
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: August 26, 2019

TO: Board of Park Commissioners

FROM: James W. Rogers, Executive Director
Laura Guttman, Division Manager - Strategy and Planning

RE: 2019 MID-YEAR VISION 2020 PROGRESS REPORT

ISSUE

The 2019 Mid-Year Vision 2020 Progress Report provides a status update on the implementation of the 2019 Vision 2020 Strategic Work Plan (SWP) tactics in the second year of the Vision 2020 Plan. Distribution and review of this report is in accordance with Board policies.

DISCUSSION

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

The Vision 2020 Progress Report is compiled and submitted to the Board bi-annually at mid-year and year-end as an ongoing evaluation of achievement of long-term strategy for decision-making, resource allocation, and work plan development. The District's new Vision 2020 Plan became effective on January 1, 2018 and the SWP is reviewed and updated by the Board and staff annually as part of the budget process. The 2019 Mid-Year Vision 2020 Progress Report reflects and monitors the 2019 SWP Goals and Tactics and performance measures which track achievement of the Vision 2020 Themes. The report illustrates the impact of SWP implementation and evaluates the achievement of District strategy (mission, vision, values and strategic themes).

During the August 26, 2019 Board meeting, staff will provide an overview of the new 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 reviews and approves the attached 2019 Mid-Year Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2019 Mid-Year Vision 2020 Progress Report

ELMHURST PARK DISTRICT

Vision 2020

Focus on the Future



2019 Mid-Year Progress Report
January 1 to June 30

August 26, 2019

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

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

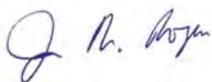
The Report is compiled and submitted to the Board bi-annually at mid-year and year-end, and after Board approval, it is available to the public on the District's Vision 2020 website (<https://vision2020.epd.org>). It includes status reports on achievement of 2019 Strategic Work Plan tactics and outcomes and trends for performance measures tracked at mid-year.

As staff continues to address the Vision 2020 Plan priorities, some of the performance measures are a work in progress and will be further refined as staff determine 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 community'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 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 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 Progress Report provides a snapshot of the District's mid-year progress towards accomplishing the 2019 Vision 2020 SWP tactics and achievement of performance measure targets. This Mid-Year Report along with the Year-End Vision 2020 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 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 a list of key terms with their definitions to provide clarity to Vision 2020 terminology and the detailed 2019 Strategic Work Plan.

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 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 tactic (i.e., goals and values addressed, cost range, timeframe, Department/staff responsibilities, and implementation goal). Along with tracking the implementation progress of tactics, staff utilize Vision 2020 Plan needs assessment metrics as benchmarks and other performance measures that link to monitoring Vision 2020 strategy to track the impact of implementing the SWP. Staff continues to refine the data and performance targets for these measures to provide a snapshot of how actual performance compares to the annual goal. By monitoring these measures and SWP tactics, the Board and staff can assess the effectiveness of the current SWP toward achieving District strategy and make adjustments to work plans and the allocation of resources to ensure the future success of the Plan.

Vision 2020 Strategy

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

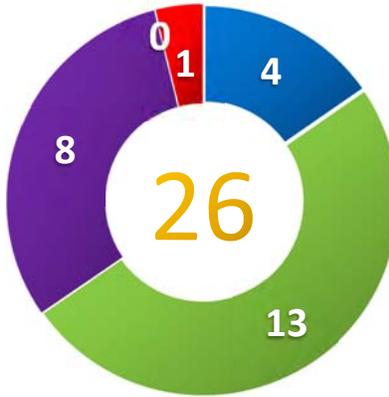
Exceptional and consistent guest experience.

FINANCE

Sustainable revenue strategies and funding options.

Progress Report Executive Summary

STRATEGIC WORK PLAN TACTICS 2019 MID-YEAR PROGRESS



Achieved	Nearly Achieved/ On Track	Just Started	Not Started	Delayed/ Deferred
4	13	8	0	1
<ul style="list-style-type: none"> Renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field Train staff on District-wide customer service model Utilizing new financial software, refine cost recovery goals for future sustainability Continue to evaluate and expand benefits offered to part-time staff 	<ul style="list-style-type: none"> Redevelop Salt Creek Park Remove Wild Meadows Trace playground Prepare future site of dog park for development and develop funding alternatives Complete athletic field study (e.g., drainage, usage, condition), including external and internal stakeholder engagement Complete indoor recreation facility space plan, including proposed costs Create financial and program plan for new adult center Create financial and program plan for new indoor sports facility Offer programs identified as high priorities in Community Survey Increase marketing of adult offerings in the community Optimize staffing structure to provide exceptional customer service Implement cost recovery goals Continue community engagement to address Vision 2020 Plan Implement District-wide training plan 	<ul style="list-style-type: none"> Replace Crestview Park athletic courts Replace Berens Park baseball field #5 backstop Restore Sugar Creek Golf Course creek Develop land acquisition strategy and cost estimates Implement partnerships to offer high priority and innovative offerings Finalize cost estimates and timelines for implementing Vision 2020 priorities Finalize funding strategy for implementing Vision 2020 priorities Implement/expand methods for staff communication and increase staff engagement (two-way communication) 	<ul style="list-style-type: none"> Select and utilize dashboard software based on an assessment of data to be tracked and the best fit software options 	

Progress Report Executive Summary

PERFORMANCE MEASURE SUMMARY 2019 MID-YEAR OUTCOMES



Significantly Above Target (>10%)	1
Above Target (0.01% to 10%)	1
At Target (0%)	0
Below Target (-0.01% to -10%)	3
Significantly Below Target (<-10%)	8

Performance Outcome To Be Determined (TBD) & Tracked in Future Progress Report

Park Assessments, Park Level of Service Standards, Park Use, Capital Assets Condition Ratio, Facility Assessments, Facility Level of Service Standards, Facility Usage, Program Life Distribution, Percent of Non-Tax Revenue, Met Reserve Targets – Tier 1 & 2, Debt Service Ratio, Fund Balance Expenditures, Cost Recovery Goals, Customer Satisfaction Rating, Net Promoter Score, Organizational Culture Survey, Training Program Satisfaction

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As provided in the assessment of individual performance measures throughout the report, the symbols below convey visually how actual performance compares to the year-end performance target based on the quantitative ranges for each performance target category (e.g., Above Target – 0.01% to 10%).

