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

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**DATE:** July 27, 2020

**TO:** Board of Park Commissioners

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

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

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**ISSUE**

The 2020 Mid-year Vision 2020 Progress Report provides a status report on implementation of the third year of the Vision 2020 Plan (from January 1 to June 30, 2020). 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 2020 Mid-year Vision 2020 Progress Report reflects and monitors the 2020 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and revised and approved by the Board on December 9, 2019).

This report does not include the performance data and analysis for measures tracked at mid-year due to the drastic shift in participation levels due to the COVID-19 pandemic. When additional programming, membership, and financial data is available to feasibly assess the impacts of the pandemic, staff will report it later this year. This data and the 2020 Mid-year Vision 2020 Report outcomes will help the Board and staff revise the 2020 SWP and develop future Vision 2020 Plan priorities in late-Summer and Fall.

During the July 27, 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](http://vision2020.epd.org/about)).

**RECOMMENDATION**

That the Board of Park Commissioners review and approve the attached 2020 Mid-year Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2020 Mid-year Vision 2020 Progress Report

# ELMHURST PARK DISTRICT

# Vision 2020

*Focus on the Future*



**2020 Mid-Year Progress Report**  
**January 1 to June 30**

July 27, 2020

Board of Park Commissioners  
Elmhurst Park District  
Elmhurst, Illinois

Honorable Commissioners:

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

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

Due to the COVID-19 pandemic and the District's resulting facility closures on March 13, the Board and staff have made significant adjustments to Vision 2020 work planning. On March 30, the Board refocused its efforts to address the Vision 2020 large-scale project priorities by discontinuing non-refundable payments to the contingency-based purchase of the Riverside Drive property and ceasing planning for a referendum in November 2020. In addition, while the District continued to provide access to park open spaces and trails and offered golf along with day camps when allowed per State guidelines, the Board decided to cancel all spring programs and suspend Courts Plus membership payments during the mandated facility closures.

The pandemic and the resulting necessary aforementioned actions had a significant impact on the District's ability to offer programs and services and as a result, meet financial goals. Based on adjusted 2020 Budget projections, the Board concurred with staff's recommendation in May to significantly decrease capital project spending, furlough the majority of staff, delay summer programming, and cancel summer events. While the District continues to reopen facilities as allowed by the State's Restore Illinois Guidelines, it will likely be after 2020 until we reach a "new" normal.

This Report reflects these decisions and actions, which required staff to adjust work plans based on changing priorities and current staffing levels. It does not include the data and analysis for performance measures tracked at mid-year due to the drastic shift in participation levels. When more programming, membership, and financial data is available to feasibly assess the impacts of the pandemic, staff will report this data later this year. This data and Report outcomes will help the Board and staff revise the 2020 Strategic Work Plan and develop future Vision 2020 Plan priorities in late-Summer and Fall.

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 comprehensive planning (e.g., physical asset and program improvements) and strategic planning (e.g., internal operation, communication, and financial improvements). These themes, goals, and tactics are articulated in the Vision 2020 Strategic Work Plan (SWP).

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

The Vision 2020 Progress Report begins with an overview of the process used in 2016-2017 to develop the Vision 2020 Plan, a description of the District's strategy (i.e., mission, vision, 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 were adjusted, if necessary to enhance accuracy and/or to reflect audited data, and therefore, may be different than in the 2019 Mid-Year 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 2020 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 its implementation. Staff continue 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



## THEMES



### PARKS

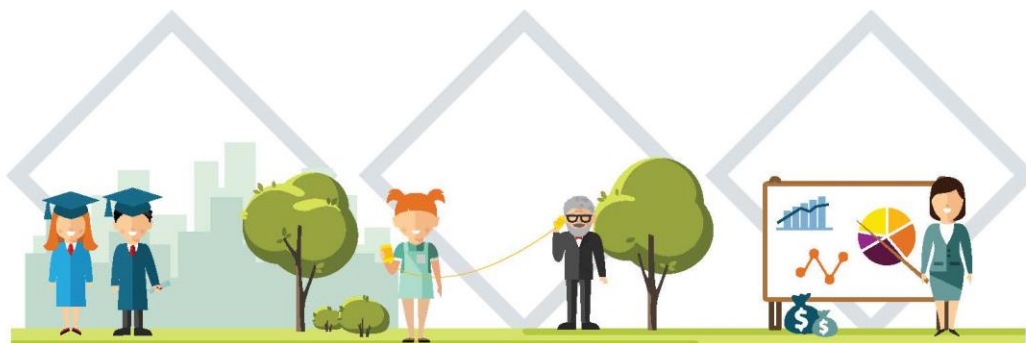
Meet community needs for parks, open space, and outdoor amenities.

### 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 2020 MID-YEAR PROGRESS



Achieved <b>1</b>	Nearly Achieved/ On Track <b>7</b>	Just Started <b>4</b>	Not Started <b>5</b>	Delayed/ Deferred <b>8</b>
<ul style="list-style-type: none"> <li>Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2</li> </ul>	<ul style="list-style-type: none"> <li>Offer programs identified as high priorities in Community Survey</li> <li>Implement partnerships to offer high priority and innovative offerings</li> <li>Increase marketing of adult offerings in the community</li> <li>Optimize staffing structure to provide exceptional customer service</li> <li>Implement cost recovery goals</li> <li>Continue community engagement to address Vision 2020 Plan</li> <li>Implement District-wide training plan</li> </ul>	<ul style="list-style-type: none"> <li>Restore Sugar Creek Golf Course creek</li> <li>Refine recruitment, hiring, training, and performance evaluation practices to reflect culture</li> <li>Implement Vision 2020 funding strategy (e.g., referendum, partnerships, grants, etc.) to address Vision 2020 priorities</li> <li>Expand methods for staff communications and increase two-way engagement</li> </ul>	<ul style="list-style-type: none"> <li>Create plan for southern portion of Wilder Park</li> <li>Create plan for neighborhood park at Adult Center site</li> <li>Start design, development and engineering of Adult Center (if funding is available)</li> <li>Demolish Lizzadro Museum (if funding is available)</li> <li>Create development plan for Glos Park and 135 Palmer Drive, demolish building and complete site improvements (if funding is available)</li> </ul>	<ul style="list-style-type: none"> <li>Redevelop Eldridge Park East Play Area and pathways and add park directional signage</li> <li>Complete engineering and begin construction of a dog park (if funding is available)</li> <li>Begin identifying specific sites for land acquisition to address open space deficiencies</li> <li>Begin implementation of park maintenance improvement plan (if funding is available)</li> <li>Acquire property and start design, development and engineering of Indoor Sports Facility (if funding is available)</li> <li>Start design, development and engineering for Wagner Community Center project (if funding is available)</li> <li>Finalize program and staffing plans for new facilities</li> <li>Provide staff support during Vision 2020 implementation</li> </ul>



# Progress Report Executive Summary

## PERFORMANCE MEASURE SUMMARY 2020 MID-YEAR OUTCOMES



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 To Be Determined (TBD)

Capital Assets Condition Ratio, Program Success Rate, Total Unique Registrants, % of Unique Households Completing a Transaction, % of Program & Pass Registrants by Age Group, Program Revenue Per Unique Registrant, Percent of Non-Tax Revenue, Met Reserve Targets – Tier 1 & 2, Debt Service Ratio, Fund Balance as Percentage of Expenditures, Cost Recovery Goals (Tax-Supported Services and Enterprise Services), Customer Satisfaction Rating, Net Promoter Score

67

### 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

<sup>1</sup> The 2020 Mid-year Report does not include data and analysis for performance measures tracked at mid-year due to the drastic shift in participation levels and revenue due to the pandemic. Staff will report this data later this year to assess the impacts of the pandemic when more programming, membership and financial data is available (Spring and Summer).

