round of golf.

As compared to 2016, the total number of rounds played in 2017 dropped by 594 as a result of seven and a half (7.5) fewer playable days than in 2016 (161 playable days versus 168.5). Due to poor, unplayable weather, this is the lowest number of playable days in a season (March to October) since we started tracking playable days in 2011. October was the worst month for playable days as compared to 2016 with eight and a half (8.5) fewer playable days.

Despite a slight dip in rounds in 2017 as compared to 2016, total greens fee and cart rental revenues were at a five-year high as a result of a few rate increases along with an increase in riding cart rentals. Overall in 2017, total greens fees, riding/pull cart rentals and golf club rentals increased by \$29,715 as compared to 2016. The percentage of golfers renting riding carts increased to 40% of rounds in 2017 as compared to 37% in 2016. Also in 2017, other areas of

## 2017 Year-end Strategic Plan Progress Report

growth included, golf outing rounds by 476, resulting in an \$11,394 increase in revenue and non-resident rounds by 1,055, resulting in a \$27,000 revenue increase.

Category	2016 Average Dollar Per Round	2017 Average Dollar Per Round <sup>4</sup>	Annual Performance Target	2017 Performance Trend
Golf Dollar Per Round	\$19.63	\$21.07	Higher than the previous six-year average of \$17.54	<b>Significantly Above Target</b> ( <b>&gt;10%</b> ) 20.1% higher 

### Annual Dollar Earned per Round from 2011 to 2017

Year	Revenue <sup>5</sup> /Total Rounds	Average Dollar Per Round
2011	\$498,533/32,330	\$15.42
2012	\$586,748/36,292	\$16.17
2013	\$523,310/30,679	\$17.06
2014	\$525,464/28,411	\$18.50
2015	\$589,238/31,057	\$18.97
2016	\$584,717/29,778	\$19.63
Average from 2011-16	\$551,335/31,425	\$17.54
2017	\$614,937/29,184	\$21.07

**Data Source:** Eden Financial System, Microsoft Spreadsheet and Golf Now P.O.S. Software.

<sup>4</sup> Unaudited

<sup>5</sup> Unaudited

## 2017 Year-end Strategic Plan Progress Report

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<b>Improvement through Collaboration and Innovation Theme</b>			
<b>Performance Measure</b>	<b>Timing of Reporting and Year to Begin Tracking</b>	<b>Performance Target</b>	<b>2017 Year-end Actual Performance</b>
Percent of full-time staff involved in cross-functional teams	Semi-annually 2013	75% or higher	68%
Environmental Report Card Results	Annually 2015	80%	74%
Satisfaction with internal communications and internal services	Annually 2018 <sup>1</sup>	To be determined	N/A
Borderless Satisfaction Survey	Annually 2018 <sup>1</sup>	To be determined	N/A

<sup>1</sup>Deferred to Vision 2020 Plan reporting

Performance measures regarding collaboration and innovation will continue to be developed as an outcome of the Vision 2020 Plan process. In 2016-17, extensive employee feedback was collected (e.g., Organizational Culture Survey, full-time and part-time focus groups/open forums, strategic planning workshops, etc.), which will be utilized to develop new performance metrics. Specifically, the Organizational Culture Survey and focus groups/open forums elicited feedback and ideas for improving internal communications and collaboration. In the Year-end SPPR, staff continues to report on staff involvement in cross-functional teams.

### **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 year-end 2017, 68% (52) 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 (55% (42 employees) excluding the Safety and Employee Relations committees), which is the same percentage as compared to year-end 2016 and 9.3% below the performance target (as illustrated in the chart on the following page).

In 2017, as part of the Vision 2020 process, all full-time staff were involved in developing the District's new organizational values and in 2018, staff will continue to be engaged in implementation of the Vision 2020 plan, including providing feedback on the District's culture, operations and project work teams.