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	1	<ul style="list-style-type: none"> Renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field
Nearly Achieved/On Track	4	<ul style="list-style-type: none"> Redevelop Salt Creek Park Remove Wild Meadows Trace playground Prepare future site of dog park for development and develop funding alternatives (e.g., grants, sponsorships, potential referendum) Complete athletic field study (e.g., drainage, usage, condition), including external and internal stakeholder engagement
Just Started	4	<ul style="list-style-type: none"> Replace Crestview Park athletic courts Replace Berens Park baseball field #5 backstop Restore Sugar Creek Golf Course creek Develop land acquisition strategy and cost estimates
Not Started	0	
Delayed/Deferred	0	



PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Redevelop Salt Creek Park	PA1		<ul style="list-style-type: none"> • Replace playground equipment and surface • Expand/refurbish pathways along eastern and northern borders to complete exterior park loop • Add ADA accessible picnic equipment • Remove and replace drinking fountain and pad closer to the playground 	<ul style="list-style-type: none"> • Advertised request for project bids (2/2019) • Approved (Board) Hacienda Landscaping, Inc. to redevelop and install the play area and amenities, and Surface America, Inc. to install rubber safety surfacing and tiles (3/2019) • Started demolition and construction of the Salt Creek playground; Kids Around the World removed the existing playground to repurpose it in a developing country (6/2019) • Construction targeted for completion in September 2019 	<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 Crestview Park athletic courts	PA1 PA2		<ul style="list-style-type: none"> • Replace tennis and roller hockey courts with six dedicated pickleball courts • Grind and resurface existing basketball courts 	<ul style="list-style-type: none"> • Advertised request for project bids (2/2019) • Approved (Board) Chicagoland Paving Contractors, Inc. to resurface the athletics courts and install new pickleball courts (4/2019) • Construction targeted to start August 2019 	<ul style="list-style-type: none"> • Expand park offerings and the level of services provided to the community by adding the first dedicated outdoor pickle ball courts
Renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field	PA1		<ul style="list-style-type: none"> • Cut the lips, add field mix, and regrade baseball fields 	<ul style="list-style-type: none"> • Advertised request for project bids (1/2019) • Approved (Board) Sportsfield, Inc. to renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field (2/2019) • Began construction (5/2019) • Following delays due to weather and field flooding, completed project in June 2019 	<ul style="list-style-type: none"> • By improving drainage, renovated infields reduce rainouts and increase playability

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Replace Berens Park baseball field #5 backstop	PA1		<ul style="list-style-type: none"> Replace Berens Park ballfield #5 backstop, player's fence and dugout fence 	<ul style="list-style-type: none"> Advertised request for project bids (4/2019) Approved (Board) Fence Connection, Inc. to replace Berens Park baseball field #5 backstop (5/2019) Project targeted for completion in September 2019 	<ul style="list-style-type: none"> Replace a backstop that scored low on Vision 2020 park scorecard assessment Improve the look and overall aesthetics of the ballfield
Remove Wild Meadows Trace playground	PA1		<ul style="list-style-type: none"> Remove Wild Meadows Trace playground 	<ul style="list-style-type: none"> Removed playground equipment (Kids Around the World) to repurpose it in a developing country (6/2019) Restore area to green space by September 2019 	<ul style="list-style-type: none"> Remove a playground that scored low on the Vision 2020 park scorecard assessments (65), does not meet ADA requirements and is past its useful life Provide additional open space to park users
Restore Sugar Creek Golf Course creek	PA1		<ul style="list-style-type: none"> Conduct a final engineering study to provide site investigations and framework for construction and obtain more detailed cost estimates Seek outside funding for restoration (e.g., grants) 	<ul style="list-style-type: none"> Met with representatives from the IEPA (grant agency) and project consultant to review 2018 grant application and discuss opportunities to improve chances of success with 2019 application (6/2019) 	<ul style="list-style-type: none"> Address Sugar Creek's shoreline erosion, loss of property, sediment deposit accumulations, degraded water quality, carp populations, algae blooms, impaired aesthetics, loss of water volume, and other negative impacts to the Creek

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Prepare future site of dog park for development and develop funding alternatives (e.g., grants, sponsorships, potential referendum)</p>	<p>PA2 PA3</p>	<p style="text-align: center;">●</p>	<ul style="list-style-type: none"> • Begin site clearance and secure site • Design, engineer, bid, and construct dog park when funding is secured • Determine funding alternatives for construction 	<ul style="list-style-type: none"> • Acquired (Board) OS762 Old York Road property (11/2017) • After request for proposal process, selected landscape architectural firm, Upland Design, to conduct community input and complete conceptual design options and cost estimates for the site (4/2018) • Collected feedback for master plan by holding an open house and conducting an online survey (7/2018) • 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 and online survey to gather feedback on favorite design (7/2018) • Utilizing feedback from the Board, staff, and the community, Upland Design finalized the proposed master plan and cost estimates (8/2018) • Reviewed and approved (Board) final master plan (8/2018) • Determined next steps to prepare site for future development (Fall 2018) and Board approved site clearing as part of 2019 Capital Budget (12/2018) • Approved (Board) Dawsons Tree Service, Inc. to clear the standing dead and “garbage” trees, which were creating an unsafe environment (1/2019); work completed in Spring 2019 • Cleaned up (staff) more than two full trucks of trash and debris for Earth Day (4/2019) 	<ul style="list-style-type: none"> • Offer a new park amenity for the community, which was a high priority on the Vision 2020 Community Survey • Revitalize recently purchased property for development and use • Facilitate relationships and increase offerings with community partners and sponsors

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Complete athletic field study (e.g., drainage, usage, condition), including external and internal stakeholder engagement	PA1	◐	<ul style="list-style-type: none"> Based on stakeholder feedback and field needs assessment, determine athletic field redevelopment and renovation priorities 	<ul style="list-style-type: none"> Drafted survey and identified stakeholders for gathering feedback (2/2019) Distributed survey to forty (40) Athletic Field Advisory Committee (AFAC) members (3/2019) Tabulated survey results (4/2019) 	<ul style="list-style-type: none"> Create improvement plans for field maintenance and capital improvements Create similar annual survey to monitor the District's improvements and areas of need
Develop land acquisition strategy and cost estimates	PA2	◑	<ul style="list-style-type: none"> Based on Vision 2020 priorities, develop and present to Board a targeted land acquisition plan with estimated costs (e.g., appraised value of properties), lot sizes, and locations, etc. 	<ul style="list-style-type: none"> Investigating current and future opportunities for acquiring property Developing long-term land acquisition strategy 	<ul style="list-style-type: none"> Provide equity across the community regarding park access and distribution Expand park offerings and levels of service provided to the community Protect and preserve open space from impacts of urban development



PARKS 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	6
Park Assessments, Levels of Service Standards, Park Use, Capital Assets Condition Ratio	

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2018 Mid-Year Result	2019 Mid-Year Result	Year-End Performance Target	2019 Mid-Year Performance Outcome
Park Assessments	Annually 2019	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2019	N/A	N/A	N/A	TBD	N/A
Park Use	Future	N/A	N/A	N/A	TBD	N/A
Capital Assets Condition Ratio	Annually 2015	Governmental Funds	N/A	N/A	50.0%	N/A
		Enterprise Services	N/A	N/A		N/A
		Sugar Creek Golf Course	N/A	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

