

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

DATE: April 8, 2019

TO: Board of Park Commissioners

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

RE: 2018 YEAR-END VISION 2020 PROGRESS REPORT

ISSUE

The 2018 Year-End Vision 2020 Progress Report provides a status report on implementation of the first year of the Vision 2020 Plan (from January 1 to December 31, 2018). The distribution and review of this report is in accordance with Board policies.

DISCUSSION

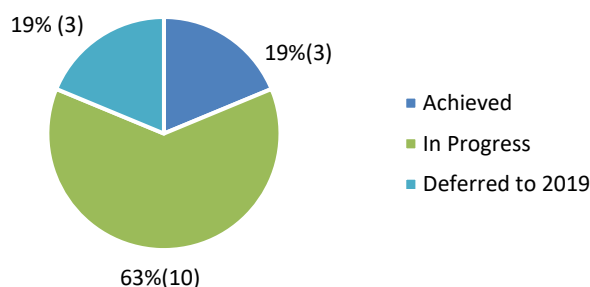
To remain dynamic and responsive to changing needs, a successful long-range planning process requires an ongoing review of actual progress in relation to the goals in the work plan. Therefore, monitoring the plan is necessary to ensure that action is taken and that actual measurable results are achieved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

The Vision 2020 Progress Report is compiled and submitted to the Board bi-annually at mid-year and year-end as an evaluation of achievement of long-term strategy for decision-making, resource allocation, and work plan development. The 2018 Year-End Vision 2020 Progress Report reflects and monitors the 2018 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and updated by the Board on August 13, 2018) and performance measures which track achievement of the Vision 2020 themes.

Overview of First Year Plan Outcomes

SWP Tactic Implementation: The attached report highlights in detail what work was completed during 2018 to address the sixteen (16) SWP tactics, and the pie chart below summarizes the number and percent of tactics that were achieved, in progress, or deferred to 2019.

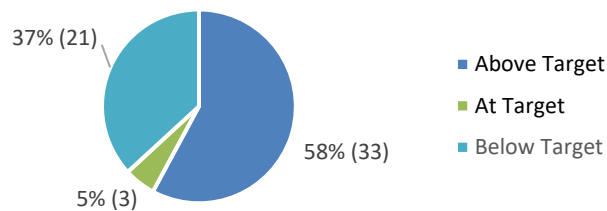
2018 Tactic Implementation Progress



To continue successfully addressing Vision 2020 priorities, staff updated the 2018 SWP for 2019 (approved by the Board last December) by critically reviewing the District’s progress towards completing 2018 tactics and the next steps for effectively achieving the District’s long-term strategy. Based on workload and progress to date, staff adjusted the timelines and implementation goals for some of the tactics to accurately reflect what can realistically be accomplished and to provide focus for work planning and decision-making in 2019. For example, to accomplish the larger scale park and facility projects, which require more time to design, engage the community for feedback, and develop financing strategies, staff clearly outlined all of the tactics that need to be addressed in 2019 to stay on track with completing these priorities (e.g., create financial and program plans for new Indoor Sports Facility and Senior Center, finalize cost estimates for implementing all Vision 2020 project priorities, finalize funding strategy for completing Vision 2020 projects (e.g., referendum, partnerships, grants, etc.), continue community engagement to address Plan, etc.).

Performance Measures Outcomes: The Vision 2020 2018 Year-End Progress Report includes reporting of fifty-seven (57) performance outcomes for fourteen (14) measures (how actual performance compares to the year-end performance target), including one (1) new measure, Cost Recovery Goals for Tax Supported Programs. Ten (10) additional Vision 2020 Plan measures will be tracked in future years after related Vision 2020 Plan priorities are addressed or data becomes available. A summary of 2018 Vision 2020 performance measure outcomes are illustrated in the following pie chart.

2018 Performance Measure Target Outcomes



As staff continue to implement Vision 2020 Plan priorities, a deeper analysis of measure outcomes will be provided in future Progress Reports and how future work plans will address areas where the District is not meeting performance targets. When possible, the attached Progress Report highlight which Vision 2020 tactics should drive positive outcomes in the future.

During the April 8, 2019 Board meeting, staff will provide an overview of the report. After Board approval, it will be available on the District’s Vision 2020 website (<https://vision2020.epd.org>) for public review.

RECOMMENDATION

That the Board of Park Commissioners review and approve the attached 2018 Year-End Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2018 Year-End Vision 2020 Progress Report

ELMHURST PARK DISTRICT

Vision 2020

Focus on the Future



2018 Year-End Progress Report
January 1 to December 31

April 8, 2019

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

I am pleased to present the first Elmhurst Park District Vision 2020 Year-End 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 to the public on the District's Vision 2020 website (<https://vision2020.epd.org>). It includes status reports on achievement of 2018 Strategic Work Plan tactics and outcomes and trends for performance measures tracked at year-end.

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 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. After two years of implementing the Vision 2020 Plan, staff will provide a deeper analysis of outcomes in the 2019 Year-End Report and how future work 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 dedication of the Board and staff to achieve ambitious priorities to become 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



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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 as well as assessments of parks, facilities, and programs, analyzing the current and future state of the District, and creating the community's future vision of park and recreation services and 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. Therefore, the Board and staff combined them into a single guiding document named the Vision 2020 Plan. The Plan incorporates the broad themes and specific goals and tactics for strategic planning (e.g., internal operation, communication, and administrative improvements) and comprehensive planning (e.g., 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 Year-End progress towards accomplishing the 2018 Vision 2020 SWP tactics and achievement of performance measure targets. The Year-End report along with the Mid-Year 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 (i.e., mission, vision and organizational value statements, strategic themes and goals) and the SWP. The main body of the report includes an implementation progress summary of SWP tactics and performance measure outcomes overall and for each Vision 2020 theme. At the end of the report, the Appendix includes the detailed 2018 Strategic Work Plan and a list of key terms with their definitions to provide clarity to 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 as well as brainstormed 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 strategic themes and drive specific actions to be undertaken to implement them. The themes, goals, and tactics reflect Vision 2020 key findings and are highlighted on the following page and in Appendix B.



Strategic Work Plan (SWP) and Performance Measures

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's mission, vision, values, themes, and goals as well as the detailed action plan for each 2018 tactic (i.e., 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 performance measures that link to monitoring Vision 2020 strategy, staff tracks 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 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

MISSION
We enrich lives while having fun!

VISION 2020
Focus on the Future

VISION
 To be a national leader in providing memorable parks and recreation experiences to our community

VALUE
Integrity
 We will always do the right thing and we will do it the right way

VALUE
Customer Service Excellence
 We will exceed customer expectations and present the "wow" moment

VALUE
Fun
 We will inject fun and passion in what we do everyday

VALUE
Community Focused
 At the end of the day, it's all about the community we serve

THEMES



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

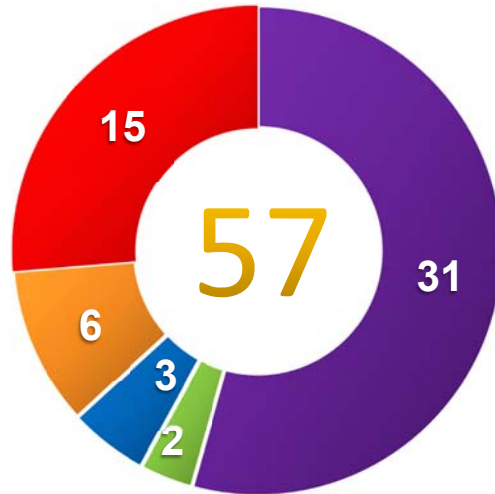
STRATEGIC WORK PLAN TACTICS 2018 YEAR-END PROGRESS



Achieved	Nearly Achieved/ On Track	Just Started	Not Started	Delayed/ Deferred
3	8	2	0	3
<ul style="list-style-type: none"> Update Conrad Fischer Park Replace Berens Park Two Synthetic Turf Fields Implement 2017 Compensation Study 	<ul style="list-style-type: none"> Build dog park Determine future of Palmer Drive site/building Determine approach to indoor sports facility (e.g., location, partners) Based on evaluation of preschool business model, finalize future of small recreation, Lizzadro Museum and 225 Prospect buildings Establish District-wide customer service model Analyze cost recovery data to ensure future financial sustainability Establish District-wide training plan for all levels of staff Expand benefits offered to part-time staff. 	<ul style="list-style-type: none"> Offer programs identified as high priorities in Community Survey Determine approach to referendum (e.g., hire firm) 		<ul style="list-style-type: none"> Optimize staffing structure to provide exceptional customer service Implement cost recovery goals Implement dashboard software

Progress Report Executive Summary

PERFORMANCE MEASURE SUMMARY 2018 YEAR-END OUTCOMES



Significantly Above Target (>10%)	31
Above Target (0.01% to 10%)	2
At Target (0%)	3
Below Target (-0.01% to -10%)	6
Significantly Below Target (<-10%)	15
Performance Outcome To Be Determined (TBD) & Tracked in Future Progress Report	
Park Assessments, Park Level of Service Standards, Park Use, Facility Assessments, Facility Level of Service Standards, Facility Usage, Program Life Distribution, Cost Recovery Goals (Enterprise Services), Organizational Culture Survey, Training Program Satisfaction	10

As provided in the assessment of individual performance measures throughout the report, staff developed the symbols below to convey visually how actual performance compares to the year-end performance target. As illustrated below, staff defined the quantitative ranges for each performance target category.

