
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 11, 2022

TO: Board of Park Commissioners

FROM: James W. Rogers, Executive Director
Laura Guttman, Division Manager – Strategy & Planning

RE: 2021 YEAR-END VISION 2020 PROGRESS REPORT

ISSUE

The 2021 Year-End Vision 2020 Progress Report provides a status report on implementation of the fourth year of the Vision 2020 Plan (from January 1 to December 31, 2021). 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 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 2021 Year-End Vision 2020 Progress Report reflects and monitors the 2021 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and updated by the Board on August 9, 2021) and performance measures which track achievement of the Vision 2020 Themes.

Overview of Third Year Plan Outcomes

SWP Tactic Implementation: The attached Progress Report highlights the work completed during 2021 to address the fifteen (15) 2021 SWP tactics. It includes a summary chart on page 7 that illustrates progress on tactic implementation, including:

- 10 tactics (67% of total) were achieved;
- 4 tactics (27% of total) were nearly achieved, on track, or just started; and
- 1 tactic (7% of total) was delayed/deferred to a future year.

Accomplishment of and continued progress on these tactics positioned the District to successfully reopen facilities and grow core offerings within the Restore Illinois Plan and Center for Disease Control (CDC) guidelines, begin high priority large-scale park and facility projects with dedicated revenue sources, facilitate future financial sustainability post-pandemic, and maintain a healthy organizational culture as staff continued to face challenges while working during a pandemic.

As the Board and staff continue to position the District for a post-pandemic future, we will consider new strategies in 2022 that are financially sustainable to address large-scale project priorities and current and future needs. As part of that process, we will gather community feedback to ensure the next comprehensive and strategic plan reflects the community's vision for parks and recreation in Elmhurst. Gathering this feedback in 2022 will address the one 2021 tactic deferred to a future year: *Continue to engage community to determine park and recreation needs.*

Performance Measure Outcomes: The Year-End Progress Report also includes reporting of forty-four (44) performance outcomes for thirteen (13) measures (how actual performance compares to the year-end performance target). Page 8 of the Progress Report includes a summary chart that illustrates 2021 performance outcomes (and a key defining each target category below), including:

- 27 Performance Outcomes (61% of total) were significantly above (22) or above (5) targets; and
- 17 Performance Outcomes (39% of total) were below (1) or significantly below (16) targets.

Performance outcomes falling below their targets in 2021 is primarily due to the impacts of the pandemic, including:

- facility/programming constraints due to health and safety guidelines;
- continued hesitancy of some participants to be indoors during the height of Delta and Omicron variants; and
- lack of vaccine availability for children ages 12 and younger.

Even though seventeen (17) outcomes are below performance targets, some are trending upward in 2021 as compared to 2020 due to restarting additional programs and services and the reopening of facilities closed in 2020 (such as outdoor pools). Some of the underperforming capital and financial measures are also likely to trend upward in 2022 as the District restores capital spending postponed in 2020 and 2021 for playground, vehicle, and equipment replacement, and realizes the positive financial impact of shifting the majority of Courts Plus and Wilder Mansion expenses to the tax-supported Recreation Fund.

To effectively monitor future District strategy and performance, staff will assess all of the measures and their performance targets in 2022 to determine which should be tracked in future years (along with new measures) and if their performance targets need adjustment.

During the April 11, 2022 Board meeting, staff will answer Commissioners' questions about the Progress Report. After Board approval, it will be available on the District's website for public review.

RECOMMENDATION

That the Board of Park Commissioners review and approve the attached 2021 Year-End Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2021 Year-End Vision 2020 Progress Report

ELMHURST PARK DISTRICT

Vision 2020

Focus on the Future



2021 Year-End Progress Report
January 1 to December 31

April 11, 2022

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

I am pleased to present the fourth 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 Vision 2020 Plan. Our goal is to provide the Board and community a clear and comprehensive report that monitors long-term strategy to ensure 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 is available on the District's website after Board approval. It includes status reports on the implementation of 2021 Strategic Work Plan (SWP) tactics and performance measure outcomes.

By remaining focused on accomplishing the 2021 SWP tactics, District staff continued to address the Plan's six strategic themes for parks, facilities, programming, communications, finance, and internal operations throughout the pandemic. These tactics strategically positioned the District to successfully reopen facilities and grow core offerings within the Restore Illinois Plan and Center for Disease Control (CDC) guidelines, begin large-scale high priority park and facility projects with dedicated revenue sources, facilitate future financial sustainability post-pandemic, and maintain a healthy organizational culture as staff continued to face challenges while working during a pandemic.

As we continue to position the District for a post-pandemic future, we will consider new strategies in 2022 that are financially sustainable to address large-scale project priorities and current and future needs. As part of that process, the Board and staff will gather community feedback to ensure that the next comprehensive and strategic plan reflects the community's vision for parks and recreation in Elmhurst.

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 year-end progress towards accomplishing the SWP tactics and achievement of performance measure targets tracked annually. 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 Progress Report begins with an overview of the District's strategic framework (i.e., mission, vision, organizational values, strategic themes and goals), SWP, and performance measures. 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 (2020) were adjusted, if necessary to enhance accuracy based on how data is currently reported and/or to reflect audited data, and therefore, may be different than in the 2020 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 2021 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 the strategic themes and the specific actions to be undertaken to implement them. The themes, goals, and tactics reflect Vision 2020 key priorities 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 strategy action matrix described in the previous section. 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 and drive budget priorities. 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/values addressed, cost range, timeframe, lead/staff involved, 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 evaluate 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 resource allocation (e.g., budget, staffing, etc.) 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

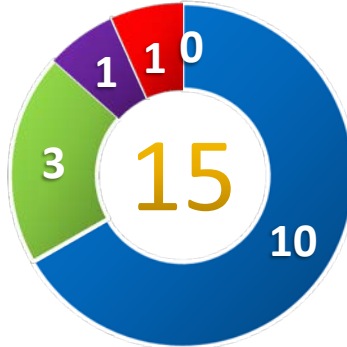
Exceptional and consistent guest experience.

FINANCE

Sustainable revenue strategies and funding options.

Progress Report Executive Summary

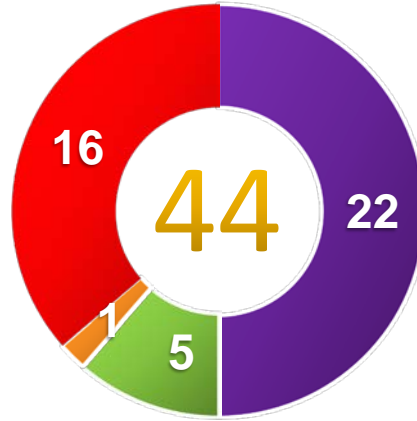
STRATEGIC WORK PLAN TACTICS 2021 YEAR-END PROGRESS



Achieved 10	Nearly Achieved/ On Track 3	Just Started 1	Not Started 0	Delayed/ Deferred 1
<ul style="list-style-type: none"> Utilize outdoor spaces in innovative ways to provide core offerings Optimize use of existing non-traditional indoor facility spaces to provide core offerings Invest in and provide core offerings virtually and in outdoor settings that are adaptable to pandemic restrictions Work with other organizations to gain priority access to their programming spaces Refine and implement updates to "A" Game customer service model based on current operations Finalize sale of The Abbey Review financial indicators and assumptions and adjust as needed to maintain long-term sustainability Update financial and operating goals and determine optimum structure of Enterprise Services to position it for long-term sustainability Utilizing employee feedback, provide the support needed for employees to work effectively during the pandemic To adapt to the long-term impacts of the pandemic, continue to analyze organizational needs to support operations 	<ul style="list-style-type: none"> Create master plan and complete construction of neighborhood park at Centennial Park Create master plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements Complete Adult Center design development, engineering, and renovations 	<ul style="list-style-type: none"> Evaluate and implement actions to become a more diverse, equitable, and inclusive organization 		<ul style="list-style-type: none"> Continue to engage community to determine park and recreation needs

Progress Report Executive Summary

PERFORMANCE MEASURE SUMMARY 2021 YEAR-END OUTCOMES



Significantly Above Target (>10%)	22
Above Target (0.01% to 10%)	5
At Target (0%)	0
Below Target (-0.01% to -10%)	1
Significantly Below Target (<-10%)	16

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, Cost Recovery Goals (Tax-Supported Services (12) & Enterprise Services (12))

32

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

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

Theme Progress Reports

PARKS

Meet community need for parks, open space and outdoor amenities



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



TACTIC PROGRESS SUMMARY



Achieved	1	<ul style="list-style-type: none"> Utilize outdoor spaces in innovative ways to provide core offerings
Nearly Achieved/ On Track	2	<ul style="list-style-type: none"> Create master plan and complete construction of a neighborhood park at Centennial Park Create master plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements
Just Started	0	
Not Started	0	
Delayed/Deferred	0	

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

PARKS TACTICS PROGRESS SUMMARY


Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Utilize outdoor spaces in innovative ways to provide core offerings	PA3		<ul style="list-style-type: none"> Utilize outdoor spaces to offer core services within pandemic related health and safety guidelines and restrictions and for participants who prefer to be outdoors 	<ul style="list-style-type: none"> Continued to offer Courts Plus group exercise programs outdoors along with virtually and indoors (Spring 2021) To encourage outdoor gatherings, installed a temporary tent on Sugar Creek Golf Course deck for outings and banquets (Spring/Summer/Fall 2021) Held a Summer circle time early childhood program in the parks (Summer/Fall 2021) 	<ul style="list-style-type: none"> Provide a unique experience and setting for core services Expand awareness of parks and park amenities
Create master plan and complete construction of neighborhood park at Centennial Park	PA1 PA2 PA3		<ul style="list-style-type: none"> Create neighborhood park master plan based on community input Complete construction in conjunction with Adult Center redevelopment 	<ul style="list-style-type: none"> Board 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) Completed purchase of property (9/2019) Board dedicated Centennial Park, the first new park in more than three decades (7/2020) As part of the 2021 capital planning process, staff assessed project next steps, including funding options, which were approved by the Board in March 2021 (Fall 2020/Winter 2021) Board approved hiring of Upland Design for landscape architect/engineering services to develop park master plan (3/2021) Held open house to gather feedback to shape park plan concepts (52 participants) (4/2021) Based on first open house feedback, Upland Design developed two (2) park concept plans and gathered additional feedback at a second open house (15 participants) and via an online survey (683 respondents) (5/2021) <p style="text-align: right;"><i>Continued on Next Page</i></p>	<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 TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> Based on the second community open house and survey feedback, Upland Design developed draft master plan (5/2021) Board reviewed and approved draft master plan (6/2021) Purchased and received playground equipment and park shelter early due to anticipated price increases and to avoid supply chain back-ups (7&12/2021) Upland Design completed project engineering and design (Summer 2021) Completed project bid process (Fall 2021) Held mandatory on-site pre-bid meeting (10 contractors attended) (9/2021) Board awarded the Centennial Park construction project to E. Hoffman Inc. (10/2021) Completed City of Elmhurst's Planned Unit Development Process for Adult Center/Centennial Park site, including presenting the concept plan to the City's Development, Planning and Zoning Committee and Zoning and Planning Commission and holding a public meeting at the site (Fall 2021) 	



PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Create master plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements	PA1 PA2		<ul style="list-style-type: none"> Based on community input, create a unified master plan to connect the 135 Palmer Drive site to Glos Park Demolish 135 Palmer Drive building and develop site, adding additional park open space 	<ul style="list-style-type: none"> Attended City of Elmhurst's Development, Planning, and Zoning Committee meeting to discuss potential partnership with the City in which the City would fund the abatement and demolition of Palmer Drive building with TIF funds while Park District would fund the development of the site using impact fees received from recent downtown developments (3/2020) As part of the 2021 capital planning process, staff assessed project next steps, including funding options, which were approved by the Board in March 2021 (Fall 2020/Winter 2021) Board approved hiring of Upland Design for landscape architect/engineering services to develop the park expansion master plan (3/2021) Board authorized Midwest Environmental Consulting Services, Inc. to provide environmental services (for the Palmer Drive building), including abating all hazardous materials and overseeing the removal of an underground storage tank (4/2021) Held open house to gather community feedback on three (3) expansion concepts and potential new park amenities (46 participants) (5/2021) Following the open house, conducted online survey to gather additional input on the concept plans and potential new amenities (605 respondents) (5/2021) Gathered feedback on proposed master plan at a second open house (26 participants) (6/2021) Board reviewed and approved master plan (6/2021) Midwest Environmental Consulting Services, Inc. completed Palmer Drive building abatement with final air testing (Summer 2021) 	<ul style="list-style-type: none"> Remove and replace a District asset that has reached the end of its useful life Provide additional park open space and new amenities Protect and preserve open space from impacts of urban development

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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%)	1
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	2020 Year-end Result	2021 Year-end Result	Year-End Performance Target	2021 Year-end Performance Outcome
Park Assessments	Annually 2023	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2023	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	49.2%	47.6%	50.0%	↓
		Enterprise Services	30.6%	28.4%		↓
		Sugar Creek Golf Course	28.8%	26.2%		↓

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




At year-end, the Governmental Fund Capital Assets Condition Ratio is 47.6%, Enterprise Services Fund Capital Assets Condition Ratio is 28.4%, and Sugar Creek Golf Course Fund Capital Assets Condition Ratio is 26.2%.