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"> Complete indoor recreation facility space plan, including proposed costs (small recreation buildings, Lizzadro Museum, Wagner Community Center expansion, former Administrative Office) Create financial and program plan for new adult center Create financial and program plan for new indoor sports facility
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
Complete indoor recreation facility space plan, including proposed costs (small recreation buildings, Lizzadro Museum, Wagner Community Center expansion, former Administrative Office)	FA3 PR1 PR3		<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 former Administrative Office buildings Develop, and the Board approve, an indoor recreation space expansion plan for Wagner Community Center and small recreation buildings 	<p><u>Wagner Community Center (WCC) and Small Recreation Buildings</u></p> <ul style="list-style-type: none"> Formed staff project team to assess preschool business model, including compiling and reviewing data (i.e., 2009 Indoor Facility Study, Vision 2020 feedback, and prior ten-year financial performance) (Winter 2018) Based on data and public feedback, determined that the best outcome is to invest in program and determine future facility needs for long-term sustainability (5/2018) Formed a WCC/Small Recreation Buildings project team (1/2019) Created facility vision, problem-solved challenges, formed sub-groups and reviewed needs assessment data (Winter 2019) Compiled potential activities and programs for new/expanded potential facility spaces (5/2019) Developed programming plan based on potential schedules and uses for recreation facilities (5/2019) Reviewed proposed space concept plan and facility space potential square footage developed by Dewberry Architects (6/2019) Determined potential square footage for facility spaces to address program and support space needs (6/2019) Engaged McHugh Construction to develop construction cost projections (6/2019) 	<ul style="list-style-type: none"> Determine the best optimization of the District's existing indoor recreation facility space to maximize District resources Expand programming options with new and renovated spaces Update, upgrade, and refresh existing spaces Provide a more welcoming, functional space for programs Enhance safety and securing of recreation buildings Provide additional park open space

FACILITIES TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Complete indoor recreation facility space plan, including proposed costs (small recreation buildings, Lizzadro Museum, Wagner Community Center expansion, former Administrative Office) (Continued from previous page)</p>	<p>FA3 PR1 PR3</p>	<p style="text-align: center;">●</p>		<p><u>Lizzadro Museum and Former Administrative Office</u></p> <ul style="list-style-type: none"> • After Lizzadro Museum officials announced move to another building site, hired Dewberry Architects to conduct facility site audit (5/2018) • To document existing conditions, Dewberry team toured Lizzadro Museum site (6/2018) • Presented Dewberry findings to Board (9/2018) • 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, and all groups declined to pursue use of building (4/2019) • Reached consensus (Board) to demolish Museum as part of a development/improvement plan for the south portion of Wilder Park, including the former Administrative Office building (5/2019) • Formed Lizzadro/Former Administrative Office Team to evaluate and shape future plans for south portion of Wilder Park (5/2019) • Reviewed (Team) project ideas and prior plans and toured former Administrative Office (6/2019) 	

FACILITIES TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Create financial and program plan for new adult center	FA2 PR1 PR2		<ul style="list-style-type: none"> Utilizing outcomes from completed 135 Palmer Drive building assessment, determine best use of facility Development and Board approval of financial and program plan for new adult center, which reflects community engagement Secure commitment from partners regarding future use of The Abbey and potential new adult center 	<ul style="list-style-type: none"> Following the purchase of 135 Palmer Drive (4/2017), engaged Dewberry Architects to conduct facility assessment, improvement plan, and cost analysis of options; Board reviewed Dewberry's findings in August 2017 Formed an Adult Center project team (1/2019) Created facility vision, problem-solved challenges, formed sub-groups and reviewed needs assessment data (Winter 2019) Compiled potential activities and programs for new/expanded potential facility spaces (4/2019) Developed programming plan based on potential schedules and uses for adult center (4/2019) Collected feedback through Abbey Member project informational meetings, Senior Service Provider online survey and Public Communications, Inc. (PCI) feedback meeting (Spring 2019) Presented proposed project information at City Senior Commission meeting (2/2019) and Senior Community Connections forum (6/2019) Began developing proposed space concept plan and facility space potential square footage (Dewberry Architects) (6/2019) Obtained updated demolition and abatement costs for 135 Palmer Drive Building (6/2019) Continued discussions with potential partners to determine interest and potential use of facility (Ongoing) 	<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 adult center desired by the community Expand adult and senior programming options with new and renovated spaces Provide an upgraded, welcoming, more functional space for adult programs Expand inter-governmental cooperative efforts by maximizing facility resources Facilitate relationships with new and existing partners such as the College of DuPage and Elmhurst Public Library to increase high priority adult program offerings

FACILITIES TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Create financial and program plan for new indoor sports facility	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 Development and Board approval of financial and program plan for indoor sports facility, which reflects community engagement Secure location for indoor sports facility 	<ul style="list-style-type: none"> Formed an Indoor Sports Facility project team (1/2019) Created facility vision, problem-solved challenges, formed sub-groups and reviewed needs assessment data (Winter 2019) Re-engaged Convention, Sports, and Leisure International (CS&L), who completed 2016 Indoor Sports Facility Study (3/2019) Updated 2016 Indoor Sports Facility findings (CS&L), including comparable and competitive facility information and financial model projections and gathered additional feedback from sports user groups (Spring 2019) Developed a programming plan based on potential in-house and partner uses for the proposed facility (5/2019) Reviewed the proposed space concept plan and facility space potential square footage developed by Dewberry Architects (6/2019) Engaged McHugh Construction to develop construction cost projections (6/2019) Continued discussions with potential partners identified in 2016 Indoor Sports Facility Study (Ongoing) Continued to identify and evaluate potential locations (Ongoing) 	<ul style="list-style-type: none"> Add additional sports and recreation opportunities for all ages Reduce the need for residents to leave Elmhurst for sports and recreation activities Enhance community pride, self-image, exposure and reputation Expand inter-governmental cooperative efforts by maximizing facility resources Facilitate relationships and increase offerings with new and existing partners, including members of the Athletic Field Advisory Committee, Elmhurst College, and local healthcare providers

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 Service Standards Facility Usage	3

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

Significantly Above Target (>10%)	Above Target (0.01% to 10%)	At Target (0%)	Below Target (-0.01% 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	2	<ul style="list-style-type: none"> Offer programs identified as high priorities in Community Survey Increase marketing of adult offerings in the community
Just Started	1	<ul style="list-style-type: none"> Implement partnerships to offer high priority and innovative offerings
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 a high priority (adult continuing education, community events, and adult fitness and wellness) 	<p><i>Adult Continuing Education:</i></p> <ul style="list-style-type: none"> Offered Healthy Living for your Brain and Body and De-Cluttering Your Home and Life programs (6/2019) <p><i>Community Events:</i></p> <ul style="list-style-type: none"> Planning new adult event called Bags, Brew & BBQ scheduled for July 27, 2019 Added a fourth Party in the Park in 2019 due to the success of the event last year <p><i>Adult Fitness and Wellness:</i></p> <ul style="list-style-type: none"> Offered Innovative Prevention and Treatment of Injuries seminar (4/2019) Offered Senior Health and Fitness Day (5/2019) 	<ul style="list-style-type: none"> Gather additional community feedback on programs desired Offer additional innovative adult programming and events To meet current program demand and future needs, continue to address Vision 2020 Facility Tactics to expand indoor recreation space options
Implement partnerships to offer high priority and innovative offerings	PR1 PR2 PR3		<ul style="list-style-type: none"> Implement partnerships to expand high priority and innovative programs, including facilitating or marketing other providers' offerings (e.g., College of DuPage, Elmhurst Public Library) 	<ul style="list-style-type: none"> Worked with College of DuPage (COD) to facilitate Elmhurst continuing education course offerings in 2019, including Spanish and Sign Language classes at The Abbey beginning with the Winter 2019 season Worked with Elmhurst Public Library to facilitate and cross-promote offerings in 2019 (e.g., Library Promoted-Courts Plus 10-Week Fitness Challenge, Healthy Living for Your Brain and Body) Offered Adult General Interest programs cooperatively with Glen Ellyn Park District, including sewing, handwriting, and lettering (Winter 2019) 	<ul style="list-style-type: none"> Foster partnerships to expand high priority programs and maximize community resources
Increase marketing of adult offerings in the community	PR1 PR3 FA3		<ul style="list-style-type: none"> Increase awareness of and participation in adult offerings as identified in Vision 2020 community feedback 	<ul style="list-style-type: none"> Redesigned Adult section of the brochure to appeal more to that demographic and partner programs Promoted Elmhurst Public Library programs in the Adult Special Interest sub-section of the 2019 Winter brochure (e.g., An Evening with Georgia O'Keefe, Adventures with Lewis and Clark) 	<ul style="list-style-type: none"> Introduce new and creative ways to market adult offerings to the community