# Theme Progress Reports

## PARKS

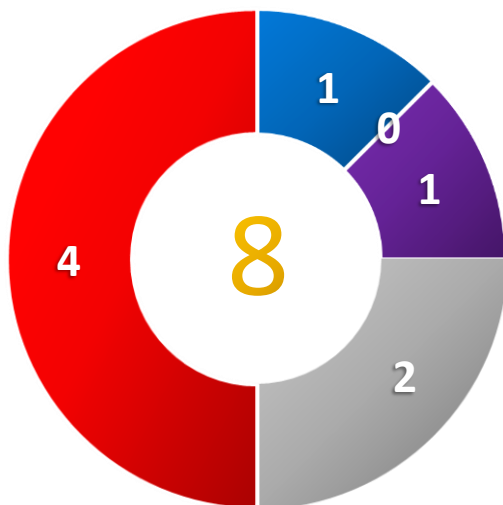
Meet community need for parks, open space and outdoor amenities



### GOALS

- PA1: Maintain and update existing parks, open spaces, and amenities
- PA2: Address open space and amenity deficiencies and equitability
- PA3: Provide new recreational opportunities to respond to community needs

## TACTIC PROGRESS SUMMARY





Achieved	1	<ul style="list-style-type: none"> <li>Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2</li> </ul>
Nearly Achieved/On Track	0	
Just Started	1	<ul style="list-style-type: none"> <li>Restore Sugar Creek Golf Course creek</li> </ul>
Not Started	2	<ul style="list-style-type: none"> <li>Create plan for southern portion of Wilder Park</li> <li>Create plan for neighborhood park at Adult Center site</li> </ul>
Delayed/Deferred	4	<ul style="list-style-type: none"> <li>Redevelop Eldridge Park East Play Area and pathways and add park directional signage</li> <li>Complete engineering and begin construction of a dog park (if funding is available)</li> <li>Begin identifying specific sites for land acquisition to address open space deficiencies</li> <li>Begin implementation of park maintenance improvement plan (if funding is available)</li> </ul>

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 Eldridge Park East Play Area and pathways and add park directional signage	PA1	⇒	<ul style="list-style-type: none"> <li>Replace playground equipment that has reached the end of it useful life</li> <li>Replace sand play area and woodchips with a unitary surface</li> <li>Expand and refurbish pathways in compliance with ADA</li> <li>Add a ADA accessible parking stall</li> <li>Add directional park signage, swings, seating and shade structures</li> </ul>	<ul style="list-style-type: none"> <li>To gather feedback and engage the community in the playground's design, conducted in-person surveys at Eldridge Park (Spring/Summer 2019) and held a Party in the Park Input Meeting (8/2019)</li> <li>Conducted online survey to collect community input on initial playground concepts (11/2019)</li> <li>Approved playground concept that includes many features which the community requested, including more climbing equipment, swings, seating and shade structures (1/2020)</li> <li>Postponed project due to pandemic related financial constraints (5/2020)</li> <li>As part of 2021 Capital planning process and developing priorities for the Vision 2020 Plan, determine next steps for this project</li> </ul>	<ul style="list-style-type: none"> <li>Donate old playground structures to Kids Around the World, a nonprofit that repurposes playgrounds and rebuilds them in developing countries</li> <li>Increase the ADA accessibility of the Eldridge Park East Play Area</li> <li>Hold ribbon cutting event to celebrate completion of project with community</li> </ul>
Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2	PA1	●	<ul style="list-style-type: none"> <li>Cut the lips, add infield mix, and regrade baseball infields</li> </ul>	<ul style="list-style-type: none"> <li>Awarded infield renovation project to low bidder (2/2020)</li> <li>Completed infield renovations by edging the lips of the five infields and adding nearly three hundred tons of infield mix, which was then graded and compacted (6/2020)</li> </ul>	<ul style="list-style-type: none"> <li>Renovated infields reduce rainouts and increase playability due to improved drainage</li> <li>Increase community satisfaction with baseball field conditions</li> </ul>

## PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Restore Sugar Creek Golf Course Creek	PA1		<ul style="list-style-type: none"> <li>Address engineering &amp; design recommendations</li> <li>Seek outside funding for restoration (e.g., grants)</li> </ul>	<ul style="list-style-type: none"> <li>Received \$47,000 grant through the National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Program (9/2019)</li> <li>Completed final engineering plans (4/2020)</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>
Complete engineering and begin construction of a dog park (if funding is available)	PA2 PA3		<ul style="list-style-type: none"> <li>Complete architecture &amp; engineering</li> <li>Begin construction of dog park</li> </ul>	<ul style="list-style-type: none"> <li>Acquired OS762 Old York Road property (11/2017)</li> <li>Based on community feedback, developed (with Upland Design) and approved dog park master plan (based on community feedback) and construction cost estimates (8/2018)</li> <li>Hired contractor who cleared the standing dead and "garbage" trees, which were creating an unsafe environment (Spring 2019)</li> <li>Since results of the voter survey conducted Fall 2019 illustrated limited support for a tax increase to fund proposed projects, evaluated project options and removed dog park construction from potential referendum (2/2020)</li> <li>When developing future priorities for the Vision 2020 Plan, the Board and staff will determine project next steps</li> </ul>	<ul style="list-style-type: none"> <li>Offer a new park amenity for the community that was identified as a high priority on the Vision 2020 Community Survey</li> <li>Revitalize recently purchased property for development and use</li> <li>Facilitate relationships and increase offerings with community partners and sponsors</li> </ul>

## PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Begin identifying specific sites for land acquisition to address open space deficiencies	PA2	⇒	<ul style="list-style-type: none"> <li>Complete property inventory in targeted planning areas, including types available (e.g., commercial, residential, retail), ages of structures, and land for sale</li> </ul>	<ul style="list-style-type: none"> <li>Based Vision 2020 Level of Service Analysis (LOS) recommendations, developed long-term land acquisition strategy and cost estimates for consideration as part of a future referendum (8/2019)</li> <li>Conducted a survey of registered voters to determine level of support and strategies to fund six potential projects via a referendum (10&amp;11/2019)</li> <li>Since results of the survey illustrated limited support for tax increase, decided not to go to referendum in March 2020 and evaluate land acquisition project funding options (12/2019 &amp; 2/2020)</li> <li>Ended 2020 referendum planning and postponed land acquisition planning to a future year due to pandemic related financial constraints (3/2020)</li> </ul>	<ul style="list-style-type: none"> <li>Provide equity across the community regarding access to parks</li> <li>Expand park offerings and the level of service provided to the community</li> <li>Protect and preserve open space from impacts of urban development</li> </ul>
Begin implementation of park maintenance improvement plan (if funding is available)	PA1	⇒	<ul style="list-style-type: none"> <li>Begin staffing plan implementation for improving park maintenance (e.g., job descriptions, training, 2021 budget and capital planning, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Developed park maintenance improvement plan options for referendum planning, including reducing proposed expenses based on limited support for tax increase in voter survey results and removing new satellite maintenance facility from potential referendum (8/2019 &amp; 2/2020)</li> <li>Ended 2020 referendum planning due to pandemic related financial constraints (3/2020)</li> <li>As part of the 2021 budget process and when assessing future priorities for Vision 2020 Plan, determine how to fund park maintenance operations improvements without going to referendum</li> </ul>	<ul style="list-style-type: none"> <li>Increase the ability of staff to efficiently and effectively improve park maintenance while addressing the future impact of expanded/new facilities on long-term maintenance resources</li> <li>Achieve a higher and consistent quality standard of maintenance</li> <li>Protect and preserve Districts assets</li> <li>Improve the natural environment, which impacts quality of life</li> </ul>



## PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Create plan for neighborhood park at Adult Center site	PA2 PA3	○	<ul style="list-style-type: none"> <li>Create neighborhood park master plan in conjunction with planning for new Adult Center (e.g., playground, garden plots, outdoor fitness)</li> </ul>	<ul style="list-style-type: none"> <li>Approved contract to purchase property at 155 E. St. Charles Road for potential new adult center and a park in a neighborhood identified as deficient in park space (Vision 2020 needs assessment) (8/2019)</li> <li>Completed purchase of property (9/2019)</li> <li>Due to pandemic related closures and staffing/financial constraints, staff work plans and priorities shifted; as a result, work on this plan will start after the first six months of 2020</li> </ul>	<ul style="list-style-type: none"> <li>Provide equity across the community regarding access to parks</li> <li>Expand park offerings and the level of service provided to the community</li> <li>Protect and preserve open space from impacts of urban development</li> </ul>
Create plan for southern portion of Wilder Park	PA1 PA3 FA1	○	<ul style="list-style-type: none"> <li>Develop plan for the south end of Wilder Park, including Lizzadro Museum location and former Administrative Office (e.g., additional public bathrooms/offices, multi-purpose room/garden wedding room)</li> </ul>	<ul style="list-style-type: none"> <li>Due to pandemic related closures and staffing/financial constraints, staff work plans and priorities shifted; as a result, work on this plan will start after the first six months of 2020</li> </ul>	<ul style="list-style-type: none"> <li>Determine the best optimization and use of south Wilder Park outdoor/indoor spaces</li> <li>Update, upgrade and refresh existing spaces</li> <li>Provide additional park open space and new amenities</li> </ul>

# PARKS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcomes TBD & Tracked in Future Report Park Assessments, Levels of Service Standards, Park Use, Capital Assets Condition Ratio	6

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2019 Mid-Year Result	2020 Mid-Year Result	Year-End Performance Target	2020 Mid-Year Performance Outcome
Park Assessments	Annually 2021	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2021	N/A	N/A	N/A	TBD	N/A
Park Use	Future	N/A	N/A	N/A	TBD	N/A
Capital Assets Condition Ratio	Annually 2015	Governmental Funds	N/A	N/A	50.0%	N/A
		Enterprise Services	N/A	N/A		N/A
		Sugar Creek Golf Course	N/A	N/A		N/A

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

# FACILITIES

Meet community need for new and existing indoor recreation space



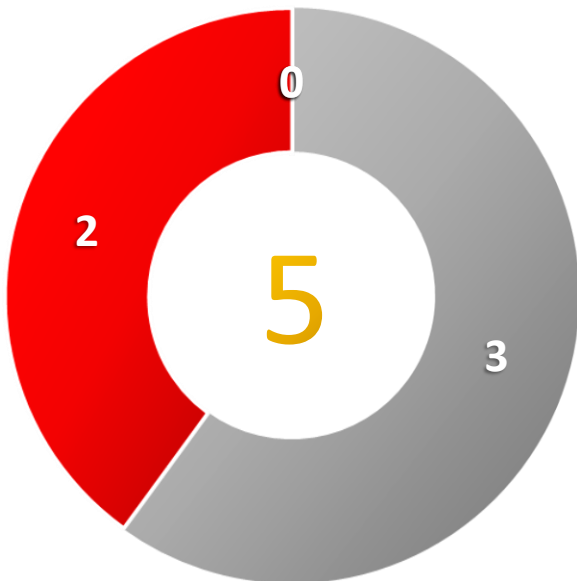
## GOALS

FA1: Maintain and update existing facilities

FA2: Invest in new indoor facilities / spaces to respond to community needs

FA3: Optimize use of existing facilities

## TACTIC PROGRESS SUMMARY



Achieved

0

Nearly Achieved/  
On Track

0

Just Started

0

Not Started

3

- Start design, development and engineering of Adult Center (if funding is available)
- Create development plan for Glos Park and 135 Palmer Drive, demolish building and complete site improvements (if funding is available)
- Demolish Lizzadro Museum (if funding is available)

Delayed/Deferred

2

- Acquire property and start design, development and engineering of Indoor Sports Facility (if funding is available)
- Start design, development and engineering for Wagner Community Center project (if funding is available)

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
Start design, development and engineering of Adult Center (if funding is available)	FA2 PR1 PR2	○	<ul style="list-style-type: none"> <li>Based on community feedback, begin architecture and engineering for new Adult Center</li> </ul>	<ul style="list-style-type: none"> <li>Approved contract to purchase property at 155 E. St. Charles Road for potential new adult center location (8/2019); closing occurred September 2019</li> <li>For referendum planning, completed a financial and program plan for new adult center (8/2019)</li> <li>Continued discussions with Elmhurst School District #205 to develop an intergovernmental agreement regarding selling The Abbey following development of an adult center at the new location (Winter 2019-2020)</li> <li>Conducted a survey of registered voters to determine the level of support and strategies to fund six potential projects via a referendum (10&amp;11/2019)</li> <li>Since survey results illustrated limited support for a tax increase, decided not to go to referendum in March 2020 and reevaluate project cost &amp; funding options (12/2019 &amp; Winter 2020)</li> <li>Submitted Illinois Park and Recreational Facility Construction Grant Program (PARC) application to partially fund facility renovation with potential notification in Fall 2020 (1/2020)</li> <li>Held two focus groups with likely voters (facilitated by Public Communications, Inc. (PCI)) to prioritize projects still being considered for potential referendum (3/2020)</li> <li>Due to pandemic related financial constraints, ended 2020 referendum planning and postponed project (3/2020)</li> <li>When developing future priorities for the Vision 2020 Plan, the Board and staff will determine project next steps, including securing funding</li> </ul>	<ul style="list-style-type: none"> <li>Remove and replace a District asset that has reached the end of its useful life</li> <li>Build a new multi-dimensional adult center desired by the community</li> <li>Expand adult and senior programming options with new and renovated spaces</li> <li>Provide an upgraded, welcoming, more functional space for adult programs</li> <li>Expand inter-governmental cooperative efforts by maximizing facility resources</li> <li>Facilitate relationships with new and existing partners such as the College of DuPage and Elmhurst Public Library to increase high priority adult program offerings</li> </ul>

## FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Acquire property and start design, development and engineering of Indoor Sports Facility (if funding is available)	FA2 PR1 PR3	➡	<ul style="list-style-type: none"> <li>Complete property acquisition</li> <li>Based on community feedback, begin architecture and engineering for new Indoor Sports Facility</li> </ul>	<ul style="list-style-type: none"> <li>For referendum planning, completed a financial and program plan for a new indoor sports facility (8/2019)</li> <li>Approved contingent purchase of 16.4 acre site for potential new indoor sports facility (837 S. Riverside Drive) (9/2019)</li> <li>Conducted registered voter survey to determine the level of support and strategies to fund six potential projects via a referendum (10&amp;11/2019)</li> <li>Completed due diligence environmental site property assessments (12/2019)</li> <li>Since the voter survey results illustrated limited support for a tax increase for the six projects, decided not to go to referendum in March 2020, remove facility from potential future referendum, and continue making non-refundable payments on contingent based property purchase to evaluate other options for site (12/2019)</li> <li>Held two focus groups with likely voters (facilitated by PCI) to prioritize projects still being considered for potential referendum, including acquiring property (3/2020)</li> <li>Due to pandemic related financial constraints and based on the focus group feedback, ended 2020 referendum planning and discontinued making non-refundable payments on the contingent based property purchase (3/2020)</li> <li>When developing future priorities for the Vision 2020 Plan, the Board and staff will determine next steps for addressing the need for indoor sports spaces</li> </ul>	<ul style="list-style-type: none"> <li>Add additional sports and recreation opportunities for all ages</li> <li>Reduce need for residents to leave Elmhurst for sports and recreation activities</li> <li>Enhance community pride, self-image, exposure and reputation</li> <li>Expand inter-governmental cooperative efforts by maximizing facility resources</li> <li>Facilitate relationships and increase offerings with new and existing partners, including members of the Athletic Field Advisory Committee, Elmhurst College and local healthcare providers</li> </ul>



## FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Start design, development, and engineering for Wagner Community Center project (if funding is available)	FA3 PR1 PR3	⇒	<ul style="list-style-type: none"> <li>Based on community feedback, begin architecture and engineering for new Wagner Community Center (WCC)</li> </ul>	<ul style="list-style-type: none"> <li>For referendum planning, completed an indoor recreation facility space plan, including determining space needs and financial impacts for a new WCC and Eldridge Park Recreation Building and replacement of the Wilder Park and Crestview Park Recreation Buildings with picnic/bathroom shelter buildings (8/2019)</li> <li>Conducted registered voter survey to determine the level of support and strategies to fund six potential projects via a referendum (10&amp;11/2019)</li> <li>Since the voter survey results illustrated limited support for a tax increase for the six projects, decided not to go to referendum in March 2020, reevaluated project options and removed new Eldridge Park Recreation Building project from potential referendum (12/2019 &amp; 2/2020)</li> <li>Held two focus groups of likely voters (facilitated by PCI) to prioritize projects that were still being considered for potential referendum (3/2020)</li> <li>Due to pandemic related financial constraints, ended 2020 referendum planning (3/2020)</li> <li>When developing future priorities for the Vision 2020 Plan, the Board and staff will determine next steps for addressing need for improved indoor recreation spaces</li> </ul>	<ul style="list-style-type: none"> <li>Determine the best optimization of the District's existing indoor recreation facility space to maximize resources</li> <li>Expand programming options with new and renovated spaces</li> <li>Update, upgrade and refresh existing spaces</li> <li>Provide more welcoming, functional spaces for programs</li> <li>Enhance safety and security of recreation buildings</li> </ul>

## FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Demolish Lizzadro Museum (if funding is available)	PA1 FA1	○	<ul style="list-style-type: none"> <li>Demolish Lizzadro Museum</li> <li>Prepare site for future improvements</li> </ul>	<ul style="list-style-type: none"> <li>After Lizzadro Museum officials announced move to another building site, hired Dewberry Architects to conduct facility site audit (5/2018)</li> <li>To document existing conditions, Dewberry team toured Lizzadro Museum site (6/2018) and presented findings to Board (9/2018)</li> <li>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)</li> <li>Reached consensus to demolish Museum as part of a development plan for the south portion of Wilder Park, including the former Administrative Office Building (5/2019)</li> <li>Formed staff team to evaluate and shape future plans (5/2019)</li> <li>Reviewed project ideas and prior plans and Team toured former Administrative Office (6/2019)</li> <li>As part of the 2021 capital planning process and developing priorities for the Vision 2020 Plan, determine next steps for this project</li> </ul>	<ul style="list-style-type: none"> <li>Remove and replace a District asset that has reached the end of its useful life</li> <li>Provide additional park open space and new and improved amenities</li> </ul>

## FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Create development plan for Glos Park and 135 Palmer Drive, demolish building and complete site improvements (if funding is available)	PA1 FA1	○	<ul style="list-style-type: none"> <li>Create a development plan for 135 Palmer Drive and Glos Park site</li> <li>Demolish 135 Palmer Drive and develop site, adding additional park open space</li> </ul>	<ul style="list-style-type: none"> <li>Attended City of Elmhurst's Development, Planning and Zoning Committee meeting to discuss potential partnership between the City and Park District in which the City would fund the abatement and demolition of 135 Palmer Drive with TIF funds while the Park District would fund the development of the site using impact fees received from recent developments in downtown (3/2020)</li> <li>As part of the 2021 capital planning process and developing priorities for the Vision 2020 Plan, determine next steps for this project</li> </ul>	<ul style="list-style-type: none"> <li>Remove and replace a District asset that has reached the end of its useful life</li> <li>Provide additional park open space and new amenities</li> <li>Protect and preserve open space from impacts of urban development</li> </ul>

# FACILITIES PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2019 Mid-Year Result	2020 Mid-Year Result	Year-End Performance Target	2020 Mid-Year Performance Outcome
Facility Assessments	Annually 2021	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2021	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

