
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 13, 2020
TO: Board of Park Commissioners
FROM: James W. Rogers, Executive Director
Laura Guttman, Strategy and Planning Coordinator
RE: 2019 YEAR-END VISION 2020 PROGRESS REPORT

ISSUE

The 2019 Year-End Vision 2020 Progress Report provides a status report on implementation of the second year of the Vision 2020 Plan (from January 1 to December 31, 2019). 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 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 2019 Year-End Vision 2020 Progress Report reflects and monitors the 2019 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and updated by the Board on September 9, 2019) 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 the work completed during 2019 to address the twenty-six (26) SWP tactics and includes a summary chart on page 7 that illustrates, which tactics were achieved (15), in progress (10), or deferred to a future year (1).

Performance Measures Outcomes: The Vision 2020 2019 Year-End Progress Report includes reporting of forty-three (43) performance outcomes for thirteen (13) measures (how actual performance compares to the year-end performance target). One measure that staff began tracking in 2018, Cost Recovery Goals, is not included in this report and will be reported later this year since it is not a good use of staff resources currently to compile the extensive data needed to analyze this measure. Nine (9) 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 2019 Vision 2020 performance measure outcomes are illustrated on page 8 of the report.

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 highlights which Vision 2020 tactics should drive positive outcomes in the future.

During the April 13, 2020 Board meeting, staff will answer Commissioner questions on the report. After Board approval, the report will be available on the District's Vision 2020 website for public review (vision2020.epd.org/about).

RECOMMENDATION

That the Board of Park Commissioners review and approve the attached 2019 Year-End Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2019 Year-End Vision 2020 Progress Report

ELMHURST PARK DISTRICT

Vision 2020

Focus on the Future



2019 Year-End Progress Report
January 1 to December 31

April 13, 2020

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

I am pleased to present the second 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, made 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 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 2020 Vision 2020 Progress Reports 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 the following:

- gathering community and staff feedback as well as assessments of parks, facilities, and programs;
- analyzing the current and future state of the District;
- forming the community's future vision of park and recreation services; and
- developing an action plan to implement that vision.

By basing each Plan on community feedback and defining priorities, the Board prepares for future community desires and needs along with clarifying organizational direction for focused decision making. Since the inception of the District's first Comprehensive Plan and Strategic Plan, the Board and staff have 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 financial 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 Year-End progress towards accomplishing the 2019 Vision 2020 SWP tactics and achievement of performance measure targets. The Year-End report along with the Mid-Year 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, organizational values, 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. Some performance outcomes for the prior year (2018) were adjusted, if necessary to enhance accuracy and/or to reflect audited data, and therefore, may be different than in the 2018 Year-end Progress Report. 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 philosophy 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 and other performance measures that link to monitoring Vision 2020 strategy to assess strategy implementation. Staff continues to refine the 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 assess the effectiveness of the SWP towards 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!

2020 Vision
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

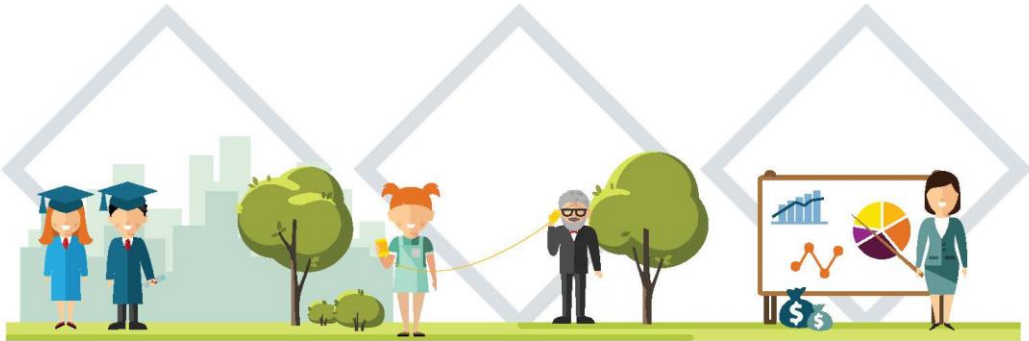
Meet community needs for parks, open space, and outdoor amenities.

FACILITIES

Meet community needs for new and existing indoor recreation space.

PROGRAMMING

Innovative programming to meet community needs.



INTERNAL OPERATIONS

Strengthen organizational culture.

COMMUNICATIONS

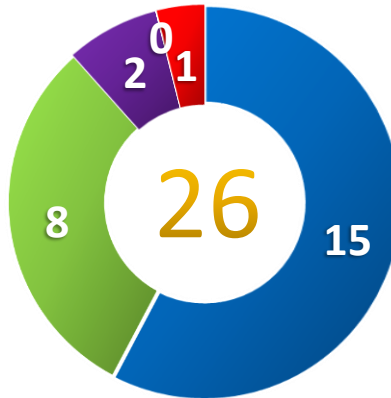
Exceptional and consistent guest experience.

FINANCE

Sustainable revenue strategies and funding options.

Progress Report Executive Summary

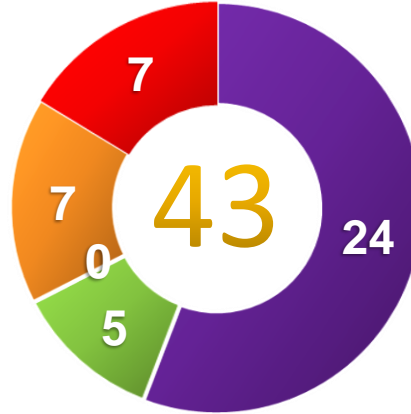
STRATEGIC WORK PLAN TACTICS 2019 YEAR-END PROGRESS



Achieved 15	Nearly Achieved/ On Track 8	Just Started 2	Not Started 0	Delayed/ Deferred 1
<ul style="list-style-type: none"> • Redevelop Salt Creek Park • Replace Crestview Park athletic courts • Renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field • Replace Berens Park baseball field #5 backstop • 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) • Develop land acquisition strategy and cost estimates • 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 • Train staff on District-wide customer service model • Utilizing new financial software, refine cost recovery goals for future sustainability • Finalize cost estimates and timelines for implementing Vision 2020 priorities • Continue to evaluate and expand benefits offered to part-time staff 	<ul style="list-style-type: none"> • Offer programs identified as high priorities in Community Survey • Implement partnerships to offer high priority and innovative offerings • Increase marketing of adult offerings in the community • Optimize staffing structure to provide exceptional customer service • Implement cost recovery goals • Finalize funding strategy for implementing Vision 2020 priorities • Continue community engagement to address Vision 2020 Plan • Implement District-wide training plan 	<ul style="list-style-type: none"> • Restore Sugar Creek Golf Course creek • Implement/expand methods for staff communication and increase staff engagement 		<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 YEAR-END OUTCOMES



Significantly Above Target (>10%)	24
Above Target (0.01% to 10%)	5
At Target (0%)	0
Below Target (-0.01% to -10%)	7
Significantly Below Target (<-10%)	7
Performance Outcomes To Be Determined in Fall 2020 (TBD)	
Cost Recovery Goals (Tax-Supported Services and Enterprise Services)	24
Performance Outcomes To Be Tracked in Future Progress Reports	
Park Assessments, Park Level of Service Standards, Park Use, Facility Assessments, Facility Level of Service Standards, Facility Usage, Program Life Distribution, Organizational Culture Survey, Training Program Satisfaction	9

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

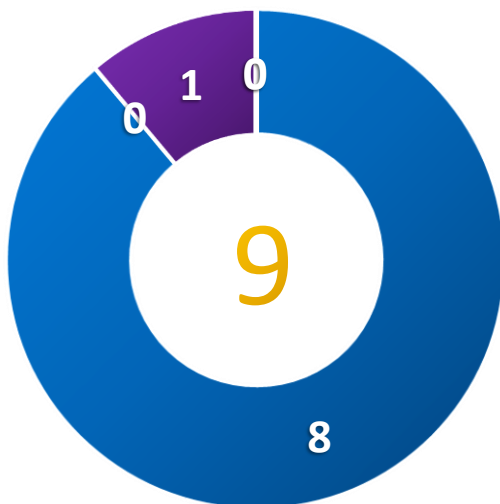
PARKS

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	8	<ul style="list-style-type: none"> • Redevelop Salt Creek Park • Replace Crestview Park athletic courts • Renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field • Replace Berens Park baseball field #5 backstop • 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) • Develop land acquisition strategy and cost estimates
Nearly Achieved/On Track	0	
Just Started	1	<ul style="list-style-type: none"> • Restore Sugar Creek Golf Course creek
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
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) • Board approved 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) • Replaced playground equipment, expanded and refurbished paths, and completed ADA improvements (9/2019) • Hosted ribbon cutting with over 100 residents in attendance (10/2019) 	<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) • Board approved Chicagoland Paving Contractors, Inc. to resurface the basketball courts and install new pickleball courts. (4/2019) • Replaced existing courts with dedicated pickle ball courts and resurfaced existing basketball courts (10/2019) • In 2020, complete color coating since temperatures were too cold in 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 pickleball courts