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

Theme Progress Reports

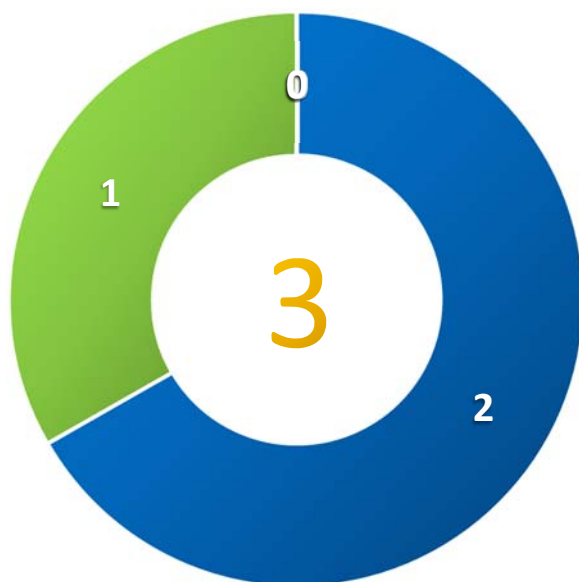
PARKS

Meet 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 equitability
	PA3: Provide new recreational opportunities to respond to community needs

TACTIC PROGRESS SUMMARY




Achieved	2	<ul style="list-style-type: none"> Update Conrad Fischer Park Replace Berens Park Two Synthetic Turf Fields
Nearly Achieved/On Track	1	<ul style="list-style-type: none"> Build Dog Park
Just Started	0	
Not Started	0	
Delayed/Deferred	0	

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

PARKS TACTICS PROGRESS SUMMARY

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"> Replace existing playground woodchips with unitary surfacing, pavement surfaces, landscaping and other site amenities Redevelop two existing tennis courts and one roller hockey court into a tennis, futsal, and two half-basketball courts 	<ul style="list-style-type: none"> Created a community-focused park plan by gathering 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 Staff designed, and the Board approved, playground concept and park redevelopment plan in 11/2017 Board approved project bid in 2/2018 Construction began in 6/2018 Completed project in 8/2018 Celebrated completion of project with community by holding a grand opening on 8/2018 with over 100 attendees 	<ul style="list-style-type: none"> Donate old playground structures to Kids Around the World, a nonprofit that repurposes playgrounds and rebuilds them in developing countries
Replace Berens Park Two Synthetic Turf Fields	PA1	●	<ul style="list-style-type: none"> Remove and replace approximately 171,000 square feet of synthetic turf and infill on two fields Replace failing nailer boards Add two concrete bleacher pads 	<ul style="list-style-type: none"> In late 2017, hired WT Engineering to provide site engineering, permitting, bid document preparation, and construction administration Solicited and reviewed bids and Board approved bid from FieldTurf USA, Inc. in 2/2018 Completed turf replacement, site restoration of natural grass around the fields, and perimeter fence repairs in 6/2018 (ahead of schedule) Funded portion of the project with Elmhurst College contribution of 25% of the total cost per inter-agency agreement Opened fields for use in early 7/2018 Held community ribbon cutting event with Elmhurst College and local athletic groups to celebrate completion of project (7/2018) 	<ul style="list-style-type: none"> Pursue similar Vision 2020 project cooperative opportunities with Elmhurst College and other local organizations

PARKS TACTICS PROGRESS SUMMARY (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"> • Conduct site feasibility study and community outreach • Develop site master plan • Design, engineer, bid, and construct dog park after funding is secured 	<ul style="list-style-type: none"> • Board acquired OS762 Old York Road property in 11/2017 • 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 (4/2018) • Signed contract and held project kick-off meeting with Upland Design in 6/2018 • Held open house (7/2018), which 48 individuals attended to provide feedback on a dog park • Conducted an online survey (7/2018) to solicit feedback from residents who could not attend the open house (165 completed) • Based on open house and survey feedback, Upland Design presented three initial concept plans to the Board (7/2018) • Conducted a second public open house (40 people attended) and an online survey (36 respondents) to gather feedback on favorite design (7/2018) • Utilizing feedback from the Board, staff, and the community, Upland Design finalized the proposed Dog Park Master Plan and cost estimates (8/2018) • Board reviewed and approved final master plan (8/2018) • Determined next steps for site preparation to prepare site for future development; Board approved site clearing as part of the 2019 Capital Budget (12/2018) 	<ul style="list-style-type: none"> • Based on Vision 2020 key findings, offer a high priority new amenity for the community

PARKS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	1
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	2
Performance Outcomes TBD & Tracked in Future Report Park Assessments Levels of Service Standards Park Use	3




Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2017 Year-End Result	2018 Year-End Result	Year-End Performance Target	2018 Year-End 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	50.0%	↑
		Enterprise Services	N/A	N/A		↓
		Sugar Creek Golf Course	N/A	N/A		↓

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

Capital Assets Condition Ratio

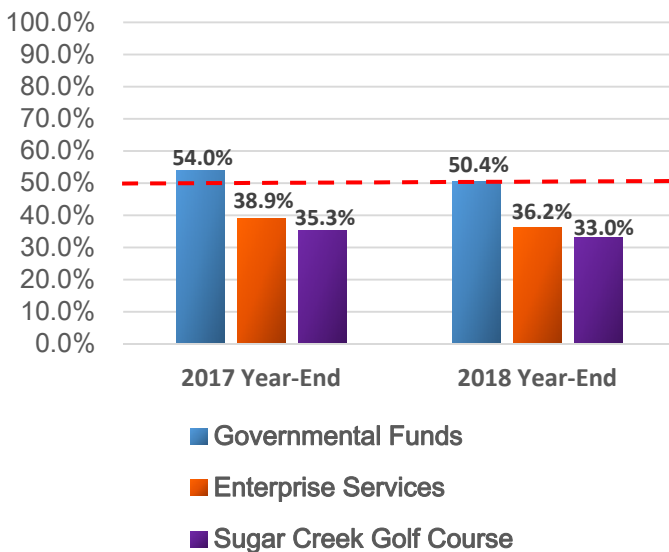
YEAR-END PROGRESS

In 2018, the Governmental Fund Capital Assets Condition Ratio of 50.4%, Enterprise Services Fund Capital Assets Condition Ratio of 36.2% and Sugar Creek Golf Course Fund Capital Assets Condition Ratio of 33.0% illustrate the following trends:

Fund Category	Year-End Performance Target	2018 Year-End Performance Outcome
Governmental Funds	50.0%	0.8%  Above Target
Enterprise Services	50.0%	-27.5%  Significantly Below Target
Sugar Creek Golf Course	50.0%	-34.0%  Significantly Below Target

- In 2018, Governmental Funds is above its performance target (50.0%) by 0.8% (based on a net depreciation of \$1,436,953). However, this is a 3.6% decrease as compared to 2017 (54.0%).
- Enterprise Services Fund is significantly below its performance target (50.0%) by 27.5% in 2018 (based on a net depreciation of \$384,642). This is a 2.7% decrease as compared to 2017 (38.9%).
- Sugar Creek Golf Course Fund is significantly below its performance target (50.0%) by 34.0% in 2018 (based on a net depreciation of \$104,455). This is a 2.3% decrease as compared to 2017 (35.3%).
- To increase the Capital Assets Condition Ratio for the Enterprise Services and Sugar Creek Golf Course Funds, the District is conservatively investing in assets at these facilities to assist with meeting their profit and cash and investment goals.

ABOUT THIS MEASURE AND WHY IT MATTERS



- This measure is used to assess the need for facility and equipment upgrades and specifically considers the remaining useful life of facilities and equipment based on depreciation.
- Capital Assets Condition Ratio is the remaining value of the District's depreciable assets divided by the original value of those assets. The District records capital assets separately for the Governmental, Enterprise Services, and Sugar Creek Golf Course Funds.
- The performance target identified for the Capital Assets Condition Ratio is 50% to ensure that the District invests sufficient dollars to offset the annual depreciation of the District's assets.
- A higher ratio suggests an organization is making investments on a routine basis.

Data Source: BS&A Financial Software

FACILITIES

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

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

FACILITIES TACTICS PROGRESS SUMMARY

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"> Utilizing outcomes from completed facility assessment, determine best use of facility Create financial and program plan for new senior center Secure commitment from partners regarding future use of The Abbey and potential new senior center 	<ul style="list-style-type: none"> Following the purchase of 135 Palmer Drive in 4/2017, engaged Dewberry Architects to conduct facility assessment, improvement plan and cost analysis of options Board reviewed Dewberry's findings in 8/2017 Approached partners regarding future cooperative opportunities 	<ul style="list-style-type: none"> Remove and replace a District asset that has reached the end of its useful life Build a new multi-dimensional senior center desired by the community Increase intergovernmental cooperative efforts by maximizing facility resources To increase high priority adult program offerings, facilitate relationships with new and existing partners such as the College of DuPage and Elmhurst Public Library
Determine approach to indoor sports facility (e.g., location, partners)	FA2 PR1 PR3		<ul style="list-style-type: none"> Based on prior planning reports and community feedback, determine next steps for addressing indoor sports facility needs 	<ul style="list-style-type: none"> Began discussions with potential partners identified in 2016 Indoor Sports Facility Study Preliminarily inventoried sites identified as potential locations for facility Began negotiations for potential acquisition at two sites 10/2018 	<ul style="list-style-type: none"> Increase intergovernmental cooperative efforts by maximizing facility resources Facilitate relationships with new and existing partners, including members of the Athletic Field Advisory Committee, City of Elmhurst, and Elmhurst College

FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Based on evaluation of preschool business model, finalize future of small recreation, Lizzadro Museum and 225 Prospect buildings</p>	<p>FA3 PR1 PR3</p>		<ul style="list-style-type: none"> Determine if preschool business model is sustainable Based on data collected and public input, determine next steps for preschool program investment Determine need for, potential future uses of, and capital plans for small recreation, Lizzadro Museum, and 225 Prospect buildings 	<ul style="list-style-type: none"> Formed staff project team to assess preschool business model Compiled and reviewed data, including 2009 Indoor Facility Study, Vision 2020 community survey and open house feedback, and prior ten-year financial performance Based on data and public feedback, determined best outcome is to invest in program and determine future facility needs for long-term sustainability After Lizzadro Museum officials announced move to another building site, hired Dewberry Architects to conduct facility site audit in 5/2018 To document existing conditions, Dewberry team toured Lizzadro Museum site in 6/2018 Issued Request for Proposal (RFP) (11/2018) to consider a well-established community group or non-profit to enter a lease/license agreement for the use of the Museum 	<ul style="list-style-type: none"> Present Dewberry findings to Board in 9/2018 Determine the best optimization of the District's existing indoor recreation facility space to maximize District resources 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, small recreation buildings, etc.)

