

**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:**    September 24, 2018

**TO:**        Board of Park Commissioners

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

**RE:**        **2018 MID-YEAR VISION 2020 PROGRESS REPORT**

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**ISSUE**

The 2018 Mid-Year Vision 2020 Progress Report provides a status update on the implementation of the 2018 Vision 2020 Strategic Work Plan (SWP) tactics in the first year of the Vision 2020 Plan. Distribution and review of this report is in accordance with Board policies.

**DISCUSSION**

To remain dynamic and responsive to changing needs, a successful long-range 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 Vision 2020 Progress Report 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 District's new Vision 2020 Plan became effective on January 1, 2018. The 2018 Mid-year Vision 2020 Progress Report reflects and monitors the 2018 SWP goals and tactics (developed during the Vision 2020 process) and performance measures which track achievement of the Vision 2020 Themes. Staff created a new format for the report to improve the presentation and analysis of the impact of SWP implementation and evaluate the achievement of District strategy (mission, vision, values and strategic themes).

During the September 24, 2018 Board meeting, staff will provide an overview of the new report. After Board approval, it 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 2018 Mid-year Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2018 Mid-Year Vision 2020 Progress Report

# ELMHURST PARK DISTRICT

## Vision 2020 *Focus on the Future*



2018 Mid-Year Progress Report  
January 1 to June 30

September 24, 2018

Board of Park Commissioners  
Elmhurst Park District  
Elmhurst, Illinois

Honorable Commissioners:

I am pleased to present the first Elmhurst Park District Vision 2020 Mid-year Progress Report. This report is staff's method of demonstrating accountability with how we are taking action and achieving results to effectively implement the District's Vision 2020 Plan. Our goal is to provide the Board and community a clear and comprehensive report that monitors long-term strategy so that the Vision 2020 Plan remains a useful and relevant tool for future planning.

The Report 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](http://epd.org)) for public review. It includes status reports on achievement of 2018 Strategic Work Plan tactics and outcomes and trends for performance measures tracked mid-year.

As staff continues to address the Vision 2020 Plan priorities, some of the performance measures are a work in progress and will be further refined as staff determine if and when it is feasible to begin tracking each measure, the frequency each should be tracked (semi-annually or annually) and the availability of historical data for assessing long-term trends. Some of the proposed measures may also change or new ones may be added after the completion of related tactics. Also, staff will provide a deeper analysis of outcomes in the 2018 Year-end Report and how future works plans will address areas where the District is not meeting performance targets.

This report reviews our collective progress on Vision 2020 Plan implementation, which underscores the hard work of the Board and staff to achieve the Plan's ambitious priorities and bring us closer to becoming a national leader in providing memorable parks and recreation experiences to our community.

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

Thank you,



James W. Rogers  
Executive Director



2020  
**Vision**  
Focus on the Future

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# Introduction

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 prepares 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.

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 combined them into one, overall guiding document named the Vision 2020 Plan. The Plan incorporates the broad themes and specific goals and tactics for strategic planning, which are internal operation, communication, and administrative improvements and for comprehensive planning, which are physical asset and program improvements. These themes, goals, and tactics are articulated in the Vision 2020 Strategic Work Plan (SWP).

This Vision 2020 Plan Progress Report provides a snapshot of the District's mid-year progress towards accomplishing the 2018 Vision 2020 SWP tactics and achievement of performance measure targets. This Mid-year report along with the Year-end Strategic Plan Progress Report assist the Board and staff with a continued evaluation of achievement of long-term strategy for decision-making, resource allocation and work plan development.

The Vision 2020 Plan Progress Report begins with an overview of the process used in 2016-2017 to develop the Vision 2020 Plan, a description of the District's strategy, including the mission, vision and organizational value statements, strategic themes and goals, and SWP. The main body of the report includes an implementation progress summary of SWP tactics and performance measure outcomes overall and by Vision 2020 Theme. The Appendix at the end of the report includes the 2018 Strategic Work Plan detail and a list of key terms and their definitions to provide clarity to the Vision 2020 terminology.

# Vision 2020 Plan Overview

## District Strategic Framework

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** (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 key findings and are highlighted on the following page.



After Board approval of the Vision 2020 Plan in July 2017, staff developed the District's 2018 SWP based on the Plan's five-year vision/action matrix. Updated by staff and approved by the Board annually, the SWP is an action plan that outlines the specific goals and tactics to implement District strategy. The SWP format includes an overview of the District Mission, Vision, Values, Themes, and Goals and the detailed action plan for each 2018 tactic (goals and values addressed, cost range, timeframe, Department/staff responsibilities, and implementation goal). Using the Vision 2020 Plan needs assessment metrics as benchmarks and other measures that link to monitoring Vision 2020 Plan strategy, staff monitors the impact of implementing the SWP. Staff continues to utilize and refine the data available and performance targets for these 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.



# Vision 2020 Strategy



## PARKS

Meet community needs for parks, open space, and outdoor amenities.

## FACILITIES

Meet community needs for new and existing indoor recreation space.

## PROGRAMMING

Innovative programming to meet community needs.



## INTERNAL OPERATIONS

Strengthen organizational culture.

## COMMUNICATIONS

Exceptional and consistent guest experience.

## FINANCE

Sustainable revenue strategies and funding options.

# Progress Report Executive Summary

## STRATEGIC WORK PLAN TACTICS 2018 MID-YEAR PROGRESS

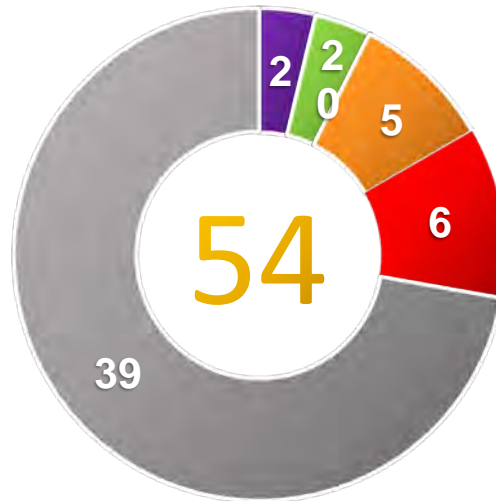


Achieved <b>2</b>	On Track/ Nearly Achieved <b>8</b>	Just Started <b>3</b>	Not Started <b>1</b>	Delayed/ Deferred <b>2</b>
<ul style="list-style-type: none"> <li>Replace Berens Park Two Synthetic Turf Fields</li> <li>Implement 2017 Compensation Study</li> </ul>	<ul style="list-style-type: none"> <li>Update Conrad Fischer Park</li> <li>Determine future of Palmer Drive site / building</li> <li>Determine approach to indoor sports facility (e.g., location, partners)</li> <li>Based on evaluation of preschool business model, finalize future of small recreation, Lizzadro Museum and 225 Prospect buildings</li> <li>Establish District-wide customer service model</li> <li>Analyze cost recovery data to ensure future financial sustainability</li> <li>Establish District-wide training plan for all levels of staff.</li> <li>Expand benefits offered to part-time staff.</li> </ul>	<ul style="list-style-type: none"> <li>Build dog park</li> <li>Offer programs identified as high priorities in Community Survey</li> <li>Determine approach to referendum (e.g., hire firm)</li> </ul>	<ul style="list-style-type: none"> <li>Implement dashboard software</li> </ul>	<ul style="list-style-type: none"> <li>Optimize staffing structure to provide exceptional customer service</li> <li>Implement cost recovery goals</li> </ul>



# Progress Report Executive Summary

## PERFORMANCE MEASURE SUMMARY 2018 MID-YEAR OUTCOMES



Significantly Above Target (>10%)	2
Above Target (0.01% to 10%)	2
At Target (0%)	0
Below Target (-0.1% to -10%)	5
Significantly Below Target (<-10%)	6
Performance Outcome To Be Determined (TBD)	39

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.

Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.1% to -10%)	Significantly Below Target (<-10%)	Not Tracked in Report
↑	↑	↔	↓	↓	N/A

# Theme Progress Reports

## PARKS

*Meeting community need for parks, open space and outdoor amenities*



### GOALS

PA1: Maintain and update existing parks, open spaces, and amenities

PA2: Address open space and amenity deficiencies and equityability

PA3: Provide new recreational opportunities to respond to community needs



## TACTIC PROGRESS SUMMARY




Achieved	1	<ul style="list-style-type: none"> <li>Replace Berens Park Two Synthetic Turf Fields</li> </ul>
On Track/ Nearly Achieved	1	<ul style="list-style-type: none"> <li>Update Conrad Fischer Park</li> </ul>
Just Started	1	<ul style="list-style-type: none"> <li>Build dog park</li> </ul>
Not Started	0	
Delayed/Deferred	0	

Achieved	Nearly Achieved	On Track	Just Started	Not Started	Delayed/Deferred
●	◐	◑	◒	○	➡

## PARKS TACTICS PROGRESS REPORT

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Update Conrad Fischer Park	PA1 PA3		<ul style="list-style-type: none"> <li>Replace existing playground, woodchips with unitary surfacing, pavement surfaces, landscaping and other site amenities</li> <li>Redevelop two existing tennis courts and one roller hockey court into a tennis, futsal, and two half-basketball courts</li> </ul>	<ul style="list-style-type: none"> <li>To create a community-focused park plan, gathered public feedback via in-person surveys collected spring/summer 2017, at a public meeting held 9/2017, and an online survey distributed in 10/2017</li> <li>Staff designed, and the Board approved, playground concept and park redevelopment plan in 11/2017</li> <li>Board approved project bid in 2/2018</li> <li>Construction began in 6/2018</li> </ul>	<ul style="list-style-type: none"> <li>Donate old playground structures to Kids Around the World, a nonprofit that repurposes playgrounds and rebuilds them in developing countries</li> <li>Hold ribbon cutting event to celebrate completion of project with community</li> </ul>
Replace Berens Park Two Synthetic Turf Fields	PA1		<ul style="list-style-type: none"> <li>Remove and replace approximately 171,000 square feet of synthetic turf and infill on two fields, replace failing nailer boards, and add two concrete bleacher pads</li> </ul>	<ul style="list-style-type: none"> <li>In late 2017, hired WT Engineering to provide site engineering, permitting, bid document preparation, and construction administration</li> <li>Staff solicited and reviewed bids and Board approved bid from FieldTurf USA, Inc. in 2/2018</li> <li>Completed turf replacement, site restoration of natural grass around the fields and perimeter fence repairs in 6/2018 (ahead of schedule)</li> <li>Funded portion of the project with Elmhurst College contribution of 25% of the total cost per inter-agency agreement</li> </ul>	<ul style="list-style-type: none"> <li>Open fields for use in early 7/2018</li> <li>Hold community ribbon cutting event with Elmhurst College and local athletic groups to celebrate completion of project in 7/2018</li> </ul>

## PARKS TACTICS PROGRESS REPORT (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Build dog park	PA2 PA3		<ul style="list-style-type: none"> <li>Conduct site feasibility study and community outreach</li> <li>Develop site master plan</li> <li>Design, engineer, bid, and construct dog park when funding is secured</li> </ul>	<ul style="list-style-type: none"> <li>Board acquired OS762 Old York Road property in 11/2017</li> <li>During spring 2018, solicited and reviewed proposals and selected landscape architectural firm, Upland Design, to conduct community input and complete conceptual design options and cost estimates for the site</li> <li>Signed contract and held project kick-off meeting with Upland Design in 6/2018</li> </ul>	<ul style="list-style-type: none"> <li>Provide opportunity for community engagement via open houses and online surveys in 7/2018</li> <li>Board to review and approve site master plan and proposed costs in 8/2018</li> <li>Determine next steps for site preparation/development during 2019 capital planning process in 8/2018</li> </ul>



# PARKS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.1% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcome TBD	6

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2017 Mid-Year Result	2018 Mid-Year Result	Year-End Performance Target	2018 Mid-Year Performance Outcome
Park Assessments	Annually 2019	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2019	N/A	N/A	N/A	TBD	N/A
Park Use	Future	N/A	N/A	N/A	TBD	N/A
Capital Assets Condition Ratio	Annually 2015	Governmental Funds	N/A	N/A	50%	N/A
		Enterprise Services	N/A	N/A		N/A
		Sugar Creek	N/A	N/A		N/A

Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.1% to -10%)	Significantly Below Target (<-10%)	Not Tracked in Report
↑	↑	↔	↓	↓	N/A



# FACILITIES

Meeting community need for new and existing indoor recreation space



GOALS	FA1: Maintain and update existing facilities
	FA2: Invest in new indoor facilities / spaces to respond to community needs
	FA3: Optimize use of existing facilities



## TACTIC PROGRESS SUMMARY




Achieved	0	
On Track/ Nearly Achieved	3	<ul style="list-style-type: none"> <li>Determine future of Palmer Drive site /building</li> <li>Determine approach to indoor sports facility (e.g., location, partners)</li> <li>Based on evaluation of preschool business model, finalize future of small recreation, Lizzadro Museum and 225 Prospect buildings</li> </ul>
Just Started	0	
Not Started	0	
Delayed/Deferred	0	

Achieved	Nearly Achieved	On Track	Just Started	Not Started	Delayed/Deferred

## FACILITIES TACTICS PROGRESS REPORT

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Determine future of Palmer Drive site/ building	FA2 PR1 PR2		<ul style="list-style-type: none"> <li>Utilizing outcomes from completed assessment, determine best use of facility</li> <li>Create financial and program plan for new senior center</li> <li>Secure commitment from partners regarding future use of The Abbey and potential new senior center</li> </ul>	<ul style="list-style-type: none"> <li>Following the purchase of 135 Palmer Drive in 4/2017, engaged Dewberry Architects to conduct facility assessment, improvement plan and cost analysis of options</li> <li>Board reviewed Dewberry's findings in 8/2017</li> <li>Approached partners regarding future cooperative opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Remove and replace a District asset that has reached the end of its useful life</li> <li>Build a new multi-dimensional senior center desired by the community</li> <li>Increase intergovernmental cooperative efforts by maximizing facility resources</li> <li>To increase high priority adult program offerings, facilitate relationships with new and existing partners such as the College of DuPage and Elmhurst Public Library</li> </ul>
Determine approach to indoor sports facility (e.g., location, partners)	FA2 PR1 PR3		<ul style="list-style-type: none"> <li>Based on prior planning reports and community feedback, determine next steps for addressing indoor sports facility needs</li> </ul>	<ul style="list-style-type: none"> <li>Began discussions with potential partners identified in 2016 Indoor Sports Facility Study</li> <li>Preliminarily inventoried sites identified as potential locations for facility</li> </ul>	<ul style="list-style-type: none"> <li>Increase intergovernmental cooperative efforts by maximizing facility resources</li> <li>Facilitate relationships with new and existing partners, including members of the Athletic Field Advisory Committee, City of Elmhurst, and Elmhurst College</li> </ul>