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
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) Board approved Sportsfield, Inc. to renovate baseball fields (2/2019) Began construction (5/2019) Following delays due to weather and field flooding, completed project (6/2019) 	<ul style="list-style-type: none"> Renovated infields reduce rainouts and increase playability due to improved drainage
Replace Berens Park baseball field #5 backstop	PA1		<ul style="list-style-type: none"> Replace Berens #5 backstop, player's fence and dugout fence 	<ul style="list-style-type: none"> Advertised request for project bids (4/2019) Board approved Fence Connection, Inc. to complete work (5/2019) Replaced Berens Park baseball field #5 backstop, players and dug out fences as well as player benches (9/2019) 	<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 Trace Meadows playground 	<ul style="list-style-type: none"> Removed playground equipment (Kids Around the World) to repurpose it in a developing country (6/2019) Restored area to green space (8/2019) 	<ul style="list-style-type: none"> Remove a playground that scored low on the Vision 2020 park scorecard assessments, does not meet ADA requirements and is past its useful life Provide additional open space
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 Illinois Environmental Protection Agency (grant agency) and project consultant to review 2018 grant application and discuss opportunities to improve chances of success with 2019 application (6/2019) Received \$47,000 grant through the National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Program (9/2019) 	<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"> • Develop site master plan • Begin site clearance and secure site • 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 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)	PA1	●	<ul style="list-style-type: none"> Based on stakeholder feedback and a needs assessment, develop 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 and will present findings and next steps in 2020 (4/2019) 	<ul style="list-style-type: none"> Create improvement plans for field maintenance and capital improvements Conduct 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 Park 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"> Continued to investigate current and future opportunities for acquiring property Based on Vision 2020 Plan Level of Service Analysis (LOS) and recommendations, developed long-term land acquisition strategy and cost estimates (8/2019) Presented acquisition strategy and cost estimates to Park Board for consideration as part of a future referendum (8/2019) 	<ul style="list-style-type: none"> Provide equity across the community regarding access to parks Expand park offerings and the level 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%)	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	2018 Year-End Result	2019 Year-End Result	Year-End Performance Target	2019 Year-End Performance Outcome
Park Assessments	Annually 2020	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2020	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	52.8%	51.8%	50.0%	↑
		Enterprise Services	36.2%	33.6%		↓
		Sugar Creek Golf Course	33.0%	31.4%		↓

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

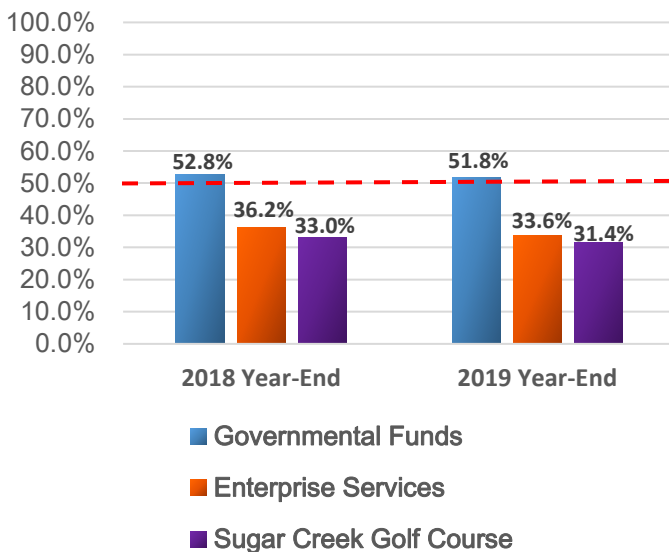
In 2019, the Governmental Fund Capital Assets Condition Ratio of 51.8%, Enterprise Services Fund Capital Assets Condition Ratio of 33.6% and Sugar Creek Golf Course Fund Capital Assets Condition Ratio of 31.4% illustrate the following trends:

Fund Category	Year-End Performance Target	2019 Year-End Performance Outcome
Governmental Funds	50.0%	3.6%  Above Target
Enterprise Services	50.0%	-32.9%  Significantly Below Target
Sugar Creek Golf Course	50.0%	-37.2%  Significantly Below Target

- In 2019, **Governmental Funds** is above its performance target (50.0%) by 3.6% (based on a net depreciation of \$1,646,666). However, this is a 1.0% decrease as compared to 2018 (52.8%).
- **Enterprise Services Fund** is significantly below its performance target (50.0%) by 32.9% in 2019 (based on a net depreciation of \$397,636). This is a 2.6% decrease as compared to 2018 (36.2%).
- **Sugar Creek Golf Course Fund** is significantly below its performance target (50.0%) by 37.2% in 2019 (based on a net depreciation of \$122,993). This is a 1.6% decrease as compared to 2019 (33.0%).
- 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

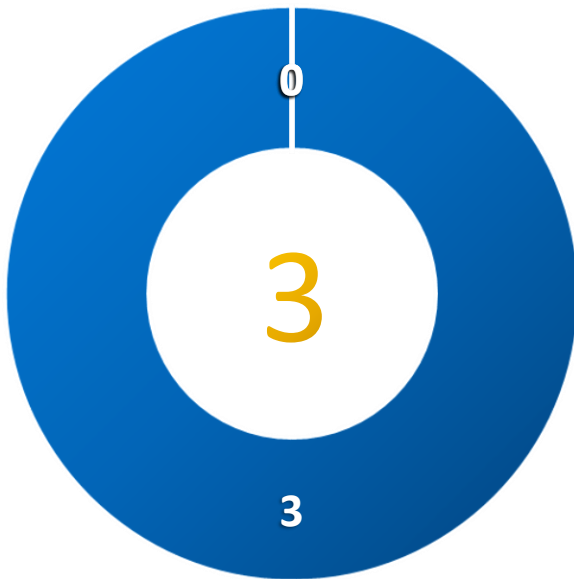
FACILITIES

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	3	<ul style="list-style-type: none"> 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
Nearly Achieved/ On Track	0	
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	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 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 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 (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Complete indoor recreation facility space plan, including proposed costs (Continued from previous page)	FA3 PR1 PR3			<ul style="list-style-type: none"> Completed an indoor recreation facility space plan, including determining space needs and financial impacts for a new Wagner Community Center and Eldridge Recreation Building and replacement of the Wilder and Crestview Recreation Buildings with picnic/bathroom shelter buildings (8/2019) <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 interested groups declined to pursue use of building (4/2019) Reached consensus (Board) to demolish Museum as part of a development 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 (5/2019) Reviewed (Team) project ideas and prior plans and toured former Administrative Office (6/2019) 	

FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

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 (4/2019) Collected feedback, answered questions and addressed concerns regarding new facility/location at six Abbey participant meetings (128 participants overall) (May/June 2019) Conducted senior service provider online survey to gather input on how to effectively meet the recreational needs of this population in the new facility (May/June 2019) Held community discussion group meeting, facilitated by PCI, to gather feedback for vision/concept refining and on project priorities (6/2019) Presented proposed project information at City Senior Commission meeting (2/2019) and Senior Community Connections forum (6/2019) Obtained updated demolition and abatement costs for 135 Palmer Drive Building (6/2019) 	<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 (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Create financial and program plan for new adult center (Continued from previous page)</p>	<p>FA2 PR1 PR2</p>			<ul style="list-style-type: none"> Continued to discuss partnership opportunities with current and potential project stakeholders to maximize community resources, expand programming opportunities, and provide expertise and feedback for planning (e.g., City of Elmhurst, College of DuPage, Elmhurst Library, etc.) Completed development of proposed space concept plan and facility space potential square footage (Dewberry Architects) (8/2019) Approved (Board) contract to purchase Redeemer Center property (155 E. St. Charles Road) for potential new adult center, which is a more suitable location and develop a park in a neighborhood that was identified as deficient in park space in Vision 2020 needs assessment (8/2019) Completed financial and program plan for a new adult center and presented it to Park Board (8/2019) Began discussions with Elmhurst School District #205 to develop an intergovernmental agreement regarding selling The Abbey following development of an adult center at 155 E. St. Charles Road. 	

FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

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) Held community discussion group meeting, facilitated by PCI, to gather feedback for vision/concept refining and on project priorities (7/2019) 	<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 TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Create financial and program plan for new indoor sports facility (Continued from previous page)</p>	<p>FA2 PR1 PR3</p>	<p>●</p>		<ul style="list-style-type: none"> Continued to discuss partnership opportunities with current and potential project stakeholders to maximize community resources, expand programming opportunities, and provide expertise and feedback for planning (e.g., Elmhurst College, Edward/Elmhurst Healthcare, DuPage Sports Commission, City of Elmhurst, etc.) (Ongoing) Completed financial and program plan for a new indoor sports facility and presented it to Park Board (8/2019) Approved (Board) contingent purchase of 16.4 acre site for potential new indoor sports facility (837 S. Riverside Drive) (9/2019) Completed due diligence environmental site assessments on the property (12/2019) 	



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 Year-End Result	2019 Year-End Result	Year-End Performance Target	2019 Year-End Performance Outcome
Facility Assessments	Annually 2020	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2020	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	3	<ul style="list-style-type: none"> • Offer programs identified as high priorities in Community Survey • Implement partnerships to offer high priority and innovative offerings • Increase marketing of adult offerings in the community
Just Started	0	
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
<p>Offer programs identified as high priorities in Community Survey</p>	<p>PR1 PR2 PR3</p>	<p style="text-align: center;">●</p>	<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) Offered new visual art classes at The Abbey: Watercolor, Printmaking, Chalk Pastel and Acrylic Painting (Fall 2019) <p><i>Community Events:</i></p> <ul style="list-style-type: none"> Offered a new adult event at Wilder Mansion (Bags, Brew & BBQ) featuring games, activities, beverages and food geared toward adults; attracted 500 participants (7/2019) Added two additional Pop Up Parties in the Park in 2019 due to their popularity and expanded offerings (Courts Plus added a fitness component as well as the Elmhurst Police and Fire Departments' safety components (Summer 2019) <p><i>Adult Fitness and Wellness:</i></p> <ul style="list-style-type: none"> Offered Innovative Prevention and Treatment of Injuries seminar (4/2019) Expanded Senior Health and Fitness Day by adding additional vendors (14 total), offering free pickle ball, and hosting a seminar by the Arthritis Foundation (300 attendees) (5/2019) Expanded free outdoor fitness classes utilizing District parks such as Running Club, Insanity in the Park, and Yoga in the Garden (Summer 2019) Offered a program on Seasonal Affective Disorder (Fall 2019) Offered a weekly Line Dancing class at the Abbey (Fall 2019) Collaborated with Elmhurst Public Library to run a 10-week Wellness Challenge for library patrons and staff (40 participants and three site visits) (1/11/2019-3/23/2019) 	<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 Theme Tactics to expand indoor recreation space options

PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Offer programs identified as high priorities in Community Survey (Continued from previous page)	PR1 PR2 PR3			<ul style="list-style-type: none"> Developed coaching wellness services for members (Winter 2019) Added pickleball both outdoors in the summer and indoors in the winter 	
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) Worked with American Classic Tours to offer extended travel options for travelers age 55 and older (Fall 2019) Partnered with Lexington Square of Elmhurst for a special presentation on Abraham Lincoln (Lincoln and Thanksgiving) (Fall 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"> Improved brochure section of adult offerings in an effort to showcase the variety of programs and services available to adults in the community Promoted Elmhurst Public Library programs in the Adult Special Interest sub-section of the 2019 brochures (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%)	2
Above Target (0.01% to 10%)	3
At Target (0%)	0
Below Target (-0.01% to -10%)	4
Significantly Below Target (<-10%)	3
Performance Outcome TBD & Tracked in Future Report Program Life Cycle Distribution	1

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2018 Year-End Result	2019 Year-End Result	Year-End Performance Target	2019 Year-End Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	86.3%	88.3%	80.0% or above	↑
		Enterprise Services	88.5%	89.6%		↑
Total Unique Registrants	Semi-annually 2016	N/A	8,309	8,083	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	47.4%	44.3%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 16% to 72%	Range from 15% to 70%	Range from 19% to 65%	3 age groups ↑ 3 age groups ↓ 2 age groups ↓
Program Life Cycle Distribution	Annually 2021	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

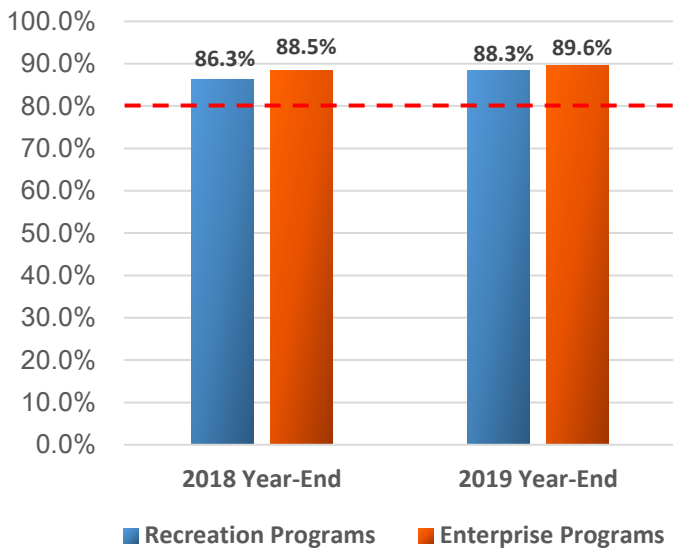
Program Success Rate

Category	Year-End Performance Target	2019 Year-End Performance Outcome
Recreation Programs	80.0% or above	10.4%  <i>Significantly Above Target</i>
Enterprise Programs	80.0% or above	12.0%  <i>Significantly Above Target</i>

YEAR-END PROGRESS

In 2019, the Recreation Program Success Rate of 88.3% and Enterprise Program Success Rate of 89.6% illustrate the following trends:

- Both Recreation and Enterprise Program Success Rates are above the 80.0% target (by 10.4% and 12.0% respectively).
- Both recreation and enterprise programs illustrate a positive trend with success rates higher than 2018 (from 86.3% to 88.3% for recreation programs and 88.5% to 89.6% 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%.



Data Source: RecTrac Registration Software


ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects whether the District is successful with matching the “right” array of programs and services to meet customer interest and demand along with marketplace trends.
- The higher Program Success Rate percentages are, the more successful the District is with offering courses that align with community interests.
- Program Success Rate measures the total number of programs that ran through the Park District’s RecTrac Registration Software divided by the total number of programs offered by the 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.

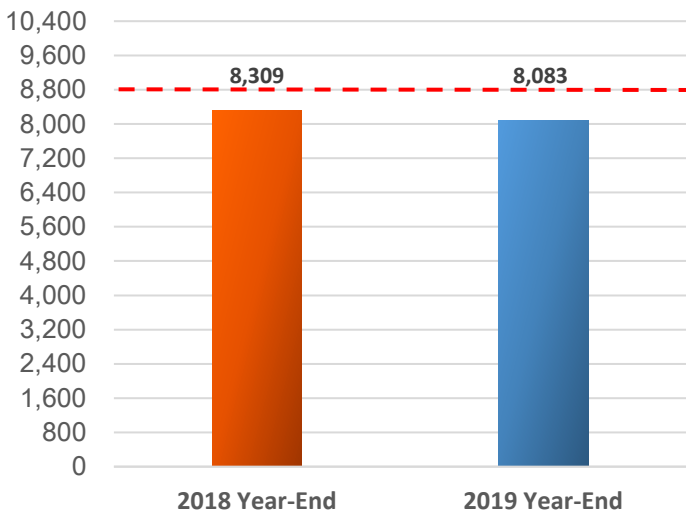
Total Unique Registrants

YEAR-END PROGRESS

In 2019, the number of Total Unique Registrants (8,083) illustrates the following trends:

Year-End Performance Target	2019 Year-End Performance Outcome
8,800	-8.1%  <i>Below Target</i>

- This measure decreased by 2.7% (226) overall since 2018.
- It was below the performance target (8,800) by 8.1% as compared to 5.6% in 2018.
- Total Unique Registrants trended below the target in 2019 due mainly to less unique registrants for music and theater, aquatics, early childhood and mind and body programs due to the following:
 - For music and theater programs, instructor/contractor changes and schedule challenges
 - For aquatics programs, pool opening delays and early closings due to cold and rainy weather and the Master Swim Team's change to punch cards in 2019 (punch cards are not included in this measure, which offsets the decrease)
 - For early childhood programs, some contractor initiated cancellations and low enrollment cancellations (in afternoon program offerings) and not offering Sunbeams & Rainbows Two-Year, Wee Threes and Summer Fun for the Little Ones (Tickets to Travel) in 2019 (since these programs were using many of the same classrooms)
 - For mind and body programs, offering one less Candlelight Yoga class in 2019 and lower than average per class registrants (due to typical drop off in the second year of offering a class) and two less Tai Chi classes and lower than average registrants per these class (due to competition)
- Despite these decreases, there have been significant increases in unique registrants for Rec Station (at four locations) and tennis & racquetball (specifically in private group events/parties and ages 10 & under tennis programs).
- The Vision 2020 feedback illustrated that creating a District-wide customer service model must be a high priority for improving customer retention and increasing participation. The 2018 and 2019 Vision 2020 Strategic Work Plans included 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