FACILITIES PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcomes TBD & Tracked in Future Report Facility Assessments Level of Standards Facility Usage	3

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2017 Year-End Result	2018 Year-End Result	Year-End Performance Target	2018 Year-End 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 (-0.01% 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	
Nearly Achieved/ On Track	0	
Just Started	1	<ul style="list-style-type: none"> Offer programs identified as high priorities in Community Survey
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"> Offer at least one new program seasonally that was identified as high priorities in the Community Survey (adult continuing education, community events, and adult fitness and wellness) 	<p><i>Adult Continuing Education:</i></p> <ul style="list-style-type: none"> Worked with College of DuPage to facilitate Elmhurst continuing education course offerings in 2019 Worked with Elmhurst Public Library to facilitate and cross-promote offerings in 2019 Added the following new continuing education programs: Van Gogh Inspired Acrylic Landscape Workshop, The Kennedys in Chicago, Downsizing One Bit at a Time, Top 10 Destinations That Every American Should See, and Extended Travel Trips with American Classic Tours <p><i>Community Events:</i></p> <ul style="list-style-type: none"> Held three new Pop-up Party in the Park events at different park locations throughout the summer Conducted Community Event survey in 1/2018 Based on survey feedback, made improvements to Egg Hunt event in 4/2018 and Park Palooza in 8/2018 <p><i>Adult Fitness and Wellness:</i></p> <ul style="list-style-type: none"> Offered Normal Aging vs. Dementia (evening class) Conducted Change Your Life Challenge Held Courts Plus Senior Health & Fitness Day and Health & Fitness Fair Presented Food Foundations 101: Three Part Nutrition; Your Relationship with Food; Managing Your Medication; and The Facts about Protein Shakes seminars Offered offsite free Zumba class at BrewPoint Coffee's Wellness Wednesday program Offered Wellness Seminars at Courts Plus (topics included Role of Food in Cancer, Diet and Cardiovascular Health, Ask a Pharmacist, Awaken the Power Within) Held free outdoor Courts Plus classes, including Insanity in the Park and Yoga in the Garden 	<ul style="list-style-type: none"> Foster partnerships to expand high priority programs (by facilitating or marketing other providers' offerings) Gather additional community feedback on programs desired Offer new adult community events in 2019 including Bags, Brew & BBQ at Wilder Mansion To meet current program demand and future needs, continue to address Vision 2020 Facility Tactics to expand indoor recreation space options

PROGRAMMING PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	3
Above Target (0.01% to 10%)	1
At Target (0%)	0
Below Target (-0.01% to -10%)	3
Significantly Below Target (<-10%)	5
Performance Outcome TBD & Tracked in Future Report Program Life Cycle Distribution	1



Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2017 Year-End Result	2018 Year-End Result	Year-End Performance Target	2018 Year-End Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	88.8%	89.8%	80.0% or above	↑
		Enterprise Services	87.5%	91.9%		↑
Total Unique Registrants	Semi-annually 2016	N/A	8,775	8,333	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	44.2%	47.1%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 19% to 65%	Range from 14% to 68%	Range from 19% to 65%	1 age group ↑ 1 age group ↑ 1 age group ↓ 5 age groups ↓
Program Life Cycle Distribution	Annually 2019	N/A	N/A	N/A	TBD	N/A

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

Program Success Rate

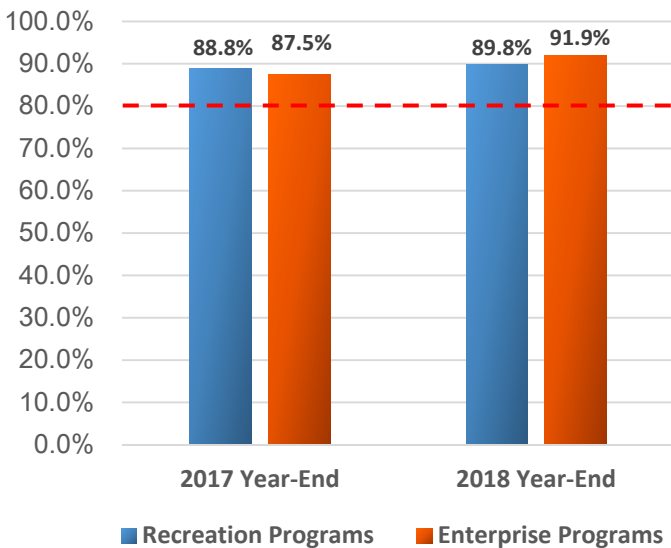
YEAR-END PROGRESS

In 2018, the Recreation Program Success Rate of 89.8% and Enterprise Program Success Rate of 91.9% illustrate the following trends:

Category	Year-End Performance Target	2018 Year-End Performance Outcome
Recreation Programs	80.0% or above	12.3%  <i>Significantly Above Target</i>
Enterprise Programs	80.0% or above	14.9%  <i>Significantly Above Target</i>

- Both Recreation and Enterprise Program Success Rates are above the 80.0% target (12.3% and 14.9% respectively).
- In 2018, both recreation and enterprise programs illustrate a positive trend with success rate higher than 2017 (from 88.8% to 89.8% for recreation programs and 87.5% to 91.9% for enterprise programs).
- Recreation Program Success Rates have been trending above the 80.0% performance target (12.3% above the target) due to optimizing available facility space as a result of intensive collaboration and coordination.
- Enterprise Program Success Rates are trending upward (14.9% above the 80.0% performance target) due to adjusting the number of days and times programs are offered to match the demand in program areas that experienced success rates lower than 80.0%.


ABOUT THIS MEASURE AND WHY IT MATTERS



Data Source: RecTrac Registration Software

- 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 that ran through the Park District’s RecTrac Registration Software divided by the total number of programs offered by the Elmhurst Park District.
- To meet the performance target, the total number of courses ran versus the total number of programs offered must be a ratio of at least 80 programs run for every 100 programs offered.

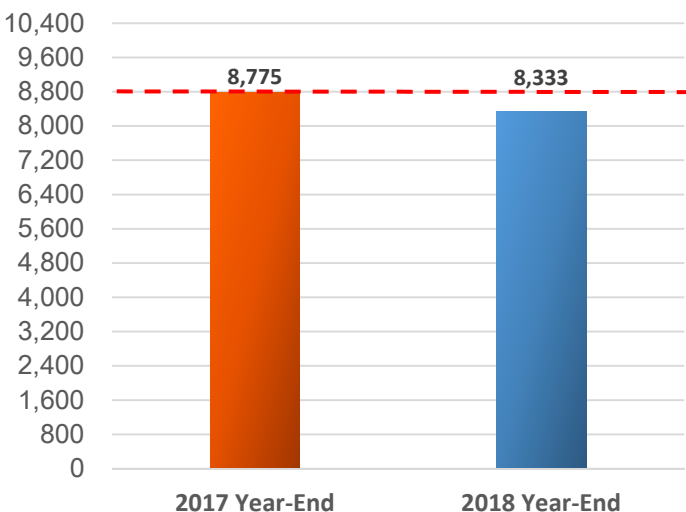
Total Unique Registrants

Year-End Performance Target	2018 Year-End Performance Outcome
8,800	-5.3%  Below Target

YEAR-END PROGRESS

In 2018, the number of Total Unique Registrants (8,333) illustrates the following trends:

- It is a decrease of 5.3% (442) as compared to 2017 Total Unique Registrants.
- In 2018, Total Unique Registrants was under the performance target (8,800) by 5.3%. At year-end 2017, unique registrants was 0.3% below the year-end performance target.
- Total Unique Registrants trended below the performance target in 2018 due to the cancellation of two of the three *Middle School Night at the Pool* programs offered due to weather as well as changing the way participants registered for this program (both pre-registration and daily visit admission, which is not tracked by individual participant), resulting in 375 less Total Unique Registrants as compared to 2017. Also, the Lake View Nature Center programs ended in 2017, which resulted in 133 less Total Unique Registrants (Lake View Nature Center began solely processing program registrations for District residents in 2019).
- The Vision 2020 process feedback illustrated that creating a District-wide customer service model is a high priority for improving customer retention and increasing participation. The 2018 and 2019 Vision 2020 Strategic Work Plans include this tactic as a high priority action item and implementation of this model in 2019 should move the District closer to the performance target.




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.
- Total 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 registered for during the measurement period.
- Programs from Sugar Creek Golf Course 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 Households that Completed a Transaction¹

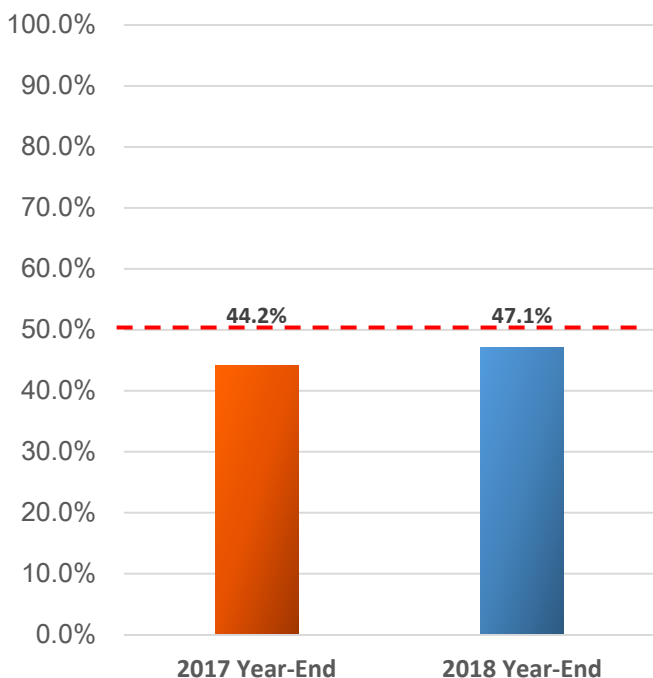
Year-End Performance Target	2018 Year-End Performance Outcome
50.0%	-5.8%  <i>Below Target</i>

YEAR-END PROGRESS

In 2018, the Percent of Unique Resident Households that Completed a Transaction (47.1%) illustrates the following trends:

- It is 5.8% below the performance target of 50.0% as compared to 11.5% below the performance target in 2017.
- As compared to 2017, this measure increased by 2.9% (44.2% in 2017).
- While the District is moving closer to achieving the 50.0% performance target, the Vision 2020 process feedback illustrated that creating a District-wide customer service model is a high priority for improving customer retention and increasing participation. The 2018 and 2019 Vision 2020 Strategic Work Plans include this action item and implementation of the customer service model in 2019 should move the District towards increasing its reach in the community (update on this action item on page 26).

ABOUT THIS MEASURE AND WHY IT MATTERS



Data Source: RecTrac Registration Software

¹ Total Elmhurst households in the 2010 U.S. Census was 15,965

- 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.
- Percent of Unique Resident Households that Completed a Transaction is the total number of unique resident household accounts which have completed a transaction processed through the District's RecTrac software divided 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 Golf Course 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.

