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

DATE: August 14, 2023
TO: Board of Park Commissioners
FROM: James W. Rogers, Executive Director
Laura Guttman, Director of Strategy & Planning
RE: 2023 MID-YEAR VISION 2020 PROGRESS REPORT

ISSUE

The 2023 Mid-Year Vision 2020 Progress Report provides a status report on implementation of the sixth year of the Vision 2020 Plan (from January 1 to June 30, 2023). The distribution and review of this report is in accordance with Board policy.

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 2023 Mid-Year Vision 2020 Progress Report reflects and monitors the 2023 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and revised annually and approved by the Board on December 19, 2022).

During the August 14, 2023 Board meeting, staff will present a summary of the Report and answer Commissioners' questions. 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 2023 Mid-Year Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2023 Mid-Year Vision 2020 Progress Report

ELMHURST PARK DISTRICT

Vision 2020

Focus on the Future



2023 Mid-Year Progress Report
January 1 to June 30, 2023

August 14, 2023

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

I am pleased to present the sixth Elmhurst Park District Vision 2020 Plan Mid-Year Progress Report. This report is staff's method of demonstrating accountability with how we are taking action and achieving results to effectively implement the Vision 2020 Plan. Our goal is to provide the Park 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 Park Board bi-annually at mid-year and year-end and is available on the District's website after Park Board approval. It includes status reports on the implementation of 2023 Strategic Work Plan (SWP) tactics and performance measure outcomes.

By remaining focused on accomplishing 2023 tactics, staff continue to address the Plan's six strategic themes for parks, facilities, programming, communications, finance, and internal operations. Having recovered from the significant financial and operational impacts of the pandemic, the District is strategically positioned to complete high priority Vision 2020 park and facility projects, reassess priorities and update long-range plans utilizing community feedback, invest in core services, facilitate future financial sustainability, and strengthen our organizational culture.

In February, the Park Board approved engaging BerryDunn to undergo the Elevate Elmhurst Parks process to update our comprehensive and strategic plan. This process includes gathering feedback from the community and staff and assessing the District's parks, facilities, programs, services, demographics, financial outlook, and operations. Based on the needs identified from engagement and assessment data, the Park Board and staff will assess the critical issues for parks, facilities, programming/services, communications, finance, and internal operations to develop new strategic priorities and implementation plans to successfully achieve the community-driven future vision of 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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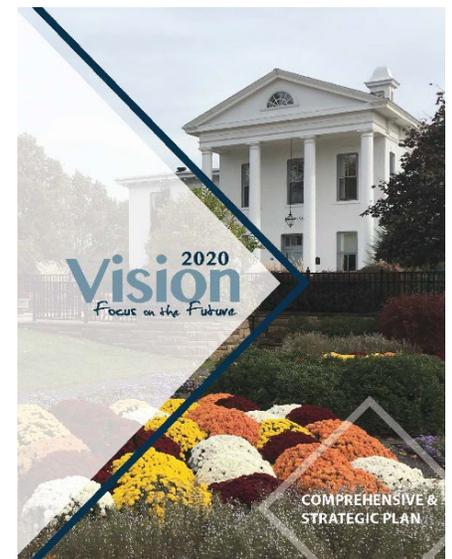
Introduction

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 Park 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 Park 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 Park Board and staff combined them into a single guiding document named the Vision 2020 Plan. The Plan incorporates broad themes and specific goals and tactics for comprehensive planning (e.g., physical asset and program improvements) and strategic planning (e.g., internal operations, communication, and financial improvements). These themes, goals, and tactics are articulated in the Vision 2020 Strategic Work Plan (SWP).



This Vision 2020 Progress Report provides a snapshot of the District's mid-year progress towards accomplishing the SWP tactics and achievement of performance measure targets tracked at mid-year. The Mid-Year Report along with the Year-End Vision 2020 Progress Report assist the Park 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 Vision 2020 Plan 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. At the end of the report, the Appendices include a list of key terms with their definitions to provide clarity to Vision 2020 terminology and the detailed 2023 Strategic Work Plan (approved by the Park Board on December 12, 2022).

Some performance outcomes for the prior year (2022) were adjusted as needed to enhance the accuracy of how data is currently reported and/or to reflect new data available (e.g., updated Census data), and thus, may be different than in the 2022 Mid-Year Progress Report.

Vision 2020 Plan Overview

District Strategic Framework

As part of the Vision 2020 Plan Process, the Park 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, etc.) to outline the specific actions needed to address the strategic themes. The themes, goals, and tactics reflect Vision 2020 Plan key priorities and are highlighted on the following page and in Appendix B.



Strategic Work Plan (SWP) and Performance Measures

After Park 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. Updated by staff and approved by the Park 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 reporting the implementation progress of tactics, staff track Vision 2020 Plan needs assessment metrics and other performance measures that link to monitoring Vision 2020 strategy. 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 Park Board and staff assess the effectiveness of the SWP towards achieving District strategy and adjust work plans and resource allocations (e.g., budget, staffing, etc.) to ensure future success of the Plan.

Vision 2020 Strategy

MISSION
We enrich lives while having fun!

VISION 2020
Focus on the Future

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

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

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

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

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

THEMES



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

FACILITIES
 Meet community needs for new and existing indoor recreation space.

PROGRAMMING
 Innovative programming to meet community needs.



INTERNAL OPERATIONS
 Strengthen organizational culture.

COMMUNICATIONS
 Exceptional and consistent guest experience.

FINANCE
 Sustainable revenue strategies and funding options.