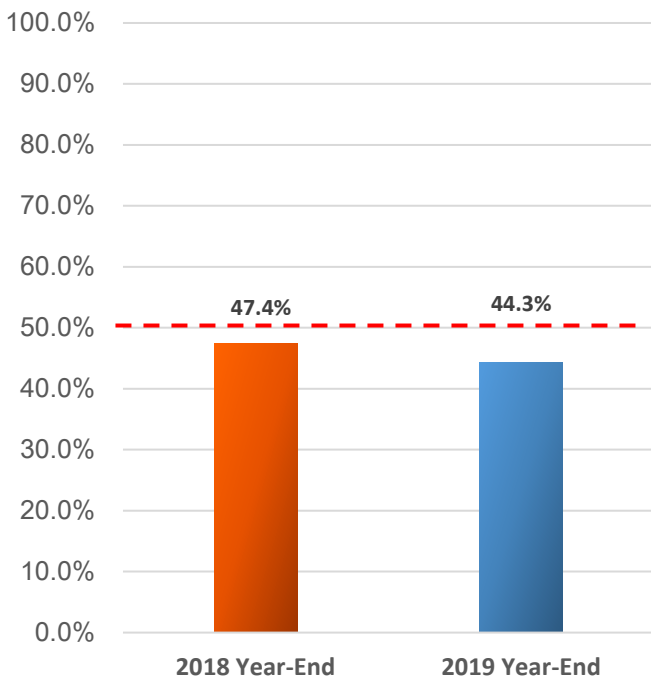
Percent of Unique Resident Households that Completed a Transaction¹

Year-End Performance Target	2019 Year-End Performance Outcome
50.0%	-11.5%  <i>Significantly Below Target</i>

YEAR-END PROGRESS

In 2019, the Percent of Unique Resident Households that Completed a Transaction (44.3%) outcomes illustrate the following trends:

- It is 11.5% below the performance target of 50.0% as compared to 5.3% below the performance target in 2018.
- As compared to 2018, this measure decreased by 3.1% (496 households).
- Percent of Unique Resident Households trended significantly below the performance target in 2019 due to a decrease in Courts Plus Guest Pass Punch Cards.
- To move closer to achieving the 50.0% performance target, the Vision 2020 process feedback illustrated that creating a District-wide customer service model must be a high priority for improving customer retention and increasing participation. The 2018 and 2019 Vision 2020 Strategic Work Plans included 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 pages 33-34).



Data Source: RecTrac Registration Software

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

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.

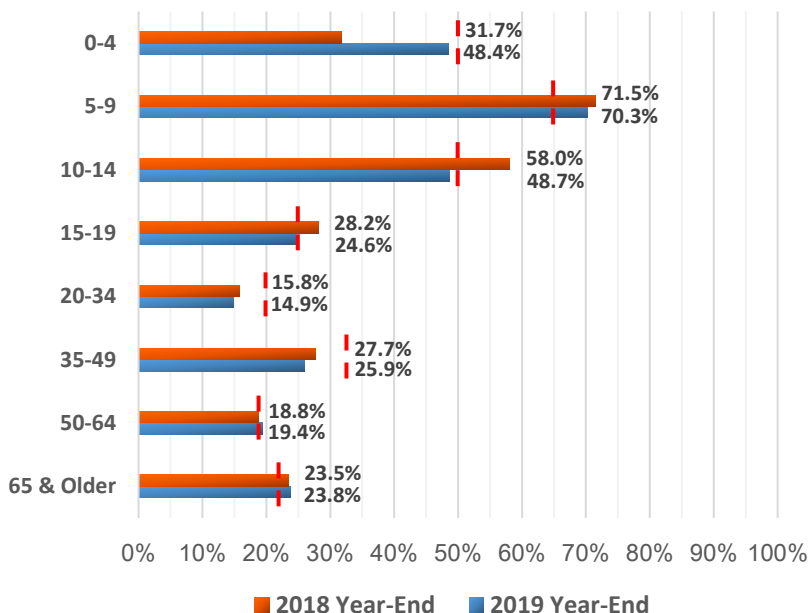
Percent of Program and Pass Registrants by Age Group^{1,2}

YEAR-END PROGRESS

In 2019, the Percent of Program and Pass Registrants by Age Group illustrates the following trends:

Age Group Category	Year-End Performance Target	2019 Year-End Performance Outcome
0-4	50.0%	-3.2% Below Target
5-9	65.0%	8.2% Above Target
10-14	50.0%	-2.6% Below Target
15-19	25.0%	-1.7% Below Target
20-34	20.0%	-25.5% Significantly Below Target
35-49	33.0%	-21.5% Significantly Below Target
50-64	19.0%	1.9% Above Target
65 & Older	22.0%	8.3% Above Target

- All age categories, except for 5-9, 50-64, and 65 & Older, fell below their performance targets. Age groups 0-4, 10-14, and 15-19 were below performance targets (a range of -1.7% to -3.2%) and 20-34 and 35-49 were significantly below targets (-25.5% and -21.5%, respectively). Age groups 5-9, 50-64, and 65 & Older were a range of 1.9% to 8.3% above their targets.
- As compared to 2018, this measure increased or decreased within 2.0% in all age categories except for 0-4, which increased by 16.7% (472 registrants) and 10-14 and 15-19, which decreased by 9.3% (339 registrants) and 3.6% (131 registrants), respectively.
- For the percent of registrants' ages 0-4, the number of unique registrants increased significantly in this age category as compared to year-end 2018, even though the percentage is below the target. This trend may be due to continued efforts to reach this age group with limited program space.
- The percent of registrants for ages 5-9 trended above the target due to increased unique registrants in Rec Station, tennis and camp programs along with Courts Plus memberships. These increases were offset by decreases in early childhood, dance, sports, and gymnastics programs, but there were slightly more repeat customers in 2018 versus 2019, which resulted in an increase in overall unique registrants in 2019.
- The percent of registrants for age groups 10-14, 15-19, and 35-49 trended below target due to less individuals purchasing pool passes versus punch cards (which are not included in this measure) and weather-related delays and early pool closings. However, this was offset by increases in Court Plus memberships for these age groups.
- The percent of registrants for ages 20-34 trended significantly below target due to a decrease in unique registrants for Courts Plus memberships (resulting from competition).
- Ages 50-64 and 65 & Older trended above target due to an increase in unique registrants for Courts Plus memberships.
- To increase the District's reach with adult age groups, staff continues to facilitate relationships with adult program providers and marketing and/or offering their programs in District facilities. For example, College of DuPage (COD) programs offered at The Abbey had 33 participants overall, including twelve (12) ages 20-34, one (1) ages 35-49, twelve (12) ages 50-64, and eight (8) 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.

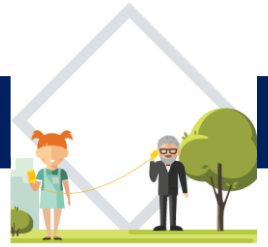
Data Source: RecTrac Registration Software and 2010 United States Census

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

² Removed registrants that had no birthdate (0.05% of total population in 2017-2018 and 0.02% of total population in 2018-19)