PROGRAMMING PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	1
Above Target (0.01% to 10%)	1
At Target (0%)	0
Below Target (-0.01% to -10%)	2
Significantly Below Target (<-10%)	8
Performance Outcome TBD & Tracked in Future Report Program Life Cycle Distribution	1

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2018 Mid-Year Result	2019 Mid-Year Result	Year-End Performance Target	2019 Mid-Year Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	88.0%	89.8%	80.0% or above	↑
		Enterprise Services	87.1%	87.4%		↑
Total Unique Registrants	Semi-annually 2016	N/A	6,785	6,450	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	43.6%	40.4%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 13% to 64%	Range from 12% to 61%	Range from 19% to 65%	2 age group ↓ 6 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

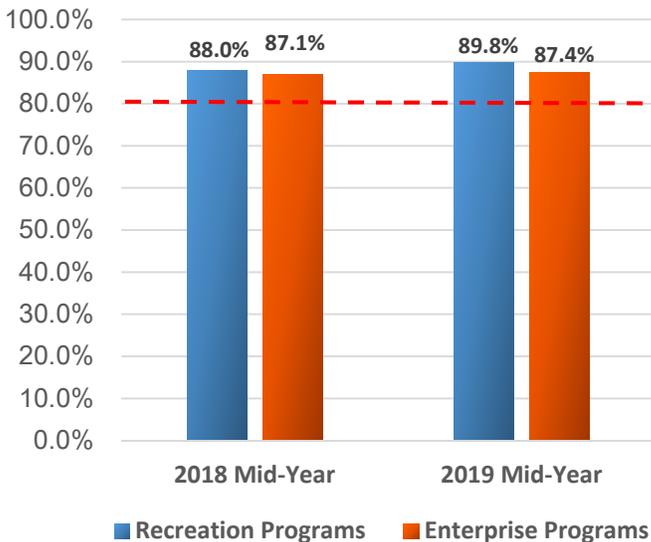
MID-YEAR PROGRESS

At mid-year 2019, the Recreation Program Success Rate of 89.8% and Enterprise Program Success Rate of 87.4% illustrate the following trends:

Category	Year-End Performance Target	2019 Mid-Year Performance Outcome
Recreation Programs	80.0% or above	12.3%  <i>Significantly Above Target</i>
Enterprise Programs	80.0% or above	9.3%  <i>Above Target</i>

- Both Recreation and Enterprise Program Success Rates are above the 80.0% target (by 12.3% and 9.3% respectively).
- At mid-year 2019, both recreation and enterprise programs illustrate a positive trend with the success rate higher than mid-year 2018 (from 88.0% to 89.8% for recreation programs and 87.1% to 87.4% for enterprise programs).
- Recreation Program Success Rates have been trending above the 80.0% performance target due to optimizing available facility space as a result of intensive collaboration and coordination and modifying class schedules to meet demand.
- Enterprise Program Success Rates are trending upward 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



- 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.

Data Source: RecTrac Registration Software

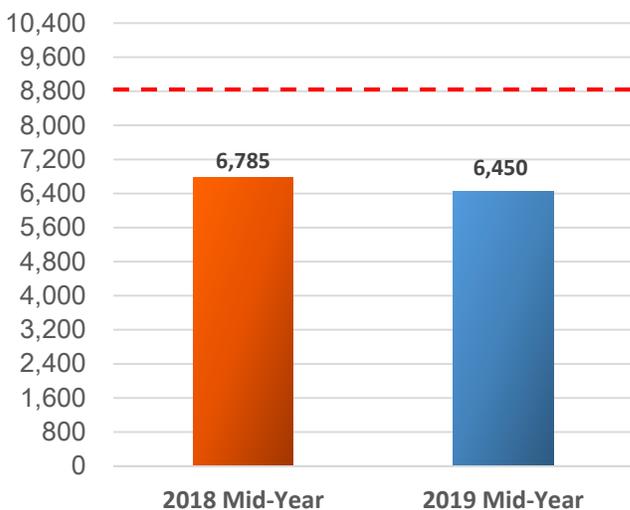
Total Unique Registrants

MID-YEAR PROGRESS

At mid-year 2019, the number of Total Unique Registrants (6,450) illustrates the following trends:

- It is a decrease of 4.9% (335) overall as compared to mid-year 2018 Total Unique Registrants.
- At mid-year 2019, Total Unique Registrants was under the performance target (8,800) by 26.7%, as compared to 22.9% at mid-year 2018.
- Total Unique Registrants trended below the performance target in 2019 due to decreases in unique registrants for pool passes, aquatics programs, camps, and tennis and racquetball programs. For pool passes, unique registrants decreased due to the trend towards purchasing pool punch cards instead of pool passes since pool punch cards are not calculated in this measure and more pool opening delays and early closings due to cold and rainy weather as compared to mid-year 2018. Similarly, the decrease in unique registrants for aquatics programs is due to the same weather delays and the Master Swim Team's change to punch cards in 2019 (punch cards are not included in this measure). Funseekers recreation camp experienced a decrease at mid-year due to more repeat registrations than unique registrants. For Courts Plus camps, the decrease in unique registrants at mid-year is due to increasing competition from outside camp providers (e.g., school, child care), changing the Summer Camp Lunches to an outside provider, and a shorter Camp Trial Week program due to schools ending later than in 2018 due to emergency closing days. For Tennis and Racquetball, the decrease in unique registrants is due to not offering certain programs in 2019 due to lack of participation in 2018 (e.g., Holiday Camps, Adult Spring Break Blast).
- Staff will assess if this decrease is a long-term trend and in the year-end report provide an analysis and steps taken to improve the performance target.

Year-End Performance Target	2019 Mid-Year Performance Outcome
8,800	-26.7%  <i>Significantly Below Target</i>



Data Source: RecTrac Registration Software

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.