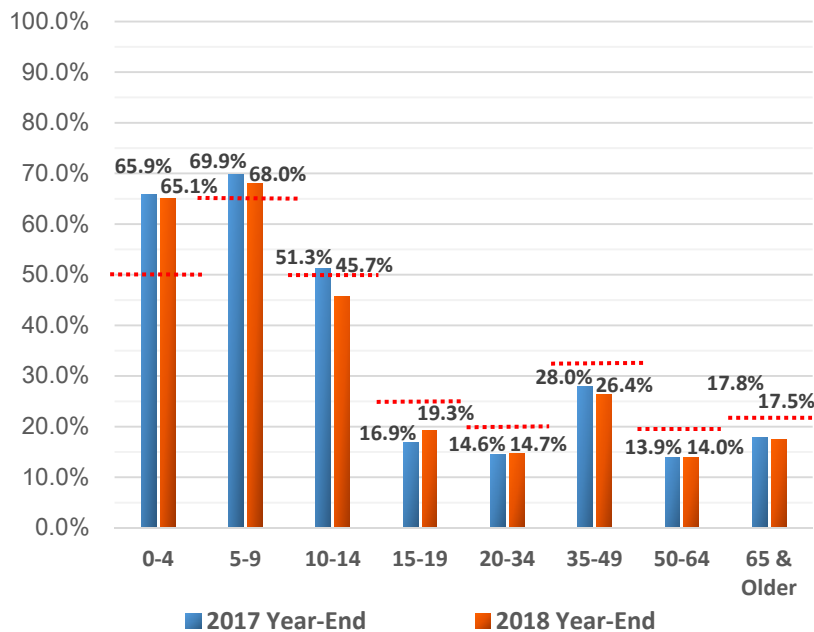
Percent of Program and Pass Registrants by Age Group^{1,2}

Age Group Category	Year-End Performance Target	2018 Year-End Performance Outcome
0-4	50.0%	30.2% Significantly Above Target
5-9	65.0%	4.6% Above Target
10-14	50.0%	-8.6% Below Target
15-19	25.0%	-22.9% Significantly Below Target
20-34	20.0%	-26.4% Significantly Below Target
35-49	33.0%	-20.1% Significantly Below Target
50-64	19.0%	-26.4% Significantly Below Target
65 & Older	22.0%	-20.5% Significantly Below Target

YEAR-END PROGRESS

In 2018, the Percent of Program and Pass Registrants by Age Group illustrates the following trends:

- In all age categories, except for 0-4 and 5-9, the Percent of Program and Pass Registrants by Age Group fell below the performance targets (a range of 8.6% to 26.4%) with the 15-19, 20-34, 35-49 and 65 and Older age categories significantly below the targets (as illustrated on the adjacent chart).
- As compared to 2017, the Percent of Program and Pass Registrants by Age Group had remained stable or increased or decreased within 2.0% in all age categories except for 10-14, which decreased by 5.6% (202 registrants), and 15-19, which increased by 2.4% (88 registrants).
- The percent of registrants for ages 10-14 trended below target due to the cancellation of two of the three *Middle School Night at the Pool* programs offered due to weather as well as changing the way participants registered for this program (to both pre-registration and daily visit admission, which is not tracked by individual participant).
- To increase the District's reach with adult age groups, staff is facilitating relationships with providers of adult programs and marketing (e.g., College of DuPage), and/or offering their programs in District facilities. However, the registrants for these programs registered under the providers; therefore, their registrations are not part of the District's program registration data. Staff will review this measure and assess potential options for receiving registration information from adult program providers.



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 Golf Course 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

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

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

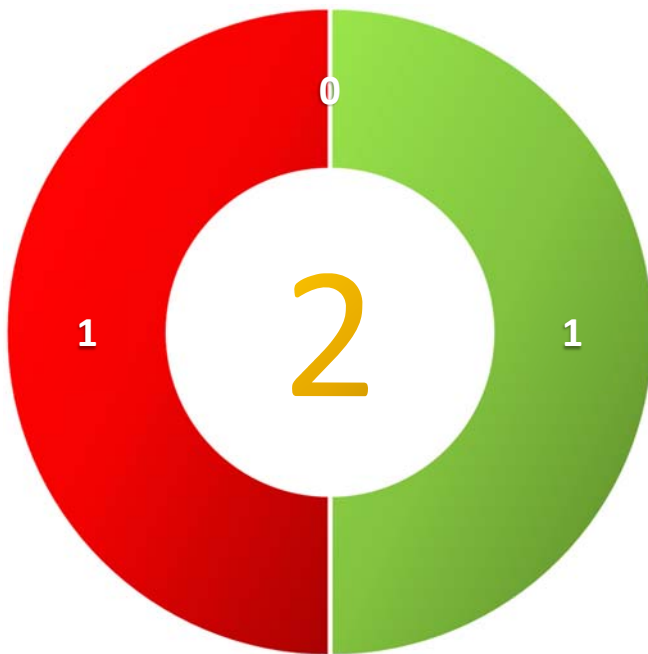
COMMUNICATIONS

Exceptional and consistent guest experience



GOALS	CO1: Foster a customer-first environment
	CO2: Address customer service staffing needs



TACTIC PROGRESS SUMMARY



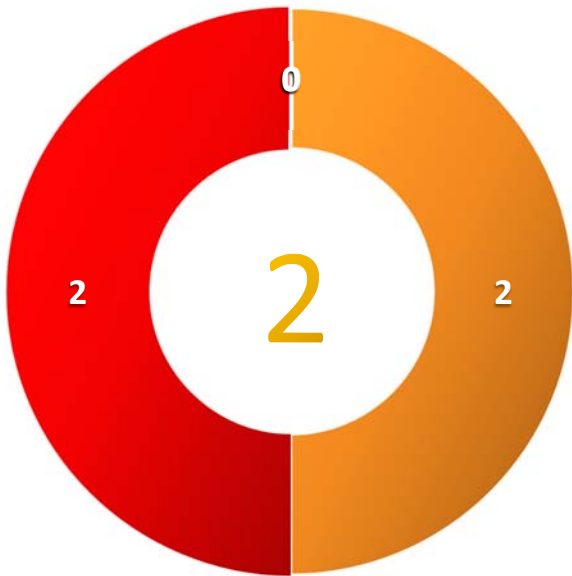
Achieved	0	
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> Establish District-wide customer service model
Just Started	0	
Not Started	0	
Delayed/Deferred	1	<ul style="list-style-type: none"> Optimize staffing structure to provide exceptional customer service

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

COMMUNICATIONS TACTICS PROGRESS SUMMARY

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"> • Institute customer service model, including customer feedback approach and staff recognition program 	<ul style="list-style-type: none"> • Formed employee Customer Service Team • Examined current policies • Discussed different ways each facility/department handles specific scenarios • Reviewed what makes companies excel or not in customer service • Assessed how staff can live District Organizational Values through customer service • Conducted customer satisfaction surveys to assess registration experience during spring 2018 • Conducted customer satisfaction surveys to address district-wide customer satisfaction in the second half of 2018 • Used all the survey feedback to identify three main trends, which became the new standards • Hired a customer service trainer to develop customized training for all levels of staff • Announced the new standards at a Full-time All-staff meeting (11/2018) 	<ul style="list-style-type: none"> • To successfully launch new customer service model to all full-time, part-time and seasonal employees, offer training in 2019 • Continue to conduct customer satisfaction surveys (for external and internal customers)
Optimize staffing structure to provide exceptional customer service	CO1 IO1 IO2		<ul style="list-style-type: none"> • Address customer service staffing needs 	<ul style="list-style-type: none"> • Deferred this tactic to 2019 based on targeted completion of customer service model in 12/2018 	

COMMUNICATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	2
Significantly Below Target (<-10%)	2
Performance Outcome TBD & Tracked in Future Report	0



Performance Measure	Timing of Reporting and Year to Begin Tracking	Survey Timing	2017 Year-End Result	2018 Year-End Result	Year-End Performance Target	2018 Year-End Performance Outcome
Customer Satisfaction Ratings	Semi-annually 2018	Spring 2018	N/A	83.5%	90.0%	↓
	Semi-annually 2018	Summer 2018	N/A	78.7%	90.0%	↓
Net Promoter Score	Semi-annually 2018	Spring 2018	N/A	64.8%	70.0%	↓
	Semi-annually 2018	Summer 2018	N/A	3.1%	70.0%	↓

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

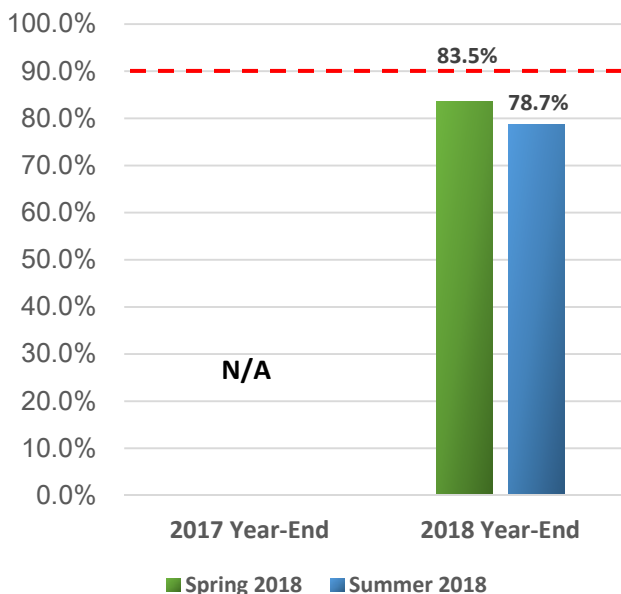
Customer Satisfaction Rating

YEAR-END PROGRESS

In 2018, the customer service satisfaction ratings from two customer surveys (83.5% and 78.7% are benchmarks for this new measure) illustrate the following trends:

Survey Timing	Year-End Performance Target	2018 Year-End Performance Outcome
Spring 2018	90.0% or above	-7.2%  <i>Below Target</i>
Summer 2018	90.0% or above	-12.6%  <i>Significantly Below Target</i>

- In 2018, staff conducted customer surveys in spring and summer. For the summer survey, the customer service satisfaction ratings were 12.6% below the year-end performance target (90.0%), but illustrate a high percentage of satisfied and highly satisfied ratings (over 75%). For the spring survey, the ratings were 7.2% below the year-end performance target (90.0%), but also illustrate a high percentage of satisfied and highly satisfied ratings (over 80%).
- The summer survey data is from a registration customer service survey that had a smaller sample size than the spring survey, which may have affected the performance outcomes. The program satisfaction question related to this new measure will be included on all customer surveys conducted throughout the year.
- The performance target of 90% or above was based on implementing the customer service standards and training by the end of 2018. Since the roll-out of customer service standards and training is planned for 2019, future-year performance outcomes should positively increase in future years. Therefore, this measure will be a critical indicator of the impact of implementing the District's new customer service model in 2019.