## FACILITIES TACTICS PROGRESS REPORT (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Based on evaluation of preschool business model, finalize future of small recreation, Lizzadro Museum and 225 Prospect buildings	FA3 PR1 PR3		<ul style="list-style-type: none"> <li>Determine if preschool business model is sustainable</li> <li>Based on data collected and public input, determine next steps for preschool program investment</li> <li>Determine need for, potential future uses of, and capital plans for small recreation, Lizzadro Museum, and 225 Prospect buildings</li> </ul>	<ul style="list-style-type: none"> <li>Formed staff project team to assess preschool business model</li> <li>Compiled and reviewed data, including 2009 Indoor Facility Study, Vision 2020 community survey and open house feedback, and prior ten-year financial performance</li> <li>Based on data and public feedback, determined best outcome is to invest in program and determine future facility needs for long-term sustainability</li> <li>After Lizzadro Museum officials announced move to another building site, hired Dewberry Architects to conduct facility site audit in 5/2018</li> <li>To document existing conditions, Dewberry team toured Lizzadro site in 6/2018</li> </ul>	<ul style="list-style-type: none"> <li>Present Dewberry findings to Board in 9/2018</li> <li>Determine the best optimization of the District's existing indoor recreation facility space to maximize District resources</li> <li>To provide the programming desired by the community and meet current and future demand, determine how the long-term capital plan for these buildings drive future facility expansion plans (e.g., Wagner Community Center, Senior Center, Indoor Sports Facility, etc.)</li> </ul>

# FACILITIES PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.1% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcome TBD	3

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2017 Mid-Year Result	2018 Mid-Year Result	Year-End Performance Target	2018 Mid-Year Performance Outcome
Facility Assessments	Annually 2019	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2019	N/A	N/A	N/A	TBD	N/A
Facility Usage	Future	N/A	N/A	N/A	TBD	N/A

Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.1% to -10%)	Significantly Below Target (<-10%)	Not Tracked in Report
↑	↑	↔	↓	↓	N/A

# PROGRAMMING

*Innovative programming to meet community needs*



GOALS	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

## TACTIC PROGRESS SUMMARY




Achieved	0	
On Track/ Nearly Achieved	0	
Just Started	1	<ul style="list-style-type: none"> <li>Offer programs identified as high priorities in Community Survey</li> </ul>
Not Started	0	
Delayed/Deferred	0	

Achieved	Nearly Achieved	On Track	Just Started	Not Started	Delayed/Deferred
●	◐	◑	◒	○	➡



## PROGRAMMING TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Offer programs identified as high priorities in Community Survey	PR1 PR2 PR3		<ul style="list-style-type: none"> <li>Offer at least one new program seasonally that was identified as high priorities (adult continuing education, community events, and adult fitness and wellness)</li> </ul>	<p><i>Adult Continuing Education:</i></p> <ul style="list-style-type: none"> <li>Working with College of DuPage to facilitate Elmhurst continuing education course offerings</li> <li>Working with Elmhurst Public Library to facilitate offerings this winter</li> </ul> <p><i>Community Events:</i></p> <ul style="list-style-type: none"> <li>Held new Pop-up Party in the Park at Butterfield Park in 6/2018.</li> <li>Conducted Community Event feedback survey in 1/2018.</li> <li>Based on survey feedback, made improvements to Egg Hunt program in 4/2018</li> </ul> <p><i>Adult Fitness and Wellness:</i></p> <ul style="list-style-type: none"> <li>Offered Normal Aging vs. Dementia (evening class)</li> <li>Conducted Change Your Life Challenge</li> <li>Held Courts Plus Senior Health &amp; Fitness Day and Health &amp; Fitness Fair</li> <li>Presented Food Foundations 101: Three Part Nutrition; Your Relationship with Food; Managing Your Medication; and The Facts about Protein Shakes seminars</li> <li>Offered Free Zumba class at BrewPoint Coffee's Wellness Wednesday program and Yoga in the Park</li> </ul>	<ul style="list-style-type: none"> <li>Foster partnerships to expand high priority programs (by facilitating or marketing other providers' offerings)</li> <li>Gather additional community feedback on programs desired</li> <li>Hold two additional Pop-up Parties in the Park during summer of 2018</li> <li>Offer new adult community event in 7/2019 (Bags, Brew &amp; BBQ at Wilder Park)</li> </ul>

# PROGRAMMING PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	2
Above Target (0.01% to 10%)	2
At Target (0%)	0
Below Target (-0.1% to -10%)	3
Significantly Below Target (<-10%)	5
Performance Outcome TBD	1

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2017 Mid-Year Result	2018 Mid-Year Result	Year-End Performance Target	2018 Mid-Year Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	89.8%	89.7%	80.0% or above	↑
		Enterprise Services	86.2%	88.7%		↑
Total Unique Registrants	Semi-annually 2016	N/A	7,162	6,788	8,800	↓
% of Unique Resident Households Completing a Transaction	Semi-annually 2016	N/A	44.9%	42.5%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 16% to 68%	Range from 15% to 67%	Range from 19% to 65%	2 age groups ↑ 3 age groups ↓ 3 age groups ↓
Program Life Cycle Distribution	Annually 2018	N/A	N/A	N/A	TBD	N/A



Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.1% to -10%)	Significantly Below Target (<-10%)	Not Tracked in Report
↑	↑	↔	↓	↓	N/A

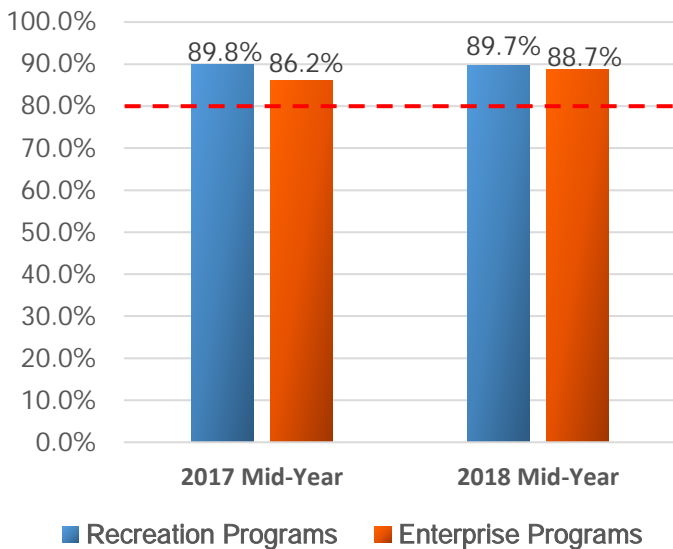
# Program Success Rate

## MID-YEAR PROGRESS

At mid-year 2018, the recreation program average success rate of 89.7% and enterprise program average success rate of 88.7% illustrate the following trends:

- Both recreation and enterprise programs are above the 80% target (12.1% and 10.9% respectively).
- Both recreation and enterprise programs illustrate a positive trend as compared to mid-year 2017 with enterprise success rate higher and recreation stable at mid-year 2018 as compared to mid-year 2017.
- Recreation program success rates have been trending above the 80% mark due to program manager efforts to optimize available facility space as a result of intensive collaboration and coordination.
- Enterprise program success rate are trending upward due to staff efforts to adjust the number of days and times programs are offered to match the demand in program areas that experienced lower success rates than 80% (i.e. fitness, kids, and climbing wall programming).