Percent of Unique Resident Households that Completed a Transaction¹

Year-End Performance Target	2019 Mid-Year Performance Outcome
50.0%	-19.2%  <i>Significantly Below Target</i>

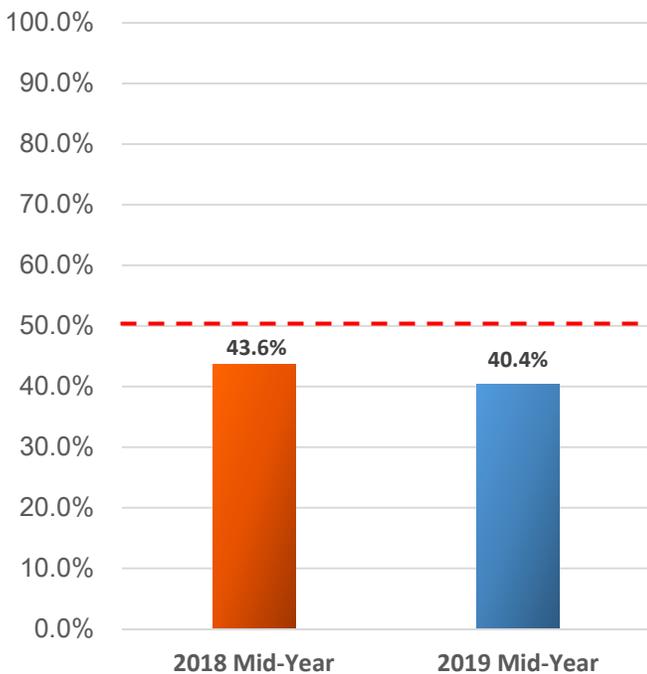
MID-YEAR PROGRESS

At mid-year 2019, the Percent of Unique Resident Households that Completed a Transaction (40.4%) illustrates the following trends:

- It is 19.2% below the performance target of 50.0% as compared to 12.8% below the performance target in mid-year 2018.
- As compared to mid-year 2018, this measure decreased by 3.2%.
- Percent of Unique Resident Households trended significantly below the performance target in 2019 due to a decrease in unique registrants for pool passes. Pool pass unique registrants decreased due to the trend towards purchasing pool punch cards instead of pool passes since pool punch cards are not calculated in this measure and more pool opening delays and early closings due to cold and rainy weather as compared to mid-year 2018.

ABOUT THIS MEASURE AND WHY IT MATTERS

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



Data Source: RecTrac Registration Software

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

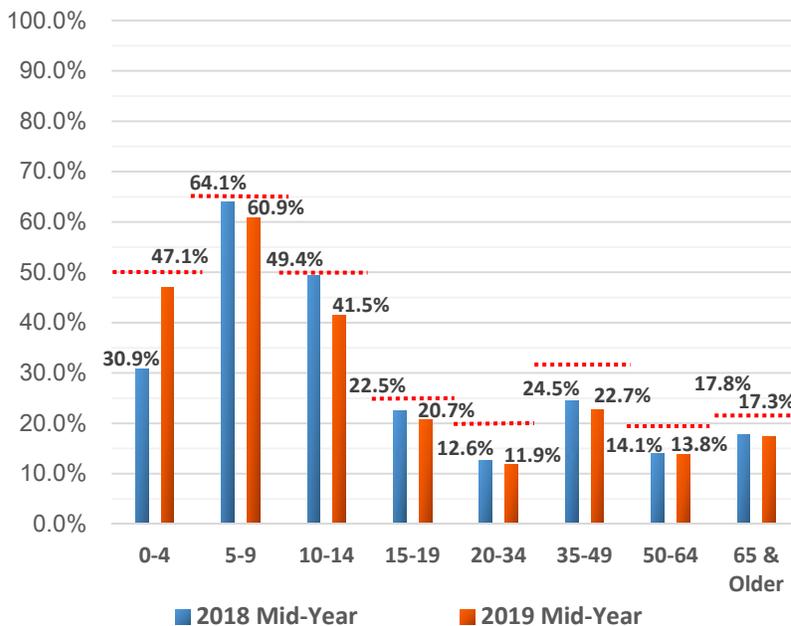
Percent of Program and Pass Registrants by Age Group^{1,2}

MID-YEAR PROGRESS

At mid-year 2019, the Percent of Program and Pass Registrants by Age Group illustrates the following trends:

Age Group Category	Year-End Performance Target	2019 Mid-Year Performance Outcome
0-4	50.0%	-5.8% ↓ Below Target
5-9	65.0%	-6.4% ↓ Below Target
10-14	50.0%	-17.0% ↓ Significantly Below Target
15-19	25.0%	-17.1% ↓ Significantly Below Target
20-34	20.0%	-40.5% ↓ Significantly Below Target
35-49	33.0%	-31.3% ↓ Significantly Below Target
50-64	19.0%	-27.4% ↓ Significantly Below Target
65 & Older	22.0%	-21.5% ↓ Significantly Below Target

- In all age categories, except for 0-4 and 5-9, the Percent of Program and Pass Registrants by Age Group fell significantly below the performance targets (a range of -17.0% to -40.5%) with the 0-4 and 5-9 falling below targets (-5.8% and -6.4%, respectively).
- As compared to mid-year 2018, the Percent of Program and Pass Registrants by Age Group had remained stable or increased or decreased within 2.0% for age categories 15-19, 20-34, 35-49, 50-64, and 65 & Older. Age category 0-4 increased by 16.2% (457 registrants) since mid-year 2018 and ages 5-9 and 10-14 decreased by 3.3% (118 registrants) and 7.9% (286), respectively.
- For the percent of registrants for ages 0-4, the number of unique registrants for all program types increased as compared to mid-year 2018. This trend may be explained by continued efforts to reach the target with limited program space. The percent of registrants for ages 5-9 trended below target in 2019 due to decreases in unique registrants for gymnastics and dance due to 2019 being a non-summer Olympics year and waning interest in hip-hop dance, respectively. The percent of registrants for ages 10-14, 15-19, 35-49, 50-64 trended below target due to the less individuals purchasing pool passes versus punch cards, which are not included in this measure and weather-related delays and early pool closings. The percent of registrants for ages 20-34 and 65 & Older, trended significantly below target due to a decrease in unique registrants for Courts Plus Memberships as a result of increasing competition.
- 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. For the Spring 2019 College of DuPage (COD) programs offered at The Abbey, COD had nine (9) participants ages 20-34, six (6) ages 50-64, and five (5) 65 & Older.