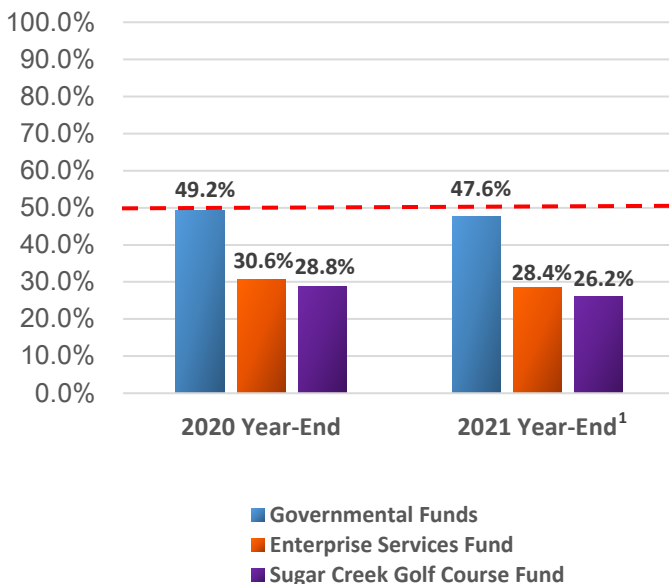
The **Governmental Funds** Capital Assets Condition Ratio is below its 50% performance target by 4.7% (based on a net asset depreciation of \$1,361,661). It is a 1.6% decrease as compared to the 2020 ratio of 49.2%.

The **Enterprise Services Fund** Capital Assets Condition Ratio is significantly below its 50% performance target by 43.3% (based on a net asset depreciation of \$130,357). It is a 2.2% decrease as compared to the 2020 ratio of 30.6%.

The **Sugar Creek Golf Course Fund** Capital Assets Condition Ratio is significantly below its 50% performance target by 47.6% (based on a net asset depreciation of \$117,967). It is a 2.6% decrease as compared to the 2020 ratio of 28.8%.

To assist with meeting cash and investment goals in the midst of the pandemic, the District conservatively invested in Enterprise Services and Sugar Creek assets in 2021, which resulted in decreased Capital Asset Condition Ratios. In 2021, the District also did not replace any playgrounds, vehicles, and equipment to weather any unknown longer-term pandemic financial impacts. The 2022 Capital Plan includes funding for these postponed asset management projects, which are critical components of the District's infrastructure and will likely increase the Capital Asset Condition Ratio.

Fund Category	Year-End Performance Target	2021 Year-End Performance Outcome
Governmental Funds	50.0%	-4.7%  <i>Below Target</i>
Enterprise Services	50.0%	-43.3%  <i>Significantly Below Target</i>
Sugar Creek Golf Course	50.0%	-47.6%  <i>Significantly Below Target</i>



Data Source: BS&A Financial Software
¹ Unaudited

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 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.

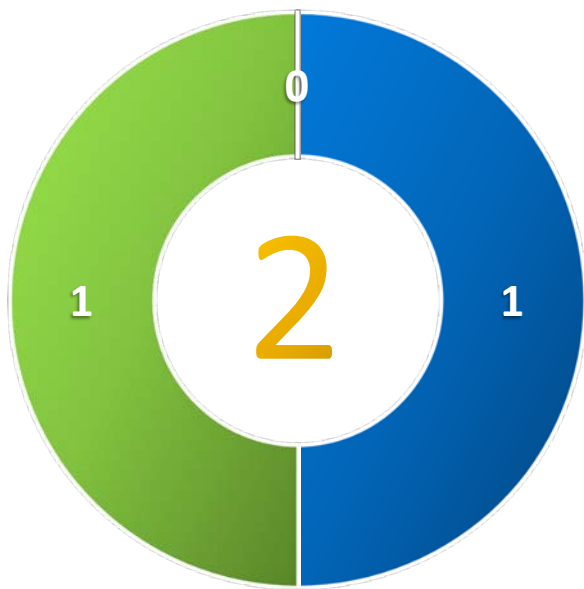
FACILITIES

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	1	<ul style="list-style-type: none"> Optimize use of existing non-traditional indoor facility spaces to provide core offerings
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> Complete Adult Center design development, engineering, and renovations
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
Optimize use of existing non-traditional indoor facility spaces to provide core offerings	FA3 PR3	●	<ul style="list-style-type: none"> By providing core offerings in non-traditional spaces, maximize the use of indoor facility spaces currently impacted by pandemic related program and service reductions 	<ul style="list-style-type: none"> Offered Summer and Fall programs in non-traditional indoor facility spaces (Summer/Fall 2021), including: <ul style="list-style-type: none"> senior recreation programs at the Wilder Mansion and Courts Plus; youth and special interest and some early childhood recreation programs at Courts Plus; and sports camps at adult center (Centennial Recreation Center). 	<ul style="list-style-type: none"> Maximize use of currently underutilized indoor spaces Increase participants' awareness of other facilities and facility amenities
Complete Adult Center design development, engineering, and renovations	FA2 PR2	◐	<ul style="list-style-type: none"> Complete architecture and engineering services and renovation of new Adult Center 	<ul style="list-style-type: none"> Approved contract to purchase property at 155 E. St. Charles Road for potential new adult center location (8/2019); closing occurred in September 2019 For referendum planning, completed a financial and program plan for new adult center (8/2019) 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) Conducted a survey of registered voters to determine the level of support and strategies to fund six (6) potential large-scale projects via a referendum (10&11/2019) Since survey results illustrated limited support for a tax increase, Board decided not to proceed with a March 2020 referendum and reevaluated project costs and funding options (12/2019&Winter 2020) Held two (2) focus groups with likely voters (facilitated by Public Communications, Inc.) to prioritize projects still being considered for potential referendum (3/2020) Due to pandemic related financial constraints, Board ended referendum planning and postponed project (3/2020) 	<ul style="list-style-type: none"> Remove and replace a District asset that has reached the end of its useful life Offer new adult center desired by the community Expand adult and senior programming options in renovated spaces Provide an upgraded, welcoming, more functional space for adult programs Facilitate relationships with new and existing partners such as the College of DuPage and Elmhurst Public Library to increase high priority adult program offerings along with the City of Elmhurst to move social services from City Hall

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FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p style="text-align: center;"><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> As part of the 2021 capital planning process, staff assessed next steps, including funding options, which were approved by the Board in March 2021 (Fall 2020/Winter 2021) Board approved the contract to hire Dewberry Architects for architectural and engineering services (3/2021) Held project kickoff meeting with staff and Dewberry Architects representatives, including their subcontracted engineering professionals (4/2021) Dewberry completed and Board reviewed the updated project scope and cost estimates and schematic design (7/2021) Held mandatory on-site pre-bid meeting (36 contractors attended) (9/2021) Board approved contracts with O'Neill Contractors Inc. for construction services and with EHC Industries, Inc. for asbestos abatement (10/2021) Completed City of Elmhurst's Planned Unit Development Process for Adult Center/Centennial Park site, including presenting the concept plan to the City's Development, Planning and Zoning Committee and Zoning and Planning Commission and holding a public meeting at the site (Fall 2021) EHC Industries, Inc. completed asbestos abatement (12/2021) O'Neill Contractors began construction (12/2021) and completed: <ul style="list-style-type: none"> demolition of portions of gymnasium for new door locations and portions of toilet room floor for installation of underground plumbing; excavation for new water service outside of building; removal of carpet and ceiling grid; patching corridor wall where the water coolers and previous door were located; and installation of domestic water lines to the toilet room location. 	

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	2020 Year-end Result	2021 Year-end Result	Year-end Performance Target	2021 Year-end Performance Outcome
Facility Assessments	Annually 2023	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2023	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 program needs
	PR3: Provide sustainable, high quality and inclusive program offerings


TACTIC PROGRESS SUMMARY



Achieved	2	<ul style="list-style-type: none"> Invest in and provide core offerings virtually and in outdoor settings that are adaptable to pandemic restrictions Work with other organizations to gain priority access to their programming spaces
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

PROGRAMMING TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Invest in and provide core offerings virtually and in outdoor settings that are adaptable to pandemic restrictions</p>	<p>PA3 PR1 PR2 PR3</p>		<ul style="list-style-type: none"> Utilize resources to continue providing core offerings via alternative methods and spaces 	<ul style="list-style-type: none"> 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 (Spring 2020) Provided virtual fitness programs, inspiring messages/videos, preschool programs/story-times, dance videos and eSports competition (Spring 2020) Once the State stay-at-home orders were lifted and health and safety guidelines were released, began offering camp and outdoor fitness programs within restrictions (5&6/2020) As additional guidelines were released that allowed for more offerings, began to reopen/offer additional programs/facilities (6/2020) Modified community and special events based on health and safety guidelines, including offering three (3) movies in the park, Touch a Truck month-long virtual event, pumpkin party, "Get Grinched" outdoor program, and online Tree Lighting (Summer/Fall 2020) Continued to offer in-person/virtual programs based on guidelines, participant interest and financial feasibility, including remote eLearning program, outdoor fitness classes, and adult contractual programs (Tai Chi, line dancing, and Chair Yoga) (Summer/Fall 2020) During Restore Illinois Plan Tier 3 mitigation restrictions (including no in-person programs), offered some Winter 2021 programs virtually such as dance programs and gymnastics private lessons and team workouts, along with Courts Plus group exercise (Late-Fall 2020/Winter 2021) In January 2021, moved into Tier 2 and then Tier 1 mitigation restrictions with some rentals and indoor recreation and Courts Plus programming resuming with capacity limits (Winter 2021) Held three (3) Winter Pop-up Party in the Park events with games and activities (Late-Fall 2020/Winter 2021) Held Find Frosty, a six-week scavenger hunt in the parks (1&2/2021) <p style="text-align: right;"><i>Continued on Next Page</i></p>	<ul style="list-style-type: none"> Continue to offer core services within pandemic restrictions Retain customers who may otherwise seek competitors' services

PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p style="text-align: center;"><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> • Continued to offer virtual group exercise programs along with indoor/outdoor options (Spring 2021) • Offered Fancy Family Friday program with DiLeo's Pizzeria, including a meal and activities (3/2021) • Offered at-home egg hunt pre-registration event called "You've Been Egged!" (over 3,000 eggs spread at nearly 175 homes) (3&4/2021) • Hosted a modified version of the District's annual egg hunt for ages 2-8, requiring registration for three (3) time slots offered on three (3) ball fields at Berens Park (approximately 400 participants) (4/2021) • Live streamed the spring dance recital in front of a limited capacity, masked, and socially distanced audience (6/2021) • Reimagined the summer Junior Golf Camp to adapt to pandemic guidelines, including staying outdoors and reducing contact time among campers while maximizing social distancing (Summer 2021) • Continued to offer virtual and outdoor group exercise classes as an option for those opting out of indoor classes even after group exercise capacity limits were lifted in June 2021 (Summer/Fall 2021) • Expanded the outdoor "Get Grinched" Winter program first offered in 2020 (175 locations visited) (12/2021) 	



PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Work with other organizations to gain priority access to their programming spaces	PR3	●	<ul style="list-style-type: none"> Facilitate discussions and take necessary actions to gain priority access to other organizations' programming spaces 	<ul style="list-style-type: none"> Worked with School District #205 staff to secure the use of school facilities for summer programs which greatly assisted with expanding programming and addressing waitlists while helping them address their greater need for outdoor athletic spaces due to altered Winter and Spring sports schedules (2&3/2021) Began discussions with Timothy Christian schools regarding mutually beneficial opportunities for cooperative use of facility spaces (2/2021) Offered summer youth sports and theater programs at District #205 schools (Summer 2021) Began offering adult open gym program at Timothy Christian Elementary School (Fall 2021) Continued working with School District #205 to accommodate the Rec Station program at all eight (8) elementary schools (according to updated CDC and IDPH COVID 19 Guidelines for Schools), including relocated students from Lincoln School and addressing social distancing requirements that significantly impacted available spaces for large motor activities, snacks, crafts, and games (Fall 2021) 	<ul style="list-style-type: none"> Work with other organizations to gain priority access to their programming spaces



ADULT CENTER



ENVISION A FACILITY THAT...