Data Source: Survey Monkey Survey



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, which is based on the planned implementation of a new customer service model in 2019.

Net Promoter Score (NPS)

YEAR-END PROGRESS

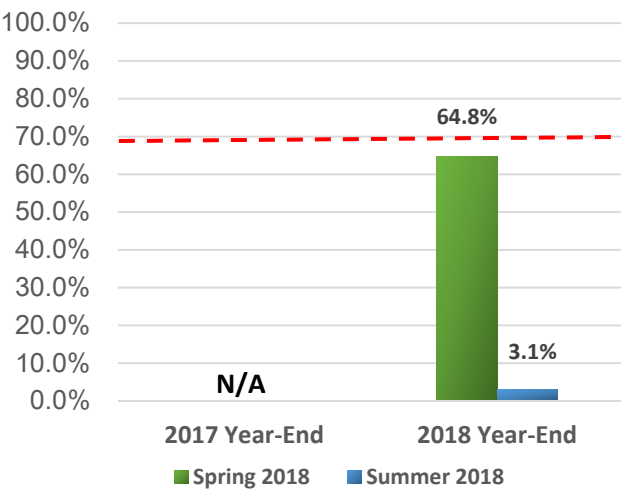
In 2018, the Net Promoter Score (NPS) from two customer surveys (64.8% and 3.1% are the benchmarks for this new measure) illustrate the following trends:

Survey Timing	Year-End Performance Target	2018 Year-End Performance Outcome
Spring 2018	70.0% or above	-7.4%  Below Target
Summer 2018	70.0% or above	-95.5%  Significantly Below Target

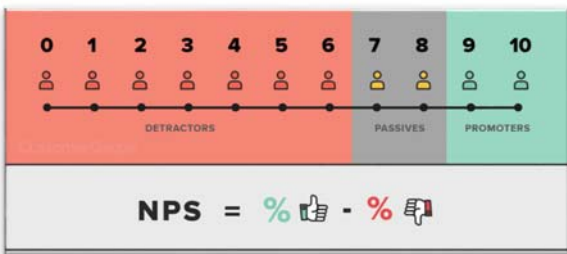
- For the spring 2018 survey, the NPS was 7.4% below the year-end performance target of 70%, but still within the excellent range (over 50%) as described in the section below. For the summer 2018 survey, the NPS was 95.5% below the year-end performance target of 70%, but still within the good range (over 0%).
- The summer survey data is from a registration customer service survey that had a smaller sample size than the spring survey, which may have affected the performance outcomes. The survey question related to this new measure will be included on all customer surveys conducted throughout the year.
- The performance target of 70% or above was based on implementing the customer service standards and training by the end of 2018. Since the roll-out of customer service standards and training is planned for 2019, future-year performance outcomes should positively increase in future years. Therefore, 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 that 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 percentage 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 (NPS) above 0% is considered "good" since this 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").



Data Source: Survey Monkey Survey



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



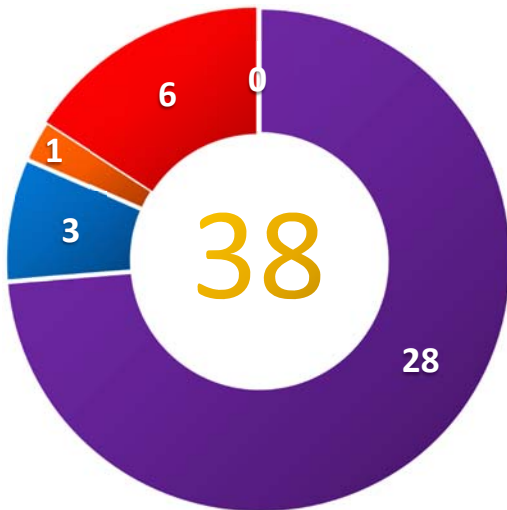
Achieved	0	
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> Analyze cost recovery data to ensure future financial sustainability
Just Started	1	<ul style="list-style-type: none"> Determine approach to referendum (e.g., hire firm)
Not Started	0	
Delayed/Deferred	1	<ul style="list-style-type: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

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

FINANCE TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Analyze cost recovery data to ensure future financial sustainability	F11		<ul style="list-style-type: none"> Establish cost recovery analysis and reporting District-wide 	<ul style="list-style-type: none"> Finalized 2017 cost recovery for 2019 budget planning based on how indirect cost estimates are calculated for expenses within Funds (8/2018) Began assessing how new financial software can assist with the future analysis of cost recovery data 	<ul style="list-style-type: none"> Improve financial reporting data capabilities to better track actual costs by facility/ programs
Implement cost recovery goals	F11		<ul style="list-style-type: none"> Review cost recovery actuals as compared to model to determine strategy for meeting or updating goals as necessary Address cost recovery goals 	<ul style="list-style-type: none"> Deferred to 2019 after completion of improved analysis and reporting and determination of budget goals and policies for long-term financial sustainability 	
Determine approach to referendum (e.g., hire firm)	F13		<ul style="list-style-type: none"> Determine referendum planning strategy and hire firm, if necessary, to assist with developing strategy, including community engagement 	<ul style="list-style-type: none"> Gathered information about referendum planning firms (winter/ 2018) 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 Based on the feedback above, staff requested one firm, Public Communications Inc. (PCI), develop a proposal for a Community Engagement Plan In 6/2018, PCI presented to the Board an overview of its firm and proposed Vision 2020 community engagement plan Kicked-off first phase of Vision 2020 Community Engagement by developing a communications plan with PCI to grow engagement. The plan included a resident “champion” video, brochure, and website (summer/2018) Rolled out Vision 2020 video, brochure, and website at the State of the Park District address (10/2018) and the video and website on District social media sites 	<ul style="list-style-type: none"> Continue to engage the community, seek their input and identify advocates for Vision 2020 projects Determine funding strategy for Vision 2020 projects based on projected costs

FINANCE PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	28
Above Target (0.01% to 10%)	0
At Target (0%)	3
Below Target (-0.01% to -10%)	1
Significantly Below Target (<-10%)	6
Performance Outcome TBD & Tracked in Future Report	1
Cost Recovery Goals (Enterprise Services)	

Performance Measure	Timing of Reporting and Year to Begin Tracking	2017 Year-End Result	2018 Year-End Result	Year-End Performance Target	2018 Year-End Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	58.4%	54.5%	55.0% or above	↓
Met Reserve Targets – Tier 1	Annually 2013	9 out of 10 funds met the targets	9 out of 10 funds met the targets	Met Board Reserve Policy Targets (10 funds)	9 funds ↑ 1 fund ↓
Met Reserve Targets – Tier 2	Annually 2013	9 out of 9 funds met their targets	9 out of 9 funds met their targets	Met Budget Target (9 funds)	9 funds ↑
Debt Service Ratio	Annually 2015	2 out of 3 funds met their targets	2 out of 3 funds met their targets	20.0% (3 categories)	2 funds ↑ 1 fund ↓
Program Revenue Per Unique Registrant	Semi-annually 2016	\$515	\$579	\$500	↑
Fund Balance as a percentage of expenditures	Annually 2018	N/A	2 out of 2 funds met their targets	Met Board Fund Balance Policy (2 categories)	2 funds ↑
Cost Recovery Goals	Annually 2018	N/A	8 out of 12 categories met their targets	Tax Supported Services (12 categories)	5 services ↑ 3 services ↔ 4 services ↓
	Annually 2019	N/A	N/A	Enterprise Services (12 categories)	N/A


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

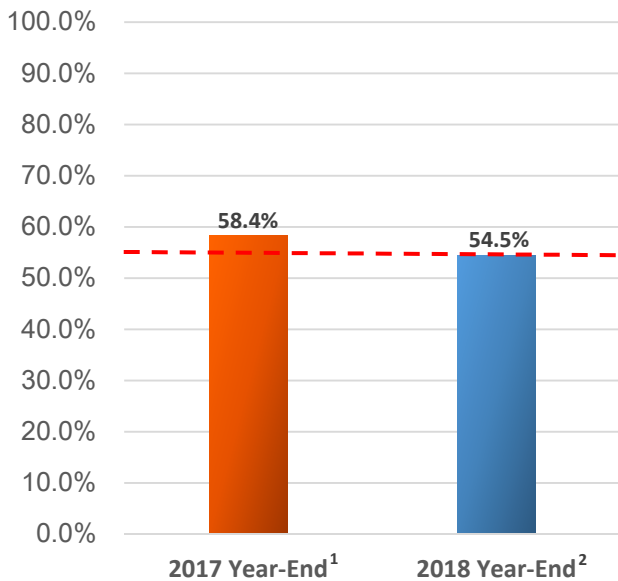
Percent of Non-Tax Revenue

YEAR-END PROGRESS

In 2018, the Percent of Non-Tax Revenue illustrates the following trends:

- In 2018, non-tax revenue was 54.5% of total revenue (excluding bond proceeds and transfers between funds), which is 0.9% below the Board’s target.
- While only slightly below the target in 2018, the Percent of Non-Tax Revenue is lower as compared to 2017 (58.4%) since no grant revenue was received in the current year combined with decreased membership and rental revenue. Additionally, the Percent of Non-Tax Revenue in 2017 was also higher due to the sale of a portion of the Golden Meadows property to the City of Elmhurst (\$1,555,798).

Year-End Performance Target	2018 Year-End Performance Outcome
55.0% or above	-0.9%  <i>Below Target</i>



Data Source: RecTrac Registration Software
¹ Adjusted to reflect the exclusion of bond proceeds and transfers between funds from this measure
² Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- Percent of Non-Tax Revenue is the percentage of revenue 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.
- The Board has a policy that 55% of revenue be received from non-tax revenue.
- This measure is calculated by the total tax revenue divided by total revenue generated. Bond proceeds and transfers between funds are excluded from this measure.
- 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.