## 2017 Year-end Strategic Plan Progress Report

Category	2016 Year-end Percent of Staff Involved in Cross-functional Teams	2017 Year-end Percent of Staff Involved in Cross-functional Teams	Year-end Performance Target	2017 Year-end Performance Trend
Percent of Full-time Staff	68%	68%	75% or higher	<b>Below Target</b> <b>(-.01% to -10%)</b> -9.3% below 

Data Source: Abra (HRIS System) and Microsoft Spreadsheet

### **Environmental Report Card Results**

The Illinois Park and Recreation Association (IPRA) Environmental Report Card is a tool utilized by Park Districts to assess their sustainability and environmental initiatives. In 2015, the Green Team reviewed and assessed the District's Report Card score of 61% and developed objectives to improve deficient areas and move the District closer to meeting the multi-year performance target of 80% or higher. By implementing these objectives, the Green Team increased the overall Report Card score by 9% in 2016 (70% overall score).

At the conclusion of 2017, the Green Team's action plan and review of 2016 scoring resulted in the District earning additional points on the Report Card, bringing the District's total score to 74%. The 4% increase was mainly due to purchasing property adjacent to District parks, expanding natural areas, training staff on recycling, adding anti-idling training/stickers in vehicles, and installing permeable pavers in Butterfield Park.

Category	2016 IPRA Environmental Report Card Score	2017 IPRA Environmental Report Card Score	Multi-year Performance Target	2017 Performance Trend
IPRA Report Card Score	70%	74%	80% or higher	<b>Below Target</b> <b>(-.01% to -10%)</b> -7.5% below 

Data Source: IPRA Environmental Report Card Microsoft Spreadsheet

## 2017 Year-end Strategic Plan Progress Report

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<b>Continuous Improvement through an Empowered Team Theme</b>			
<b>Performance Measure</b>	<b>Timing of Reporting and Year to Begin Tracking</b>	<b>Performance Target</b>	<b>2017 Year-end Actual Performance</b>
Percent of full-time employees utilizing continuing education	Semi-annually 2013	80% or higher	87%
Employee satisfaction	Annually 2018 <sup>1</sup>	To be determined	N/A
Training program satisfaction	Annually 2018 <sup>1</sup>	To be determined	N/A

<sup>1</sup>Deferred to Vision 2020 Plan reporting

Performance measures regarding continuous improvement through an empowered team will be developed and tracked as part of the Vision 2020 implementation. In 2016-17, extensive employee feedback was collected (e.g., Organizational Culture Survey, full-time and part-time focus groups/open forums, strategic planning workshops, etc.), which will be utilized to develop new performance metrics. Specifically, the Organizational Culture Survey and focus groups/open forums elicited feedback and ideas for improving employee satisfaction and continuing education. In the Year-end SPPR, staff continues to report on the percent of full-time employees utilizing continuing education.

### **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, in 2017, 87% of full-time employees (76 out of 87) took advantage of continuing education opportunities by attending or viewing at least one seminar/webinar training provided by an outside organization/individual and submitting required documentation to the Human Resources Division. The number of employees reflects all individuals employed as full-time at the District anytime during 2017 and therefore, eligible for continuing education. The total number eligible is higher than the number of total 2017 full-time positions since more than one individual may have held a position due to employee turnover. This percentage is higher than the 2016 year-end percentage of 80% (59 out of 74 full-time employees) and meets the annual performance target of 80% or higher (8.8% over the target). In 2017, external in-house training included the Vision 2020 process Full-time Staff Workshop and Work Group Workshops presented and facilitated by The Lakota Group and PROS Consulting along with GovHR's review of the District's Compensation Study at a Full-time All-staff meeting.

## 2017 Year-end Strategic Plan Progress Report

Category	2016 Year-end Percent of Staff Utilizing Continuing Education	2017 Year-end Percent of Staff Utilizing Continuing Education	Year-end Performance Target	2017 Year-end Performance Trend
Full-time Staff	80%	87%	80% or higher	<b><u>Above Target</u></b> <b><u>(0.01% to 10%)</u></b>  8.8% above

Data Source: Abra (HRIS System)

## Definition of Key Terms

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# 2017 Year-end Strategic Plan Progress Report

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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.