- Supports, serves, and is embraced by adults of all ages
- Offers educational and innovative programs
- Incorporates community collaboration through partnerships
- Maximizes outdoor spaces
- Embodies a unique, bright, inviting, and environmentally-friendly space
- Is inclusive to users of all abilities and needs
- Provides multi-purpose, functional and flexible uses
- Meets current/future community needs








TIMELINE

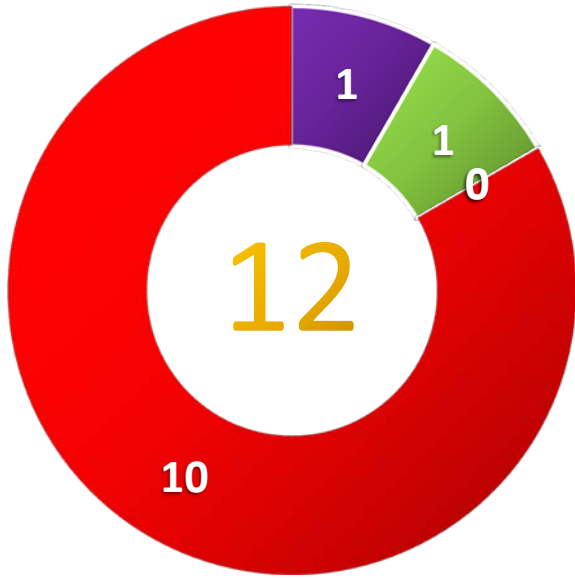
- DESIGN**
May 2021-October 2021 (6 months)
- CONSTRUCTION**
November 2021-June 2022 (8 months)

SCOPE OF WORK

- PROJECT COST: \$900,000
- Abate and hazardous materials
- Remodeling restrooms for ADA compliance
- Installing new exterior doors
- Improving kitchen
- Adding a fire protection system
- Repaving the parking lot
- Replacing all sidewalks

CONTINUING EDUCATION • ARTS & CRAFTS • LOW-IMPACT FITNESS • DANCE • BINGO • PARTIES • LUNCHEONS • SEMINARS • CLUBS • COOKING CLASSES

PROGRAMMING PERFORMANCE MEASURE SUMMARY





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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2020 Year-end Result	2021 Year-end Result	Year-End Performance Target	2021 Year-end Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	41.9%	80.3%	80.0% or above	↑
		Enterprise Services	52.4%	94.3%		↑
Total Unique Registrants	Semi-annually 2016	N/A	4,953	6,984	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	26.5%	32.1%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 8% to 43%	Range from 8% to 58%	Range from 19% to 65%	8 age groups ↓
Program Life Cycle Distribution	Annually 2023	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	2021 Year-end Performance Outcome
Recreation Programs	80.0% or above	0.3% Above Target 
Enterprise Programs	80.0% or above	17.8% Significantly Above Target 

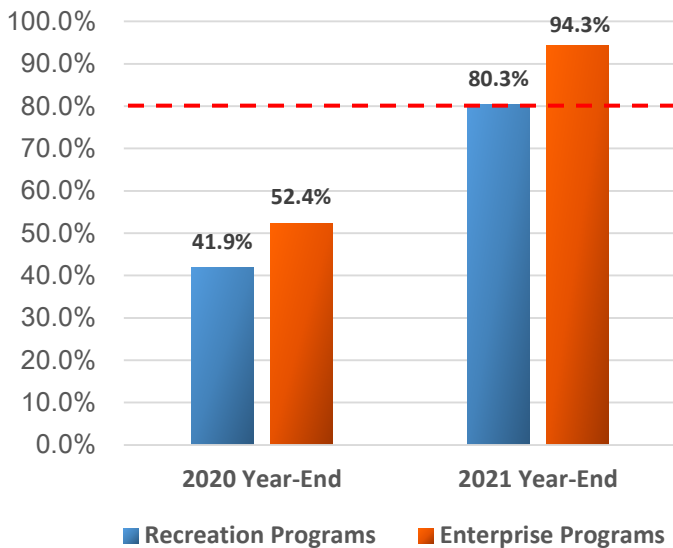
YEAR-END PROGRESS

At year-end, the Recreation Program Success Rate is 80.3%, which is above the 80.0% performance target by 0.3%. The Enterprise Program Success Rate is 94.3%, which is above the 80.0% performance target by 17.8%. As compared to 2020 Recreation and Enterprise Program Success Rates, this is an increase of 38.4% and 41.9% respectively.

Both recreation and enterprise programs illustrate this rate of increased success due to the following:

- ability to offer core programs virtually and by optimizing available indoor and outdoor facility spaces;
- gradual loosening (Winter/early-Spring) and eventual lifting of Restore Illinois Guidelines in May 2021;
- working with community partners to utilize their facility spaces; and
- widespread distribution of vaccines for persons 13 and older, which helped individuals feel more comfortable participating indoors.

Some of the cancelled recreation programs were due to the impact of the Omicron variant in the Fall 2021 and ongoing face mask requirements, resulting in some hesitancy to participate in indoor programs.



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 (as reported in the Park District’s 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 ran for every 100 programs offered.

Total Unique Registrants

Year-End Performance Target	2021 Year-End Performance Outcome
8,800	-20.6% ↓ <i>Significantly Below Target</i>

YEAR-END PROGRESS

At year-end, Total Unique Registrants is 6,984, which is below the year-end performance target of 8,800 by 20.6%. In 2020, Total Unique Registrants was 4,953, which was 43.7% below the performance target.

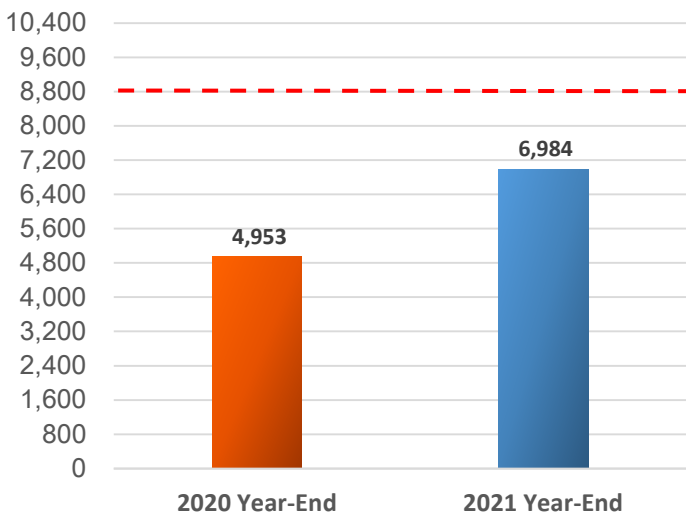
The number of unique registrants illustrates an upward shift (increase of 2,031 (41.0%) as compared to 2020) due to the following:

- ability to offer core programs virtually and by optimizing available indoor and outdoor facility spaces;
- gradual loosening (Winter/early-Spring) and eventual lifting of Restore Illinois Guidelines in May 2021;
- working with community partners to utilize their facility spaces; and
- widespread distribution of vaccines for 13 and older, which helped individuals feel more comfortable participating indoors.

For most of the year, many offerings involving children ages 12 or younger still had capacity limits to maintain social distancing along with mask mandates since this population did not have access to vaccinations (until late in the year). These factors contributed to the lower participation in programs along with the persistence of the Delta and Omicron variants, which led to indoor mask mandates being in place for most of the year for all ages. In 2022, with the availability of vaccines for youth ages 5-12 and when more restrictions are lifted, additional programs can be restarted/expanded, which will likely increase unique registrants.

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 some 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 Transaction

Year-End Performance Target	2021 Year-End Performance Outcome
50.0%	-35.9%  <i>Significantly Below Target</i>

YEAR-END PROGRESS

At year-end, the Percent of Unique Resident Households that Completed a Transaction is 32.1%, which is 35.9% below the year-end performance target of 50.0%. This measure increased 5.6% as compared to 2020 (when the measure was 47.0% below the performance target).

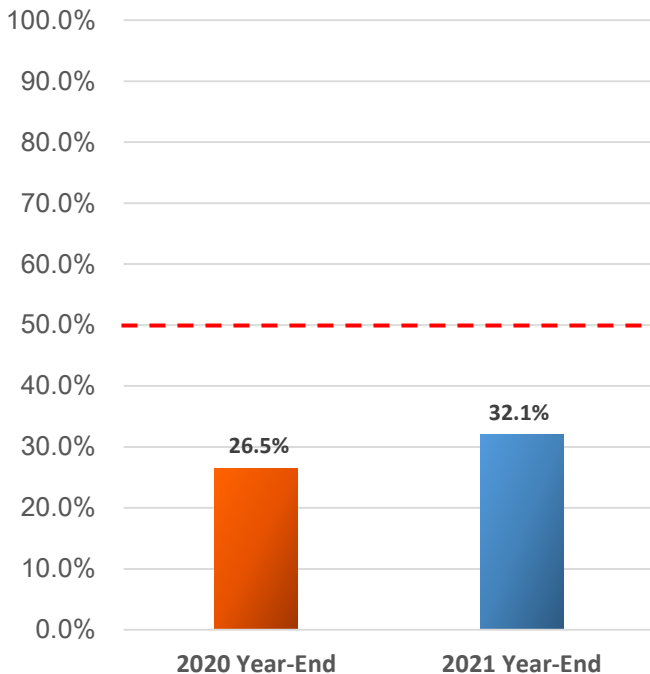
This measure is significantly below the year-end performance target due to the continued impacts of the pandemic on household participation during 2021, including:

- facility/programming constraints due to health and safety guidelines;
- continued hesitancy of some participants to be indoors during the height of Delta and Omicron variants; and
- lack of vaccine availability for children ages 12 and younger.

However, the upward trend for this measure as compared to 2020 is due to restarting additional recreation and enterprise services programs and services and the reopening of facilities closed in 2020 (such as outdoor pools). These efforts will continue in 2022 as two priorities in the Strategic Work Plan are to review and determine the future investment towards services suspended since the pandemic began along with investing in services identified as financially sustainable and meeting community needs.

ABOUT THIS MEASURE AND WHY IT MATTERS

- Percent of Unique Resident Households that Completed a Transaction 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.
- This measure is the total number of unique resident household accounts which have completed a transaction processed through the District's registration software divided by the total number of households in Elmhurst (as indicated by U.S. 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 some community events. Additionally, registration for adult sports leagues counts as one registration per team.