Cash and Investment Targets – Tier 1

YEAR-END PROGRESS

In 2018, the District's Tier 1 Cash and Investment Targets illustrate the following trends:

- The District exceeded its target levels in 2018 in all funds except the Sugar Creek Golf Course Fund.
- The Sugar Creek Golf Course Fund is significantly below its performance target due to the spending of income to pay the debt to redevelop the clubhouse, make course improvements and purchase and develop the driving range. From 2015 through 2018, Sugar Creek Golf Course 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.

Fund Category	2018 Budget Performance Target	2018 Actual Cash and Investments ¹ 1 st Tier	2018 Year-End Performance Outcome
General Fund (35%)	\$1,415,664	\$3,245,106	129.2%  Significantly Above Target
Recreation Fund (10%)	\$623,772	\$3,411,436	446.9%  Significantly Above Target
Enterprise Services (15% & \$1.2 million)	\$1,951,600	\$3,082,335	57.9%  Significantly Above Target
IMRF Department (50%)	\$205,049	\$295,212	44.0%  Significantly Above Target
FICA Department (50%)	\$204,588	\$310,445	51.7%  Significantly Above Target
Liability Department (10%)	\$25,539	\$90,016	252.5%  Significantly Above Target
Audit Department (50%)	\$26,859	\$58,420	117.5%  Significantly Above Target
Special Recreation Department (25%)	\$173,441	\$445,849	157.1%  Significantly Above Target
Museum Department (25%)	\$74,995	\$277,080	269.0%  Significantly Above Target
Sugar Creek Golf Course (\$300,000)	\$300,000	\$16,079	-94.6%  Significantly Below Target

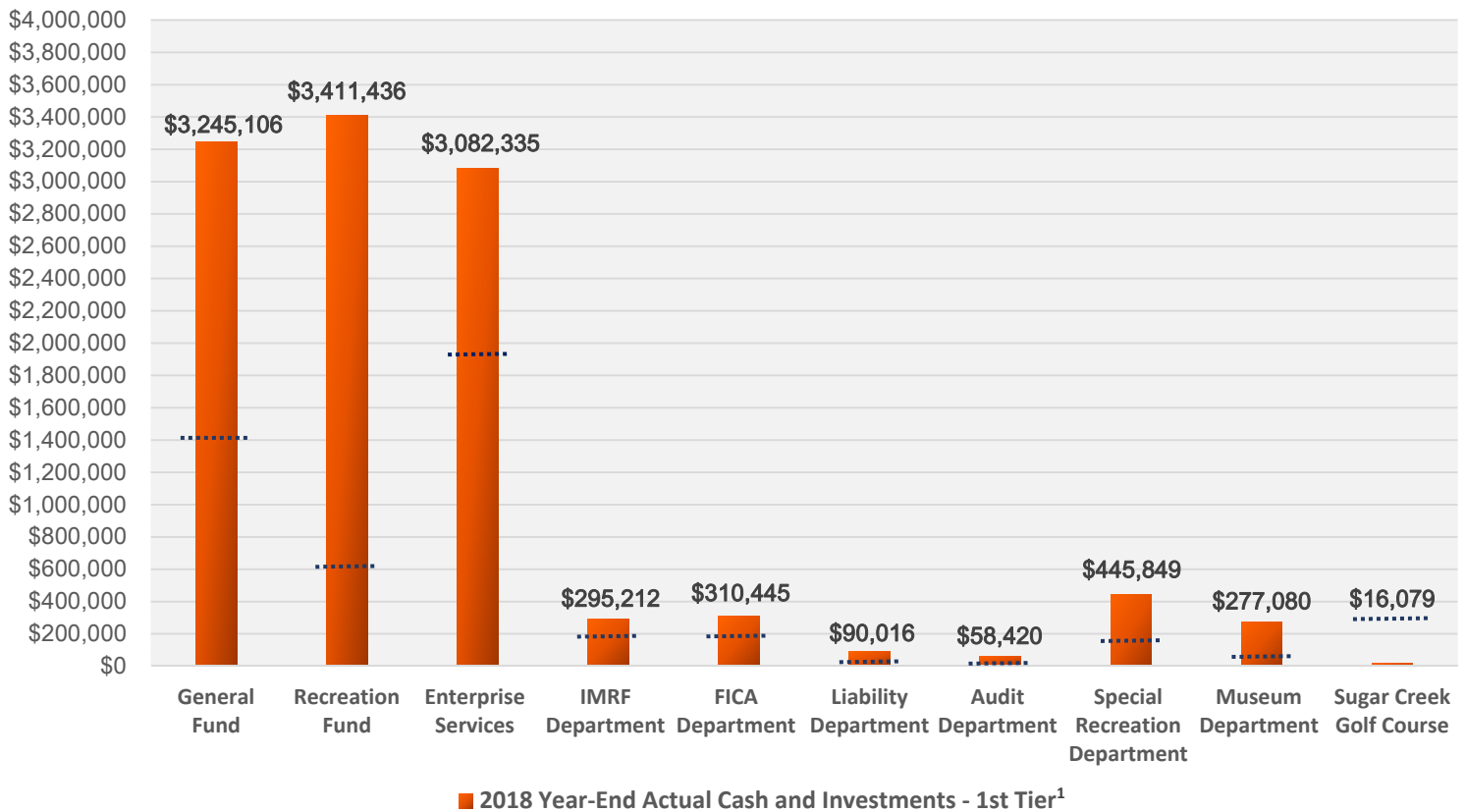
Data Source: BS&A Financial Software

¹ Unaudited

Cash and Investment Targets – Tier 1 (Continued)

ABOUT THIS MEASURE AND WHY IT MATTERS

- To ensure the District remains fiscally strong in future years, the Board’s Reserve Policy includes a two-tiered level for its cash and investments for all operating funds.
- The first-tier target levels are in place to ensure 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).
- The targets vary as they reflect the unique nature of the cash flows of each of the funds. A cash flow analysis is conducted annually for all funds and an evaluation of all the cash and investment targets is conducted every three (3) years for all funds.












Data Source: BS&A Financial Software

¹ Unaudited

Cash and Investment Targets – Tier 2

YEAR-END PROGRESS

In 2018, the District's Tier 2 Cash and Investment Targets exceeded its target levels in 2018 in all funds. To continue funding future capital asset management needs with reserves, staff looks critically at spending and maximizing revenue through enhanced marketing efforts, increased programs and market-driven pricing.

Fund Category	2018 Budget Performance Target	2018 Actual Cash and Investments ¹ 2 nd Tier	2018 Year-End Performance Outcome
General Fund	\$1,334,577	\$1,829,442	37.1%  Significantly Above Target
Recreation Fund	\$1,564,632	\$2,787,664	78.2%  Significantly Above Target
Enterprise Services	\$472,184	\$1,130,735	139.5%  Significantly Above Target
IMRF Department	\$47,776	\$90,164	88.7%  Significantly Above Target
FICA Department	\$22,158	\$105,857	377.7%  Significantly Above Target
Liability Department	\$26,206	\$31,562	20.4%  Significantly Above Target
Audit Department	\$25,339	\$31,562	24.6%  Significantly Above Target
Special Recreation Department	\$195,613	\$272,408	39.3%  Significantly Above Target
Museum Department	\$123,635	\$202,085	63.5%  Significantly Above Target
Sugar Creek Golf Course	N/A	N/A	N/A

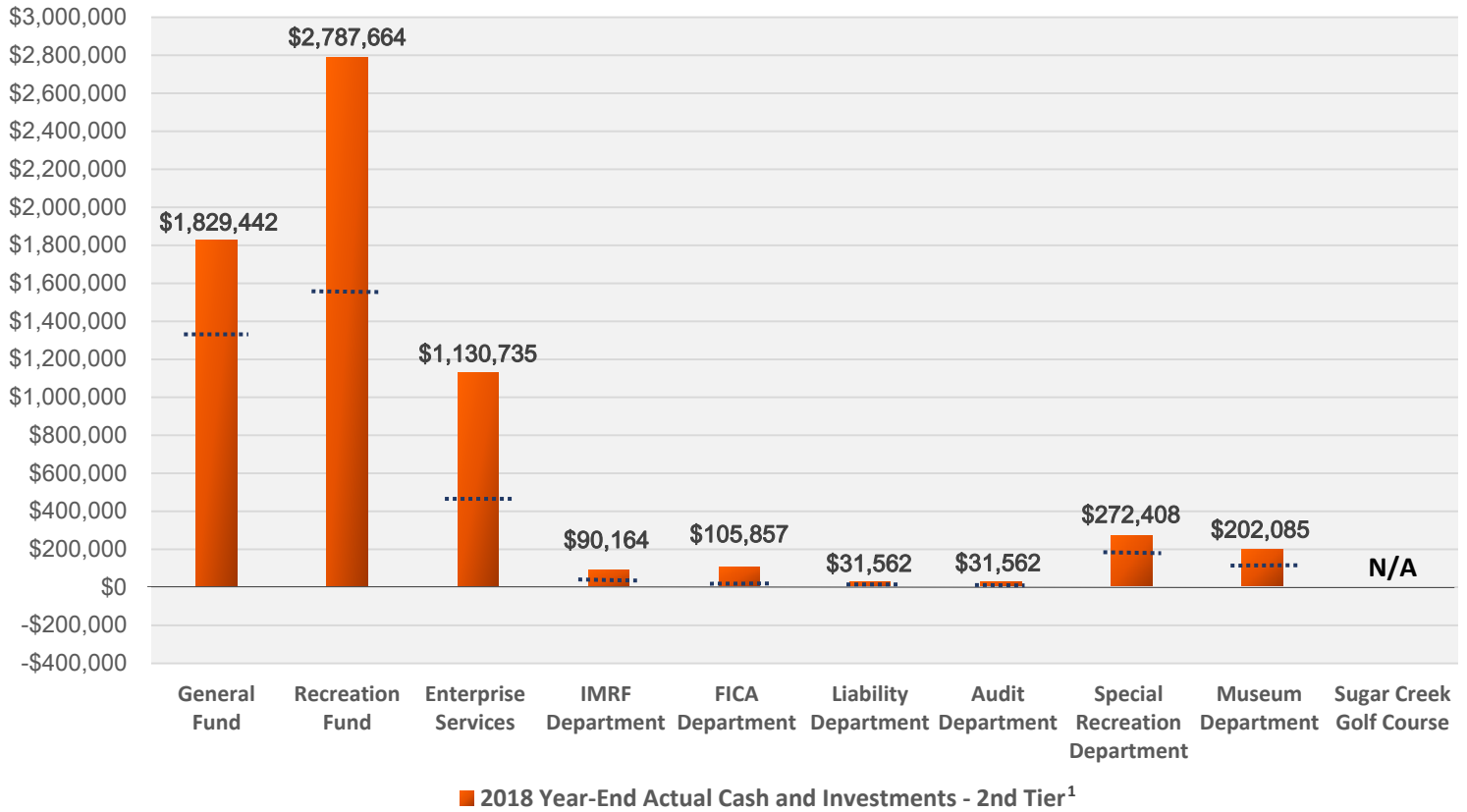
Data Source: BS&A Financial Software

¹ Unaudited

Cash and Investment Targets – Tier 2 (Continued)

ABOUT THIS MEASURE AND WHY IT MATTERS

- To ensure the District remains fiscally strong in future years, the Board’s Reserve Policy includes 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.