Progress Report Executive Summary

STRATEGIC WORK PLAN TACTICS 2023 MID-YEAR PROGRESS



Achieved 3	Nearly Achieved/ On Track 9	Just Started 5	Not Started 1	Delayed/ Deferred 0
<ul style="list-style-type: none"> • Restore Sugar Creek Golf Course creek • Expand park operations staffing • Continue investing in programming, amenities, and services identified as financially sustainable and meeting community needs 	<ul style="list-style-type: none"> • Complete design development and engineering of Pick Park • Complete design development and engineering of dog park • Develop dog park operating plan • Redevelop Ben Allison Park • Expand facility operations staffing • Become more equitable and inclusive through training and community engagement • Conduct customer outreach during transition to new registration software • Seek alternate revenue sources to fund Vision 2020 capital projects • Continue implementing the optimal organizational structure and create employee development and succession plan 	<ul style="list-style-type: none"> • Update Vision 2020 indoor facility plans • Conduct community engagement to update long-range plans • Continue communicating the District's financial condition and future outlook • Implement recommendations in DEI Organizational Change Report • Conduct organizational culture survey to enhance employee engagement and address long-term employee needs 	<ul style="list-style-type: none"> • Begin addressing programming feedback from 2023 community engagement 	

Progress Report Executive Summary

PERFORMANCE MEASURE SUMMARY 2023 MID-YEAR OUTCOMES



Significantly Above Target (>10%) Program Success Rate (Courts Plus Programs)	1
Above Target (0.01% to 10%) Program Success Rate (Recreation Programs)	1
At Target (0%)	0
Below Target (-0.01% to -10%) Percent of Program and Pass Registrants by Age Group (5-9, 10-14)	2
Significantly Below Target (<-10%) Total Unique Registrants, Percent of Unique Resident Households that Completed a Transaction, Percent of Program and Pass Registrants by Age Group (0-4, 15-19, 20-34, 35-49, 50-64, 65+), Program Revenue per Unique Registrant	9
Performance Outcomes to be Reported in 2023 Year-End Progress Report Capital Assets Condition Ratio, Customer Service Quality Rating, Customer Net Promoter Score®, Percent of Non-tax Revenue, Met Reserve Targets (Tier 1 & 2), Debt Service Ratio, Fund Balance as a Percentage of Expenditures, Employee Net Promoter Score®, Culture Survey Indicators	29
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, Cost Recovery Goals, Program Life Distribution	8

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
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Theme Progress Reports

PARKS

Meet community need for parks, open space and outdoor amenities



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

TACTIC PROGRESS SUMMARY



Achieved

2

- Restore Sugar Creek Golf Course creek
- Expand park operations staffing

**Nearly Achieved/
On Track**

4

- Complete design development and engineering of Pick Park
- Complete design development and engineering of dog park
- Develop dog park operating plan
- Redevelop Ben Allison Park

Just Started

0

Not Started

0

Delayed/Deferred

0

Achieved	Nearly Achieved	On Track	Just Started	Not Started	Delayed/Deferred
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PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Restore Sugar Creek Golf Course creek	PA1	●	<ul style="list-style-type: none"> • Research and apply for available grants to support the project and offset costs • Retain professional services to evaluate creek conditions and create an environmentally sound stream stabilization, pond improvements, and riparian corridor enhancements plan • Implement plan to address streambank erosion, loss of property, sediment accumulation, water quality degradation, and irrigation pond deterioration 	<ul style="list-style-type: none"> • Park Board approved project to restore eroding creek (Summer 2018) • Worked with Living Waters Consultants, Inc. on grant submittals, final engineering, and permit applications (Fall 2018) • Received \$47,000 grant from National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Program (Fall 2019) • Living Waters Consultants, Inc., completed final engineering plans (Spring 2020) • Notified by DuPage County that \$60,000 grant funding approved through Water Quality Improvement Program (Spring 2021) • Notified by Illinois Environmental Protection Agency (IEPA) that grant funding approved for approximately 50% of project cost (\$612,515) (Fall 2021) • Entered into agreement with Living Waters Consultants, Inc. to perform bidding, construction observation, and grant administration services (Winter 2022) • Park Board approved Intergovernmental Agreement between DuPage County, Village of Villa Park, and District outlining each agencies responsibilities and funding and cost obligations (Winter 2022) • Completed project bid process, including pre-bid meeting (Spring 2022) • Park Board awarded restoration project to Semper Fi Land, Inc. (\$1,164,961) (Summer 2022) • Semper Fi Land, Inc. started construction October 2022 (Fall 2022) • Groundbreaking ceremony held November 5, 2022 (Fall 2022) • Completed majority of construction, re-opened Golf Course on May 1, 2023, and continued to complete planting, paving, tree replacement, and restoration to the site 	<ul style="list-style-type: none"> • Avoid additional costs for irrigation upon failure of current system and need to change or possibly close up to five golf holes due to unsafe shorelines • Ensure continued benefits of the creek and golf course, including open space, recreational opportunities, aquatic habitat, flood storage, and runoff conveyance

PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Complete design development and engineering of Pick Park</p>	<p>PA1 PA2 PA3</p>	<p style="text-align: center;">◐</p>	<ul style="list-style-type: none"> • Complete design development and engineering of Pick Park based on master plan approved by Park Board in 2022 	<ul style="list-style-type: none"> • Pick Subdivision Park District consolidated with Elmhurst Park District (2015) • Acquired ownership of a 0.11-acre parcel of property at 151 Monterey Avenue (Fall 2021) and Park Board and Elmhurst City Council each approved an Ordinance transferring ownership of three 0.30-acre parcels previously owned by the City of Elmhurst to the Park District (Fall 2022), resulting in four combined parcels totaling 1.01 acres • Park Board approved hiring Upland Design to provide master plan development and public engagement services (Summer 2022) • Held open house at Monterey properties to gather feedback on park development (49 participants) (Summer 2022) • Park Board officially named the Monterey properties Pick Park (after the original owner of the land, Albert Pick) (Summer 2022) • Based on first open house feedback, Upland Design developed two concept plans and gathered additional feedback at a second open house to garner input on both options (41 attendees, 58 returned surveys) (Summer 2022) • Based on second community open house and survey feedback, Upland Design developed draft master plan which Park Board reviewed and approved September 2022 (Fall 2022) • District awarded a State of Illinois Open Space Lands Acquisition and Development (OSLAD) grant for \$340,300 to fund half of development cost (\$680,600) (Spring 2023) • Park Board approved hiring Upland Design for architect and engineering services, which began Spring 2023 • Completed 30% of construction documents as of June 30, 2023 (Spring 2023) 	<ul style="list-style-type: none"> • Provide equity across the community regarding access to parks • Expand park offerings and the level of services provided to the community • Protect and preserve open space from impacts of urban development

PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Complete design development and engineering of dog park	PA1 PA2 PA3		<ul style="list-style-type: none"> Complete design development and engineering of dog park based on master plan approved by Park Board in 2018 	<ul style="list-style-type: none"> District acquired OS762 Old York Road property (November 2017) Park Board hired Upland Design to collect community input and complete conceptual dog park design options (April 2018) Upland Design collected feedback for master plan by holding open house and conducting online survey and presented three initial concept plans to Park Board based on feedback (July 2018) Upland Design conducted second public open house and online survey to gather feedback on preferred design (July 2018) Upland Design finalized, and Park Board approved final master plan (August 2018) Due to pandemic related financial and operational constraints, continuation of project postponed until 2023 Park Board approved hiring Upland Design for architect and engineering services, which began Winter 2023 Completed 95% of construction drawings and plans ready to submit for permitting (Spring 2023) 	<ul style="list-style-type: none"> Offer a new park amenity which was a high priority on the Vision 2020 Community Survey and a deficiency in park amenity level of service analysis Protect and preserve open space from impacts of urban development Revitalize vacant property purchased for development Facilitate relationships and increase offerings with community partners and sponsors
Develop dog park operating plan	PA1 PA2 PA3		<ul style="list-style-type: none"> To successfully open dog park in 2024, create operating plan, including identifying staffing, maintenance, supply, and technology needs 	<ul style="list-style-type: none"> Assembled staff team to create operating plan, including determining park rules, maintenance operations, user fees, budget, and communications/promotions (Spring 2023) Researched dog park operating plans and best practices at agencies with similar size dog parks (Spring 2023) Determined pricing, rules, maintenance schedule, and registration processes (Spring 2023) 	<ul style="list-style-type: none"> Offer new park amenity which was a high priority on the Vision 2020 Community Survey and a deficiency in park amenity level of service analysis Facilitate relationships and increase offerings with community partners and sponsors

PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Redevelop Ben Allison Park</p>	<p>PA1</p>		<ul style="list-style-type: none"> • Replace playground equipment that has reached the end of its useful life • Create new park entry point, providing safer park access • Relocate and replace tee-ball field backstop 	<ul style="list-style-type: none"> • To gather feedback on initial play area ideas, District held public meeting at Ben Allison Park (approximately 75 people attended) and collected feedback from 15 in-person surveys at the park throughout Spring and Summer (Spring/Summer 2022) • Conducted online survey to collect community input on initial playground concepts (48 respondents) (Fall 2022) • Based on feedback, site analysis, and general conditions, District staff designed, and Park Board approved the Ben Allison Park redevelopment concept, including playground replacement plan (Fall 2022) • Completed project bid process and Park Board awarded construction services to Innovation Landscape, Inc. (Winter 2023) • Kids Around the World removed old playground equipment (June 2023) • Completed site demolition and poured footings for structures (June 2023) 	<ul style="list-style-type: none"> • Donate old playground structure to Kids Around the World, a nonprofit organization that repurposes playgrounds and rebuilds them in developing countries • Increase ADA accessibility of Ben Allison play area • Hold ribbon cutting event to celebrate completion of project with neighborhood
<p>Expand park operations staffing</p>	<p>PA1</p>		<ul style="list-style-type: none"> • Recruit, hire, and train two new parks employees 	<ul style="list-style-type: none"> • Recruited, hired, and trained new Parks Specialist III (Athletics Crew Lead) to direct, supervise, and perform athletic field maintenance (Winter 2023) • Recruited, hired, and trained new Parks Specialist II (Coverage) to supplement, assist, and advance park maintenance operations (Spring 2023) 	<ul style="list-style-type: none"> • Improve delivery of services • Strengthen parks operations • Perform upgrades to landscaping, athletic fields, and grounds maintenance

PARKS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcomes TBD & Tracked in Future Report	5
Park Assessments, Level of Service Standards, Park Use, and Capital Asset Condition Ratios	

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2022 Mid-Year Result	2023 Mid-Year Result	Year-End Performance Target	2023 Mid-Year Performance Outcome
Park Assessments	To be Determined	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	To be Determined	N/A	N/A	N/A	TBD	N/A
Park Use	Future	N/A	N/A	N/A	TBD	N/A
Capital Assets Condition Ratio	Annually 2015	Governmental Funds	N/A	N/A	50.0%	N/A
		Sugar Creek Golf Course	N/A	N/A		N/A

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

FACILITIES

Meet community need for new and existing indoor recreation space



GOALS	FA1: Maintain and update existing facilities
	FA2: Invest in new indoor facilities / spaces to respond to community needs
	FA3: Optimize use of existing facilities