Data Source: RecTrac Registration Software
 Note: Total Elmhurst households in the 2010 U.S. Census was 15,965

Percent of Program and Pass Registrants by Age Group

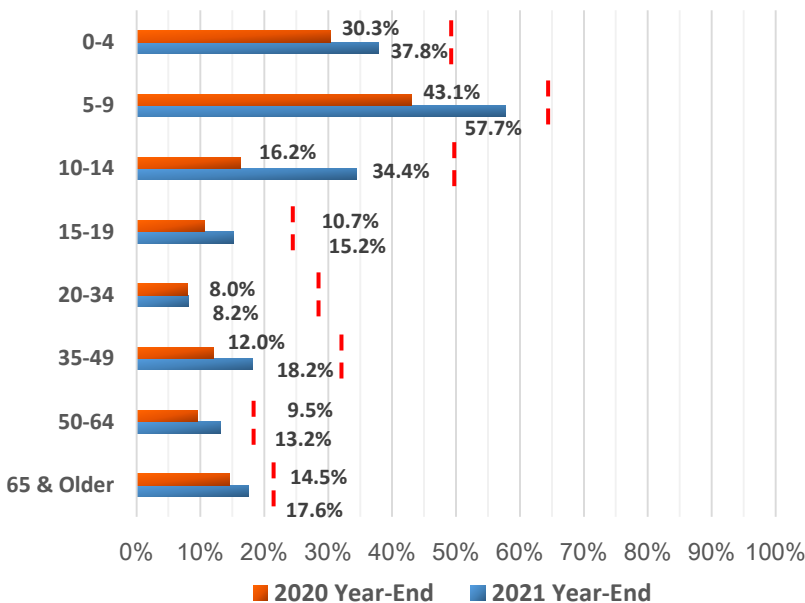
Age Group Category	Year-End Performance Target	2021 Year-end Performance Outcome
0-4	50.0%	-24.5% ↓ <i>Significantly Below Target</i>
5-9	65.0%	-11.2% ↓ <i>Significantly Below Target</i>
10-14	50.0%	-31.2% ↓ <i>Significantly Below Target</i>
15-19	25.0%	-39.2% ↓ <i>Significantly Below Target</i>
20-34	20.0%	-59.1% ↓ <i>Significantly Below Target</i>
35-49	33.0%	-44.8% ↓ <i>Significantly Below Target</i>
50-64	19.0%	-30.7% ↓ <i>Significantly Below Target</i>
65 & Older	22.0%	-20.0% ↓ <i>Significantly Below Target</i>

YEAR-END PROGRESS

At year-end, the Percent of Program and Pass Registrants by Age Group illustrates that all eight age categories fell significantly below year-end performance targets ranging from -11.2% (5-9) to -59.1% (ages 20-34). As compared to 2020, the percentages of Program and Pass Registrants by Age Group increased in all age categories as illustrated in the bar graph at the bottom of the page.

During 2021, the District's participation levels continued to be impacted by the pandemic due to facility and programming constraints because of health and safety guidelines, hesitancy of some to participate indoors due to the Delta and Omicron variants, indoor mask mandates, and lack of vaccine availability for children ages 12 and younger.

In 2021, restarting additional recreation and enterprise services programs, services, and facilities led to an upward trend in the percent of participants in all of the age groups. These efforts will continue in 2022 as two priorities in the Strategic Work Plan are to review and determine the future investment towards services suspended since the pandemic began along with investing in services identified as financially sustainable and meeting community needs.



Data Source: RecTrac Registration Software and 2010 United States Census

Notes: Percentages in chart are the total unique residents in age category/total 2010 Elmhurst population in age category. Registrants who did not provide a birthdate are not included in the data (5 in 2021 and 3 in 2022).

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects the 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 who registered for at least one recreation and/or enterprise services program or 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 some community events. Additionally, registration for adult sports leagues counts as one registration per team.

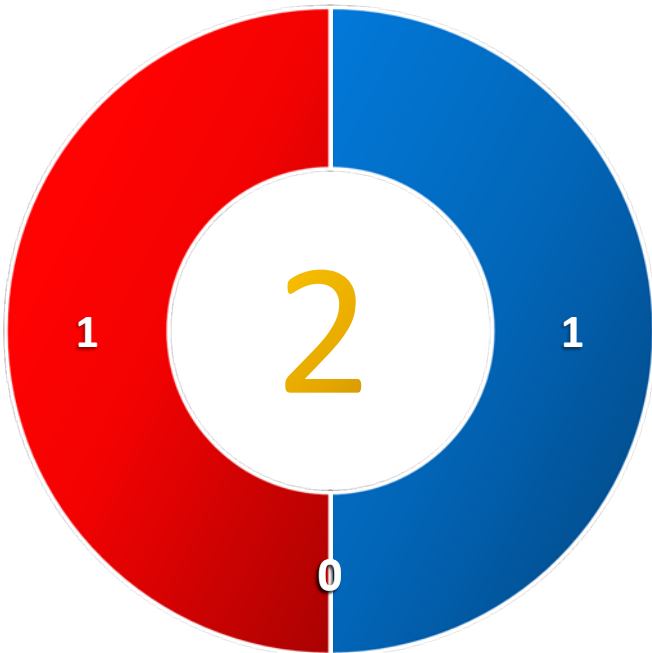
COMMUNICATIONS

Exceptional and consistent guest experience



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



TACTIC PROGRESS SUMMARY



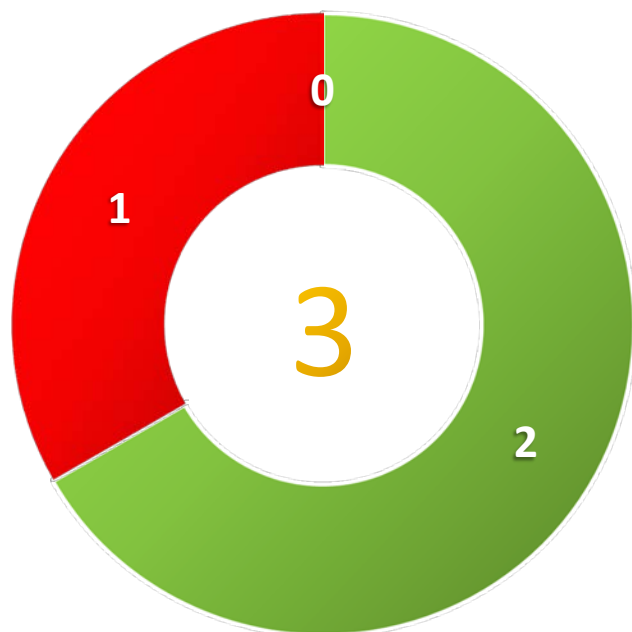
Achieved	1	<ul style="list-style-type: none"> Refine and implement updates to "A" Game customer service model based on current operations
Nearly Achieved/ On Track	0	
Just Started	0	
Not Started	0	
Delayed/Deferred	1	<ul style="list-style-type: none"> Continue to engage community to determine park and recreation needs

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
<p>Refine and implement updates to "A" Game customer service model based on current operations</p>	<p>CO1 CO2 IO1 IO2</p>		<ul style="list-style-type: none"> To target customer service strengths and areas of improvement, collect data regarding the community's customer service experience during the pandemic Review the current model to determine if modifications are needed based on operational changes Roll out an updated model to all staff to ensure that customer service expectations are met 	<ul style="list-style-type: none"> Re-formed employee Customer Service Team (4/2021) Collected feedback from community (via an online survey with 826 respondents) on the District's customer service from March 2020 to April 2021 (Spring 2021) Based on feedback, the Team developed updated training on customer service protocols, including online communications (5/2021) Rolled out new customer service training video and follow-up discussion questions to all current employees and added both to required new employee onboarding training (7/2021) 189 employees completed new training in 2021 (Summer/Fall 2021) 	<ul style="list-style-type: none"> Provide staff direction on ways to provide optimal and consistent customer service Understand where to target customer service efforts based on community feedback
<p>Continue to engage community to determine park and recreation needs</p>	<p>PA3 PR2 CO1</p>		<ul style="list-style-type: none"> Determine and execute effective methods for continuing to collect community feedback to meet current needs and drive future priorities 	<ul style="list-style-type: none"> In 2020, postponed collecting community feedback to update Vision 2020 Plan priorities due to impacts of pandemic (8/2020) Conducted online COVID-19 Community Readiness Survey to assess how pandemic was impacting use of District facilities, programs, and services (1,449 respondents) and drive current planning (9/2020) Due to the continued impacts of the pandemic, this tactic is delayed until 2022. 	<ul style="list-style-type: none"> Ensure updates to the District's comprehensive and strategic plan reflect the community's future vision of parks and recreation in Elmhurst Educate the community on the current state of the District and how it impacts future planning

COMMUNICATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	2
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	1
Performance Outcomes TBD & Tracked in Future Report	0

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2020 Year-End Result	2021 Year-End Result	Year-End Performance Target	2021 Year-End Performance Outcome
Customer Service Quality Ratings	Annually 2018	In-Person	N/A ¹	94.7%	90.0%	↑
		Virtual	N/A ¹	90.8%	90.0%	↑
Net Promoter Score®	Annually 2018	N/A	N/A ¹	27.0%	70.0%	↓

¹ Due to the pandemic related facility closures and constraints on program and facility offerings and staffing, customer service surveys were not conducted in 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

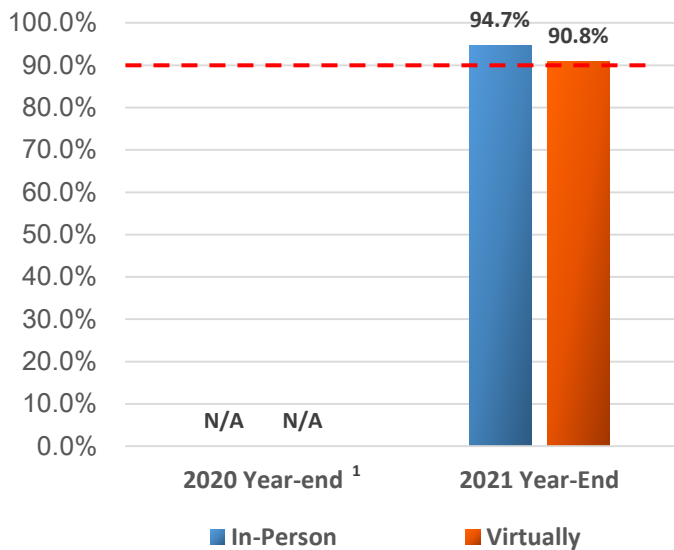
Customer Service Quality Rating

YEAR-END PROGRESS

At year-end, 94.7% of the annual customer service survey respondents rated the quality of in-person customer service excellent/good and 90.8% rated virtual customer service experiences excellent/good. This outcome illustrates that the majority of survey respondents were positive about the quality of customer service they received during the height of the pandemic (from March 2020 to April 2021). Furthermore, excellent/good ratings for the quality of in-person customer service were 5.2% above the year-end performance target of 90.0% and 0.9% above the performance target for virtual customer service experiences.

This measure was not tracked in 2020 due to pandemic related facility closures and constraints on programming, facility offerings, and staffing. In the 2021 survey, staff felt that survey respondents should rate the quality of in-person and virtual customer service separately since they involve a different customer experience.

Customer Service Category	Year-End Performance Target	2021 Year-End Performance Outcome
In-Person	90.0% or above	94.7%  5.2% Above Target
Virtually	90.0% or above	90.8%  0.9% Above Target



Data Source: Customer Satisfaction Survey


¹ Due to the pandemic related facility closures and constraints on program and facility offerings and staffing, customer service surveys were not conducted in 2020.

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure indicates customers' experience with the quality of customer service and illustrates the impact of changes to customer experience over time.
- Staff collects data for this measure by asking respondents to external and internal customer surveys to rate the quality of customer 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 quality of customer service. Staff strives for a 90% or above overall rating, which is based on providing customer service excellence consistently to all District customers.