- 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


1

- Finalize program and staffing plans for new facilities


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





## PROGRAMMING TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Offer programs identified as high priorities in Community Survey	PR1 PR2 PR3		<ul style="list-style-type: none"> <li>Offer at least one new program seasonally that was identified as a high priority (adult continuing education, community events and adult fitness and wellness)</li> </ul>	<ul style="list-style-type: none"> <li>In early 2020, offered new adult programming, including Line Dancing, Painting with Coffee and Bold Bouquets and fitness programming, including a Pickleball Winter Mixer (1&amp;2/2020)</li> <li>With the closure of District facilities in March 2020 due to the pandemic, programming priorities shifted to determining how, and in which areas, the District could offer virtual programming (March/April 2020)</li> <li>Provided virtual Courts Plus fitness programs, inspiring messages/videos, preschool programs/story-times, dance videos and eSports competition (Spring 2020)</li> <li>Once the State stay-at-home orders were lifted and guidelines were released allowing camp and outdoor fitness programs with restrictions, began offering these programs in June 2020 (summer camp based on registrant survey feedback) (May/June 2020)</li> <li>In late June 2020, additional guidelines were released, which allowed for additional facilities and programs to be offered, including small community events (6/2020)</li> <li>Planning to offer additional Summer and Fall programs based on health and safety guidelines, participant interest and financial feasibility</li> </ul>	<ul style="list-style-type: none"> <li>Gather additional community feedback to gauge program interest</li> <li>Offer additional innovative adult programming and events</li> <li>To meet current program demand and future needs, continue to address Vision 2020 Facility Theme Tactics to expand and improve indoor recreation space options</li> </ul>

## PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement partnerships to offer high priority and innovative offerings	PR1 PR2 PR3		<ul style="list-style-type: none"> <li>Foster partnerships to expand high priority and innovative programs, including facilitating or marketing other providers' offerings (e.g., College of DuPage (COD), Elmhurst Public Library)</li> </ul>	<ul style="list-style-type: none"> <li>Worked with COD to facilitate continuing education course offerings in 2019, including Spanish and Sign Language classes at The Abbey beginning with the Winter 2019 season</li> <li>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)</li> <li>Offered adult general interest programs cooperatively with Glen Ellyn Park District, including sewing, handwriting and lettering (Winter 2019)</li> <li>Worked with American Classic Tours to offer extended travel options for travelers age 55 and older (Fall 2019)</li> <li>Partnered with Lexington Square of Elmhurst for a special presentation on Abraham Lincoln (Lincoln and Thanksgiving) (Fall 2019)</li> <li>In January and February 2020, continued to offer adult programming with Library (Changing Worlds: The Immigration Experience, Adapting to Change: Tools and Resources, and Charles Darwin and His Revolutionary Idea) and COD (Conversational Mandarin Chinese 1) (1&amp;2/2020)</li> <li>During pandemic related facility closures, restrictions did not allow for pursuing new or expanded partnerships; however, as the State reopens, investigating and facilitating partnerships to enhance program offerings is critical as staff continue to evaluate ways to provide programs under current pandemic related financial constraints and restrictions</li> </ul>	<ul style="list-style-type: none"> <li>Foster partnerships to expand high priority programs and maximize community resources</li> </ul>

## PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Increase marketing of adult offerings in the community	PR1 PR3 FA3		<ul style="list-style-type: none"> <li>Increase awareness of and participation in adult offerings as identified in Vision 2020 community feedback</li> </ul>	<ul style="list-style-type: none"> <li>Improved brochure section of adult offerings in an effort to showcase the variety of programs and services available to adults in the community</li> <li>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)</li> <li>Created The Abbey Facebook page as another forum for communicating offerings (4/2020)</li> </ul>	<ul style="list-style-type: none"> <li>Introduce new and creative ways to market adult offerings to the community</li> </ul>
Finalize program and staffing plans for new facilities	PR3 FI1		<ul style="list-style-type: none"> <li>Determine impact of new facilities on staffing and operations to ensure successful long-term operations, financial sustainability and expected level of service</li> <li>Create plan that outlines program and staffing needs</li> </ul>	<ul style="list-style-type: none"> <li>Due to pandemic related financial constraints, ended 2020 referendum planning for funding new large-scale facilities (3/2020)</li> <li>As part of developing future Vision 2020 priorities, staff will determine next steps for creating program and staffing plans to meet community recreation needs within pandemic related financial constraints</li> </ul>	<ul style="list-style-type: none"> <li>Provide consistency in the level of service provided to customers in new and existing facilities</li> <li>Increase the ability for staff to efficiently and effectively maintain facilities and provide additional programming while addressing the future impact on long-term maintenance and recreational resources</li> </ul>

# PROGRAMMING PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%) 0

Above Target (0.01% to 10%) 0

At Target (0%) 0

Below Target (-0.01% to -10%) 0

Significantly Below Target (<-10%) 0

Performance Outcome TBD & Tracked in Future Report

Program Success Rate, Total Unique Registrants, % of Unique Resident Households that Completed a Transaction, % of Program & Pass Registrants by Age Group, Program Life Cycle Distribution

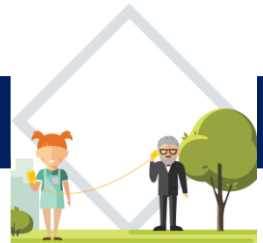
13

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2019 Mid-Year Result	2020 Mid-Year Result	Year-End Performance Target	2020 Mid-Year Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	89.8%	N/A	80.0% or above	N/A
		Enterprise Services	87.4%	N/A		N/A
Total Unique Registrants	Semi-annually 2016	N/A	6,450	N/A	8,800	N/A
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	40.4%	N/A	50.0%	N/A
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 12% to 61%	N/A	Range from 19% to 65%	N/A
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