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 (.02% in 2017-18 and .01% in 2018-19 of total population)

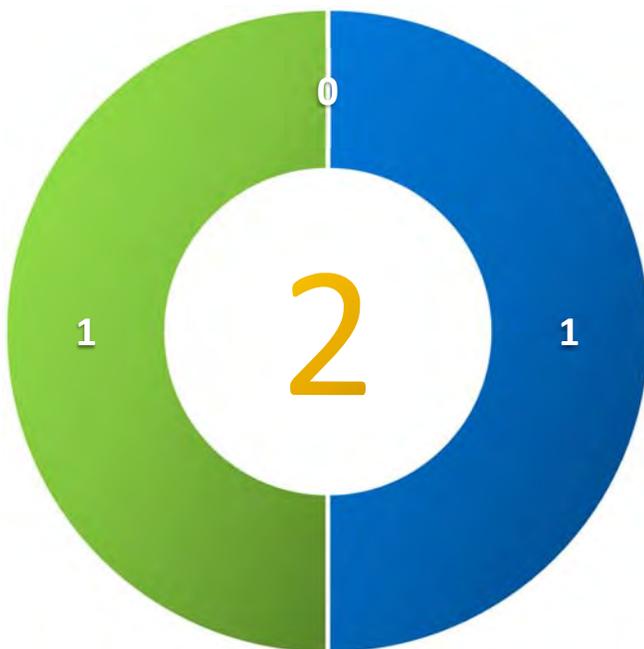
COMMUNICATIONS

Exceptional and consistent guest experience



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

TACTIC PROGRESS SUMMARY



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

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
Train staff on district-wide customer service model	CO1 IO1 IO2	●	<ul style="list-style-type: none"> • Institute customer service model, including customer feedback approach and staff recognition program • With a trainer, develop and implement customized training plan for customer service at all staff levels 	<ul style="list-style-type: none"> • Formed employee Customer Service Team (2/2018) • Examined current policies (3/2018) • Discussed different ways each facility/department handles specific scenarios (3/2018) • Reviewed what makes companies excel or not in customer service (3/2018) • Assessed how staff can live District Organizational Values through customer service (4/2018) • Conducted customer satisfaction surveys to assess registration experience during Spring 2018 and Fall 2018 • Used survey feedback to identify three main trends, which became the new standards (7/2018) • Hired a customer service trainer to develop customized training for all levels of staff (11/2018) • Announced the new standards at a Full-time All-staff meeting (11/2018) • Hired a professional trainer and created a customized training program called “Bring Your ‘A’ Game” (1/2019) • Conducted an internal customer service survey for all EPD staff to establish a benchmark (3/2019) • Conducted three separate trainings for nearly 200 staff on how to “Bring Your ‘A’ Game” (3/2019) • Rolled out the internal customer service satisfaction results at a Full-time All-staff meeting (6/2019) 	<ul style="list-style-type: none"> • Improve external and internal customer service standards, which will increase customer retention and strengthen the District’s culture • Increase engagement with customers, resulting in increased in customer satisfaction

COMMUNICATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Optimize staffing structure to provide exceptional customer service	CO1 IO1 IO2	◐	<ul style="list-style-type: none"> Address customer service staffing needs as identified in customer service model 	<ul style="list-style-type: none"> Discussed ideas on how to optimize staffing structure with the Customer Service Team (5/2019) Conducted research of other park districts who have a customer service manager and reviewed those results with key staff (6/2019) 	<ul style="list-style-type: none"> To elevate the levels of customer service provided to customers Provide consistency in the levels of service provided to customers



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%)	0
Significantly Below Target (<-10%)	0
Performance Outcome TBD & Tracked in Future Report Customer Satisfaction Ratings Net Promoter Score	2

Performance Measure	Timing of Reporting and Year to Begin Tracking	2018 Mid-Year Result	2019 Mid-Year Result	Year-End Performance Target	2019 Mid-Year Performance Outcome
Customer Satisfaction Ratings	Annually 2018 ¹	N/A	N/A	90.0%	N/A
Net Promoter Score	Annually 2018 ¹	N/A	N/A	70.0%	N/A

¹ This performance measure was previously tracked semi-annually, but will be reported annually due to the timing of customer satisfaction surveys.

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

FINANCE

Sustainable revenue strategies and funding options



GOALS	F1: Review and improve cost recovery
	F2: Seek alternate sources of revenue
	F3: Consider pursuing a referendum

TACTIC PROGRESS SUMMARY



Achieved	1	<ul style="list-style-type: none"> Utilizing new financial software, refine cost recovery goals for future sustainability
Nearly Achieved/On Track	2	<ul style="list-style-type: none"> Implement cost recovery goals Continue community engagement to address Vision 2020 Plan
Just Started	2	<ul style="list-style-type: none"> Finalize cost estimates and timelines for implementing Vision 2020 priorities Finalize funding strategy (e.g., referendum, partnerships, grants, etc.) for implementing Vision 2020 priorities
Not Started	0	
Delayed/Deferred	0	

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
Utilizing new financial software, refine cost recovery goals for future sustainability	FI1		<ul style="list-style-type: none"> Based on a review of current cost recovery and long-term financial projections, determine budget goals and policies to ensure future sustainability 	<ul style="list-style-type: none"> Developed program “project” expense reports in new financial software for program supervisors to view program financial data at any time (3/2019) To determine if cost recovery goals should be modified, began developing overall District Cost Recovery percentages and projected future cost recovery based on long-term budget assumptions (6/2019) 	<ul style="list-style-type: none"> Utilize new financial data reporting capabilities to improve tracking of actual performance of programs and services
Implement cost recovery goals	FI1		<ul style="list-style-type: none"> Address cost recovery goals Review actuals as compared to cost recovery model annually to determine strategy for meeting or updating goals as necessary 	<ul style="list-style-type: none"> Began reporting 2018 actual cost recovery outcomes to program supervisors and Management Team (Spring 2019) 	<ul style="list-style-type: none"> Ensure programs and services are on target with cost recovery goals and District non-tax revenue goals
Finalize cost estimates and timelines for implementing Vision 2020 priorities (construction, current and future operations, etc.)	FI3 FA2 PA2 PA3		<ul style="list-style-type: none"> Finalize and present proposed cost estimates and timelines to the Board 	<ul style="list-style-type: none"> Began developing cost estimates and timelines for addressing Vision 2020 priorities based on proposed project concepts and current capital and operating costs and trends (6/2019) 	<ul style="list-style-type: none"> Determine funding strategy for Vision 2020 projects
Finalize funding strategy (e.g., referendum, partnerships, grants, etc.) for implementing Vision 2020 priorities	FI2 FI3 FA2 PA2 PA3		<ul style="list-style-type: none"> Board determine funding strategies for implementing Vision 2020 projects based on project costs and concepts 	<ul style="list-style-type: none"> Gathered information about referendum planning firms during 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 campaign, which is community engagement (see next tactic) Began developing Vision 2020 funding strategy based on preliminary concept, capital, and operating plans for projects (6/2019) 	<ul style="list-style-type: none"> Facilitate sound financial planning when determining how to fund Vision 2020 priorities Provide community and potential partners transparency regarding the financial impact of making Vision 2020 priorities a reality

FINANCE TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Continue community engagement to address Vision 2020 Plan	FI3		<ul style="list-style-type: none"> Continue to educate the community, seek their input and identify advocates for Vision 2020 projects 	<ul style="list-style-type: none"> Based on the feedback from referendum planning firms noted in the previous tactic, staff requested one firm, Public Communications Inc. (PCI), develop a proposal for a Community Engagement Plan (6/2018) Presented (PCI) the Board an overview of its firm and proposed Vision 2020 community engagement plan (June 2018) Kicked-off the first phase of Vision 2020 Community Engagement by developing a communications plan 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 and the video and website on District social media sites (10/2018) Rehired PCI to assist with Phase 2 of Community Engagement Plan (5/2019) Held an engagement meeting to gain directional feedback for vision/concept refining, which PCI facilitated; second meeting scheduled for July (6/2019) Developed (PCI) updated messaging and next steps for both internal and external audiences (6/2019) Reviewed PCI’s recommended changes to enhance Vision 2020 website, including additional information, new infographics, interactive content, etc., which will be addressed in a redesign of website this Fall (6/2019) Distributed information and answered questions about Vision 2020 at community events (Summer 2019) 	<ul style="list-style-type: none"> Build community support and excitement for Vision 2020 Gather additional community input to ensure that Vision 2020 projects reflect and represent the community’s future vision and needs