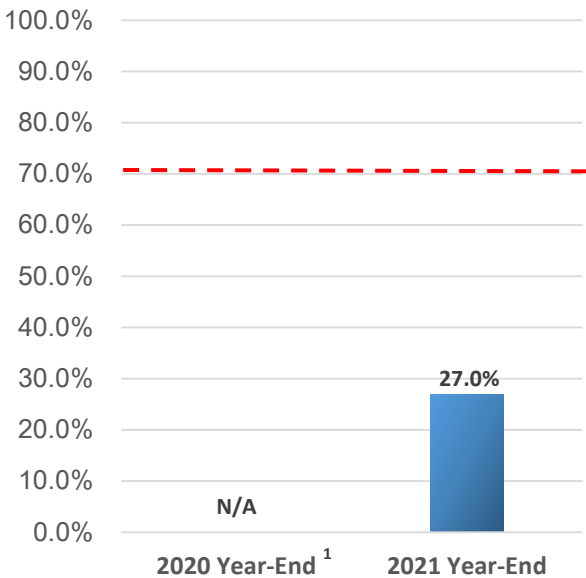
Net Promoter Score (NPS)[®]

YEAR-END PROGRESS

Year-End Performance Target	2021 Year-End Performance Outcome
70.0% or above	-61.4% Below Target 

The Net Promoter Score (NPS) is a measure that rates an entity based on how likely people are to recommend it to others driven by their overall customer experience and loyalty. The District collects data on the annual customer service survey to calculate the NPS by asking customers to rate from 1 to 10 how likely they are to recommend the District to a friend. For 2021, the NPS was 27.0% based on subtracting the 51.2% of “promoters” (rating the quality of service 9 or 10) from the 24.2% that are “detractors” (rating the quality of service 1-6).

At year-end, the NPS was 61.4% below the District’s year-end performance target of 70.0%, which may reflect pandemic related programming, facility, and staffing constraints that limited the District’s ability to provide Customer Service Excellence during the pandemic. Given the NPS possible score range of -100% to +100%, national standards are that a positive score (NPS) above 0% is considered “good” since this means that the majority of customers are more loyal, above 50% is “excellent,” and above 70% is considered “world class” (see next section for more information).



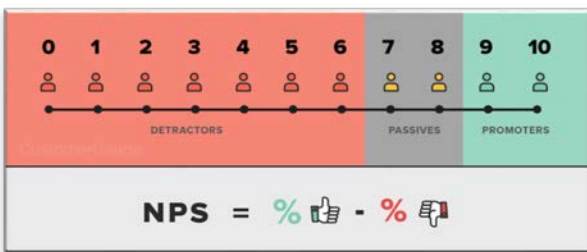
Staff began reporting this measure in 2018 to monitor improvements made to increase Customer Service Excellence, including the new customer service model and training. The performance target of 70% or above was based on the goal of providing “world class” service. Customer service standards and training were updated in 2021 to reflect operational changes, new ways to provide customer service virtually, and to ensure customer service expectations are met.

ABOUT THIS MEASURE AND WHY IT MATTERS

- The NPS is a measure that rates an entity based on how likely people are to recommend it to others 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 are 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”.

Data Source: Customer Service Survey

¹ Due to the pandemic related facility closures and constraints on program and facility offerings and staffing, customer service surveys were not conducted in 2020.



FINANCE

Sustainable revenue strategies and funding options



GOALS	F11: Develop strategies to improve financial sustainability
	F12: Seek alternate sources of revenue

TACTIC PROGRESS SUMMARY



Achieved	3	<ul style="list-style-type: none"> Finalize sale of The Abbey Review financial indicators and assumptions and adjust as needed to maintain long-term sustainability Update the financial and operating goals and determine the optimum structure of Enterprise Services to position it for long-term sustainability
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

FINANCE TACTICS PROGRESS SUMMARY

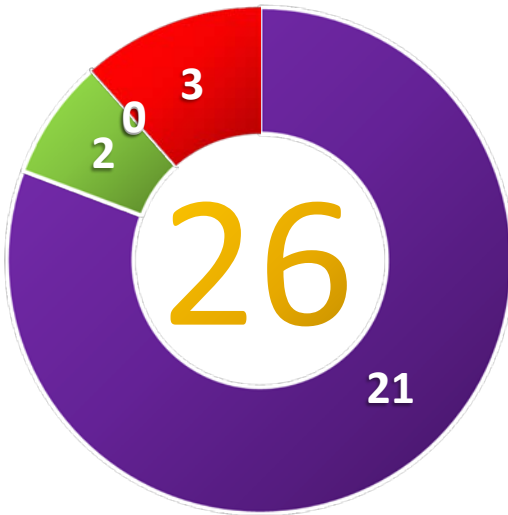
Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Finalize sale of The Abbey	FI2	●	<ul style="list-style-type: none"> Complete the sale of The Abbey and transfer of ownership to Elmhurst School District #205 	<ul style="list-style-type: none"> Continued discussions with Elmhurst School District #205 to develop an intergovernmental agreement regarding selling The Abbey following development of an adult center at new location (Winter 2019-2020) Board and School District #205 Board approved a resolution authorizing the sale/purchase of The Abbey (1/2021) Cleaned building spaces and packed and moved items from The Abbey to prepare for the sale (2&3/2021) Sold The Abbey for \$1.6 million to Elmhurst School District #205 (to house their transition program) (closing occurred on 3/9/2021) 	<ul style="list-style-type: none"> Remove and replace a District asset that has reached the end of its useful life Move adult center to a location and building that is a better fit for current and future adult programming needs
Review financial indicators and assumptions and adjust as needed to maintain long-term sustainability	FI1	●	<ul style="list-style-type: none"> Complete review of, and make adjustments to financial indicators, assumptions, and targets to ensure effective tracking and analysis of long-term financial sustainability 	<ul style="list-style-type: none"> Reviewed financial indicators and assumptions to determine if changes are required to improve monitoring of the District's financial health (e.g., based on operational changes, financial performance trends, improved methodology for compiling an indicator, etc.) (Summer/Fall 2021) Based on the review of indicators, updated the Board Reserve (cash and investments) and Fund Balance policies to reflect the consolidation of the Recreation and Enterprise Services Funds and long-term cash flow trends (Fall 2021) Developed the proposed 2022 Budget projections based on the revised financial policies and presented the policy updates and related future financial impacts to the Board (Fall 2021) Board approved the revised policies at its November 22, 2021 meeting and the 2022 Budget at its December 13, 2021 meeting (11&12/2021) 	<ul style="list-style-type: none"> Financially position the District to successfully fund future community needs and maintain healthy reserves Facilitate fiscal agility by codifying realistic financial goals and guidelines based on current and future operations

FINANCE TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Update the financial and operating goals and determine the optimum structure of Enterprise Services to position it for long-term sustainability</p>	<p align="center">FI1</p>	<p align="center">●</p>	<ul style="list-style-type: none"> • Complete review and revision of Enterprise Services financial and operational goals • Determine changes to operating structure to successfully meet new goals 	<ul style="list-style-type: none"> • Formed an ad hoc Team with five sub-Teams (facility operations, programming, membership, general ledger coding, and reserve policy) that reviewed Enterprise Services financial and operating goals and trends and determined next steps for ensuring future sustainability of Courts Plus operations (Summer 2021) • To optimize Enterprise Services financial performance and facility maintenance resources across the District, shifted Courts Plus, Wilder Mansion, and Sugar Creek facility operations, budget, and staffing to the Facilities Department (from the Enterprise Services Department) (Fall 2021) • Transferred the Enterprise Services Fund revenues and expenses into the Recreation Fund (eliminating the Enterprise Services Fund) in the proposed 2022 Budget document to provide future tax-support to Courts Plus operations so that it remains financially sustainable (Fall 2021) • Board approved the 2022 Budget with the new Fund structure at its December 13, 2021 meeting (12/2021) 	<ul style="list-style-type: none"> • Position Enterprise Services for future fiscal agility based on Courts Plus usage and membership trends and increased competition in the local fitness market



FINANCE PERFORMANCE MEASURE SUMMARY




Significantly Above Target (>10%)	21
Above Target (0.01% to 10%)	2
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	3
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	2020 Year-end Result	2021 Year-end Result	Year-End Performance Target	2021 Year-end Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	29.0%	47.4%	55.0% or above	
Met Reserve Targets – Tier 1	Annually 2013	8 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	8 out of 9 funds met their targets	9 out of 9 funds met their targets	Met Budget Target (9 funds)	9 funds
Debt Service Ratio	Annually 2015	2 out of 3 funds met their targets	3 out of 3 funds met their targets	20.0% or below (3 categories)	1 fund 2 funds
Program Revenue Per Unique Registrant	Semi-annually 2016	\$301	\$376	\$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	N/A	To be reported in 2023	Tax Supported Services (12 categories)	To be reported in In 2023
	Annually 2021	N/A	To be reported in 2023	Enterprise Services (12 categories)	To be reported in In 2023

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

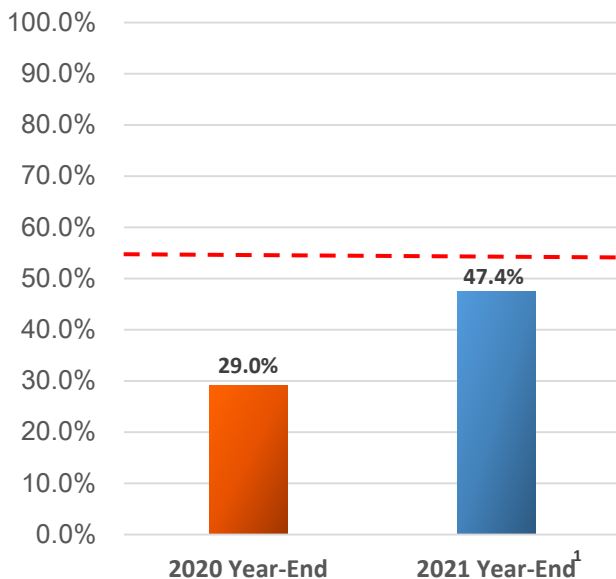
Year-End Performance Target	2021 Year-End Performance Outcome
55.0% or above	-13.7%  Significantly Below Target

YEAR-END PROGRESS

At year-end, the Percent of Non-Tax Revenue was 47.4% of total revenue (excluding bond proceeds and transfers between funds), which is significantly below the Board's 55.0% target by 13.7%. It is 18.4% higher as compared to 2020 non-tax revenue of 29.0%.

The upward trend for this measure in 2021 is due to restarting additional suspended recreation and enterprise services programs/services and the reopening of facilities closed in 2020 (such as outdoor pools). As restrictions continue to be lifted in 2022 and individuals begin to feel more comfortable participating in indoor offerings, staff will continue to expand and re-start additional fee-based programs and services that will lead to a continued increase in non-tax revenue. To reflect this goal, the approved 2022 budget includes a 25.6% increase in non-tax revenues (excluding transfers and other proceeds) as compared to 2021.

Staff also 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 will be met in future years.



Data Source: RecTrac Registration Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS






- Percent of Non-Tax Revenue is the percentage of revenue received from other sources besides taxes. Examples of non-tax revenue include user and membership fees, retail sales, interest income, grants, contractual receipts, sponsorships and donations.
- The Board has a policy that 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.

Cash and Investment Targets – Tier 1

YEAR-END PROGRESS

At year-end, the District's Tier 1 Cash and Investment Targets illustrate the following trends:

- The District exceeded its targeted levels in all funds except the Enterprise Services Fund.
- The Enterprise Services Fund is significantly below its performance target by 41.3% due to large private fitness competitors joining the market combined with pandemic restrictions and individuals' lack of comfort with indoor programming. As reflected in the approved 2022 Budget, Courts Plus (along with the Wilder Mansion and garden weddings) is no longer an enterprise operation expected to function without tax support, including funding most expenses in the tax-supported Recreation Fund and capital project expenses utilizing Capital Improvement Fund reserves. As a result, the Enterprise Fund was eliminated and the Board approved an increase to the Recreation Fund Tier 1 Target percentage (from 10% to 15%) due to the increase in operating expenses from the Enterprise Fund.