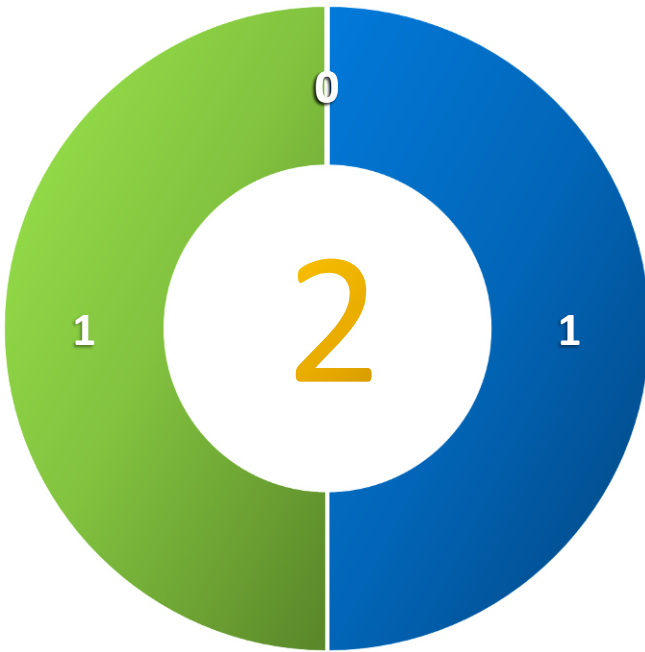
COMMUNICATIONS

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

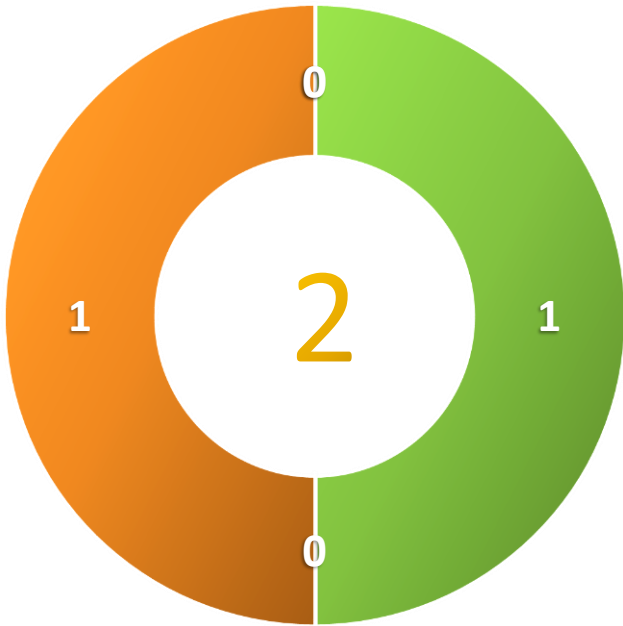
Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Train staff on district-wide customer service model	CO1 IO1 IO2	●	<ul style="list-style-type: none"> • Institute customer service model, including customer feedback approach and staff recognition program • With a trainer, develop 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 and Fall 2018 • Used survey feedback to identify three main trends, which became the new standards (7/2018) • Announced the new standards at a Full-time All-staff meeting (11/2018) • Hired a professional trainer who created a customized training program called “Bring Your ‘A’ Game” (1/2019) • Conducted an internal customer service survey for all staff to establish a benchmark (3/2019) • Implemented customer service training at all staff levels on how to “Bring Your ‘A’ Game” (approximately 300 employees) (3/2019) • Rolled out the internal customer service satisfaction results at a Full-time All-staff meeting (6/2019) • Developed customer service training to the onboarding process for new staff (8/2019) 	<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 customer satisfaction

COMMUNICATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Train staff on district-wide customer service model (Continued from previous page)	CO1 IO1 IO2	●		<ul style="list-style-type: none"> Implemented a District-wide customer service survey schedule to ensure consistent and satisfactory guest experiences at programs, facilities, and events (8/2019) In 2020, continue Customer Service “A” game efforts and conduct follow-up training (2.0) with outside speaker 	
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) Completed research and reviewed ways to optimize staffing structure with new customer service model (Summer 2020) Tactic deferred to 2020 pending the outcome of a potential referendum related to Vision 2020 projects 	<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%)	1
At Target (0%)	0
Below Target (-0.01% to -10%)	1
Significantly Below Target (<-10%)	0
Performance Outcomes TBD & Tracked in Future Report	0

Performance Measure	Timing of Reporting and Year to Begin Tracking	2018 Year-End Result	2019 Year-End Result	Year-End Performance Target	2019 Year-End Performance Outcome
Customer Satisfaction Ratings	Annually 2018 ¹	90.2%	94.5%	90.0%	
Net Promoter Score	Annually 2018 ¹	39.0%	63.0%	70.0%	

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

Customer Satisfaction Rating

YEAR-END PROGRESS

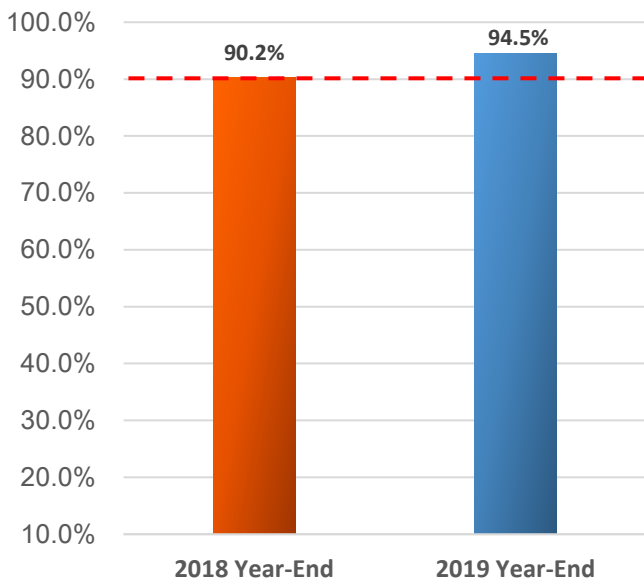
In 2019, the 94.5% Customer Service Satisfaction rating from the annual customer satisfaction survey illustrates the following trends:

- It was 5.0% above the year-end performance target of 90.0%, as compared to 0.3% above the performance target in 2018.
- This rating increased by 4.3% as compared to the 2018 satisfaction rating (90.2%).
- Staff began reporting this measure in 2018 to monitor improvements made to increase customer service excellence. The performance target of 90% or above was based on developing customer service standards and training by the end of 2018. Since the roll-out of customer service standards and training in 2019, the performance outcome for this measure has positively increased and should continue to 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.

Year-End Performance Target	2019 Year-End Performance Outcome
90.0% or above	94.5%  5.0% Above Target

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.
- Staff collects data for this measure by asking respondents on external and internal customer surveys to rate a program, facility, or service on a rating scale from excellent to poor.
- The percentage is calculated based on the total percentage of respondents who chose the rating of excellent or good. If all of the respondents chose excellent or good, then 100% of the respondents were satisfied with the program, facility, or service being rated. Staff strives towards 90% or above overall rating, which is based on providing customer service excellence consistently to all District customers.




Data Source: Customer Satisfaction Survey

Net Promoter Score (NPS)

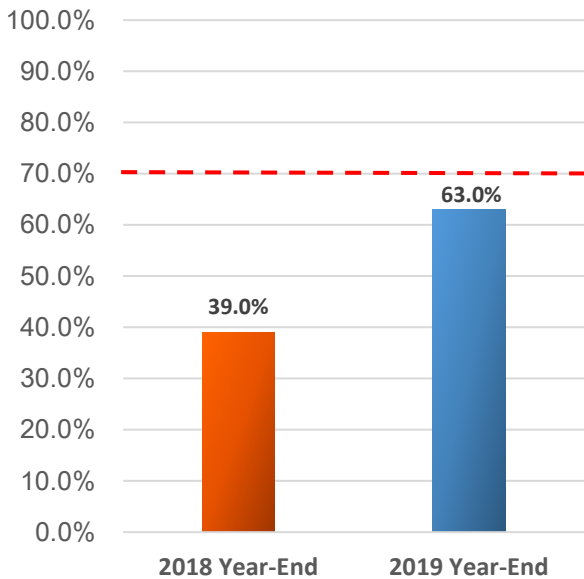
YEAR-END PROGRESS

In 2019, the 63.0% Net Promoter Score (NPS) from the annual customer satisfaction survey illustrates the following trends:

Year-End Performance Target	2019 Year-End Performance Outcome
70.0% or above	-10.0%  Below Target

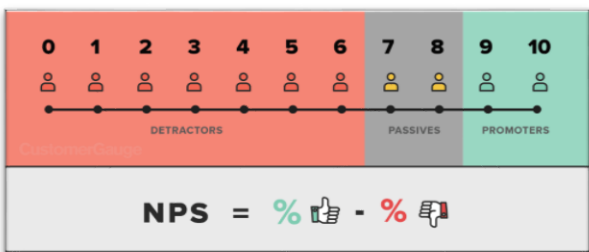
- The NPS was 10.0% below the year-end performance target (70.0%), as compared to significantly below the performance target by 44.3% in 2018.
- This measure increased by 24.0% as compared to the District's 2018 NPS (39.0%).
- Staff began reporting this measure in 2018 to monitor improvements made to increase customer service excellence. The performance target of 70% or above was based on developing new customer service standards and training by the end of 2018 (above 70% NPS is considered "world class" service as explained in the section below). Since the roll-out of customer service standards and training in 2019, the performance outcome for this measure has increased and should continue rising in future years to meet and exceed the performance target. 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



Data Source: Customer Satisfaction Survey

- 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 making it 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").