FINANCE 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%)	1
Significantly Below Target (<-10%)	0

Performance Outcome TBD & Tracked in Future Report

Percent Non-Tax Revenue, Met Reserve Targets – Tier 1 & 2, Debt Service Ratio, Fund Balance Expenditures, Cost Recovery Goals

49

Performance Measure	Timing of Reporting and Year to Begin Tracking	2018 Mid-Year Result	2019 Mid-Year Result	Year-End Performance Target	2019 Mid-Year Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	N/A	N/A	55.0% or above	N/A
Met Reserve Targets – Tier 1	Annually 2013	N/A	N/A	Met Board Reserve Policy Targets (10 funds)	N/A
Met Reserve Targets – Tier 2	Annually 2013	N/A	N/A	Met Budget Target (9 funds)	N/A
Debt Service Ratio	Annually 2015	N/A	N/A	20.0% (3 categories)	N/A
Program Revenue Per Unique Registrant	Semi-annually 2016	\$438	\$484	\$500	↓
Fund Balance as a percentage of expenditures	Annually 2018	N/A	N/A	Met Board Fund Balance Policy (2 categories)	N/A
Cost Recovery Goals	Annually 2018	N/A	N/A	Tax Supported Services (12 categories)	N/A
	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

Program Revenue Per Unique Registrant

Year-End Performance Target	2019 Mid-Year Performance Outcome
\$500	-3.3%  Below Target

MID-YEAR PROGRESS

At mid-year 2019, the Program Revenue Per Unique Registrant earned (\$484) illustrates the following trends:

- It is 3.2% (\$16) below the performance target of \$500. However, as compared to mid-year 2018, it increased by 10.5% (\$46).
- Program Revenue Per Unique Registrant trended below the performance target in 2019 due to a decrease in unique registrants for pool passes. Pool pass unique registrants decreased due to the trend towards purchasing pool punch cards instead of pool passes since pool punch cards are not calculated in this measure and more pool opening delays and early closings due to cold and rainy weather as compared to mid-year 2018.
- For all program areas, staff continues to proactively divest in those programs or program times/days with declining participation while putting resources into areas with potential growth to ensure long-term financial sustainability.

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.

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"> Continue to evaluate and expand benefits offered to part-time staff
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> Implement District-wide training plan
Just Started	1	<ul style="list-style-type: none"> Implement/expand methods for staff communication and increase staff engagement (two-way communication)
Not Started	0	
Delayed/Deferred	1	<ul style="list-style-type: none"> Select and utilize dashboard software based on an assessment of data to be tracked and the best fit software options

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
Implement District-wide training plan	IO1 IO5		<ul style="list-style-type: none"> • Develop District-wide training plan • Address the highest priority training needs identified in the 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) • Offered Organizational Culture, Values, and Customer Service Training in the first six months of year for all levels of staff and will review other future training needs during the budget process (Winter/Spring 2019) 	<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

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement/expand methods for staff communication and increase staff engagement (two-way communication)	IO2		<ul style="list-style-type: none"> Utilizing feedback from Vision 2020 process and 2018 Organizational Culture survey, identify and implement new and improved ways of two-way communication District-wide and between employee groups 	<ul style="list-style-type: none"> Reviewed and discussed (Organizational Culture Team) current communication methods, barriers for effective employee communications, and ways to improve formal and informal communications (Winter 2019) Based on the Team's feedback, began developing communications tool for supervisors to share information with their staff, which combines several existing methods of communication and provides relevant and timely information in a simplified format (Spring 2019) To streamline and increase access to important District information and provide an electronic forum to facilitate collaboration and engagement, researched communication apps and software to assess options for improving employee communications (Spring 2019) 	<ul style="list-style-type: none"> Help employees feel connected to the organization and their job Promote and facilitate employee collaboration, engagement, and productivity
Continue to evaluate and expand benefits offered to part-time staff	IO3		<ul style="list-style-type: none"> Consider and implement part-time benefit changes based on Vision 2020 Plan and part-time staff focus group feedback 	<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 (Fall 2018/Early Winter 2019) Determined that this tactic has been accomplished as part of the 2019 Strategic Work Plan and potential new benefits for staff will continue to be considered as part of work and budget planning 	<ul style="list-style-type: none"> Improve recruitment and retention of part-time staff Strengthen organizational culture by identifying and providing benefits that recognize the contributions of part-time employees to the success of the agency

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Select and utilize dashboard software based on an assessment of data to be tracked and the best fit software options	IO2, IO4	➔	<ul style="list-style-type: none"> Based on feedback from staff, choose and utilize dashboard software 	<ul style="list-style-type: none"> Deferred this tactic to address higher priority Vision 2020 projects/initiatives. Staff continues to utilize the new financial software along with dashboards in the registration software to improve reporting and data analysis 	<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	2018 Mid-Year Result	2019 Mid-Year Result	Year-End Performance Target	2019 Mid-Year 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

2019 STRATEGIC WORK PLAN

VISION 2020
2019 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> <i>Future: Park Use</i>
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.	<i>Future: 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.	<i>Program Success Rate; Total Unique Registrants;</i> <i>% of Unique Resident Households Completing a Transaction;</i> <i>% of Program & Pass Registrants by Age Group;</i> <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: External and Internal</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 a referendum	<i>Percent of non-tax revenue; Met Reserve Targets - 1st and 2nd Tier;</i> <i>Program Net Revenue Per Unique Registrant; Cost Recovery Goals;</i> <i>Debt Service Ratio; Fund Balance as a Percentage of Expenditures</i>
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
2019 STRATEGIC WORK PLAN: TACTIC ACTION PLANS**