Category	Year-End Performance Target	2018 Mid-Year Performance Outcome
Recreation Programs	80.0% or above	12.1%  <i>Significantly Above Target</i>
Enterprise Programs	80.0% or above	10.9%  <i>Significantly Above Target</i>




Data Source: RecTrac Registration Software

## ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects whether the District is successful with matching the “right” array of programs and services to meet customer interest and demand along with marketplace trends.
- The higher program success rate percentages are, the more successful the District is with offering courses that align with community interests.
- Program Success Rate measures the total number of programs offered by the Elmhurst Park District versus the total number of programs that ran through the Park District’s RecTrac Registration Software.
- To meet the performance target, the total number of courses offered versus the total number of programs ran must be a ratio of at least 80 programs run for every 100 programs offered.

# Total Unique Registrants

Year-End Performance Target	2018 Mid-Year Performance Outcome
8,800	-22.9%  <i>Significantly Below Target</i>

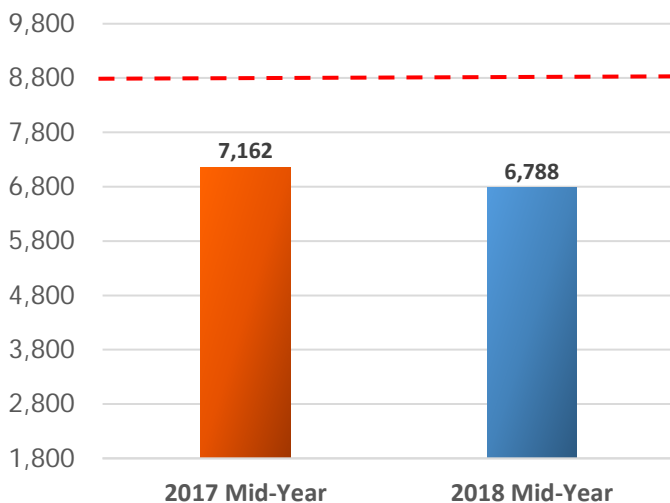
## MID-YEAR PROGRESS

At mid-year 2018, the number of unique registrants (6,788) illustrates the following trends:

- A decrease of 5.5% as compared to mid-year 2017 (374 less unique registrants)
- Fell significantly under the performance target by 22.9%. At year-end 2017, unique registrants was 18.6% below the year-end performance target.
- Staff will assess if this is a trend and provide an analysis in the year-end report.


## ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects the District's reach in the community as it relates to the total number of individuals involved in District programs and activities which require payment and/or registration.
- 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.



Data Source: RecTrac Registration Software

# Percent of Unique Resident Household Completing a Transaction<sup>1</sup>

Year-End Performance Target	2018 Mid-Year Performance Outcome
50.0%	-15.0%  <i>Significantly Below Target</i>

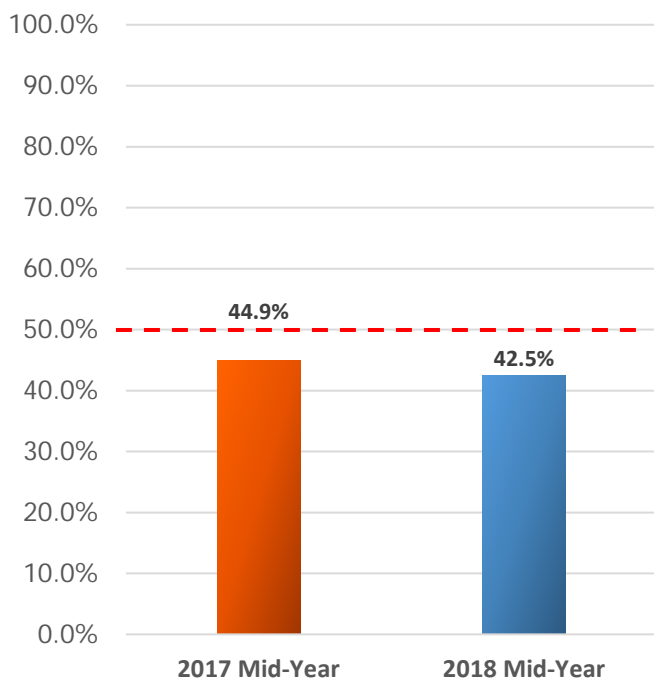
## MID-YEAR PROGRESS

At mid-year 2018, the percent of unique resident households that completed a transaction (42.5%) illustrates the following trends:

- It is 15.0% below the performance target of 50.0%. At year-end 2017, the District was 10.2% below the year-end performance target.
- As compared to mid-year 2017, this measure decreased by 2.4%.
- Staff will assess if this is a trend and provide an analysis in the year-end report.

## ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects Elmhurst household involvement in District programs and activities and the District's reach in the community as it relates to activities and programs which require payment and/or registration.
- This measure is the percentage 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.
- 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.



Data Source: RecTrac Registration Software

<sup>1</sup> Total Elmhurst households in the 2010 U.S. Census was 15,965



## Percent of Program and Pass Registrants by Age Group<sup>1,2</sup>

Age Category	Year-End Performance Target	2018 Mid-Year Performance Outcome
0-4	50%	-2.2% <i>Below Target</i>
5-9	65%	3.6% <i>Above Target</i>
10-14	50%	-6.6% <i>Below Target</i>
15-19	25%	5.0% <i>Above Target</i>
20-34	20%	-24.4% <i>Significantly Below Target</i>
35-49	33%	-16.7% <i>Significantly Below Target</i>
50-64	19%	-8.9% <i>Below Target</i>
65 & Older	22%	-15.5% <i>Significantly Below Target</i>

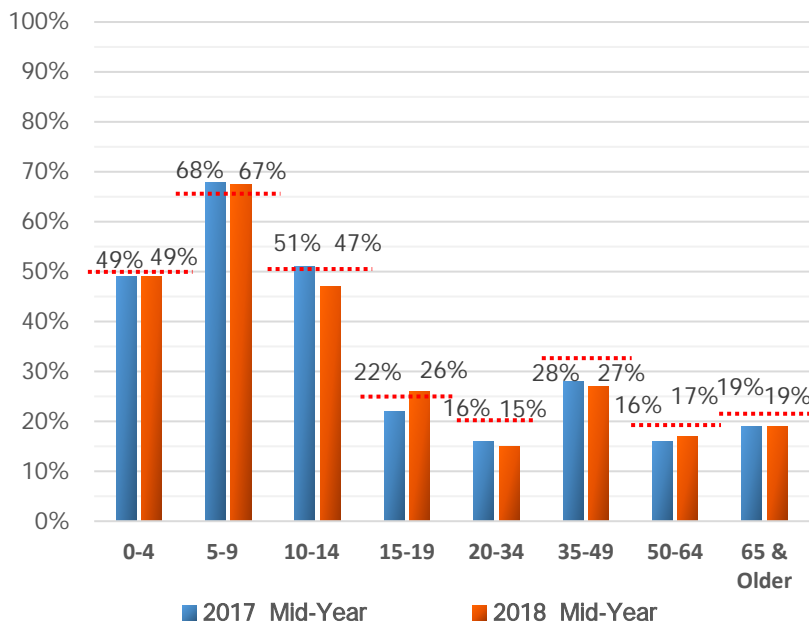
### MID-YEAR PROGRESS

At mid-year 2018, the percent of program and pass registrants by age group illustrates the following trends:

- In all age categories, except for 5-9 and 15-19, the percentages fell below the performance targets (from 2.2% to 24.4%) with the 20-34, 35-49 and 65 and Older age categories significantly below the targets (24.4%, 16.7% and 15.5% respectively).
- As compared to mid-year 2017, the percent of unique registrants by age group had remained stable or increased or decreased within 1% in all age categories except for 15-19, which increased by 4% and 0-14, which decreased by 4%.
- Facilitating relationships with providers of adult programs and marketing, and/or offering their programs in District facilities should increase the percent of adults participating in programs.

### ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects District's reach in the community among the youth, adult, and senior populations by assessing the number of individuals and age groups reached by District programs.
- Percent of program and pass registrants by age group 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.



Data Source: RecTrac Registration Software and 2010 United States Census

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

<sup>2</sup> Removed registrants that had no birthdate (2.7% in 2016-2017 and .01% in 2017-18 of total population)

# COMMUNICATIONS

*Exceptional and consistent guest experience*

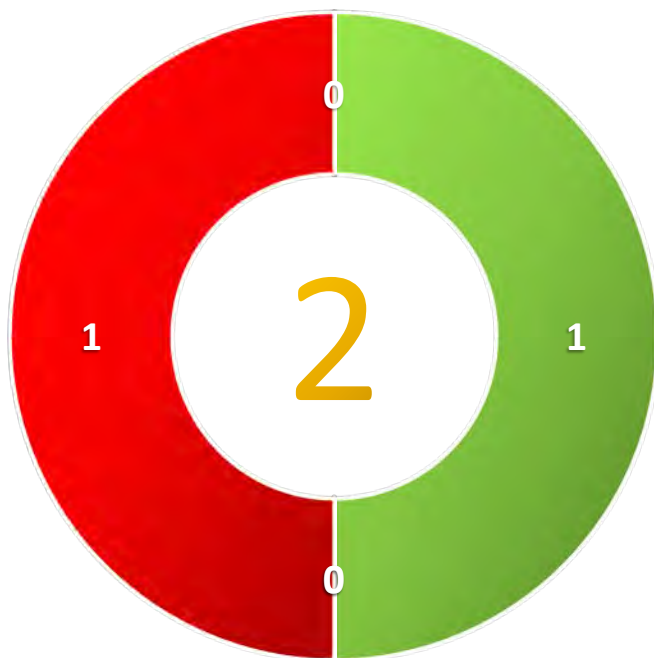


## GOALS

CO1: Foster a customer-first environment

CO2: Address customer service staffing needs

## TACTIC PROGRESS SUMMARY



Achieved

0

On Track/  
Nearly Achieved

1

- Establish District-wide customer service model

Just Started

0

Not Started

0



Delayed/Deferred

1

- Optimize staffing structure to provide exceptional customer service

Achieved	Nearly Achieved	On Track	Just Started	Not Started	Delayed/Deferred
●	◐	◑	◒	○	➡

## COMMUNICATIONS TACTICS PROGRESS REPORT

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Establish District-wide customer service model	CO1		<ul style="list-style-type: none"> <li>Institute customer service model, including customer feedback approach and staff recognition program</li> </ul>	<ul style="list-style-type: none"> <li>Formed employee Customer Service Team</li> <li>Examined current policies</li> <li>Discussed different ways each facility/department handles specific scenarios</li> <li>Reviewed what makes companies excel or not in customer service</li> <li>Assessed how staff can live District Organizational Values through customer service</li> <li>Conducted customer satisfaction surveys to assess registration experience during spring 2018</li> </ul>	<ul style="list-style-type: none"> <li>Utilize survey data to develop new model</li> <li>To successfully launch new customer service approach, assess staff customer service training needs based on new model, develop customized training program, and offer training in 2019</li> <li>Continue to conduct customer satisfaction surveys (for external and internal customers)</li> </ul>
Optimize staffing structure to provide exceptional customer service	CO1 IO1 IO2		<ul style="list-style-type: none"> <li>Address customer service staffing needs</li> </ul>	<ul style="list-style-type: none"> <li>Deferred this tactic to 2019 based on targeted completion of customer service model in 12/2018</li> </ul>	

# COMMUNICATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.1% to -10%)	2
Significantly Below Target (<-10%)	0
Performance Outcome TBD	0

Performance Measure	Timing of Reporting and Year to Begin Tracking	2017 Mid-Year Result	2018 Mid-Year Result	Year-End Performance Target	2018 Mid-Year Performance Outcome
Customer Satisfaction Ratings	Semi-annually 2018	N/A	83.5%	90.0%	↓
Net Promoter Score	Semi-annually 2018	N/A	64.8%	70.0%	↓

Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.1% to -10%)	Significantly Below Target (<-10%)	Not Tracked in Report
↑	↑	↔	↓	↓	N/A

# Customer Satisfaction Rating

## MID-YEAR PROGRESS

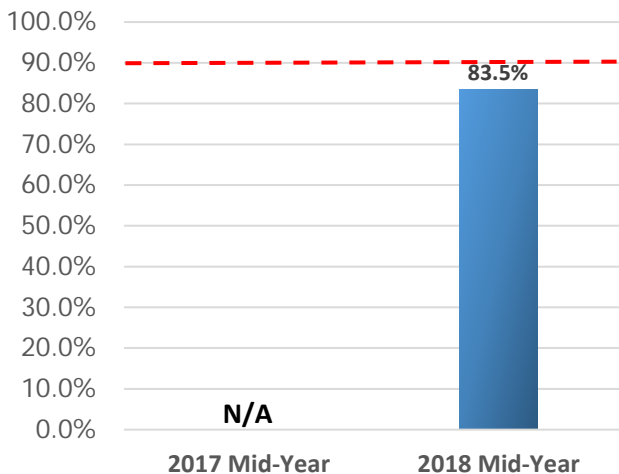
At mid-year 2018, the customer service satisfaction rating (83.5% is the benchmark for this new measure) illustrates the following trends:

- This measure is 7.2% below the year-end performance target of 90.0%, but illustrates a high percentage of satisfied and highly satisfied ratings (over 80%).
- This new measure will be added to all customer surveys conducted throughout the year (data is from a registration customer service survey administered during spring 2018).
- This measure will be a critical indicator of the impact of implementing the District's new customer service model in 2019.