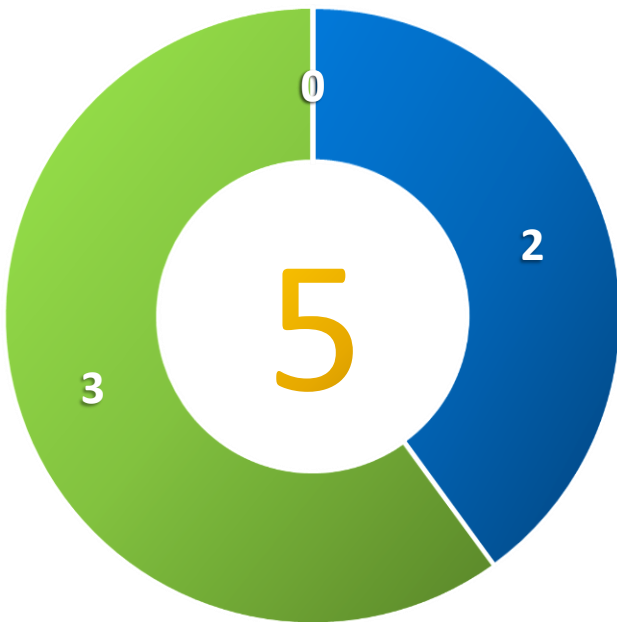
FINANCE

Sustainable revenue strategies and funding options



GOALS	F11: Review and improve cost recovery
	F12: Seek alternate sources of revenue
	F13: Consider pursuing referendum

TACTIC PROGRESS SUMMARY



Achieved	2	<ul style="list-style-type: none"> Utilizing new financial software, refine cost recovery goals for future sustainability Finalize cost estimates and timelines for implementing Vision 2020 priorities (construction, current and future operations, etc.)
Nearly Achieved/ On Track	3	<ul style="list-style-type: none"> Implement cost recovery goals Finalize funding strategy (e.g., referendum, partnerships, grants, etc.) for implementing Vision 2020 priorities Continue community engagement to address Vision 2020 Plan
Just Started	0	
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	F11	●	<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	F11	◐	<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"> Reported 2018 actual cost recovery outcomes to programming staff and Management Team (Spring 2019) Developed overall cost recovery percentages and projected future cost recovery based on long-term budget assumptions (Spring 2019) After further review of cost recovery outcomes, Recreation staff made some goal revisions (Spring 2019) Reviewed actual cost recovery performance and projections as compared to cost recovery goals, discussed variances and determined none of the goals needed to be adjusted (Management Team) (July 2019) 	<ul style="list-style-type: none"> Ensure programs and services are on target with cost recovery goals and District overall non-tax revenue goals
Finalize cost estimates and timelines for implementing Vision 2020 priorities (construction, current and future operations, etc.)	F13 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"> Working with Dewberry Architects, McHugh Construction and Upland Design, developed cost estimates and timelines for addressing Vision 2020 priorities based on proposed project concepts and current capital and operating costs and trends (July/August 2019) Presented cost estimates and timelines to the Board (August/September 2019) 	<ul style="list-style-type: none"> Determine funding strategy for Vision 2020 projects Provide community and potential partners transparency regarding the financial impact of making Vision 2020 priorities a reality

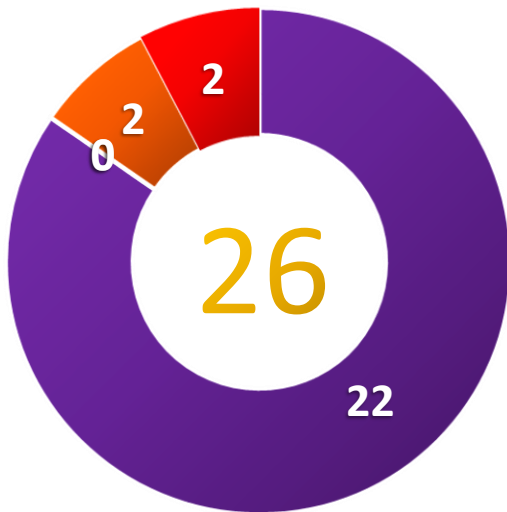
FINANCE TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Finalize funding strategy (e.g., referendum, partnerships, grants, etc.) for implementing Vision 2020 priorities	F12 F13 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 May 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) Created and finalized funding strategy (e.g., referendum, partnerships, grants, etc.) for funding large-scale projects based on preliminary concept, capital, and operating plans (9/2019) Conducted a survey of registered voters to determine the level of community support and strategies to fund all six potential projects via a referendum (October/November 2019) Decided (Board) not to go to referendum in March 2020 based on the survey results, which illustrated that voters do not support a tax increase to cover the total cost proposed for all of the potential projects (12/2019) In 2020, the Board will review and refine project plans and cost/funding options based on the District's long-term financial picture, Vision 2020 community survey results and needs assessment data, voter survey results, and the open houses held last November 	<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 (CONTINUED)

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, gather feedback, and identify advocates for Vision 2020 projects 	<ul style="list-style-type: none"> Based on the input 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) Developed (PCI) updated messaging and next steps for both internal and external audiences (6/2019) Collected feedback, answered questions and addressed concerns regarding the adult center facility/location at six Abbey participant meetings (128 participants overall) (May/June 2019) Distributed information and answered questions about Vision 2020 at community events (Summer 2019) Held two community discussion groups, facilitated by PCI, to gather feedback for vision/concept refining and on project priorities (June/July 2019) Redesigned and enhanced Vision 2020 website, including additional information, new infographics, project plans, etc.(11/2019) Held six (6) Vision 2020 Community Open Houses and ten (10) stakeholder informational presentations (11/2019) 	<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%)	22
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	2
Significantly Below Target (<-10%)	2
Performance Outcomes TBD & Tracked in Future Report	
Cost Recovery Goals (Tax Supported & Enterprise Services)	24

Performance Measure	Timing of Reporting and Year to Begin Tracking	2018 Year-End Result	2019 Year-End Result	Year-End Performance Target	2019 Year-End Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	54.0%	52.6%	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	8 out of 9 funds met their targets	Met Budget Target (9 funds)	8 funds ↑ 1 fund ↓
Debt Service Ratio	Annually 2015	2 out of 3 funds met their targets	2 out of 3 funds met their targets	20.0% or below (3 categories)	2 funds ↑ 1 fund ↓
Program Revenue Per Unique Registrant	Semi-annually 2016	\$581	\$624	\$500	↑
Fund Balance as a Percentage of Expenditures	Annually 2018	2 out of 2 fund categories met their targets	2 out of 2 fund categories met their targets	Met Board Fund Balance Policy Targets (2 categories)	2 fund categories ↑
Cost Recovery Goals	Annually 2018	8 out of 12 categories met their targets	To be reported in fall 2020	Tax Supported Services (12 categories)	To be reported in fall 2020
	Annually 2020	N/A	To be reported in fall 2020	Enterprise Services (12 categories)	To be reported in fall 2020


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

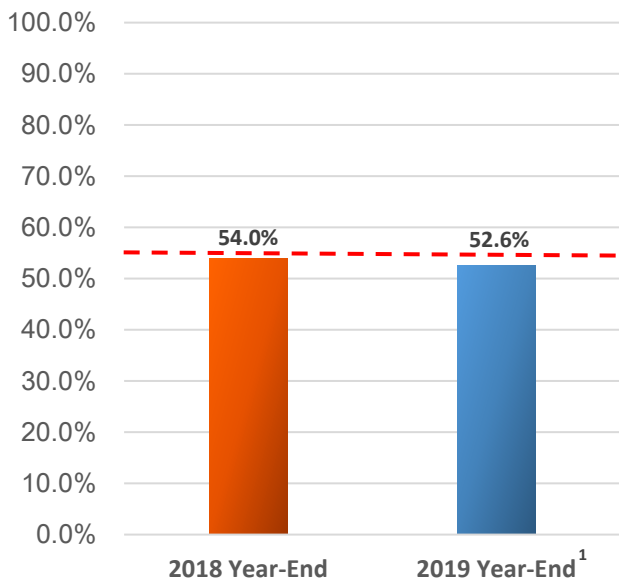
In 2019, the Percent of Non-Tax Revenue illustrates the following trends:

- In 2019, non-tax revenue was 52.6% of total revenue (excluding bond proceeds and transfers between funds), which is 4.4% below the Board’s target.
- It is 1.4% lower as compared to 2018 (54.0%) primarily due to decreased revenue from memberships and facility rentals combined with increased revenue from property and corporate replacement taxes.

Year-End Performance Target	2019 Year-End Performance Outcome
55.0% or above	-4.4%  <i>Below Target</i>

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 at least 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.