TACTIC PROGRESS SUMMARY



Achieved	0	
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> Expand facility operations staffing
Just Started	1	<ul style="list-style-type: none"> Update Vision 2020 indoor facility plans
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
Update Vision 2020 indoor facility plans	FA1 FA2 FA3 PR3		<ul style="list-style-type: none"> Based on facility assessments, capital plans, and community feedback, determine next steps for addressing indoor facility needs Develop an indoor recreation space plan in the Elevate Elmhurst Parks Plan 	<ul style="list-style-type: none"> To provide expertise and support for updating long-range indoor facility plans, Park Board hired the planning firm BerryDunn after a Request for Proposals (RFP) and interview process (Winter 2023) Gathered community feedback on future vision and needs for indoor facility space through an interactive website and in-person and virtual engagement opportunities (i.e., open house, engagement pop-ups, and focus groups) (Spring/Summer 2023) 	<ul style="list-style-type: none"> Determine the best optimization of the District's existing indoor recreation facility space to maximize resources Expand programming options Update, upgrade, and refresh existing spaces Provide a more welcoming, functional space for programs Enhance safety and security of recreation buildings
Expand facility operations staffing	FA1		<ul style="list-style-type: none"> Hire and train two new facility maintenance employees 	<ul style="list-style-type: none"> Recruited, hired, and trained new Facilities Specialist II to support maintenance operations at Courts Plus and outdoor pools and to provide full-time weekend and early morning coverage (Winter 2023) Recruiting for new Facilities Specialist I position to support custodial and maintenance operations, provide coverage of custodial duties and room setups, and ensure all facilities are maintained to District standards (Winter/Spring 2023) 	<ul style="list-style-type: none"> Provide custodial and maintenance operations support Ensure District facilities are maintained to District standards

FACILITIES PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2022 Mid-Year Result	2023 Mid-Year Result	Year-End Performance Target	2023 Mid-Year Performance Outcome
Facility Assessments	To be Determined	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

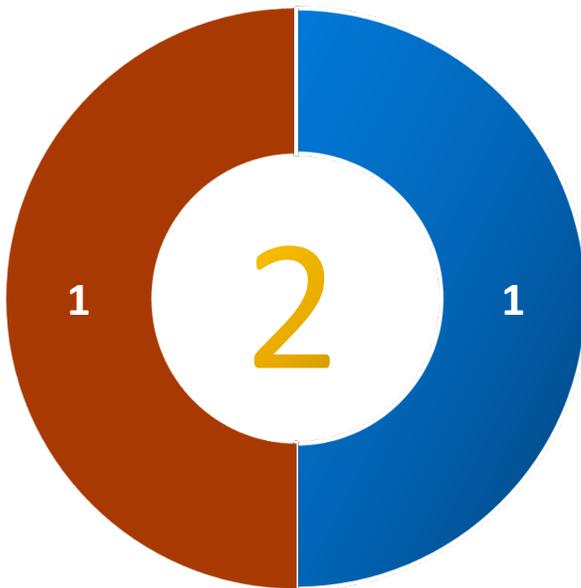
PROGRAMMING

Innovative programming to meet community needs



GOALS	PR1: Remain aware of and responsive to trends
	PR2: Identify and invest in core services

TACTIC PROGRESS SUMMARY



Achieved	1	<ul style="list-style-type: none"> Continue investing in programming, amenities, and services identified as financially sustainable and meeting community needs
Nearly Achieved/ On Track	0	
Just Started	0	
Not Started	1	<ul style="list-style-type: none"> Begin addressing programming feedback from 2023 community engagement
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>Continue investing in programming, amenities, and services identified as financially sustainable and meeting community needs</p>	<p>PR1 PR2 PR3 F11</p>	<p style="text-align: center;">●</p>	<ul style="list-style-type: none"> • Identify what resources are necessary to sustain and/or grow core services • Allocate identified resources 	<ul style="list-style-type: none"> • Added early childhood and youth gymnastics programs to time slots and space previously used for competitive gymnastics (due to a decline in enrollment for competitive teams) (2022) • Added additional martial arts classes (Summer 2022) • Increased group exercise offerings at Courts Plus based on member demand and higher participation, including addition of RPM, a popular Les Mills group cycling class (Winter 2022) • Offered additional afternoon, evening and Saturday programs for early childhood and youth dance, gymnastics, theater, sports, and general interest programs allowing for enrollment increases (Fall 2022, Winter/Spring 2023) • Expanded drop-in Pickleball play and leagues at Courts Plus (2022/2023) • Developed and expanded summer camp and sports clinic offerings to increase enrollment opportunities (Spring/Summer 2023) • Expanded program offerings for early childhood age participants in the evenings and Saturday mornings to address needs of working parents (Spring/Summer 2023) • Based on public feedback, offering a four-day a week preschool option for 2023-24 school year at Courts Plus (Fall 2023) • Adding enrichment programming following pre-school classes to extend the day and opportunities for participants (Fall 2023) 	<ul style="list-style-type: none"> • Enhance and expand core services, including adding more programming and enrollment options • Maximize cost recovery and facility spaces and ensure consistent quality of services offered

PROGRAMMING TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Begin addressing programming feedback from 2023 community engagement	PR1 PR2 PR3 CO1	○	<ul style="list-style-type: none"> • Offer new programs identified as high priorities in Elevate Elmhurst Parks Plan • Gather additional feedback on programs desired 	<ul style="list-style-type: none"> • Tactic to begin in a future programming season 	<ul style="list-style-type: none"> • Offer new high-priority programming • To meet program demand, address facility needs to expand indoor recreation space options