# COMMUNICATIONS

*Exceptional and consistent guest experience*

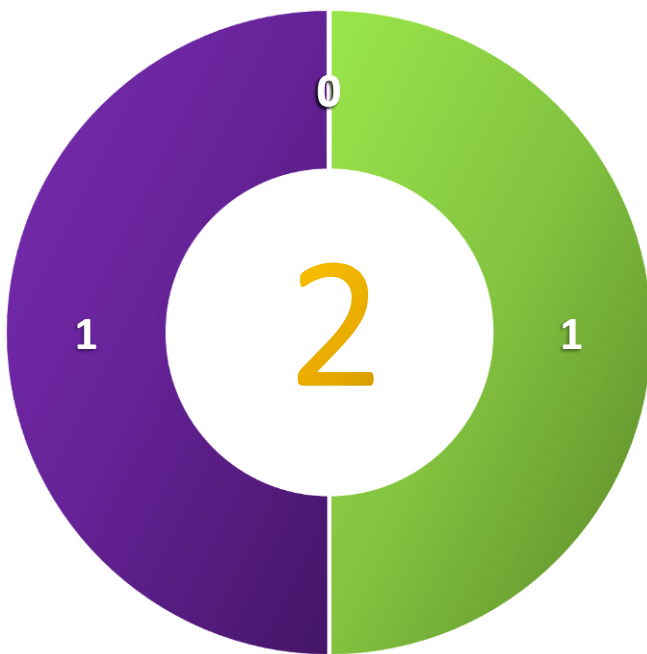


## GOALS

CO1: Foster a customer-first environment

CO2: Address customer service staffing needs

## TACTIC PROGRESS SUMMARY



Achieved	0	
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> <li>Optimize staffing structure to provide exceptional customer service</li> </ul>
Just Started	1	<ul style="list-style-type: none"> <li>Refine recruitment, hiring, training, and performance evaluation practices to reflect culture</li> </ul>
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
Optimize staffing structure to provide exceptional customer service	CO1 IO1 IO2		<ul style="list-style-type: none"> <li>Address customer service staffing needs to implement customer service model</li> </ul>	<ul style="list-style-type: none"> <li>Discussed ideas on how to optimize staffing structure (Customer Service Team) (5/2019)</li> <li>Conducted research of other park districts who have a customer service manager and reviewed those results with key staff (6/2019)</li> <li>Completed research and reviewed ways to optimize staffing structure for the new customer service model (Summer 2019)</li> <li>Deferred tactic pending the outcome of a potential referendum to fund Vision 2020 large-scale projects (10/2019)</li> <li>Due to pandemic related financial constraints, ended referendum planning (3/2020)</li> <li>As part of developing future Vision 2020 priorities, staff will determine next steps for optimizing the customer service staffing structure based on the "new" normal</li> </ul>	<ul style="list-style-type: none"> <li>Provide consistency in the levels of service provided to customers</li> <li>Increase customer engagement, retention and satisfaction</li> </ul>
Refine recruitment, hiring, training, and performance evaluation practices to reflect culture	CO1 IO1 IO2		<ul style="list-style-type: none"> <li>Develop standard interview questions, train supervisors on interviewing for culture, and integrate District Values into end-of-year evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>When job descriptions are reviewed and updated in 2020, integrating District Values statements into full-time and part-time job descriptions and related performance evaluations so supervisors can cite examples of how an employee is living or can live the District's Values (2/2020)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the recruitment and retention of staff who are the best fit for the culture</li> <li>Improve employee engagement and alignment with District Values</li> </ul>

# COMMUNICATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcomes TBD & Tracked in Future Report Customer Satisfaction Ratings, Net Promoter Score	2

Performance Measure	Timing of Reporting and Year to Begin Tracking	2019 Mid-Year Result	2020 Mid-Year Result	Year-End Performance Target	2020 Mid-Year Performance Outcome
Customer Satisfaction Ratings	Annually 2018 <sup>1</sup>	N/A	N/A	90.0%	N/A
Net Promoter Score	Annually 2018 <sup>1</sup>	N/A	N/A	70.0%	N/A

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

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

# FINANCE

*Sustainable revenue strategies and funding options*



<b>GOALS</b>	FI1: Review and improve cost recovery
	FI2: Seek alternate sources of revenue
	FI3: Consider pursuing referendum



## TACTIC PROGRESS SUMMARY




Achieved	0	
Nearly Achieved/ On Track	2	<ul style="list-style-type: none"> <li>Implement cost recovery goals</li> <li>Continue community engagement to address Vision 2020 Plan</li> </ul>
Just Started	1	<ul style="list-style-type: none"> <li>Implement Vision 2020 funding strategy (e.g., referendum, partnerships, grants, etc.) to address Vision 2020 priorities</li> </ul>
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
Implement cost recovery goals	FI1		<ul style="list-style-type: none"> <li>Address cost recovery goals and review actuals as compared to model annually and if necessary, update model</li> <li>Review actuals as compared to cost recovery model annually to determine strategy for meeting or updating goals as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Reported 2018 actual cost recovery outcomes to programming staff and Management Team and projected future cost recovery based on long-term budget assumptions (Spring 2019)</li> <li>Recreation staff revised some of the goals based on the projections (Spring 2019)</li> <li>Reviewed actual cost recovery performance and projections as compared to cost recovery goals and determined none of the goals needed adjustment (7/2019)</li> <li>Due to the pandemic, completed an exhaustive review of the District's 2020 Budget to project the financial impact of closing facilities and cancelling or postponing programs and events (3/2020)</li> <li>Based on the aforementioned projections and considering State guidelines, weighed participant and staff safety considerations and potential cost-recovery against the benefits programs &amp; facilities provide the community to determine when to reopen and what to reoffer (5&amp;6/2020)</li> </ul>	<ul style="list-style-type: none"> <li>Ensure programs and services are on target with cost recovery goals and District non-tax revenue goals</li> </ul>
Continue community engagement to address Vision 2020 Plan	FI3		<ul style="list-style-type: none"> <li>Continue to educate the community and seek input on Vision 2020 large-scale projects and funding options</li> </ul>	<ul style="list-style-type: none"> <li>Since the 2019 voter survey results illustrated limited support for a tax increase to fund the six proposed projects, held two focus groups of likely voters (facilitated by PCI) to prioritize projects still being considered for a potential referendum (3/2020)</li> <li>Posted slides on the Vision 2020 website that highlighted the current status and next steps for large-scale projects (3/2020)</li> <li>As a result of pandemic related economic impacts and focus group feedback, decided not to conduct another voter survey and to stop referendum planning and related engagement (3/2020)</li> <li>Continue to collect community feedback in the Fall to determine next steps for addressing the Vision 2020 Plan priorities</li> </ul>	<ul style="list-style-type: none"> <li>Build community support and excitement for Vision 2020</li> <li>Gather additional community input to ensure that Vision 2020 projects reflect and represent the community's future vision and needs</li> </ul>

## FINANCE TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement Vision 2020 funding strategy (e.g., referendum, partnerships, grants, etc.) to address Vision 2020 priorities	FI2 FI3 FA2 PA2 PA3		<ul style="list-style-type: none"> <li>Based on community feedback, implement funding plan for Vision 2020 large-scale projects</li> </ul>	<ul style="list-style-type: none"> <li>Created and finalized funding strategy (e.g., referendum, partnerships, grants, bonds, etc.) for large-scale projects based on preliminary concept, capital, and operating plans (9/2019)</li> <li>Continued discussions with Elmhurst School District #205 to develop an intergovernmental agreement regarding selling The Abbey following development of an adult center at the new location (Winter 2019-2020)</li> <li>Conducted a survey of registered voters to determine the level of community support and strategies to fund six potential projects via a referendum (10&amp;11/2019)</li> <li>Decided not to go to referendum in March 2020 based on survey results, which illustrated that voters do not support a tax increase to cover total cost proposed for projects (12/2019)</li> <li>Completed bond sale to finance purchase of 155 E. St. Charles Road property for new park and adult center (12/2019)</li> <li>Submitted Illinois Park and Recreational Facility Construction Grant Program (PARC) application to partially fund adult center renovation (potential notification in Fall 2020) (1/2020)</li> <li>To determine which projects to include in potential referendum based on need and voter support, refined project plans and cost/funding options based on long-term finances, future capital project considerations, community survey results &amp; need assessment data, and voter survey results; held two focus groups with likely voters (facilitated by PCI) to gather feedback on project and cost options (Winter 2020)</li> <li>Due to pandemic related financial constraints, ended 2020 referendum planning and discontinued making non-refundable payments on the contingent based purchase of the Riverside Drive property (3/2020)</li> <li>Beginning in September, the Board and staff will review future Vision 2020 priorities and funding strategies to address these priorities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure funding for Vision 2020 large-scale projects align with Vision 2020 priorities</li> <li>Provide community and potential partners transparency regarding the financial impact of making Vision 2020 priorities a reality</li> </ul>

# FINANCE PERFORMANCE MEASURE SUMMARY



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

## Performance Outcomes TBD & Tracked in Future Report

Percent Non-Tax Revenue, Met Reserve Targets – Tier 1 & 2, Debt Service Ratio, Program Revenue Per Unique Registrant, Fund Balance as a Percentage of Expenditures, Cost Recovery Goals (Tax Supported & Enterprise Services)