Data Source: RecTrac Registration Software
¹ Unaudited

Cash and Investment Targets – Tier 1

YEAR-END PROGRESS

In 2019, the District's Tier 1 Cash and Investment Targets illustrate the following trends:

- The District exceeded its target levels in 2019 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 2019, 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	2019 Budget Performance Target 1 st Tier	2019 Actual Cash and Investments ¹	2019 Year-End Performance Outcome
General (35%)	\$1,569,565	\$3,028,125	92.9%  Significantly Above Target
Recreation (10%)	\$651,329	\$3,353,414	414.9%  Significantly Above Target
Enterprise Services (15% & \$1.2 million)	\$1,914,141	\$3,030,581	58.3%  Significantly Above Target
IMRF (50%)	\$167,513	\$389,705	132.6%  Significantly Above Target
FICA (50%)	\$219,468	\$324,903	48.0%  Significantly Above Target
Liability (10%)	\$25,921	\$96,119	270.8%  Significantly Above Target
Audit (50%)	\$28,291	\$45,723	61.6%  Significantly Above Target
Special Recreation (25%)	\$178,634	\$547,403	206.4%  Significantly Above Target
Museum (25%)	\$87,173	\$186,826	114.3%  Significantly Above Target
Sugar Creek Golf Course (\$300,000)	\$300,000	\$24,546	-91.8%  Significantly Below Target

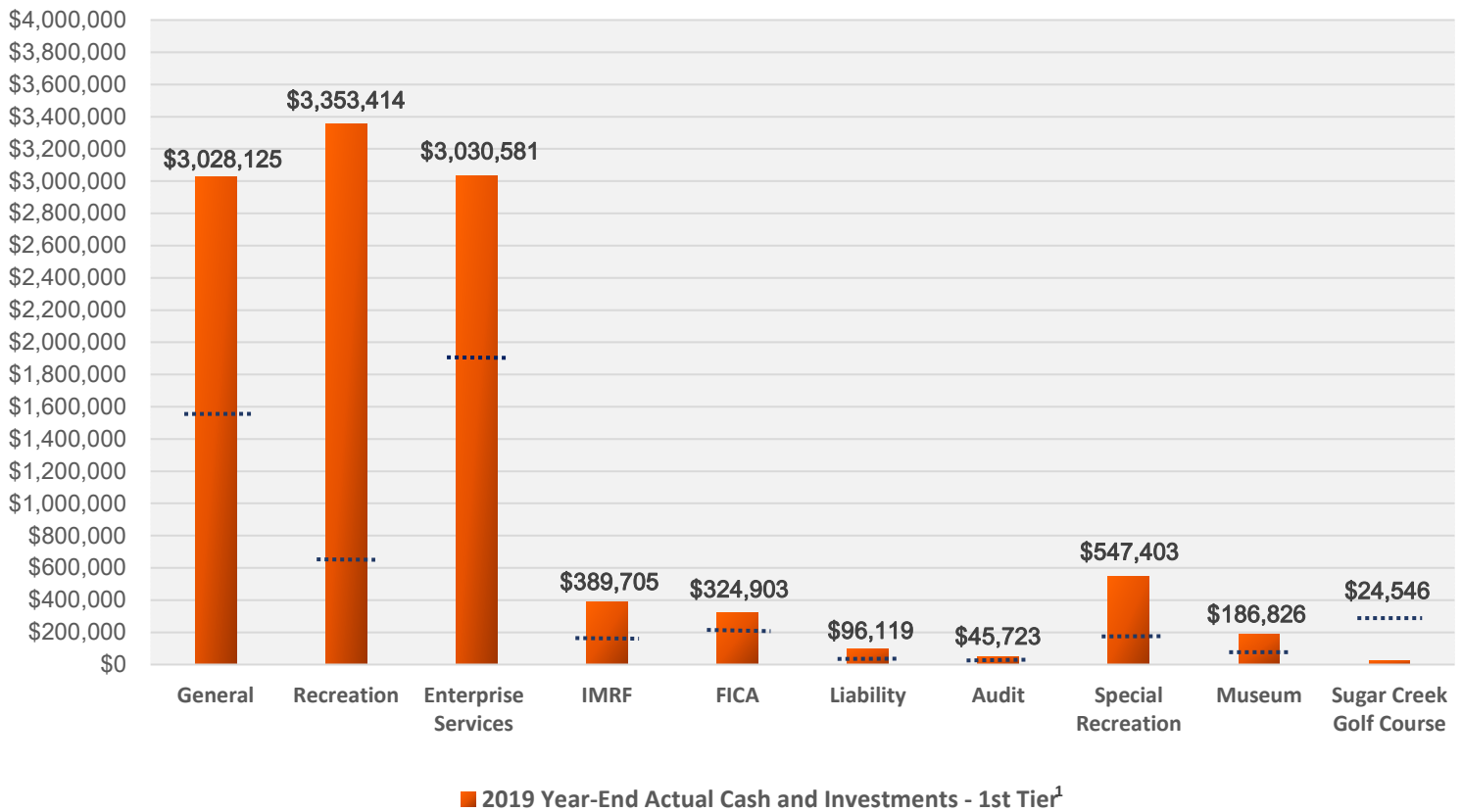
Data Source: BS&A Financial Software

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 funds 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 2019, the District's Tier 2 Cash and Investment Targets exceeded target levels in 2019 in all funds except Special Recreation. Special Recreation 2018 audited ending cash was lower than the 2018 preliminary estimates in the 2019 budget; however, in 2019, revenue was higher and expenses were lower than 2019 budget projections.

Fund	2019 Budget Performance Target	2019 Actual Cash and Investments ¹ 2 nd Tier	2019 Year-End Performance Outcome
General	\$867,857	\$1,458,561	68.1%  Significantly Above Target
Recreation	\$1,501,453	\$2,702,085	80.0%  Significantly Above Target
Enterprise Services	\$375,802	\$1,116,440	197.1%  Significantly Above Target
IMRF	\$166,629	\$222,193	33.4%  Significantly Above Target
FICA	\$31	\$105,436	340,016.1%  Significantly Above Target
Liability	\$29,111	\$70,199	141.1%  Significantly Above Target
Audit	\$6,764	\$17,432	157.7%  Significantly Above Target
Special Recreation	\$374,689	\$368,769	-1.6%  Below Target
Museum	\$50,354	\$99,653	97.9%  Significantly Above Target
Sugar Creek Golf Course	N/A	N/A	N/A