PROGRAMMING PERFORMANCE MEASURE SUMMARY



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

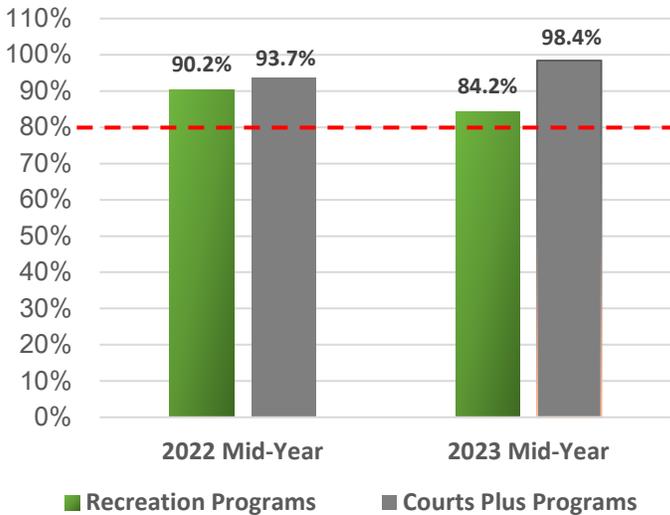
Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2022 Mid-Year Result	2023 Mid-Year Result	Year-End Performance Target	2023 Mid-Year Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	90.2%	84.2%	80.0% or above	↑
		Courts Plus	93.7%	98.4%		↑
Total Unique Registrants	Semi-annually 2016	N/A	5,780	6,414	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	28.1% ¹	30.3%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 8.6% to 59.6% ¹	Range from 9.1% to 62.7%	Range from 19% to 65%	2 age groups ↓ 6 age groups ↓
Program Life Cycle Distribution	To be determined	N/A	N/A	N/A	TBD	N/A

¹2022 mid-year data was adjusted to reflect Elmhurst total household or population by age range data from 2021 American Community Survey (updating 2010 U.S. Census Bureau Decennial Census data)

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

Program Success Rate
Mid-Year 2022 and 2023



Data Source: RecTrac Registration Software
 - - - Year-End Performance Target

MID-YEAR PROGRESS

At mid-year 2023, the Recreation Program Success Rate of 84.2% is above the year-end 80% performance target by 5.2%. As compared to mid-year 2022, this Success Rate decreased 6.0%.

The Courts Plus Program Success Rate of 98.4% is significantly above the performance target by 23.0%. As compared to mid-year 2022, this Success Rate increased 4.7%.

Both Recreation and Courts Plus programs illustrate this rate of success due to continuing to offer and expand programs to meet demand and by maximizing available indoor spaces. The mid-year Recreation Program Success Rate decreased as compared to 2022 due to adding new programs and sections at different times to address feedback. Particularly, staff focused on offering early childhood age programs on weekends and evenings and a number were canceled due to low registration. Staff also introduced several new sports and youth special interest camps/programs in the Summer brochure that were cancelled. Low registration likely occurred because caregivers had chosen summer plans before the Summer registration period.

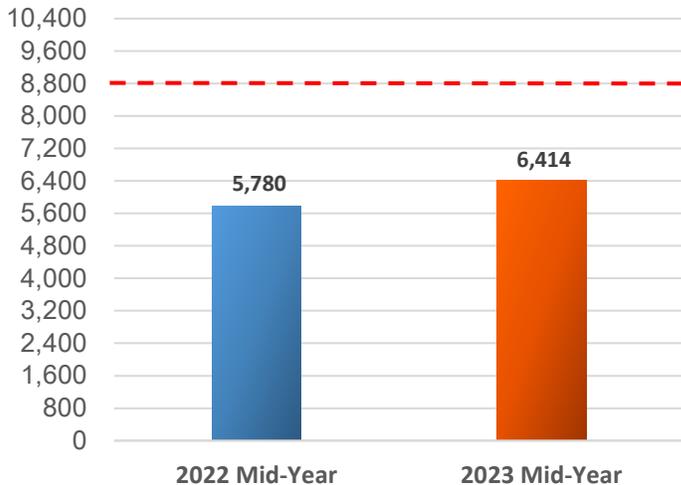
ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects whether the District is successful with matching the desired 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 as compared to the total number of programs offered must be a ratio of at least 80 programs ran for every 100 programs offered.
- Sugar Creek Golf Course programs were not included in this measure and programs not requiring registration (e.g., Courts Plus group fitness programs, most community events).

Category	Year-End Performance Target	2023 Mid-Year Performance Outcome
Recreation Programs	80.0% or above	5.2% Above Target
Courts Plus Programs	80.0% or above	23.0% Significantly Above Target

Total Unique Registrants

Total Number of Unique Registrants
Mid-Year 2022 and 2023



Data Source: RecTrac Registration Software
 - - - Year-End Performance Target

MID-YEAR PROGRESS

At mid-year 2023, the number of Total Unique Registrants (6,414) is significantly below the year-end performance target of 8,800 by 27.1%. As compared to mid-year 2022, Total Unique Registrants increased by 11.0% (634 additional unique registrants).

The upwards shift is mainly due to continuing to expand programs to meet demand along with 2023 being the first full year without pandemic related restrictions since 2020 (e.g., mask mandates, capacity limits, etc.), which reduced participant numbers. During Winter 2022, some participants also had concerns about being in indoor public spaces due to the COVID-19 Omicron variant. This measure will likely continue to result in an upward trend in 2023 based on the ongoing demand for programs and activities.