50

Performance Measure	Timing of Reporting and Year to Begin Tracking	2019 Mid-Year Result	2020 Mid-Year Result	Year-End Performance Target	2020 Mid-Year Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	N/A	N/A	55.0% or above	N/A
Met Reserve Targets – Tier 1	Annually 2013	N/A	N/A	Met Board Reserve Policy Targets (10 funds)	N/A
Met Reserve Targets – Tier 2	Annually 2013	N/A	N/A	Met Budget Target (9 funds)	N/A
Debt Service Ratio	Annually 2015	N/A	N/A	20.0% or below (3 categories)	N/A
Program Revenue Per Unique Registrant	Semi-annually 2016	\$484	N/A	\$500	N/A
Fund Balance as a Percentage of Expenditures	Annually 2018	N/A	N/A	Met Board Fund Balance Policy Targets (2 categories)	N/A
Cost Recovery Goals	Annually 2018	N/A	N/A	Tax Supported Services (12 categories)	N/A
	Annually 2020	N/A	N/A	Enterprise Services (12 categories)	N/A

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

# INTERNAL OPERATIONS

Strengthen organizational culture



<b>GOALS</b>	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	0	
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> <li>Implement District-wide training plan</li> </ul>
Just Started	1	<ul style="list-style-type: none"> <li>Implement/expand methods for staff communication and increase two-way engagement</li> </ul>
Not Started	0	
Delayed/Deferred	1	<ul style="list-style-type: none"> <li>Provide staff support during Vision 2020 implementation (e.g., training, staff team building, wellness breaks/activities)</li> </ul>

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"> <li>Address the highest priority training needs identified in the plan</li> </ul>	<ul style="list-style-type: none"> <li>A graduate student from Elmhurst College assisted with creating a training plan, including:                             <ul style="list-style-type: none"> <li>reviewing Vision 2020 Plan employee feedback and interviewed and surveyed supervisors about current training practices as well as training needs for staff (6/2018);</li> <li>developing and distributing a training needs survey to full-time, part-time and seasonal staff (7/2018); and</li> <li>analyzing the survey results with staff and summarizing them in a final report, including providing recommendations for improving and meeting future employee training and development needs (8/2018)</li> </ul> </li> <li>Offered Organizational Culture, Values, and Customer Service training in 2019 for all levels of staff and reviewed other future training needs during 2020 Budget process (Winter/Spring 2019)</li> <li>Due to pandemic related facility closures, planned 2020 training for supervisors and all staff to address identified needs was postponed and future training needs will be reevaluated this Fall based on employees' current feedback</li> </ul>	<ul style="list-style-type: none"> <li>Based on the study results, implement an action plan to address the training and development needs of all levels of staff</li> <li>Utilize training opportunities to communicate and reinforce new organizational values and customer service standards</li> </ul>

## INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Provide staff support during Vision 2020 implementation (e.g., training, staff team building, wellness breaks/activities)	IO1	➡	<ul style="list-style-type: none"> <li>To maintain a healthy work culture, identify and provide ways to support staff during Vision 2020 project implementation</li> </ul>	<ul style="list-style-type: none"> <li>With the pandemic resulting in a change in Vision 2020 work plans and facility closures, shifted staff support to maintaining engagement, connection and well-being remotely, including, but not limited to:                             <ul style="list-style-type: none"> <li>Creating a staff Facebook group;</li> <li>Sharing stories, messages and activities to promote mental and physical wellness, hope and connection;</li> <li>Compiling resources for staff learning and working remotely;</li> <li>Moving the Values Recognition Program virtually and continuing to recognize Values Champions; and</li> <li>Distributing regular staff communications such as a daily Executive Director video and recorded phone message and increased email updates.</li> </ul> </li> <li>As the District continues to reopen and as part of Vision 2020 future planning, employees' current feedback will guide the next steps for continuing to maintain culture and support during this challenging time</li> </ul>	<ul style="list-style-type: none"> <li>Determine next steps to address training, development and wellness needs of all levels of staff to support Vision 2020 implementation</li> <li>Offer additional training, team building and wellness breaks/activities to promote employee collaboration, engagement and development</li> </ul>

## INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Expand methods for staff communications and increase two-way engagement (e.g., create part-time advisory council, invest in communications technology /software)	IO2		<ul style="list-style-type: none"> <li>Utilizing feedback from Vision 2020 process and 2018 Organizational Culture survey, identify and implement new and improved ways for two-way communication District-wide and between employee groups</li> </ul>	<ul style="list-style-type: none"> <li>Discussed current communication methods, barriers for effective communications, and ways to improve formal/informal communications (Organizational Culture Team) (Winter 2019)</li> <li>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)</li> <li>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)</li> <li>Held employee informational meetings to communicate and gather input on Vision 2020 project plans (Fall 2019)</li> <li>With the pandemic resulting in the majority of staff working remotely, expanded staff external communications, including, but not limited to, creating a staff Facebook group and distributing regular staff communications such as a daily Executive Director video and recorded phone message and email updates (Spring 2020)</li> <li>As the District continues to reopen and as part of Vision 2020 future planning, next steps for enhancing staff communication and engagement will be driven by employee feedback collected this Fall</li> </ul>	<ul style="list-style-type: none"> <li>Help employees feel connected to the organization and their job</li> <li>Promote and facilitate employee collaboration and engagement</li> </ul>

# INTERNAL OPERATIONS PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	2019 Mid-Year Result	2020 Mid-Year Result	Year-End Performance Target	2020 Mid-Year 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**

## **2020 STRATEGIC WORK PLAN**



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

<b>Mission</b>	We enrich lives while having fun.
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<b>Vision</b>	To be a national leader in providing memorable parks and recreation experiences to our community.
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Values	
<b>Fun</b> <b>Integrity</b> <b>Customer Service Excellence</b> <b>Community Focused</b>	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.		<i>Capital Assets Condition Ratio; Park Assessments; Level of Service Standards; Future: Park Use</i>
	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.	
FA FACILITIES Meet community need for new and existing indoor recreation space.		<i>Future: Facility Assessments; Level of Service Standards; Facility Usage %</i>
	FA1: Maintain and update existing facilities.	
	FA2: Invest in new indoor facilities / spaces to respond to community needs.	
	FA3: Optimize use of existing facilities.	
PR PROGRAMMING Innovative programming to meet community needs.		Program Success Rate; Total Unique Registrants; % of Unique Resident Households Completing a Transaction; % of Program & Pass Registrants by Age Group; <i>Program Life Cycle Distribution (% of New Programs; report actual versus targets in each life cycle category)</i>
	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.	
CO COMMUNICATIONS Exceptional and consistent guest experience.		<i>Customer Satisfaction Ratings: External and Internal Net Promoter Score</i>
	CO1: Foster a customer-first environment.	
	CO2: Address customer service staffing needs.	
FI FINANCE Sustainable revenue strategies and funding options.		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
	FI1: Review and improve cost recovery.	
	FI2: Seek alternate sources of revenue.	
	FI3: Consider pursuing a referendum.	
IO INTERNAL OPERATIONS Strengthen Organizational Culture		<i>Organizational Culture Survey; Training program satisfaction</i>
	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.	