Fund Category	2021 Budget Performance Target Tier 1	2021 Actual Cash and Investments ¹	2021 Year-End Performance Outcome
General (35%)	\$1,473,620	\$5,154,252	249.8%  Significantly Above Target
Recreation (10%)	\$684,054	\$3,280,129	379.5%  Significantly Above Target
Enterprise Services (15% & \$1.2 million)	\$1,917,134	\$1,124,987	-41.3%  Significantly Below Target
IMRF (50%)	\$221,345	\$450,965	103.7%  Significantly Above Target
FICA (50%)	\$232,134	\$496,587	113.9%  Significantly Above Target
Liability (10%)	\$26,504	\$71,072	168.2%  Significantly Above Target
Audit (50%)	\$30,011	\$80,239	167.4%  Significantly Above Target
Special Recreation (25%)	\$178,271	\$1,582,316	787.6%  Significantly Above Target
Museum (25%)	\$86,671	\$212,503	145.2%  Significantly Above Target
Sugar Creek Golf Course (\$300,000)	\$300,000	\$480,232	60.1%  Significantly Above Target

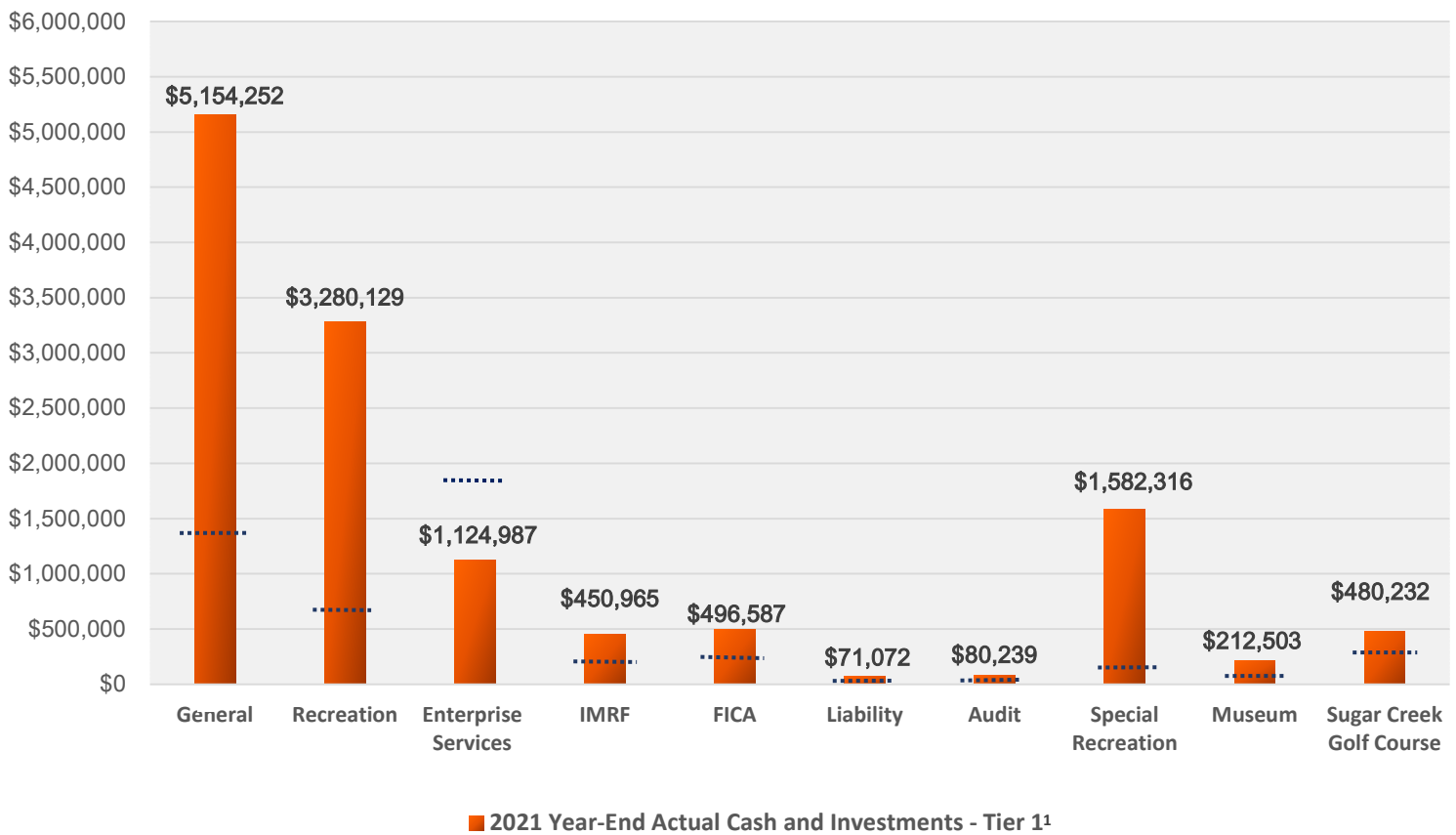
Data Source: BS&A Financial Software

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.
- Tier 1 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 (excluding reserves funding capital expenses) or a set dollar amount 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 fund. A cash flow analysis is conducted annually for all funds and an evaluation of all of 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

- At year-end, the District's Tier 2 Cash and Investment Targets exceeded targeted levels in all funds and a portion of these reserves will fund future capital projects.
- The Sugar Creek Golf Course Fund was not projected to meet its Tier 1 Target so there were no Tier 2 cash and investment reserves projected in the 2021 Budget. However, since this Fund did meet its Tier 1 Target in 2021 (additional reserves of \$180,232 earned above the \$300,000 Tier 1 Target), staff reported below that Sugar Creek met its performance target by 171.2%.

Fund	2021 Budget Performance Target	2021 Actual Cash and Investments ¹ Tier 2	2021 Year-End Performance Outcome
General	\$3,164,421	\$3,680,632	16.3% ↑ Significantly Above Target
Recreation	\$1,884,614	\$2,596,075	37.8% ↑ Significantly Above Target
Enterprise Services	N/A	N/A	N/A
IMRF	\$144,419	\$229,620	59.0% ↑ Significantly Above Target
FICA	\$182,210	\$264,453	45.1% ↑ Significantly Above Target
Liability	\$32,624	\$44,568	36.6% ↑ Significantly Above Target
Audit	\$34,089	\$50,228	47.3% ↑ Significantly Above Target
Special Recreation	\$1,038,140	\$1,404,045	35.2% ↑ Significantly Above Target
Museum	\$93,126	\$125,832	35.1% ↑ Significantly Above Target
Sugar Creek Golf Course	-\$253,193	\$180,232	171.2% ↑ Significantly Above Target

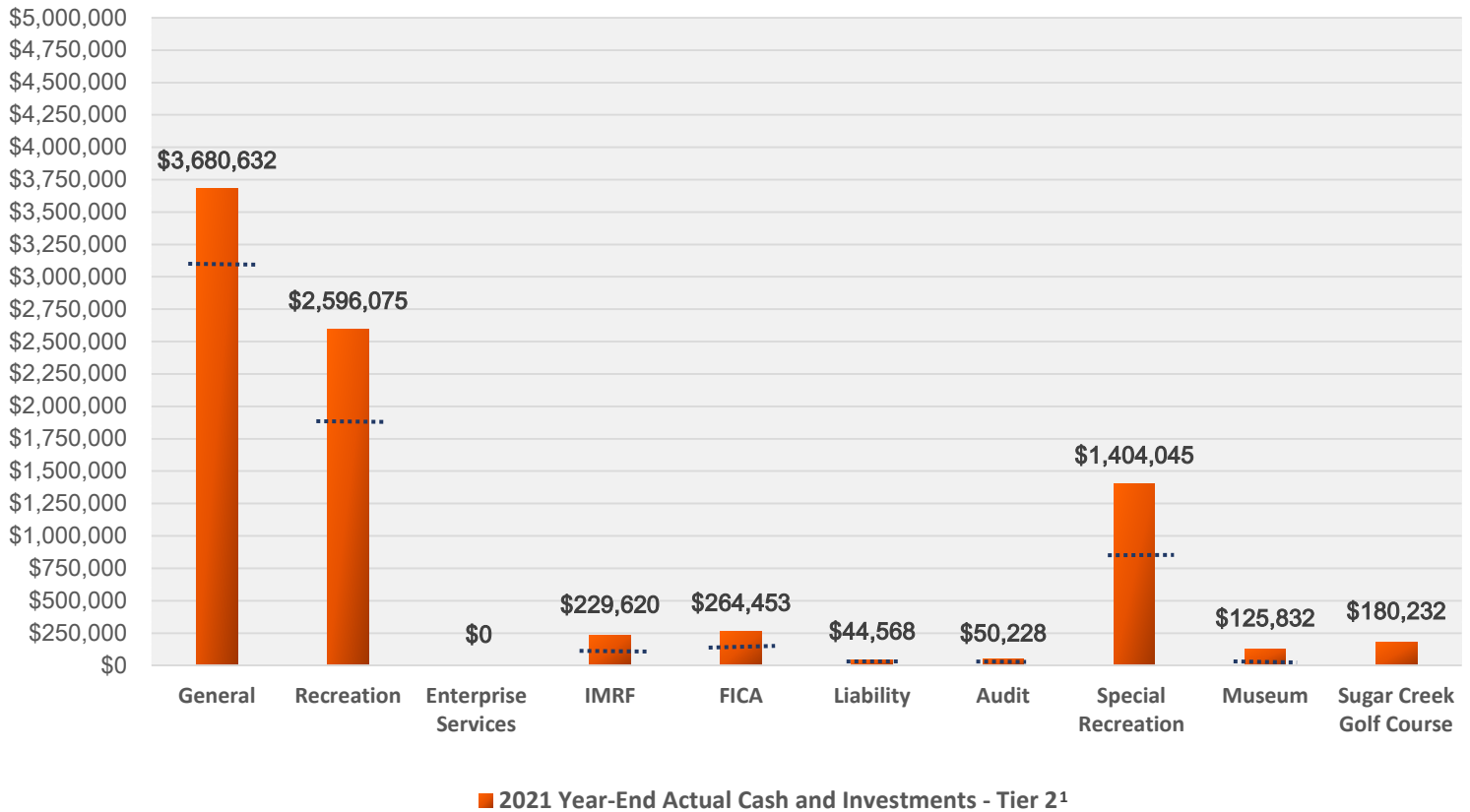
Data Source: BS&A Financial Software

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 additional 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

Fund Category	Year-End Performance Target	2021 Year-End Performance Outcome
Governmental Funds	20.0% or below	7.5% Above Target 
Enterprise Services	20.0% or below	100.0% Significantly Above Target 
Sugar Creek Golf Course	20.0% or below	4.7% Above Target 

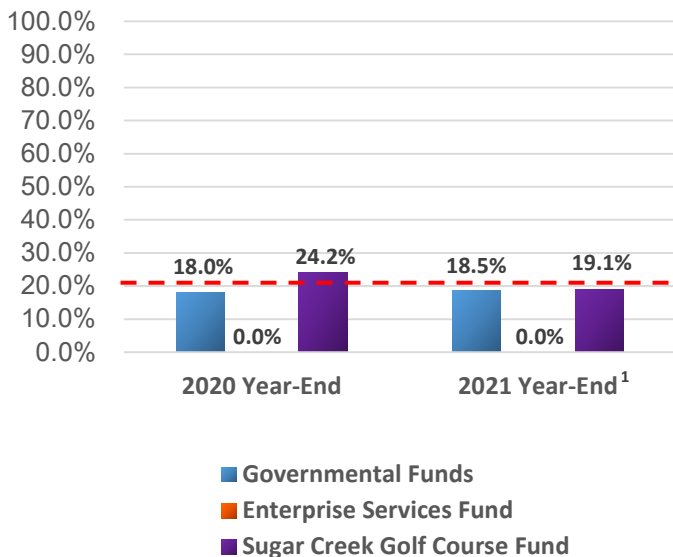
YEAR-END PROGRESS

At year-end, the Governmental Fund Debt Service Ratio is 18.5%, Enterprise Services Debt Service Ratio is 0.0%, and Sugar Creek Golf Course Debt Service Ratio is 19.1%. A lower ratio provides for more financial flexibility since less resources are being committed to a required financial debt obligation. This is why the performance target is at or below 20%.