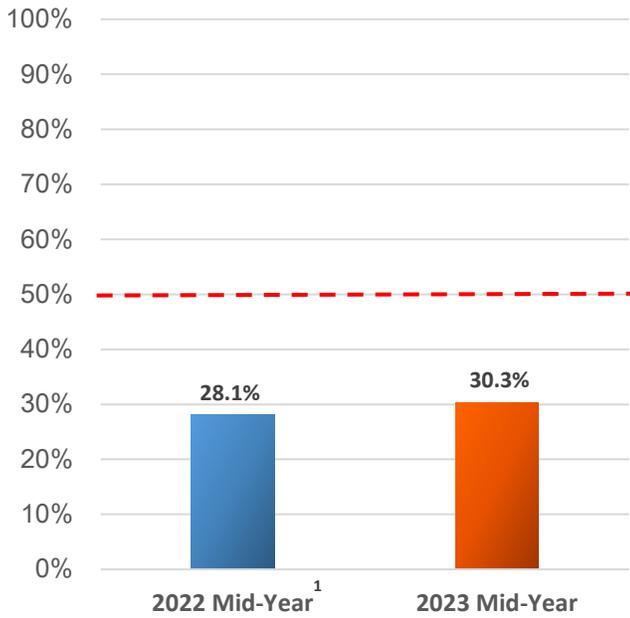
ABOUT THIS MEASURE AND WHY IT MATTERS

- 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 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 and programs not requiring registration such as most community events. Additionally, registration for adult sports leagues counts as one registration per team.

Year-End Performance Target	2023 Mid-Year Performance Outcome
8,800	-27.1% ↓ <i>Significantly Below Target</i>

Percent of Unique Resident Households that Completed a Transaction

Percent of Unique Resident Households that Completed a Transaction
Mid-Year 2022 and 2023



Data Source: RecTrac Registration Software and U.S. Census Bureau 2021 American Community Survey (ACS) (total Elmhurst Households - 16,476)

¹2021 Year-End data was adjusted to reflect Elmhurst total household data from 2021 ACS (updating 2010 U.S. Census Bureau Decennial Census data)

- - - Year-End Performance Target

MID-YEAR PROGRESS

At mid-year 2023, the Percent of Unique Resident Households that Completed a Transaction is 30.3%, which is 39.3% below the year-end performance target of 50.0%. This measure increased 2.2% as compared to 2022.

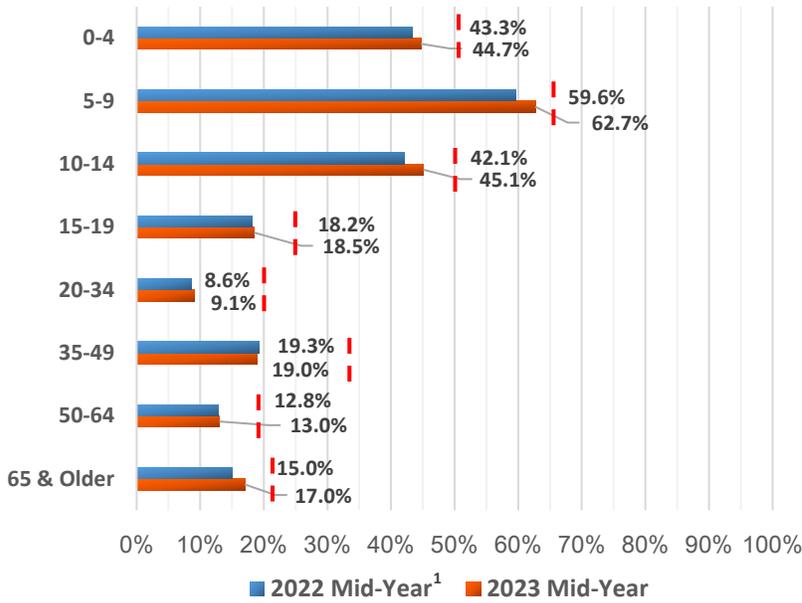
The upwards shift is mainly due to continuing to expand programs and services to meet demand along with 2023 being the first full year without pandemic related restrictions since 2020 (e.g., mask mandates, capacity limits, etc.), which reduced programs/services participation and facility use. During Winter 2022, some participants also had concerns about being in indoor public spaces due to the COVID-19 Omicron variant. This measure will likely continue to result in an upward trend in 2023 based on the ongoing demand for programs and services.

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 (U.S. Census Bureau data).
- Each resident household account is counted only once regardless of the number of individuals in the household or transactions processed during the measurement period.
- Programs from Sugar Creek Golf Course were not included in this measure and programs not requiring registration such as most community events. Additionally, registration for adult sports leagues counts as one registration per team.

Year-End Performance Target	2023 Mid-Year Performance Outcome
50.0%	-39.3%  <i>Significantly Below Target</i>

Percent of Program and Pass Registrants by Age Group



Data Source: RecTrac Registration Software and U.S. Census Bureau 2021 American Community Survey (ACS)

¹2021 Year-End data was adjusted to reflect Elmhurst population data by age group from 2021 ACS (updating 2010 U.S. Census Bureau Decennial Census data)

Notes: Percentages in chart are the total unique residents in age category/total Elmhurst population in age category. Registrants who did not provide a birthdate are not reflected in data.

- - - Year-End Performance Target

MID-YEAR PROGRESS

At mid-year 2023, the Percent of Program and Pass Registrants by Age Group increased in seven (7) of the eight (8) age categories and one (1) decreased slightly (0.3%) as compared to 2022 (illustrated in the adjacent chart). Two (2) age categories were below year-end performance targets: 5-9 age category by -3.6% and 10-14 age category by -9.7%. Six (6) age categories were significantly below targets, ranging from -10.6% (0-4) to -54.7% (ages 20-34).

The upwards shift is mainly due to continuing to expand programs and services to meet demand along with 2023 being the first full year without pandemic related restrictions since 2020 (e.g., mask mandates, capacity limits, etc.), which reduced programs/services participation and facility use. Also, the District continued to place a priority in 2023 on investing in services identified as financially sustainable and meeting community needs.