## 2017 Year-end Strategic Plan Progress Report

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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  
2017 Strategic Work Plan: Final Outcomes

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## 2017 Strategic Work Plan - Final Plan Outcomes

<b>CUSTOMER THEME: CUSTOMER CENTERED</b>	
<b>OBJECTIVE A: NURTURE COMMUNITY CONNECTIONS</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Create process for reviewing existing and potential partnerships according to established criteria	Deferred
Initiative Two: Develop, nurture and evaluate existing affiliate and partnerships	Completed
Initiative Three: Develop and identify new opportunities based on Strategic Plan, Program Plan and facility needs	Completed
<b>OBJECTIVE B: IMPROVE CUSTOMER EXPERIENCE</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Create a cross-departmental team to analyze and develop a customer service plan, including a training and measurement plan	Deferred-Vision 2020
Initiative Two: Enhance and develop technological solutions to communicate with customers to provide greater access and communication	Completed
<b>OBJECTIVE C: OPTIMIZE PROGRAM AND FACILITY MIX</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
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 to review the external market to determine duplication, opportunities, needs, pricings, etc.	Completed
Initiative Four: Optimize Current and Future Facility Space	Completed
<b>FINANCIAL THEME: FISCAL AGILITY</b>	
<b>OBJECTIVE A: ALIGN RESOURCES WITH COMMUNITY NEED</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Improve the capital project review and development process	Completed
Initiative Two: Develop a consistent approach to the pricing of services	Completed
Initiative Three: Ensure transparency by communicating ethics and values to community and internally	Completed
<b>OBJECTIVE B: TAKE CARE OF WHAT WE HAVE</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Based on the priorities outlined in District planning documents, maintain the District's infrastructure to continue to support high quality offerings	Completed
Initiative Two: Create a comprehensive asset management plan that is linked to Capital Plan	Deferred
<b>OBJECTIVE C: INVEST IN THE FUTURE</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Seek opportunities that will positively impact the District's finances	Completed
Initiative Two: Develop, implement and track cost recovery goals	Deferred-Vision 2020

## 2017 Strategic Work Plan - Final Plan Outcomes

Status Color Highlight Key - Completed in **Yellow**; Deferred to Vision 2020 Plan in **Purple**

<b>INTERNAL BUSINESS THEME: IMPROVEMENT THROUGH COLLABORATION AND INNOVATION</b>	
<b>OBJECTIVE A: CREATE A BORDERLESS ORGANIZATION</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Conduct methods to gather internal customer feedback and improve internal business performance	Deferred-Vision 2020
Initiative Two: Evaluate and implement opportunities for employees to collaborate	Completed
Initiative Three: Evaluate and enhance communication among District employees	Completed
<b>OBJECTIVE B: EXCELLENCE IN INNOVATIVE OPERATIONAL MANAGEMENT</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Complete a work analysis/staffing review to determine the best allocation of labor dollars	Completed
Initiative Two: Develop a dashboard of key indicators to assess and improve organizational performance	Completed
Initiative Three: Institutionalize sustainable internal operations	Completed
Initiative Four: Utilize and improve technology for efficiency and reporting	Completed
<b>LEARNING AND GROWTH THEME: CONTINUOUS IMPROVEMENT THROUGH AN EMPOWERED TEAM</b>	
<b>OBJECTIVE A: DEVELOP AN EMPOWERED STAFF</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Strengthen District training to facilitate the empowerment of staff	Completed
Initiative Two: Develop leaders	Completed
<b>OBJECTIVE B: CREATE A CULTURE OF CONTINUOUS IMPROVEMENT</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Consider a Board assessment process to continuously improve Board governance	Completed
Initiative Two: Formalize a process for management of organizational knowledge	Deferred
<b>OBJECTIVE C: FOSTER A CULTURE OF INNOVATION</b>	
<b>Initiatives and Tactics</b>	<b>Status</b>
Initiative One: Research industry trends and identify ways of integrating new ideas into programs, facilities and services	Completed
Initiative Two: Establish organizational systems to promote innovation	Completed

Status Color Highlight Key - Completed initiatives in **Yellow**; Deferred Initiatives in **Purple**