Year-End Performance Target	2018 Mid-Year Performance Outcome
90.0% or above	-7.2% <i>Below Target</i>

## ABOUT THIS MEASURE AND WHY IT MATTERS


- This measure indicates customer satisfaction with a specific program, service or interaction and illustrates the impact of changes to programs, services or customer experience over time.
- The District collects data for this measure by asking respondents on external and internal customer surveys to rate a program, facility, or service on a satisfaction scale from highly dissatisfied to highly satisfied.
- The percentage is calculated based on the total percentage of respondents who chose the rating of satisfied or highly satisfied. If all of the respondents chose satisfied or highly satisfied then 100% of the respondents were satisfied with the program, facility, or service being rated. Staff strives towards 90% satisfaction, an achievable future goal based on the planned implementation of a new customer service model in 2019.

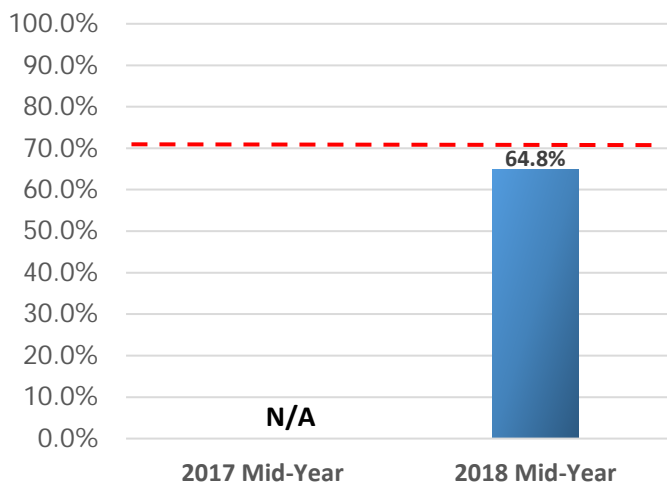


Data Source: Survey Monkey Registration Survey



# Net Promoter Score (NPS)

Year-End Performance Target	2018 Mid-Year Performance Outcome
70.0% or above	-7.4%  Below Target



Data Source: Survey Monkey Registration Survey



## MID-YEAR PROGRESS

At mid-year 2018, the net promoter score (64.8% is the benchmark for this new measure) illustrates the following trends:

- It is 7.4% below the year-end performance target of 70%, but still within the excellent range (over 50%) as described in the section below.
- This new measure will be added to all customer surveys conducted throughout the year (the data during this six month planning period is from a registration customer service survey administered during spring 2018).
- This measure will be a critical indicator of the impact of implementing the District's new customer service model in 2019.

## ABOUT THIS MEASURE AND WHY IT MATTERS

- The NPS is a measure that rates an entity based on how likely people are to recommend it to others (programs, parks, and facilities) driven by their overall customer experience and loyalty.
- NPS provides a broad insight, which can be used to gather deeper customer feedback and to benchmark customer loyalty either historically or against competitors and therefore is a good indicator to predict future revenue.
- The District collects data for this rating by asking on customer satisfaction surveys, "On a scale of 1 through 10, how likely are you to recommend the Elmhurst Park District to a friend?"
- As illustrated in the adjacent graphic, the NPS is calculated as the % of: **Promoters** (respondents who answer 9-10 and are defined as loyal enthusiasts who will keep buying and referring others, fueling growth) minus the **Detractors** (answer 6 or below and therefore, unhappy customers who can damage reputations and impede growth through negative word-of-mouth). **Passives** are considered neutral and are not part of the calculation of NPS (answer 7 or 8 and thereby, are satisfied but unenthusiastic customers who are vulnerable to competitive offerings).
- Given the NPS possible range of -100 to +100, national standards is that a positive score or NPS above 0 is considered "good" since this simply means that the majority of customers are more loyal, a +50% is "excellent," and above 70% is considered "world class" (so 70 is a target score that fits within the District's vision to provide "customer service excellence" and "being a national leader").

# FINANCE

*Sustainable revenue strategies and funding options*



GOALS	FI1: Review and improve cost recovery
	FI2: Seek alternate sources of revenue
	FI3: Consider pursuing General or Recreation Fund referendum

## TACTIC PROGRESS SUMMARY



Achieved	0	
On Track/ Nearly Achieved	1	<ul style="list-style-type: none"> <li>Analyze cost recovery data to ensure future financial sustainability</li> </ul>
Just Started	1	<ul style="list-style-type: none"> <li>Determine approach to referendum (e.g., hire firm)</li> </ul>
Not Started	0	
Delayed/Deferred	1	<ul style="list-style-type: none"> <li>Implement cost recovery goals</li> </ul>

Achieved	Nearly Achieved	On Track	Just Started	Not Started	Delayed/Deferred
●	◐	◑	◒	○	➡

## FINANCE TACTICS PROGRESS REPORT

Tactic(S)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Analyze cost recovery data to ensure future financial sustainability	FI1		<ul style="list-style-type: none"> <li>Establish cost recover analysis and reporting District-wide</li> </ul>	<ul style="list-style-type: none"> <li>Finalized 2017 cost recovery for 2019 budget planning based on how indirect cost estimates are calculated for expenses within Funds</li> <li>Began assessing how new financial software can assist with the future analysis of cost recovery data</li> </ul>	<ul style="list-style-type: none"> <li>Improve financial reporting data capabilities to better track actual costs by facility/programs</li> </ul>
Implement cost recovery goals	FI1		<ul style="list-style-type: none"> <li>Review cost recovery actuals as compared to model to determine strategy for meeting or updating goals as necessary</li> <li>Address cost recovery goals</li> </ul>	<ul style="list-style-type: none"> <li>Deferred to 2019 after completion of improved analysis and reporting and determination of budget goals and policies for long-term financial sustainability</li> </ul>	
Determine approach to referendum (e.g., hire firm)	FI3		<ul style="list-style-type: none"> <li>Determine referendum planning strategy and hire firm, if necessary, to assist with developing strategy, including community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Gathered information about referendum planning firms during winter 2018</li> <li>In 5/2018, spoke to three firms with Park District experience and gained insight on the best timing for going to referendum (based on type of election), the recommended phases and timing of milestones in a typical referendum campaign, and the next steps the District should consider before undertaking a referendum campaign</li> <li>Based on the feedback above, staff requested one firm, Public Communications Inc. (PCI), develop a proposal for a Community Engagement Plan</li> <li>In 6/2018, PCI presented to the Board an overview of its firm and proposed Vision 2020 community engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage the community, seek their input and identify advocates for Vision 2020 projects</li> <li>Determine funding strategy for Vision 2020 projects based on projected project costs</li> </ul>

# FINANCE PERFORMANCE MEASURE SUMMARY




Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.1% to -10%)	0
Significantly Below Target (<-10%)	1
Performance Outcome TBD	27

Performance Measure	Timing of Reporting and Year to Begin Tracking	2017 Mid-Year Result	2018 Mid-Year Result	Year-End Performance Target	2018 Mid-Year Performance Outcome
Percent of non-tax revenue	Annually 2013	N/A	N/A	60.0% or above	N/A
Met Reserve Targets – 1 <sup>st</sup> Tier	Annually 2013	N/A	N/A	Met Board Reserve Policy Targets (10 Funds)	N/A
Met Reserve Targets – 2 <sup>nd</sup> Tier	Annually 2013	N/A	N/A	Met Budget Target (9 Funds)	N/A
Debt Service Ratio	Annually 2015	N/A	N/A	20.0% (3 categories)	N/A
Program Revenue Per Unique Registrant	Semi-annually 2016	\$378	\$441	\$500	↓
Fund Balance as a percentage of expenditures	Annually 2017	N/A	N/A	Met Board Fund Balance Policy (3 categories)	N/A
Cost Recovery Goals	Annually 2017	N/A	N/A	TBD	N/A

Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.1% to -10%)	Significantly Below Target (<-10%)	Not Tracked in Report
↑	↑	↔	↓	↓	N/A

# Program Revenue Per Unique Registrant

Year-End Performance Target	2018 Mid-Year Performance Outcome
\$500	-11.8%  <i>Significantly Below Target</i>

## MID-YEAR PROGRESS

At mid-year 2018, the program revenue earned per unique registrant (\$441) illustrates the following trends:

- As compared to 2017, this measure increased by 14.3% (by \$63).
- It is 11.8% below the year-end performance target of \$500.
- Program revenue increased in 2018 due primarily to restructuring Rec Station and Funseekers Day Camp pricing to ensure a sustainable cost recovery model and increasing fees.

## ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects the District's ability to maintain or increase its non-tax program revenue.
- Program Revenue per Unique Registrant is the average amount of revenue generated by each unique registrant.
- This measure is calculated by the 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.



Data Source: RecTrac Registration Software

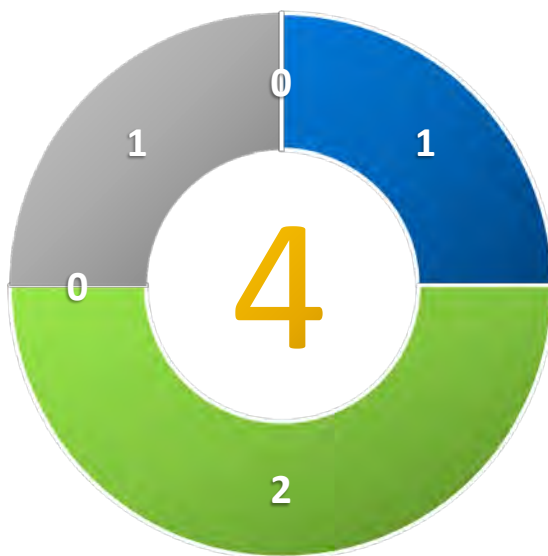
# INTERNAL OPERATIONS

*Strengthen organizational culture*



GOALS	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

## TACTIC PROGRESS SUMMARY



Achieved	1	<ul style="list-style-type: none"> <li>Implement 2017 Compensation Study</li> </ul>
On Track/ Nearly Achieved	2	<ul style="list-style-type: none"> <li>Establish District-wide training plan for all levels of staff</li> <li>Expand benefits offered to part-time staff</li> </ul>
Just Started	0	
Not Started	1	<ul style="list-style-type: none"> <li>Implement dashboard software</li> </ul>
Delayed/Deferred	0	



Achieved	Nearly Achieved	On Track	Just Started	Not Started	Delayed/Deferred



## INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Establish District-wide training plan for all levels of staff	IO1		<ul style="list-style-type: none"> <li>Develop District-wide training plan</li> </ul>	<ul style="list-style-type: none"> <li>A graduate student from Elmhurst College developed project proposal to assist District with creating a training plan</li> <li>Staff reviewed proposal and working with the student, created a timeline and goals for project</li> <li>As of 6/2018, the student reviewed Vision 2020 Plan employee feedback and interviewed/surveyed supervisors about current training practices as well as training needs for staff</li> </ul>	<ul style="list-style-type: none"> <li>Based on the feedback collected, the next step is to develop and administer training needs survey to full-time, part-time and seasonal staff, assess the results, and summarize them in a final report, including recommendations for meeting training needs</li> <li>Strengthen organizational culture by identifying and addressing training needs for all levels of staff</li> <li>Utilize training opportunities to communicate and reinforce new organizational values and customer service standards</li> </ul>
Implement 2017 Compensation Study	IO1		<ul style="list-style-type: none"> <li>To facilitate the successful recruitment and retention of qualified staff, implement 2017 Compensation Study recommendations, which include a fair and equitable compensation system based on best practices</li> </ul>	<ul style="list-style-type: none"> <li>Implemented new full-time wage scale and part-time hourly rates based on recommendations from 2017 Compensation Study</li> <li>Updated job titles to reflect either a better description of the job being performed or to be consistent with trends in the organization or the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Educate staff on District's new compensation system</li> <li>Reduce employee turnover in areas where salary ranges were not consistent with the external market</li> </ul>

## INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Expand benefits offered to part-time staff	IO3		<ul style="list-style-type: none"> <li>Consider and implement part-time employee benefit changes proposed by employee Recruitment and Retention Team and based on feedback from Vision 2020 process</li> </ul>	<ul style="list-style-type: none"> <li>Instituted in 2017 and fully implemented in 2018, increased benefits to all part-time staff such as enhanced leave benefits and expanded eligibility for recreation program and pool pass benefits and Courts Plus individual memberships</li> <li>Continued to explore additional benefits for specific employee groups to increase recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>Improve recruitment and retention of part-time staff</li> <li>Strengthen organizational culture by identifying and providing benefits that recognize the contributions of part-time employees to the success of the agency</li> </ul>
Implement dashboard software	IO2 IO4		<ul style="list-style-type: none"> <li>Choose and utilize dashboard software based on an assessment of data to be tracked and the best fit software options</li> </ul>		<ul style="list-style-type: none"> <li>Become a more data-driven organization by quickly gaining insights into the most important aspects of complex data in an easily accessible and visual format</li> </ul>

# INTERNAL OPERATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.1% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcome TBD	2

Performance Measure	Timing of Reporting and Year to Begin Tracking	2017 Mid-Year Result	2018 Mid-Year Result	Year-End Performance Target	2018 Mid-Year Performance Outcome
Organizational Culture Survey	Annually 2018	N/A	N/A	TBD	N/A
Training Program Satisfaction	Annually 2018	N/A	N/A	TBD	N/A

Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.1% to -10%)	Significantly Below Target (<-10%)	Not Tracked in Report
↑	↑	↔	↓	↓	N/A

# APPENDIX A

## KEY TERMS AND DEFINITIONS

# Key Terms and Definitions

The following list of key words describes the definition of the terminology used in the Vision 2020 Plan.

**Comprehensive Plan**—long-range planning tool updated every five to ten years and developed through a community planning process. It provides direction regarding the development and acquisition of agency's current and potential physical assets.

**Goals**—concise statements describing the specific elements an organization must do well in order to execute its strategy.

**Mission**—defines the core purpose of the organization and why it exists.

**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 Theme.

**Strategic Plan**—Long-range planning tool updated every three years and developed through a community planning process. It provides direction regarding the agency's main focus and activities.

**Strategic Themes**—broad brushed macro-oriented organizational sense of direction that provide direction for addressing the future vision of an organization.

**Strategic Work Plan**—the action plan for implementing strategy with timelines and the positions/Departments responsible for implementation.

**Tactics**—the specific programs, activities, projects, or actions of an organization will undertake in an effort to meet strategic goals and themes.

**Values**—are meaningful expressions of describing what is important in the way employees and guests are treated and relates to the internal culture of the organization.