Age Group Category	Year-End Performance Target	2023 Mid-Year Performance Outcome
0-4	50.0%	-10.6% Significantly Below Target
5-9	65.0%	-3.6% Below Target
10-14	50.0%	-9.7% Below Target
15-19	25.0%	-25.8% Significantly Below Target
20-34	20.0%	-54.7% Significantly Below Target
35-49	33.0%	-42.3% Significantly Below Target
50-64	19.0%	-31.4% Significantly Below Target
65 & Older	22.0%	-22.9% Significantly Below Target

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 program or purchased a pass divided by the number of residents in Elmhurst in that age group (U.S. Census Bureau 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: Enhance community engagement

TACTIC PROGRESS SUMMARY



Achieved	0	
Nearly Achieved/ On Track	2	<ul style="list-style-type: none"> Become more equitable and inclusive through training and community engagement Conduct customer outreach during transition to new registration software
Just Started	1	<ul style="list-style-type: none"> Conduct community engagement to update long-range plans
Not Started	0	
Delayed/Deferred	0	

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

COMMUNICATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Conduct community engagement to update long-range plans	CO1 CO2		<ul style="list-style-type: none"> Hire professional services firm to assist Park Board and staff with utilizing innovative and proven methods for collecting community feedback Execute effective methods for collecting community feedback Utilize data collected to determine future priorities and update District's long-range plans 	<ul style="list-style-type: none"> To provide expertise, objectivity, and support for conducting community engagement, Park Board hired the planning firm BerryDunn after a Request for Proposals (RFP) and interview process (Winter 2023) Kicked-off community engagement with an interactive website where the community can provide direct feedback about parks and open spaces, facilities, programs and events, and operations, including an idea wall (269 comments) and interactive map (332 comments) (Spring 2023) Offered in-person and virtual engagement opportunities, including an open house, three pop-up events, and six focus groups (Spring/Summer 2023) 	<ul style="list-style-type: none"> Ensure that Elevate Elmhurst Parks Plan implementation priorities reflect the community's future vision and needs Gauge the community's readiness to support strategies for funding high priority capital projects
Become more equitable and inclusive through training and community engagement	PA3 PR3 CO1 CO2		<ul style="list-style-type: none"> Collaborate with organizations doing DEIB (Diversity, Equity, Inclusion and Belonging) work in Elmhurst to share District's DEIB efforts, learn more about their mission and services/offerings, and explore partnership opportunities Undergo DEIB training program 	<ul style="list-style-type: none"> Met with Elmhurst Pride Collective (EPC) to learn more about the organization's mission and work and discuss potential collaboration opportunities (Fall 2022) Hosted an employee Lunch & Learn with EPC (January 2023) Met with Backyard Caucus (BYC) of Elmhurst to learn more about the organization's mission and work and discuss potential collaboration opportunities (January 2023) Hosted an employee Lunch & Learn with BYC during Black History Month (February 2023) Partnered with Elmhurst History Museum to provide employees a private tour of the exhibit, <i>In Pursuit of Happiness: Immigrants in Our Communities</i>, during Celebrate Diversity Month (April 2023) Hosted a District information and activity booth and Elevate Elmhurst Parks engagement pop-up event at Elmhurst Family Pride Fest (June 2023) 	<ul style="list-style-type: none"> Effectively implement sustainable and inclusive DEIB efforts Foster a greater sense of belonging for all members of the organization and community Collaborate with organizations that can support the District's and community DEIB efforts

COMMUNICATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Conduct customer outreach during transition to new registration software</p>	<p>CO1</p>	<p style="text-align: center;">●</p>	<ul style="list-style-type: none"> • Create and execute a communications plan to provide education and customer support to the community during the transition to new registration software • Using different methods and messaging, communicate the stages of software transition to keep community informed 	<ul style="list-style-type: none"> • Shared communications via social media and community newsletter regarding the following registration software transition stages: <ul style="list-style-type: none"> ○ hiring an IT consultant to review and select new software; ○ sharing consultant’s recommendations with Park Board; ○ Park Board approving ActiveNET as the new software provider; ○ promoting transition in the Summer 2023 brochure; and ○ creating a website header and FAQ page to announce the transition. (Winter/Spring 2023) 	<ul style="list-style-type: none"> • Ensure community is informed and up to date on transition to new software • Ensure smooth transition to new software to avoid unnecessary customer service issues for registrants

COMMUNICATIONS PERFORMANCE MEASURE SUMMARY



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

Performance Outcomes TBD & Tracked in Future Report Customer Service Quality Rating, Customer Net Promoter Score®	2
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Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2022 Mid-Year Result	2023 Mid-Year Result	Year-End Performance Target	2023 Mid-Year Performance Outcome
Customer Satisfaction Rating	Annually 2018	N/A	N/A	N/A	90.0%	N/A
Customer Service Quality Ratings		N/A	N/A	N/A	90.0%	N/A
Customer Net Promoter Score®	Annually 2018	N/A	N/A	N/A	70.0%	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

FINANCE

Sustainable revenue strategies and funding options



GOALS	F1: Develop strategies to improve financial sustainability
	F12: Seek alternate sources of revenue