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

**VISION 2020**  
**2020 STRATEGIC WORK PLAN: TACTIC ACTION PLANS**

Year 3										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
PA	PA1	Redevelop Eldridge Park East Play Area and pathways and add park directional signage	Community Focused, Customer Service Excellence	\$\$\$	September 2019	September 2020	Director of Facilities & Landscape Architect	Facilities, Marketing & Communications	Replace playground equipment that has reached the end of it useful life expand and refurbish paths, and add directional park signage	➡
PA	PA1	Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2	Community Focused, Customer Service Excellence	\$\$	December 2019	May 2020	Director of Parks	Parks	Cut the lips, add infield mix, and regrade baseball infields	●
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	Complete engineering and begin construction of a dog park (if funding is available)	Fun, Community Focused	\$\$\$\$	April 2020	October 2020	Director of Facilities	Administration, Parks, Facilities, Marketing & Communications	Complete Architecture & Engineering and begin construction	➡
PA	PA2	Begin identifying specific sites for land acquisition to address open space deficiencies	Integrity, Community Focused, Customer Service Excellence	\$	May 2020	December 2020	Executive Director	Administration	Complete property inventory in targeted planning areas, including types (e.g., commercial, residential, retail) available, ages of structures, and land for sale	➡
PA	PA1	Begin implementation of park maintenance improvement plan (if funding is available)	Integrity, Community Focused, Customer Service Excellence	\$	May 2020	December 2020	Director of Parks	Parks, Facilities, Human Resources, Administration	Begin staffing plan implementation for improving park maintenance (e.g., job descriptions, training, 2021 budget and capital planning)	➡
PA	PA1, PA3, FA1	Create plan for southern portion of Wilder Park	Community Focused, Customer Service Excellence	\$	June 2019	December 2020	Director of Facilities	Facilities & Parks	Develop plan for the south end of Wilder Park, including Museum location and 225 Prospect	○
PA	PA2, PA3	Create plan for a neighborhood park at Adult Center site	Community Focused, Customer Service Excellence	\$	June 2020	March 2021	Director of Facilities	Facilities & Parks	Create plan in conjunction with planning for Adult Center	○
FA	FA2, PR1, PR2	Start design, development, and engineering of Adult Center (if funding is available)	Community Focused, Customer Service Excellence, Integrity	\$\$\$\$	May 2020	March 2021	Directors of Facilities & Recreation	Adult Center Team	Based on community feedback, begin architecture and engineering for new Adult Center	○
FA	FA2, PR1, PR3	Acquire property and start design, development, and engineering of Indoor Sports Facility (if funding is available)	Community Focused, Customer Service Excellence	\$\$\$\$	June 2020	September 2021	Director of Facilities	Indoor Sports Facility Team	Complete property acquisition and based on community feedback, begin architecture and engineering for new Indoor Sports Facility	➡
FA	FA3, PR1, PR3	Start design, development, and engineering for Wagner Community Center project (if funding is available)	Community Focused, Customer Service Excellence	\$\$\$\$	May 2020	May 2021	Directors of Facilities & Recreation	Indoor Recreation Space Team	Based on community feedback, begin architecture and engineering for new Wagner Community Center	➡
FA	PA1, FA1	Demolish Lizzadro Museum (if funding is available)	Integrity, Community Focused, Customer Service Excellence	\$\$\$	March 2020	July 2020	Landscape Architect	Facilities and Parks	Demolish Lizzadro Museum and prepare site for future improvements	○
FA	PA1, FA1	Create development plan for Glos Park and 135 Palmer Drive, demolish building and complete site improvements (if funding is available)	Community Focused, Customer Service Excellence	\$\$\$\$	November 2019	September 2020	Director of Facilities	Facilities and Parks	Based on development plan, demolish 135 Palmer Drive and develop site	○

VISION 2020

2020 STRATEGIC WORK PLAN: TACTIC ACTION PLANS

Year 3										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
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	<div></div>
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)	<div></div>
PR	FA3, PR1, PR3,	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	<div></div>
PR	PR3, FI1	Finalize program and staffing plans for new facilities	Fun, Community Focused, Customer Service Excellence	\$	April 2020	July 2020	Division Manager Human Resources	Staff Team	Determine program operational and staffing plans for new facilities	<div></div>
CO	CO1, IO1 , IO2	Refine recruitment, hiring, training, and performance evaluation practices to reflect culture	Customer Service Excellence, Community Focused, Integrity	\$	March 2019	March 2020	Director of Marketing and Communications	Marketing & Communications, Human Resources, Customer Service Team	Work with Human Resources staff to develop standard interview questions, train supervisors on interviewing for culture, and integrate District Values into end-of-year evaluations.	<div></div>
CO	CO1, IO1 , IO2	Optimize staffing structure to provide exceptional customer service	Customer Service Excellence, Integrity	\$	April 2019	August 2020	Executive Director, Director of Marketing & Communications, Human Resources Division Manager	Management Team	Address customer service staffing needs as identified in customer service model	<div></div>
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 and if necessary, update model to meet goals	<div></div>
FI	FI2, FI3, FA2, PA2, PA3	Implement Vision 2020 funding strategy (e.g., referendum, partnerships, grants, etc.) to address Vision 2020 priorities	Integrity, Community Focused	\$\$\$\$	January 2020	September 2020	Executive Director, Board of Park Commissioners	Management Team	Based on community feedback, implement funding plan for Vision 2020 large-scale projects.	<div></div>
FI	FI3	Continue community engagement to address Vision 2020 Plan	Integrity, Community Focused	\$\$	July 2018	December 2020	Executive Director, Division Manager Strategy & Planning, Director of Marketing	Management Team	Continue to educate the community and seek input on Vision 2020 large-scale projects and funding options	<div></div>
IO	IO1, IO5	Implement District-wide training plan	Fun, Customer Service Excellence, Community Focused, Integrity	\$	January 2019	July 2020	Division Manager Human Resources, Division Manager Strategy & Planning	Task Force	Address the highest priority training needs identified in the training plan	<div></div>
IO	IO1	Provide staff support during Vision 2020 implementation (e.g., training, staff team building, wellness breaks/activities)	Integrity, Customer Service Excellence, Community Focused	\$	January 2020	December 2020	Executive Director, Division Manager Strategy & Planning	Management Team	To maintain a healthy work culture, identify and provide ways to support staff during Vision 2020 project implementation	<div></div>
IO	IO2	Expand methods for staff communications and increase two-way engagement (e.g., create part-time advisory council, invest in communications technology/software)	Integrity, Customer Service Excellence, Community Focused	\$	January 2019	June 2020	Division Manager Strategy & Planning, Director of Marketing	Marketing & Communications, Human Resources, Vision 2020 Team	Utilizing feedback from Vision 2020 Organizational Culture survey, identify and implement new and improved ways of two-way communication District-wide and between employee groups	<div></div>

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