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

**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.

# APPENDIX B

## 2018 STRATEGIC WORK PLAN



**VISION 2020**  
**2018 STRATEGIC WORK PLAN**  
**MISSION, VISION, VALUES, THEMES, AND GOALS**

Mission	We enrich lives while having fun.
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Vision	To be a national leader in providing memorable parks and recreation experiences to our community.
--------	---------------------------------------------------------------------------------------------------

Values	
Fun	We will inject fun and passion in what we do everyday
Integrity	We will always do the right thing and we will do it the right way
Customer Service Excellence	We will exceed customer expectations consistently and present the 'wow' moment
Community Focused	At the end of the day, it's all about the community we serve

Themes	Goals	Performance Metric(s) to Track Achievement of Strategy (Themes)
PA PARKS Meet community need for parks, open space, and outdoor amenities.		
	PA1: Maintain and update existing parks, open spaces, & amenities.	<i>Park Assessments; Level of Service Standards; Park Use</i> Capital Assets Condition Ratio
	PA2: Address open space and amenity deficiencies & 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.	<i>Facility Assessments; Level of Service Standards; Facility Usage %</i>
	FA2: Invest in new indoor facilities / spaces to respond to community needs.	
	FA3: Optimize use of existing facilities.	
PR PROGRAMMING Innovative programming to meet community needs.		
	PR1: Remain aware of and responsive to trends.	Program Success Rate; Total Unique Registrants; % of Unique Resident Households Completing a Transaction; % of Program & Pass Registrants by Age Group; <i>Program Life Cycle Distribution (% of New Programs; report actual versus targets in each life cycle category)</i>
	PR2: Regularly engage the community to understand their needs.	
	PR3: Provide sustainable, high quality & inclusive program offerings.	
CO COMMUNICATIONS Exceptional and consistent guest experience.		
	CO1: Foster a customer-first environment.	<i>Customer Satisfaction Ratings</i> <i>Net Promoter Score</i>
	CO2: Address customer service staffing needs.	
FI FINANCE Sustainable revenue strategies and funding options.		
	FI1: Review and improve cost recovery.	Percent of non-tax revenue; Met Reserve Targets - 1st and 2nd Tier; Program Net Revenue Per Unique Registrant; Cost Recovery Goals; Debt Service Ratio; Fund Balance as a Percentage of Expenditures; <i>Percent of profit earned-Courts Plus; Percent of Profit-Sugar Creek</i>
	FI2: Seek alternate sources of revenue.	
	FI3: Consider pursuing General or Recreation Fund referendum.	
IO INTERNAL OPERATIONS Strengthen Organizational Culture		
	IO1: Continue to invest in training, continuing education & personal development.	<i>Organizational Culture Survey; Training program satisfaction</i>
	IO2: Improve internal communication.	
	IO3: Improve employee benefits.	
	IO4: Become a more data-driven organization.	
	IO5: Increase focus on Districtwide succession planning.	

*Italicized* Indicators-New Strategy Indicators in Vision 2020 Plan

VISION 2020  
2018 STRATEGIC WORK PLAN: TACTIC ACTION PLANS (Revised 8/2018)

Year 1										
					Department / Staffing					
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation	Progress
PA	PA1, PA3	1.1a Update Conrad Fischer Park.	Community Focused, Customer Service Excellence	\$\$\$	January 2018	August 2018	Director of Facilities	Parks, Facilities	Conduct community outreach, design and engineer, bid, and construct by September 2018.	
PA	PA1	1.1a Replace Berens Park Two Synthetic Turf Fields	Community Focused, Customer Service Excellence	\$\$\$\$	January 2018	July 2018	Director of Parks	Parks, Facilities	Remove and replace carpet on two synthetic turf fields.	
PA	PA2, PA3	3.1: Build dog park.	Fun, Community Focused	\$\$\$\$	July 2017	December 2019	Executive Director, Director of Facilities	Administration, Parks, Facilities, Marketing and Communications	Conduct site feasibility study and community outreach in 2017 and 2018 and master plan, design and engineer, and bid when funding is secured.	
FA	FA2, PR1, PR2	2.1: Determine future of Palmer Drive site / building.	Community Focused, Customer Service Excellence, Integrity	\$	July 2017	December 2018	Executive Director	Administration, 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 (e.g., location, partners).	Community Focused, Customer Service Excellence	\$	September 2017	December 2018	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.	
FA	FA3, PR1, PR3	3.1: Based on evaluation of preschool business model, finalize future of small recreation, Lizzadro Museum and 225 Prospect buildings.	Community Focused, Customer Service Excellence	\$	September 2017	December 2018	Executive Director, Director of Recreation	Administration, Facilities, Recreation, Finance, Marketing & Communications, IT	Based on data collected and public input, determine next steps for preschool program investment and optimizing the use of these buildings. Update: Completed review of preschool program and will continue to invest to sustain the program and determine future facility needs, including use of small recreation buildings. Will also determine future of 225 Prospect and Lizzadro Museum buildings by end of 2018.	
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	Directors of Recreation, Enterprise Services, and Facilities	Recreation, Enterprise, Facilities	Offer at least one new program identified as high priorities seasonally. Foster partnerships to expand high priority programs (by facilitating or marketing other providers' offerings).	
CO	CO1	1.1: Establish district-wide customer service model.	Customer Service Excellence, Community Focused, Fun	\$	January 2018	December 2018	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	\$	January 2019	May 2019	Executive Director, Director of Marketing and Communications, HR Division Manager	Management Team	Address customer service staffing needs by Spring 2019.	
FI	FI1	1.2: Analyze cost recovery data to ensure future financial sustainability.	Integrity, Community Focused	\$	September 2017	December 2018	Director of Finance & Human Resources	Recreation, Enterprise, Facilities	Establish cost recovery analysis and reporting District-wide.	
FI	FI1	1.1: Implement cost recovery goals.	Integrity, Community Focused	\$	January 2019	December 2020	Director of Finance & Human Resources	Recreation, Enterprise, Facilities	Meet cost recovery goals with annual review and update of cost recovery model, as necessary.	
FI	FI3	3.1: Determine approach to referendum (e.g., hire firm).	Integrity, Community Focused	\$	September 2017	December 2018	Executive Director, Board of Park Commissioners	Administration, Marketing and Communications	Determine referendum planning strategy by June 2018 and hire firm, if necessary, to assist with developing strategy, including community engagement.	
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	Division Manager HR	Strategy & Planning Coordinator, Task Force	Develop District-wide training plan based on Vision 2020 feedback.	
IO	IO3	3.1: Implement 2017 Compensation Study.	Integrity	\$\$\$	September 2017	January 2018	Executive Director	Finance & HR	Implement Compensation Study recommendations.	
IO	IO3	3.2: Expand benefits offered to part-time staff.	Integrity	\$	September 2017	June 2019	Division Manager HR	Administration, HR, Task Force	Consider and implement part-time benefit changes based on Vision 2020 Plan and part-time staff focus group feedback.	
IO	IO2, IO4	4.1: Implement dashboard software.	Integrity, Customer Service Excellence, Community Focused	\$\$	November 2018	December 2019	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.	

TABLE LEGEND / KEY

COST

\$	\$0-\$25,000, including staff time
\$\$	\$25,001-\$99,999
\$\$\$	\$100,000-\$499,999
\$\$\$\$	> \$500,000

PROGRESS



Just Started  
On Track  
Nearly Achieved  
Achieved  
Not Started  
Delayed / Deferred