Year 2										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
PA	PA1	Redevelop Salt Creek Park	Community Focused, Customer Service Excellence	\$\$\$	September 2018	October 2019	Director of Facilities & Landscape Architect	Facilities, Marketing & Communications	Based on public input, replace playground equipment, expand and refurbish paths, and complete ADA improvements	🟡
PA	PA1, PA2	Replace Crestview Park Athletic Courts	Community Focused, Customer Service Excellence	\$\$\$	November 2018	October 2019	Director of Facilities & Landscape Architect	Facilities	Replace existing courts with dedicated pickle ball courts, as well as grind and resurface existing basketball courts	🟡
PA	PA1	Renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field	Community Focused, Customer Service Excellence	\$\$	December 2018	June 2019	Director of Parks	Parks	Cut the lips, add field mix, and regrade baseball fields	🟢
PA	PA1	Replace Berens Park baseball field #5 backstop	Community Focused, Customer Service Excellence	\$\$	January 2019	August 2019	Landscape Architect	Parks, Facilities	Remove and replace existing backstop	🟡
PA	PA1	Remove Wild Meadows Trace Playground	Community Focused, Customer Service Excellence	\$	January 2019	October 2019	Landscape Architect	Facilities	Remove playground	🟢
PA	PA1	Restore Sugar Creek Golf Course creek	Community Focused, Integrity	\$\$\$\$	August 2017	March 2024	Director of Enterprise Services	Enterprise Services, Sugar Creek Golf Course, Village of Villa Park	Restore Sugar Creek by addressing engineering and design recommendations and seeking outside funding.	🟡
PA	PA2, PA3	Prepare future site of dog park for development and develop funding alternatives (e.g., grants, sponsorships, potential referendum)	Fun, Community Focused	\$\$	July 2017	August 2019	Executive Director, Director of Parks, Director of Facilities	Administration, Parks, Facilities, Marketing & Communications	Begin site clearance and secure site and determine funding alternatives for construction	🟡
PA	PA1	Complete athletic field study (e.g., drainage, usage, condition), including external and internal stakeholder engagement	Integrity, Community Focused	\$	October 2018	July 2019	Director of Parks, Park Ambassador	Parks, Facilities, Marketing & Communications, Recreation	Based on stakeholder feedback and a needs assessment, develop athletic field redevelopment and renovation priorities	🟡
PA	PA2	Develop land acquisition strategy and cost estimates	Integrity, Community Focused, Customer Service Excellence	\$	March 2019	July 2019	Board of Park Commissioners, Executive Director	Admin, Parks, Facilities, Finance	Based on Vision 2020 priorities, develop and present to Board a targeted land acquisition plan with estimated costs (e.g., appraised value of properties), lot sizes, and locations, etc.	🟡
FA	FA3, PR1, PR3	Complete indoor recreation facility space plan, including proposed costs (small recreation buildings, Lizzadro Museum, Wagner Community Center expansion, former Administrative Office)	Community Focused, Customer Service Excellence	\$	January 2018	August 2019	Executive Director	Task Force	Development and Board approval of indoor recreation facility space plan.	🟡
FA	FA2, PR1, PR2	Create financial and program plan for new adult center	Community Focused, Customer Service Excellence, Integrity	\$	August 2018	August 2019	Executive Director	Task Force	Development and Board approval of financial and program plan for new senior center, which reflects community engagement.	🟡
FA	FA2, PR1, PR3	Create financial and program plan for new indoor sports facility	Community Focused, Customer Service Excellence	\$	August 2018	August 2019	Executive Director	Task Force	Development and Board approval of financial and program plan for indoor sports facility, which reflects community engagement.	🟡
PR	PR1, PR2, PR3	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 from the high priorities seasonally.	🟡
PR	PR1, PR2, PR3	Implement partnerships to offer high priority and innovative offerings	Fun, Community Focused, Customer Service Excellence	\$	January 2019	December 2020	Directors of Recreation, Enterprise Services, and Facilities	Recreation, Enterprise, Facilities	Implement partnerships to expand high priority and innovative programs, including facilitating or marketing other providers' offerings (e.g., College of DuPage, Elmhurst Library)	🟡
PR	PR1, PR3, FA3	Increase marketing of adult offerings in the community	Fun, Community Focused, Customer Service Excellence	\$	December 2018	December 2020	Director of Marketing & Communications	Recreation, Enterprise, Facilities, Marketing & Communications	Increase awareness and participation in adult offerings as identified in Vision 2020 community feedback.	🟡
CO	CO1, IO1, IO2	Train staff on district-wide customer service model	Customer Service Excellence, Community Focused, Fun	\$	March 2019	December 2019	Director of Marketing & Communications	Marketing & Communications, Customer Service Team	With a trainer, develop and implement customized training plan for customer service at all staff levels.	🟢
CO	CO1, IO1, IO2	Optimize staffing structure to provide exceptional customer service	Customer Service Excellence, Integrity	\$	April 2019	June 2020	Executive Director, Director of Marketing & Communications, Human Resources Division Manager	Management Team	Address customer service staffing needs as identified in customer service model.	🟡
FI	FI1	Utilizing new financial software, refine cost recovery goals for future sustainability	Integrity, Community Focused	\$	January 2019	July 2019	Director of Finance	Management Team	Based on a review of current cost recovery and long-term financial projections, determine budget goals and policies to ensure future sustainability.	🟢
FI	FI1	Implement cost recovery goals.	Integrity, Community Focused	\$	January 2019	December 2020	Director of Finance & Human Resources	Recreation, Enterprise, Facilities	Address cost recovery goals and review actuals as compared to model annually to determine strategy for meeting or updating goals as necessary.	🟡
FI	FI3, FA2, PA2, PA3	Finalize cost estimates and timelines for implementing Vision 2020 priorities (construction, current and future operations, etc.)	Integrity, Community Focused	\$\$	January 2019	July 2019	Executive Director, Board of Park Commissioners	Management Team	Finalize and present proposed cost estimates and timelines to the Board.	🟡

VISION 2020
2019 STRATEGIC WORK PLAN: TACTIC ACTION PLANS

Year 2										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
FI	FI2, FI3, FA2, PA2, PA3	Finalize funding strategy (e.g., referendum, partnerships, grants, etc.) for implementing Vision 2020 priorities	Integrity, Community Focused	\$\$	July 2019	August 2019	Executive Director, Board of Park Commissioners	Management Team	Board determine funding strategies for implementing Vision 2020 projects.	
FI	FI3	Continue community engagement to address Vision 2020 Plan.	Integrity, Community Focused	\$\$	July 2018	December 2019	Executive Director, Board of Park Commissioners	Management Team	Continue to educate the community, seek their input and identify advocates for Vision 2020 projects.	
IO	IO1, IO5	Implement District-wide training plan	Fun, Customer Service Excellence, Community Focused, Integrity	\$	January 2019	May 2020	Division Manager Human Resources	Task Force	Address the highest priority training needs identified in the training plan.	
IO	IO3	Continue to evaluate and expand benefits offered to part-time staff	Integrity	\$	September 2017	June 2019	Division Manager Human Resources	Administration, Human Resources, Task Force	Consider and implement part-time benefit changes based on Vision 2020 Plan and part-time staff focus group feedback.	
IO	IO2	Implement/expand methods for staff communication and increase staff engagement (two-way communication)	Customer Service Excellence, Fun, Integrity	\$	January 2019	March 2020	Strategy & Planning Coordinator	Marketing & Communications, Human Resources, Vision 2020 Team	Utilizing feedback from Vision 2020 Process and 2018 Organizational Culture survey, identify and implement new and improved ways of two-way communication District-wide and between employee groups.	
IO	IO2, IO4	Select and utilize dashboard software based on an assessment of data to be tracked and the best fit software options	Integrity, Customer Service Excellence, Community Focused	\$\$	November 2018	June 2020	Strategy & Planning Coordinator	Management Team	Based on feedback from staff, choose and utilize dashboard software based on an assessment of data to be tracked and the best fit software options.	

Cost

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

Progress

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