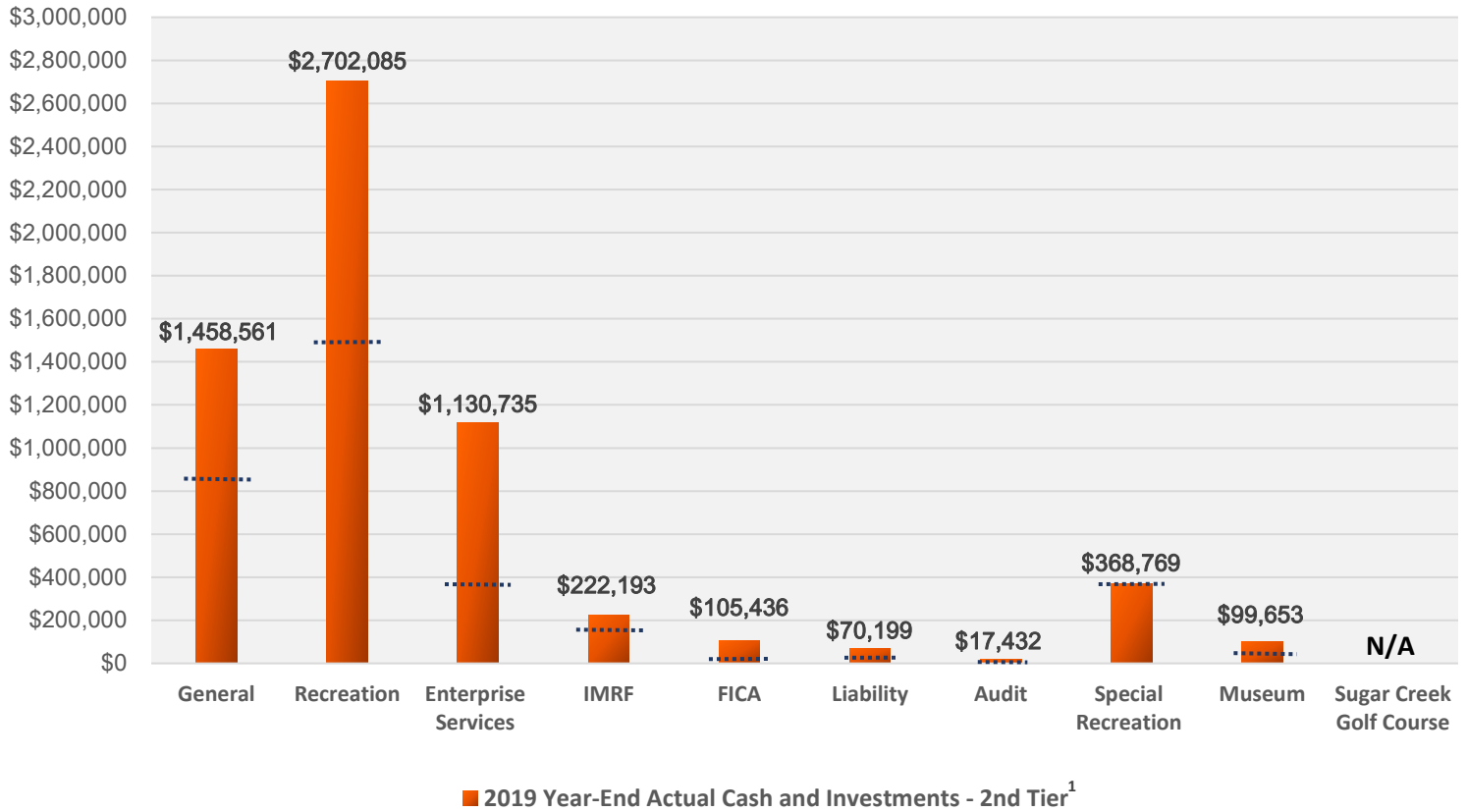
Data Source: BS&A Financial Software

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

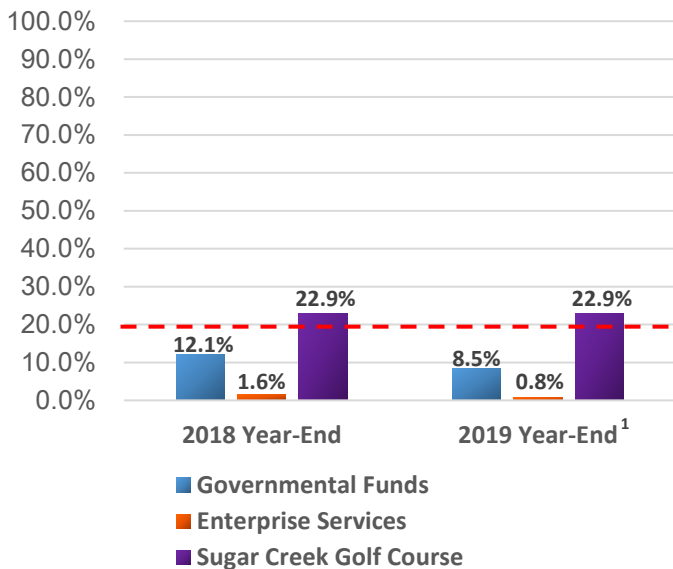
Debt Service Ratio

YEAR-END PROGRESS

In 2019, the Governmental Fund Debt Service Ratio of 8.5%, Enterprise Services Debt Service Ratio of 0.8%, and Sugar Creek Golf Course Debt Service Ratio of 22.9% illustrate the following trends:

Fund Category	Year-End Performance Target	2019 Year-End Performance Outcome
Governmental Funds	20.0% or below	57.5%  Significantly Above Target
Enterprise Services	20.0% or below	96.0%  Significantly Above Target
Sugar Creek Golf Course	20.0% or below	-14.7%  Significantly Below Target

- In the **Governmental Funds**, the debt service ratio is significantly above the target (20% or below) by 57.5%. As compared to 2018, the debt service ratio decreased by 3.6% (from 12.1% to 8.5% in 2019). The 2017A bond sale included three years of the annual rollover bonds, which resulted in slightly lower principal payments due in 2019.
- The **Enterprise Services Fund** Debt Service Ratio is significantly above the target (20% or below) by 96.0%. As compared to 2018, the debt service ratio decreased slightly by 0.8% (from 1.6% to 0.8% in 2019). The decrease is due to the additional payment of principal and interest of an outstanding fitness equipment installment contract and no additional financing in 2019.
- The **Sugar Creek Golf Course Fund** Debt Service Ratio is currently below the target (20% or below) by 14.7% 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 principal balance at the end of 2019 of \$296,250, and the second is through the Village of Villa Park with a balance of \$350,000. Both are scheduled to be retired in 2022. As compared to 2018, the debt service ratio remained stable at 22.9%.



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

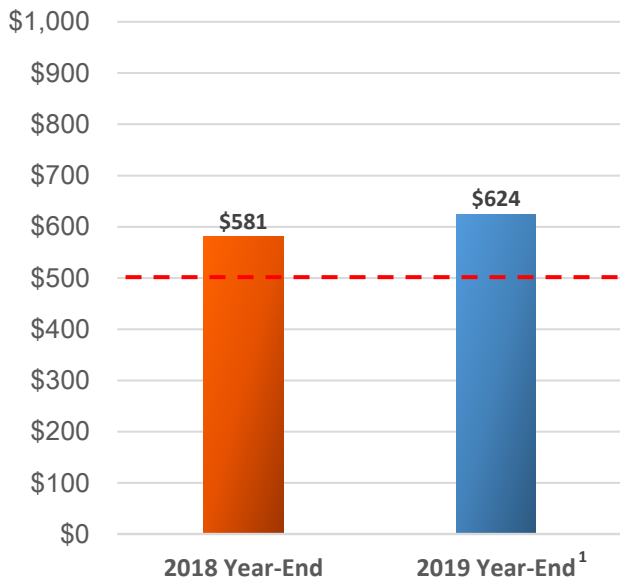
Year-End Performance Target	2019 Year-End Performance Outcome
\$500	24.9% ↑ <i>Significantly Above Target</i>

YEAR-END PROGRESS

In 2019, the Program Revenue Per Unique Registrant earned (\$624) illustrates the following trends:

- It is 24.9% above the performance target of \$500 and, as compared to 2018, it increased by 7.5% (\$43).
- This measure is significantly above the performance target in 2019 due to staff continuing to allocate resources to address competition and attract and retain customers and maintain fee structures in response to market trends. Specifically, this measure increased due to higher participation in recreation station and tennis and racquetball programs.
- For all program areas, staff continues to review cost recovery levels against goals and 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.

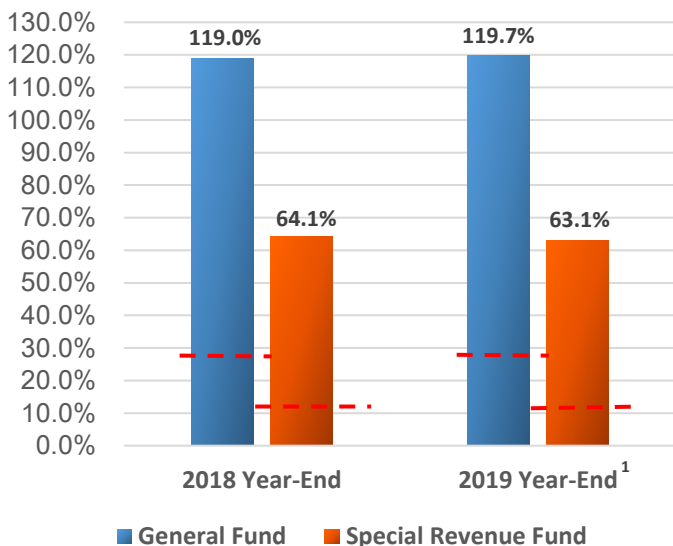
Fund Balance (Percentage of Expenditures)

Fund Category	Year-End Performance Target	2019 Year-End Performance Outcome
General Fund	25.0% or above	378.8%  <i>Significantly Above Target</i>
Special Revenue Fund	10.0% or above	531.4%  <i>Significantly Above Target</i>

YEAR-END PROGRESS

In 2019, the General Fund Balance Percentage of Expenditures of 119.7% and the Special Revenue Fund Balance Percentage of Expenditures of 63.1% illustrate the following trends:

- The **General Fund** ending reserve balance is sufficient to fund 119.7% more than annual expenses based on 2019 expenditures (378.8% above the target of 25.0% or above).
- The **Special Revenue Fund** ending reserve balance is sufficient to fund 63.1% of total annual expenditures based on 2019 actual expenses (531.4% above the target of 10.0%).
- For both fund categories, this measure remained stable as compared to 2018 (0.7% difference for the General Fund and 1.0% for Special Revenue Fund).
- By meeting these targets, the Board has provided for financial stability and the ability to be fiscally agile should revenue shortfalls or emergencies occur.



Data Source: BS&A Financial Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- 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.

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
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) • In 2020, supervisors will undergo several training programs to address identified needs and all employees will be provided relevant training to prepare for Vision 2020 large-scale project implementation 	<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 (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
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
Implement/expand methods for staff communication and increase staff engagement	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 staff, which combines some existing communication methods and provides relevant and timely information in a simplified format (Spring 2019) To streamline and increase access to District information and provide an electronic forum to facilitate collaboration and engagement, researched communication apps and software to assess options for improving communications (Spring 2019) , Held employee informational meetings to communicate and gather input on Vision 2020 project plans 	<ul style="list-style-type: none"> Help employees feel connected to the organization and their job Promote and facilitate employee collaboration, engagement, and productivity (two way communication)

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

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 Outcomes TBD & Tracked in Future Report	2
Organizational Culture Survey	
Training Program Satisfaction	

Performance Measure	Timing of Reporting and Year to Begin Tracking	2018 Year-End Result	2019 Year-End Result	Year-End Performance Target	2019 Year-End Performance Outcome
Organizational Culture Survey	Annually 2020	N/A	N/A	TBD	N/A
Training Program Satisfaction	Annually 2020	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 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; 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; % of Unique Resident Households Completing a Transaction; % of Program & Pass Registrants by Age Group; 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 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; Program Net Revenue Per Unique Registrant; Cost Recovery Goals; 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