In the **Governmental Funds**, the debt service ratio is above the performance target (20% or below) by 7.5%. As compared to 2020, the debt service ratio increased 0.5% (from 18.0% to 18.5% in 2021). This increase is due to issuing the annual rollover bond for debt repayment and capital projects, which was not issued in 2020 since a three-year rollover bond was issued in 2017 (for 2018-2020).

The **Enterprise Services Fund** Debt Service Ratio is significantly above the performance target (20% or below) by 100.0%. As compared to 2020, the debt service ratio remained at 0% due to no debt commitments in this Fund in 2021.

The **Sugar Creek Golf Course Fund** Debt Service Ratio is currently above the performance target (20% or below) by 4.7%. As compared to 2020, the debt service ratio decreased 5.1% (from 24.2% to 19.1% in 2021). This is primarily due to reduced obligations on two debt instruments that funded golf course and clubhouse improvements. One is debt certificates through the District with an outstanding principal balance at the end of 2021 of \$104,288, and the second is through the Village of Villa Park with a balance of \$121,463. Both are scheduled to be retired in 2022.



Data Source: BS&A Financial Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure is used to analyze an organization's debt 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	2021 Year-End Performance Outcome
\$500	-24.9% Significantly Below Target 

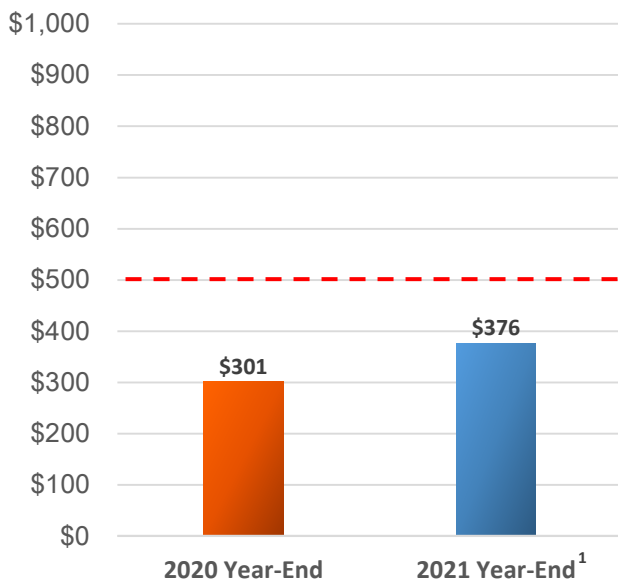
YEAR-END PROGRESS

At year-end, the Program Revenue per Unique Registrant earned is \$376, which is 24.9% below the year-end performance target of \$500. It is \$75 above the 2020 outcome of \$301 (24.9% increase in 2021).

This measure illustrates an upward shift as compared to 2020 due to the following:

- gradual loosening (Winter/early-Spring) and eventual lifting of Restore Illinois Guidelines in May 2021;
- ability to offer core programs virtually and by optimizing available indoor and outdoor facility spaces; and
- widespread distribution of vaccines for ages 13 and older, which helped individuals feel more comfortable participating indoors.

However, many offerings involving children ages 12 or younger still had capacity limits to maintain social distancing along with mask mandates since this population did not have access to vaccinations (until late in the year). These factors contributed to the lower participation in programs along with the persistence of the Delta and Omicron variants, which led to indoor mask mandates being in place for most of the year for all ages. As vaccines for youth are available in 2022, restrictions are lifted, and more programs can be restarted/expanded, program revenue per unique registrant is likely increase.





Data Source: RecTrac Registration Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects the District's ability to maintain or increase its non-tax program revenue.
- Program Revenue per Unique Registrant is the average amount of revenue generated by each unique registrant.
- This measure is calculated by the total revenue generated from recreation and enterprise services programs by the number of unique registrants (residents and non-residents). Unique registrants is the total number of individuals registered for at least one recreation or enterprise services program. Each individual is counted only once regardless of the number of programs that individual was registered for during the measurement period.
- Programs and revenue from Sugar Creek Golf Course were not included in this measure along with participation in programs not requiring registration such as some community events. Additionally, registration for adult sports leagues counts as one registration per team.

Fund Balance (Percentage of Expenditures)

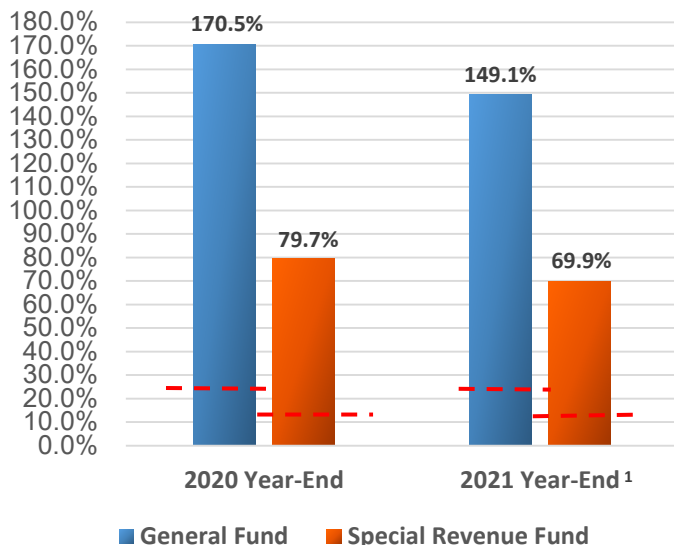
Fund Category	Year-End Performance Target	2021 Year-End Performance Outcome
General Fund	25.0% or above	496.5%  <i>Significantly Above Target</i>
Special Revenue Fund	10.0% or above	598.9%  <i>Significantly Above Target</i>

YEAR-END PROGRESS

At year-end, the General Fund Balance Percentage of Expenditures is 149.1% and the Special Revenue Fund Balance Percentage of Expenditures is 69.9%, which illustrates that the Board has provided for financial stability and the ability to be fiscally agile should revenue shortfalls or emergencies occur.

The **General Fund** ending reserve balance is sufficient to fund 149.1% more than annual expenses based on 2021 expenditures (496.5% above the performance target of 25.0% or above). The **Special Revenue Fund** ending reserve balance is sufficient to fund 69.9% of total annual expenditures based on 2021 actual expenses (598.9% above the performance target of 10.0% or above).

For both Fund categories, this measure decreased as compared to 2020 (21.4% difference for the General Fund and 9.8% for Special Revenue Fund). This decrease is due to restoring spending for reopening facilities, restarting programs, and essential capital asset management projects, which were reduced in 2020 due to the pandemic related financial constraints.



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 states 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.
- Fund Balance levels are reviewed annually during the budget process and a formal review of the policy is conducted every three (3) years to ensure targets are appropriate.

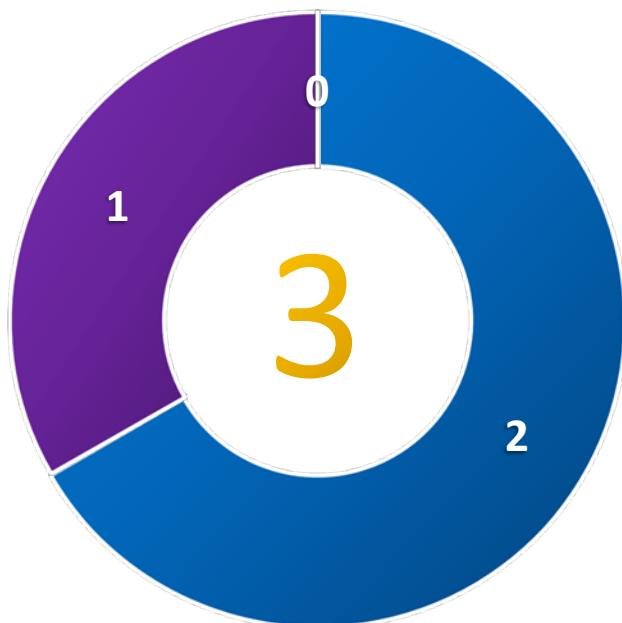
INTERNAL OPERATIONS

Strengthen organizational culture



GOALS	IO1: Continue to invest in training, continuing education and personal development
	IO2: Improve internal communication and engagement
	IO3: Assess operational needs and organizational structure
	IO4: Become a more data-driven organization
	IO5: Increase focus on District-wide succession planning

TACTIC PROGRESS SUMMARY



Achieved	2	<ul style="list-style-type: none"> Utilizing employee feedback, provide the support needed for employees to work effectively during the pandemic To adapt to the long-term impacts of the pandemic, continue to analyze organizational needs to support operations
Nearly Achieved/ On Track	0	
Just Started	1	<ul style="list-style-type: none"> Evaluate and implement actions to become a more diverse, equitable, and inclusive organization
Not Started	0	
Delayed/Deferred	0	

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

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Utilizing employee feedback, provide the support needed for employees to work effectively during the pandemic</p>	<p>IO1 IO2 IO3</p>	<p style="text-align: center;">●</p>	<ul style="list-style-type: none"> • To maintain a healthy work culture, identify and provide ways to support staff during the pandemic based on employee feedback 	<ul style="list-style-type: none"> • With the pandemic driving changes to Vision 2020 work plans and resulting in facility closures, shifted staff support to maintaining engagement, connection, and well-being remotely (Spring 2020), including, but not limited to: <ul style="list-style-type: none"> ○ creating a staff Facebook group; ○ sharing stories, messages and activities to promote mental and physical wellness, hope, and connection; ○ compiling resources for staff learning and working remotely; ○ moving Values Recognition Program online and continuing to recognize Values Champions; and ○ distributing regular staff communications such as a daily Executive Director video and recorded phone message and increased email updates. • To understand the impact of the pandemic on employees and provide support, conducted full-time employee check-in survey (81% response rate) and held five (5) meetings in-person and virtually to review results and collect input on next steps (Summer 2020) • Based on the employee check-in survey and follow-up meeting feedback, implemented an action plan to address the highest priority next steps chosen by employees to meet their needs (10/2020), including, but not limited to: <ul style="list-style-type: none"> ○ creating a COVID-19 page on the District's intranet to consolidate and provide information, plans, policies, forms, etc. (9/2020); <p style="text-align: right;"><i>Continued on Next Page</i></p>	<ul style="list-style-type: none"> • Offer additional support to facilitate employee engagement, well-being, and an overall healthy culture

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> ○ increasing employee communications to weekly email updates (preferred method of communication) with operational news, COVID-19 updates, employee recognition, etc. (10/2020); ○ creating an online employee Virtual Wellness Room site to provide tools, resources and strategies to help employees' physical, emotional, financial, and social health and wellbeing (12/2020); and ○ developing an online form for employees to submit feedback, including questions, news to be shared, ideas, etc. (12/2020) ● To gather feedback from employees as the pandemic continued and more programs and facilities were reopening, conducted second Employee Check-in Survey with a response rate of 41% of full-time and part-time employees (3&4/2021) ● Compiled results and Management Team discussed potential next steps to address feedback (5/2021) ● Held five (5) in-person employee meetings (one hybrid in-person/Zoom meeting) to review the survey results and next steps to address the feedback, gather input on the next steps, and present the District's future outlook and focus; Seventy-four (74) employees participated in the meetings (6/2021) <p align="right"><i>Continued on Next Page</i></p>	