Data Source: BS&A Financial Software
¹ Unaudited

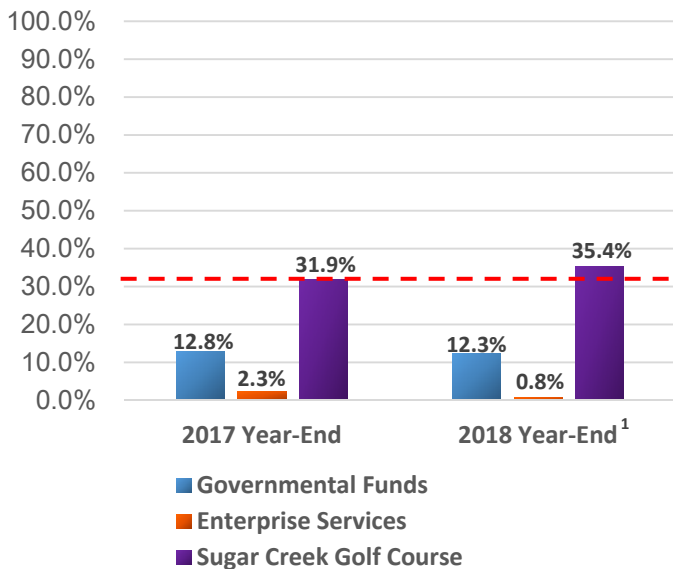
Debt Service Ratio

YEAR-END PROGRESS

In 2018, the Governmental Fund Debt Service Ratio of 12.3%, Enterprise Services Debt Service Ratio of 0.8%, and Sugar Creek Golf Course Debt Service Ratio of 35.4% illustrate the following trends:

Fund Category	Year-End Performance Target	2018 Year-End Performance Outcome
Governmental Funds	20.0% or below	38.4%  <i>Significantly Above Target</i>
Enterprise Services	20.0% or below	96.0%  <i>Significantly Above Target</i>
Sugar Creek Golf Course	20.0% or below	-77.2%  <i>Significantly Below Target</i>

- In the Governmental Funds, the debt service ratio is significantly above the target (20%) by 38.4%. As compared to 2017, the debt service ratio decreased slightly by 0.5% (from 12.8% to 12.3% in 2018). The 2017A bond sale included three years of the annual rollover bonds, which resulted in slightly lower principal payments due in 2018.
- The Enterprise Services Fund Debt Service Ratio is significantly above the target (20%) by 96.0%. As compared to 2017, it decreased by 1.5% (from 2.3% to 0.8% in 2018). The decrease is due to one of the two outstanding fitness equipment installment contracts being paid off in 2017.
- The Sugar Creek Golf Course Fund Debt Service Ratio is currently below the target (35.4%) by 77.2% due to its obligations on two debt instruments, which were used to improve the golf course and clubhouse. One is debt certificates through the 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. As compared to 2017, the ratio increased by 3.5% (from 31.9% to 35.4% in 2018).



Data Source: BS&A Financial Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure is used to analyze an organization's service flexibility with the amount of expenses committed to annual debt service.
- Debt Service Ratio is calculated by the total debt service principal and interest divided by total expenses plus principal. Transfers between funds are not included in total expenses.
- The performance target identified for the Debt Service Ratio is 20% or below, which allows for operational flexibility by limiting committed resources.
- As the ratio increases, service flexibility decreases because more resources are being committed to a required financial obligation.

Program Revenue Per Unique Registrant

Year-End Performance Target	2018 Year-End Performance Outcome
\$500	15.8% ↑ <i>Significantly Above Target</i>

YEAR-END PROGRESS

In 2018, the Program Revenue Per Unique Registrant (\$441) earned illustrates the following trends:

- It is 15.8% above the performance target of \$500 and, as compared to 2017, increased by 11.1% (\$64).
- Program Revenue Per Unique Registrant increased in 2018 due primarily to restructuring Rec Station and Funseekers Day Camp pricing to ensure a sustainable cost recovery model and increasing fees.
- This trend illustrates how staff continue to allocate resources to address competition and attract and retain customers and maintain fee structures in response to market trends.
- Furthermore, staff recognizes that in order 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.



ABOUT THIS MEASURE AND WHY IT MATTERS



Data Source: RecTrac Registration Software
¹ Unaudited

- 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 Golf Course 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.

Fund Balance (Percentage of Expenditures)

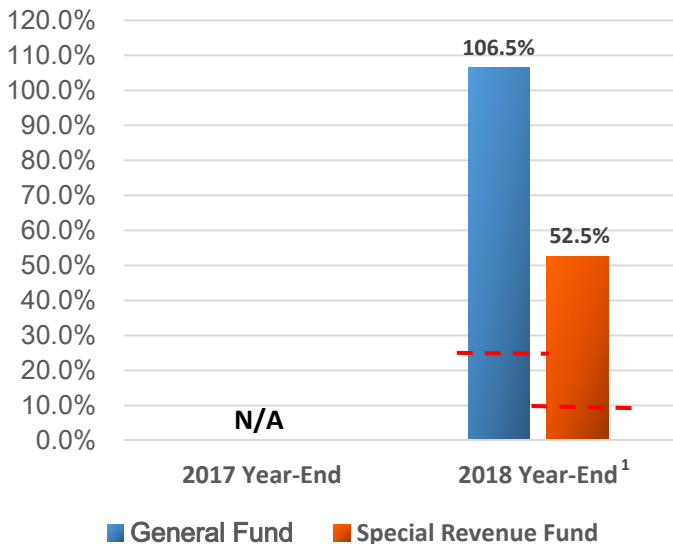
Fund Category	Year-End Performance Target	2018 Year-End Performance Outcome
General Fund	25.0% or above	326.1%  <i>Significantly Above Target</i>
Special Revenue Fund	10.0% or above	425.4%  <i>Significantly Above Target</i>

YEAR-END PROGRESS

In 2018, the General Fund Balance Percentage of Expenditures of 106.5% and the Special Revenue Fund Balance Percentage of Expenditures of 52.5% illustrate the following trends:

- The General Fund ending reserve balance is sufficient to fund 106.5% more than annual expenses based on 2018 expenditures (326.1% above the target of 25.0% or above).
- The Special Revenue Fund ending reserve balance is sufficient to fund 52.5% of total annual expenditures based on 2018 actual expenses (425.4% above the target of 10.0%).

ABOUT THIS MEASURE AND WHY IT MATTERS



Data Source: BS&A Financial Software
¹ Unaudited

- To provide financial stability, cash flow, and the assurance that the District will be able to continue to plan for contingencies should revenue shortfalls or emergencies occur, the Board's policy is that the budget must meet targets for unrestricted fund balance/net asset levels.
- The General Fund reserve balance includes reserves in the General, IMRF, FICA, Liability, and Audit funds and the Special Revenue Fund balance includes reserves in the Recreation, Special Recreation, and Museum Funds.
- In establishing these targets, the District considers the predictability of revenues and expenses and the potential exposure for significant one-time outlays. Several Funds do not have targets due to the unique nature of their expenditures and net assets.
- The District reviews Fund Balance levels annually during the budget process and will conduct a formal review of the policy every three (3) years to ensure targets are appropriate.

Cost Recovery Goals – Tax Supported Services

YEAR-END PROGRESS

In 2018, the Cost Recovery Goals for Tax Supported Services illustrate the following trends:

- The District met or exceeded its target levels in 2018 in all categories except the four private services categories: Skill-Based Activities (Advanced/Competitive), Rentals, Personal Services, and Food and Beverage.
- Advanced/Competitive Skill-Based Activities (competitive gymnastics and dance programs as well as adult leagues) is significantly below its performance target (40.1%). Fees have been structured to encourage retention in the programs; however, all of the programs have had price increases in the past three years to help meet cost recovery goals. Adult league participation has had some difficulty retaining teams, making it challenging to meet cost recovery.
- Rentals (facility rentals at the Hub, pools, Abbey and outdoor picnic locations) is significantly below its performance target (25.5%). Fees are priced competitively to meet cost recovery goals and both The Abbey and picnic areas are generating enough revenue to meet cost recovery goals. Additional marketing will be used in the next year to promote rentals at the pools and The Hub.
- Personal Services (private lessons for music instruction, gymnastics and swimming and private parties at the pool) is significantly below its performance target (39.1%). Fees are being increased gradually each year to help improve cost recovery.
- Food and Beverage (concession sales at The Hub) is significantly below its performance target (62.0%). Sales in the past years have been declining while expenses to operate the facility have increased. Staff is looking to reduce costs next year by negotiating with new suppliers to obtain better pricing for concession supplies.