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> • Shared meeting Zoom recording with staff and a survey to provide employees who could not attend the meeting an opportunity to watch and provide input on the next steps to address the check-in survey results (6/2021) • Continued to implement short-term actions to address feedback, including support and implementation of the remote work policy, ongoing communications regarding updated COVID-19 protocols, roll-out of updated customer service training to outline current expectations, etc. (Summer 2021) • Integrated longer-term next steps to address feedback into future action/work plans such as the 2022 Strategic Work Plan and 2022 Budget (Summer/Fall 2021) 	
<p>To adapt to the long-term impacts of the pandemic, continue to analyze organizational needs to support operations</p>	<p>IO2, IO4, IO5</p>	<p align="center">●</p>	<ul style="list-style-type: none"> • Analyze District operations, work environment, and organizational structure • Determine the appropriate resource levels and organizational structure needed to meet operational and strategic goals along with customer expectations 	<ul style="list-style-type: none"> • In mid-March 2020, shifted focus of District's day-to-day operations to addressing pandemic (initially to respond to the Governor's Shut Down Order and then to facilitate the safe and efficient return to services and the workplace) (Spring/Summer 2020) • Based on the District's financial outlook and to remain financially sustainable during and post-pandemic, instituted expenditure reductions such as staff furloughs, layoffs, pay reductions, capital project deferrals, froze vacant position hiring, etc. (Spring/Summer/Fall 2020) <p align="right"><i>Continued on Next Page</i></p>	<ul style="list-style-type: none"> • Identify strengths and opportunities for organizational improvement • Implement changes that support future operations and the successful execution of District strategy

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)


Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> • Continued to evaluate and address staffing needs based on programming/facility re-openings and growth and related administrative support needs (Winter/Spring 2021) • To improve park operations in the field and improve outcomes in park maintenance, restructured supervision within the Parks Department without increasing the number of employees (3/2021) • Completed an organizational assessment, including: <ul style="list-style-type: none"> ○ each Department undergoing a modified SWOT analysis that included identifying bright spots, challenges, needs, and opportunities impacting their operational performance currently or potentially in the future (6/2021) ○ Compiled Department feedback and grouped input into categories to assess trends for developing the key issues for improving operations in 2021-23 (6/2021) ○ Determined the key issues, assessed any barriers and next steps for addressing these issues (7/2021) ○ Completed action plan for implementing key issues (7/2021) ○ Determined next steps and targeted timing for implementing action plan, which guided the development of the 2022 Strategic Work Plan, department work plans, and 2022 Budget (Summer 2021) <p><i>Continued on Next Page</i></p>	

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> • Implemented organizational assessment short-term next steps, including determining the future of virtual/online programs and creating the Centennial Recreation Center (CRC) facility and operations plan (Summer/Fall 2021) • To optimize Enterprise Services financial performance and facility maintenance resources across the District, shifted Courts Plus, Wilder Mansion, and Sugar Creek Golf Course facility operations, budget, and staffing to the Facilities Department (from the Enterprise Services Department) (Fall 2021/Winter 2022) • To support future operations and based on improving revenue projections, reviewed staffing needs for 2022 budget planning (Fall 2021) • Allocated funding in the 2022 Budget to restore positions eliminated in 2020 and add new positions to continue restarting programs and services suspended since March 2020 and open the CRC in June 2022) (Fall 2021) • Board approved the new and restored positions in the 2022 Budget (at its December 13, 2021 meeting) (12/2021) 	



INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Evaluate and implement actions to become a more diverse, equitable, and inclusive organization</p>	<p>IO1 IO2</p>	<p style="text-align: center;"></p>	<ul style="list-style-type: none"> • Based on stakeholder feedback, develop and implement action plan to become a more diverse, equitable, and inclusive culture 	<ul style="list-style-type: none"> • Formed employee Diversity, Equity, and Inclusion (DEI) Team with fourteen (14) full-time and part-time employees who volunteered to serve on the Team (3&4/2021) • Gathered feedback (along with resources) from other Park Districts on their experiences with starting or implementing DEI initiatives (4&5/2021) • Held first Team meeting that included discussing DEI definitions, the Team’s role and expectations, and available resources (e.g., NRPA, IPRA, other Districts) to begin planning next steps for addressing this initiative (Spring 2021) • Discussed potential next steps to be more gender inclusive at the District (6/2021) • Team wrote an Inclusion Vision Stand to define the vision of how to create sustainable DEI efforts and foster inclusion across the organization (Summer 2021) • Updated registration software (and related forms) to expand gender identity options to include a non-binary option along with an option for persons who have a different gender identity than male, female, or non-binary (11/2021) • Underwent a Request for Proposals (RFP) selection process to choose a firm to conduct a DEI organizational assessment, including: <ul style="list-style-type: none"> ○ posted availability of RFP on epd.org and in a <i>Daily Herald</i> legal ad (in print and online) and distributed RFP to 43 firms (10/2021); <p style="text-align: right;"><i>Continued on Next Page</i></p>	<ul style="list-style-type: none"> • Instill a culture of equity and inclusion so that everyone in the District’s community can fully participate • Create a DEI action plan that facilitates sustainable change and reflects engagement from District stakeholders • Enhance recruitment, employee engagement and retention

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> ○ formed Selection Team that reviewed six (6) submitted proposals (11/2021), interviewed four (4) firms that met the proposal evaluation criteria (11/2021), and selected the firm that is the best fit for the project (to be recommended to the Board for approval) (12/2021). ● Offered a DEI book club, which read and discussed <u>Creating Belonging at Work</u> by Rhodes Perry (11&12/2021) ● Held seven (7) DEI Team meetings in 2021 (Spring/ Summer/Fall 2021) ● Presented two (2) DEI Program and Service Reports to the Board to provide progress reports on DEI efforts along with an overview of DEI definitions, potential program outcomes, and the purpose and components of DEI organizational assessments action plans (10&12/2021) 	



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	1

Performance Measure	Timing of Reporting and Year to Begin Tracking	2020 Year-end Result	2021 Year-end Result	Year-End Performance Target	2021 Year-end Performance Outcome
Organizational Culture Survey	Annually 2022	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 are the definitions for key terms used in the Vision 2020 Progress Report.

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—broad statements describing the specific steps an organization must achieve 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 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 in a quantitative measure of performance to assess accomplishment of the Strategic Themes.

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—provide broad macro-oriented organizational direction for addressing the future vision of the 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 themes and goals.

Values—meaningful expressions of describing what is important in the way employees and customers 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

2021 STRATEGIC WORK PLAN

VISION 2020
2021 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; 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>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 program 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 needs.	<i>Customer Satisfaction Ratings; Net Promoter Score</i>
FI FINANCE Sustainable revenue strategies and funding options.	FI1: Develop strategies to improve financial sustainability. FI2: Seek alternate sources of revenue.	<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 and engagement. IO3: Assess operational needs and organizational structure. IO4: Become a more data-driven organization. IO5: Increase focus on Districtwide succession planning.	<i>Organizational Culture Survey</i>

Italicized Indicators -Not currently Reported

VISION 2020
2021 STRATEGIC WORK PLAN: TACTIC ACTION PLANS

Year 4										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Completion	Lead	Staff Groups	Implementation Goal	Progress
PA	PA1, PA2	Create master plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements	Community Focused, Integrity, Fun	\$\$\$\$	March 2021	March 2022	Director of Facilities	Facilities, Parks, Administration, Marketing & Communications	Based on master plan driven by community feedback, demolish 135 Palmer Drive and develop site to expand open space in Glos Park	●
PA	PA3	Utilize outdoor spaces in innovative ways to provide core offerings	Community Focused, Customer Service Excellence, Fun	\$	Spring 2021	Fall 2021	Director of Recreation, Director of Enterprise Services	Program Supervisors, Facilities, Parks	Expand core offerings by utilizing outdoors spaces	●
PA	PA1, PA2, PA3	Create master plan and complete construction of a neighborhood park at Centennial Park	Community Focused, Integrity, Fun	\$\$\$\$	January 2021	March 2022	Director of Facilities	Facilities, Parks, Administration, Marketing & Communications	Create neighborhood park plan based on community input and complete construction in conjunction with Adult Center redevelopment	●
FA	FA2, PR2	Complete Adult Center design development, engineering, and renovations	Community Focused, Integrity, Fun	\$\$\$\$	January 2021	June 2022	Director of Facilities	Facilities, Recreation, Administration, Marketing & Communications	Hire Dewberry Architects to complete architecture and engineering services and complete construction of the new Adult Center	●
FA	FA3, PR3	Optimize use of existing non-traditional indoor facility spaces to provide core offerings	Community Focused, Customer Service Excellence, Fun	\$	Winter 2021	Fall 2021	Director of Recreation, Director of Enterprise Services	Program Supervisors, Facilities, Information Technology	Maximize the use of indoor facility spaces by providing core offerings in non-traditional spaces which are underutilized due to the pandemic	●
PR	PA3, PR1, PR2, PR3	Invest in and provide core offerings virtually and in outdoor settings that are adaptable to pandemic restrictions	Community Focused, Customer Service Excellence, Fun	\$	Winter 2021	Fall 2021	Director of Recreation, Director of Enterprise Services	Program Supervisors, Information Technology	Utilize resources to continue providing core offerings via alternative methods and spaces	●
PR	PR3	Work with other organizations to gain priority access to their programming spaces	Community Focused, Customer Service Excellence, Fun	\$	Winter 2021	Fall 2021	Director of Recreation	Recreation Program Supervisors	Facilitate discussions and take necessary actions to gain priority access to other organizations' programming spaces	●
CO	CO1, CO2, IO1, IO2	Refine and implement updates to "A" Game customer service model based on current operations	Community Focused, Customer Service Excellence	\$	February 2021	July 2021	Director of Marketing & Communications	Customer Service Team, Management Team	Review the current model to determine if modifications are needed based on operational/financial limitations (including staffing levels and facility hours) and roll out an updated model to all staff to ensure customer service expectations are met	●
CO	PA3, PR2, CO1	Continue to engage community to determine park and recreation needs	Community Focused, Customer Service Excellence, Integrity	\$	September 2020	December 2021	Division Manager-Strategy & Planning	Marketing & Communications, Administration	Determine and execute effective methods for continuing to collect community feedback to meet current needs and drive future priorities	➡
FI	FI1	Review financial indicators and assumptions and adjust as needed to maintain long-term sustainability	Integrity	\$	July 2021	August 2021	Director of Finance	Management Team	Complete review of, and make adjustments to financial indicators, assumptions, and targets to ensure effective tracking and analysis of long-term fiscal sustainability	●
FI	FI1	Update the financial and operating goals and determine the optimum structure of Enterprise Services to position it for long-term sustainability	Customer Service Excellence, Integrity	\$	July 2021	August 2021	Executive Director	Enterprise Services, Finance and HR, Administration	Complete review and revision of Enterprise Services financial and operational goals and determine changes to operating structure to meet those goals	●
FI	FI2	Finalize sale of The Abbey	Community Focused, Integrity	\$	December 2020	March 2021	Park Board, Executive Director	Facilities, Recreation, Information Technology	Complete the sale of The Abbey and transfer of ownership to Elmhurst School District #205	●
IO	IO1, IO2, IO3	Utilizing employee feedback, provide the support needed to work effectively during the pandemic	Community Focused, Customer Service Excellence, Integrity	\$	July 2020	December 2021	Division Manager-Strategy & Planning, Division Manager-Human Resources & Risk	Management Team	To maintain a healthy work culture, identify and provide ways to support staff during the pandemic	●
IO	IO1, IO2	Evaluate and implement actions to become a more diverse, equitable, and inclusive organization	Community Focused, Customer Service Excellence, Integrity, Fun	\$	February 2021	June 2022	Park Board, Executive Director	Division Manager-Strategy & Planning & Division Manager-Human Resources & Risk, Staff Team	Based on stakeholder feedback, develop and begin to implement action plan to become a more diverse, equitable, and inclusive culture and work environment	●
IO	IO2, IO3, IO5	To adapt to the long-term impacts of the pandemic, continue to analyze organizational needs to support operations	Community Focused, Customer Service Excellence, Integrity, Fun	\$	October 2020	August 2021	Executive Director	Management Team	Continue to analyze District operations, organizational structure, and work environment to implement changes to support future operations and the successful execution of District strategy	●

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

Progress