Fund Category	Fund Category	2018 Cost Recovery Goal Performance Target	2018 Actual Cost Recovery ¹	2018 Year-End Performance Outcome
Public Services	Inclusion	0.0%	0.0%	0% At Target
	Non-Monitored Access	0.0%	0.0%	0% At Target
	Community Events	0.0%	0.0%	0% At Target
Dual Benefit Services	Drop-In Monitored Access (Other)	15.0%	68.1%	354.0% Significantly Above Target
	Drop-In Monitored Access (Pools, Hub)	50.0%	70.5%	41.0% Significantly Above Target
	Social/Education Activities	50.0%	111.3%	122.6% Significantly Above Target
	Skill-Based Activities (Beginner/Intermediate)	75.0%	87.3%	16.4% Significantly Above Target
	Special Events	75.0%	88.1%	17.5% Significantly Above Target
Private Services	Skill-Based Activities (Advanced/Competitive)	100.0%	59.9%	-40.1% Significantly Below Target
	Rentals	110.0%	81.9%	-25.5% Significantly Below Target
	Personal Services	115.0%	70.0%	-39.1% Significantly Below Target
	Food & Beverage	125.0%	48.1%	-61.5% Significantly Below Target

Data Source: BS&A Financial Software

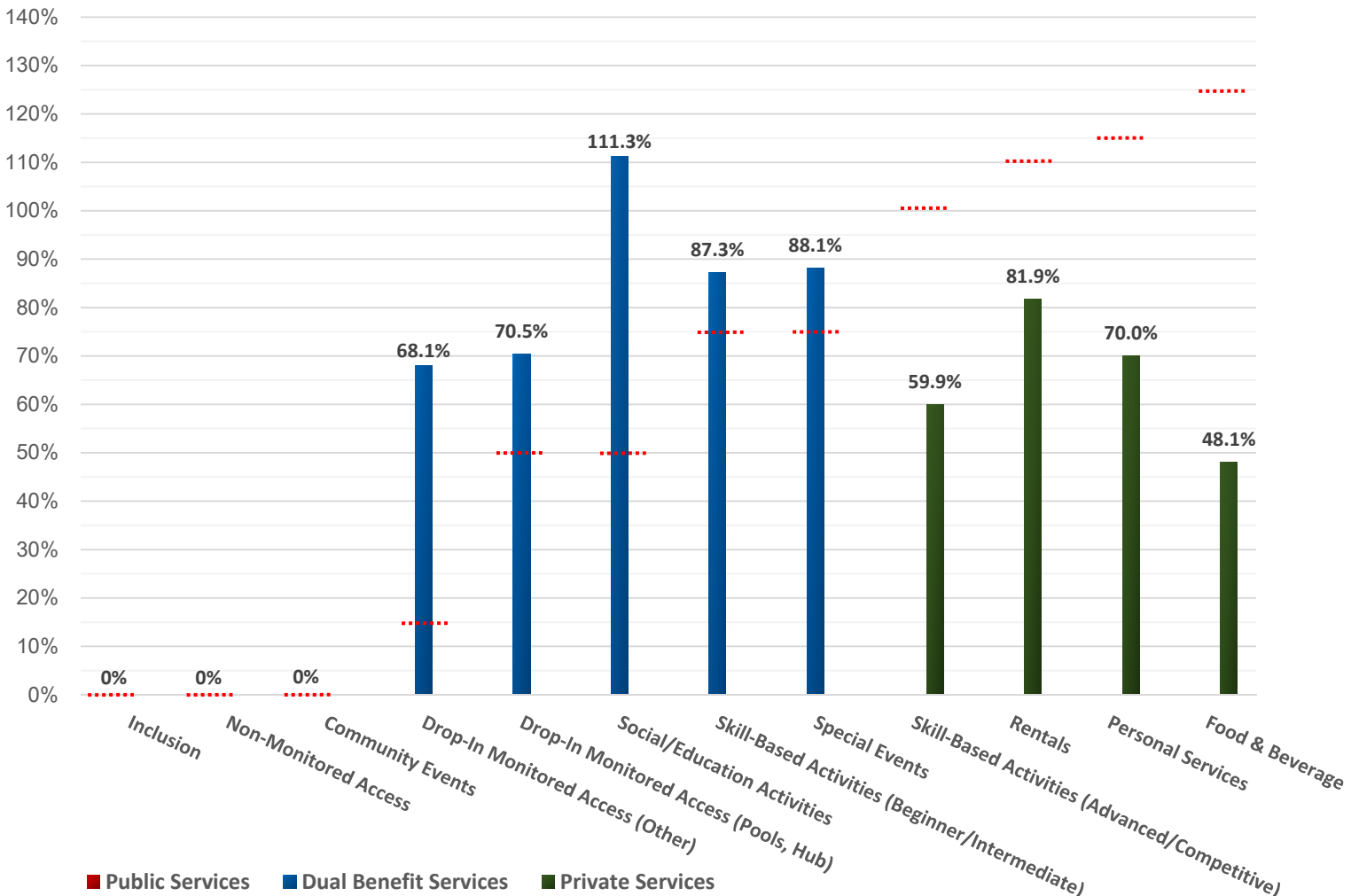
¹ Unaudited

Cost Recovery Goals – Tax Supported Services (Continued)

ABOUT THIS MEASURE AND WHY IT MATTERS

- The District developed cost recovery models for tax supported and enterprise programs and services, which represent all categories of tax-supported programs and services provided by the District.
- These models are based on the degree of benefit to the community for programs and services and fee structures are driven based on this shown benefit. For example, services deemed to benefit mainly individuals (Private Services) are assigned a higher cost recovery goal and those deemed to benefit the entire community (Public Services) have minimal to zero cost recovery (e.g., higher tax subsidy). Each program and service is placed within a service category on these models and a cost recovery percent target is assigned to each category (based on its degree of benefit).
- Cost recovery goals for each service category are illustrated as an average of all programs and services reported within this category. This cost recovery percentage is calculated by dividing total revenue from fees by the sum of total direct expenses incurred and indirect expenses assigned to the program.
- At least every three (3) years, the cost recovery models are comprehensively reviewed and updated as necessary to ensure future financial sustainability.

2018 Actual Cost Recovery for Tax Supported Services¹



Data Source: BS&A Financial Software

¹ Unaudited

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 District-wide succession planning



TACTIC PROGRESS SUMMARY





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

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"> Develop District-wide training plan 	<ul style="list-style-type: none"> A graduate student from Elmhurst College developed a project proposal to assist District with creating a training plan (spring/2018) Staff reviewed proposal and working with the student created a timeline and goals for project (spring/2018) Student reviewed Vision 2020 Plan employee feedback and interviewed and surveyed supervisors about current training practices as well as training needs for staff (6/2018) Student developed and distributed a training needs survey to full-time, part-time and seasonal staff (7/2018) Student and staff analyzed the survey results and summarized them in a final report, including providing recommendations for improving and meeting future employee training and development needs (8/2018) 	<ul style="list-style-type: none"> Based on the study results, create and implement an action plan to address the training and development needs of all levels of staff Utilize training opportunities to communicate and reinforce new organizational values and customer service standards
Implement 2017 Compensation Study	IO1		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Implemented new full-time wage scale and part-time hourly rates based on 2017 Compensation Study recommendations 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 	<ul style="list-style-type: none"> Educate staff on District's new compensation system Reduce employee turnover in areas where salary ranges were not consistent with the external market

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"> Consider and implement part-time employee benefit changes proposed by employee Recruitment and Retention Team and based on feedback from Vision 2020 process 	<ul style="list-style-type: none"> 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 Continued to explore additional benefits for specific employee groups to increase recruitment and retention 	<ul style="list-style-type: none"> Improve recruitment, retention, and training and development of part-time staff tied to the District's organizational values Strengthen organizational culture by identifying and providing benefits that recognize the contributions of part-time employees to the success of the agency
Implement dashboard software	IO2 IO4		<ul style="list-style-type: none"> Choose and utilize dashboard software based on an assessment of data to be tracked and the best fit software options 	<ul style="list-style-type: none"> Deferred this tactic to 2019 due to the transition to new financial software and utilizing its reporting capabilities along with putting staff resources towards resolving issues with District's registration software performance 	<ul style="list-style-type: none"> 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

INTERNAL OPERATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcome TBD & Tracked in Future Report	2
Organizational Culture Survey	
Training Program Satisfaction	

Performance Measure	Timing of Reporting and Year to Begin Tracking	2017 Year-End Result	2018 Year-End Result	Year-End Performance Target	2018 Year-End Performance Outcome
Organizational Culture Survey	Annually 2019	N/A	N/A	TBD	N/A
Training Program Satisfaction	Annually 2019	N/A	N/A	TBD	N/A

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

APPENDIX A

KEY TERMS AND DEFINITIONS

Key Terms and Definitions

The following is a list of key terms used in the Vision 2020 Plan and their definitions.

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—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—a 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 an organization will undertake in an effort to meet strategic goals and themes.

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

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

Themes	Goals	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. PA2: Address open space and amenity deficiencies & equitability. PA3: Provide new recreational opportunities to respond to community needs.	<i>Capital Assets Condition Ratio; Park Assessments; Level of Service Standards;</i> Future: Park Use
FA FACILITIES Meet community need for new and existing indoor recreation space.	FA1: Maintain and update existing facilities. FA2: Invest in new indoor facilities / spaces to respond to community needs. FA3: Optimize use of existing facilities.	Future: <i>Facility Assessments; Level of Service Standards; Facility Usage %</i>
PR PROGRAMMING Innovative programming to meet community needs.	PR1: Remain aware of and responsive to trends. PR2: Regularly engage the community to understand their needs. PR3: Provide sustainable, high quality & inclusive program offerings.	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>
CO COMMUNICATIONS Exceptional and consistent guest experience.	CO1: Foster a customer-first environment. CO2: Address customer service staffing needs.	<i>Customer Satisfaction Ratings</i> <i>Net Promoter Score</i>
FI FINANCE Sustainable revenue strategies and funding options.	FI1: Review and improve cost recovery. FI2: Seek alternate sources of revenue. FI3: Consider pursuing General or Recreation Fund referendum.	Percent of non-tax revenue; Met Reserve Targets - 1st and 2nd Tier; Program Net Revenue Per Unique Registrant; <i>Cost Recovery Goals</i> ; Debt Service Ratio; Fund Balance as a Percentage of Expenditures
IO INTERNAL OPERATIONS Strengthen Organizational Culture	IO1: Continue to invest in training, continuing education & personal development. IO2: Improve internal communication. IO3: Improve employee benefits. IO4: Become a more data-driven organization. IO5: Increase focus on Districtwide succession planning.	<i>Organizational Culture Survey; Training program satisfaction</i>

Italicized Indicators-New Strategy Indicators in Vision 2020 Plan

VISION 2020
2018 STRATEGIC WORK PLAN: TACTIC ACTION PLANS (Revised 3/2019)

Year 1										
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