TACTIC PROGRESS SUMMARY



Achieved	0	
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> Seek alternate revenue sources to fund Vision 2020 capital projects
Just Started	1	<ul style="list-style-type: none"> Continue communicating the District's financial condition and future outlook
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
Continue communicating the District's financial condition and future outlook	CO2 FI1 FI2		<ul style="list-style-type: none"> Using different methods and messaging, communicate the District's current financial state, economic environment, and future outlook with an emphasis on future challenges towards funding capital, maintenance, and operational needs 	<ul style="list-style-type: none"> Compiled list of metrics for reporting on the District's financial condition, future outlook, and benefits provided to the community along with potential methods for communicating data (Spring 2022) Began inventorying available data to begin reporting (or track in the future) and to develop a communications timeline (Spring 2022) Added messaging to relevant District news articles related to taking care of current assets to continue telling our story (Spring/Summer 2022) Executive Director and Park Board President presented future outlook in <i>State of the Park District</i> address available on epd.org (Fall 2022) Released Annual Report with Summer brochure to communicate financial position (Spring 2023) 	<ul style="list-style-type: none"> Create greater awareness of future challenges towards funding capital, maintenance, and other operational needs Increase support for funding future capital needs
Seek alternate revenue sources to fund Vision 2020 capital projects	PA1 PA2 PA3 FI2		<ul style="list-style-type: none"> Investigate and secure alternate sources of revenue such as grants, donations, sponsorships, etc. to fund high priority Vision 2020 large scale capital projects 	<ul style="list-style-type: none"> District applied for and was awarded a State Open Space Lands Acquisition and Development (OSLAD) grant for \$340,300 to fund half of Pick Park development cost (\$680,600) (Spring 2023) Secured (with State Senator Suzy Glowiak-Hilton) \$250,000 grant from State of Illinois to update Kies Recreation Center kitchen and replace dining hall/gym flooring (June 2023) Developed dog park project sponsor sell sheet with available amenities, compiled spreadsheet of potential sponsors in the area, and began recruiting sponsors (Spring 2023) 	<ul style="list-style-type: none"> Address community needs identified in Vision 2020 Plan while remaining fiscally agile to execute future capital plans Leverage available limiting funding to complete large scale projects Facilitate relationships with local organizations, businesses, and elected officials

FINANCE PERFORMANCE MEASURE SUMMARY



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

Performance Outcomes TBD &

Tracked in Future Report

Percent of Non-tax Revenue, Met Reserve Targets (Tier 1 & 2), Debt Service Ratio, Fund Balance as a Percentage of Expenditures, Cost Recovery Goals

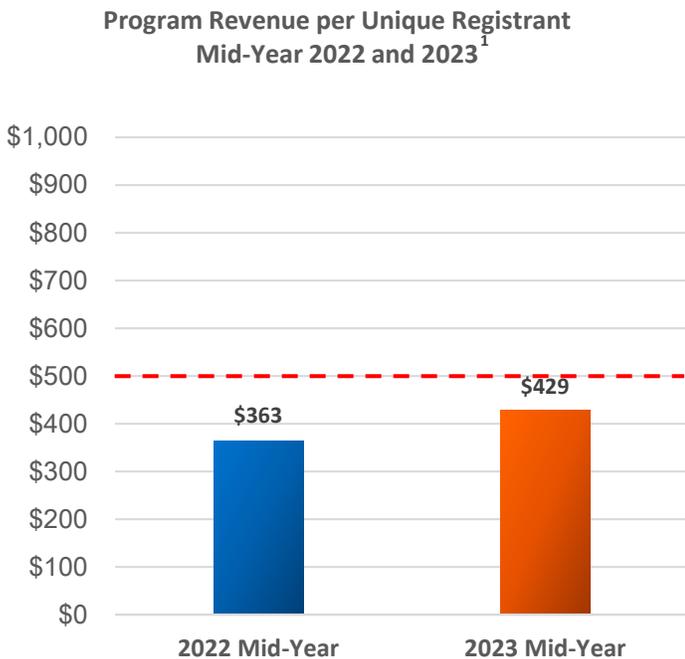
24

Performance Measure	Timing of Reporting and Year to Begin Tracking	2022 Mid-Year Result	2023 Mid-Year Result ¹	Year-End Performance Target	2023 Mid-Year Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	N/A	N/A	55.0% or above	N/A
Met Reserve Targets – Tier 1	Annually 2013	N/A	N/A	Met Board Reserve Policy Targets (9 funds)	N/A
Met Reserve Targets – Tier 2	Annually 2013	N/A	N/A	Met Budget Target (9 funds)	N/A
Debt Service Ratio	Annually 2015	N/A	N/A	20.0% or below (2 categories)	N/A
Program Revenue Per Unique Registrant	Semi-annually 2016	\$363	\$429	\$500	
Fund Balance as a Percentage of Expenditures	Annually 2018	N/A	N/A	Met Board Fund Balance Policy Targets (2 categories)	N/A
Cost Recovery Goals	To be determined	N/A	N/A	TBD	N/A

¹Unaudited

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

Program Revenue per Unique Registrant



Data Source: RecTrac Registration Software
¹ Unaudited
 - - - Year-End Performance Target

MID-YEAR PROGRESS

At mid-year 2023, the Program Revenue per Unique Registrant earned is \$429, which is 14.2% below the year-end performance target of \$500. It is \$66 above the 2022 mid-year outcome of \$368 (an 18.2% increase as compared to 2022).

The upwards shift is mainly due to continuing to expand programs to meet demand along with 2023 being the first full year without pandemic related restrictions since 2020 (e.g., mask mandates, capacity limits, etc.), which reduced participant numbers. Program fees were also increased in 2023.

This measure will likely continue in an upward trend based on the ongoing demand for programs and activities. At year-end 2022, this performance measure was above the performance target (\$527).

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 dividing total revenue generated from programs by the number of unique registrants (residents and non-residents). Unique registrants is the total number of individuals registered for at least one 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 and programs not requiring registration such as most community events. Additionally, registration for adult sports leagues counts as one registration per team.

Year-End Performance Target	2023 Mid-Year Performance Outcome
\$500	14.2%  <i>Significantly Below Target</i>

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	0	
Nearly Achieved/ On Track	1	<ul style="list-style-type: none"> Continue implementing the optimal organizational structure and create employee development and succession plan
Just Started	2	<ul style="list-style-type: none"> Implement recommendations in DEI Organizational Change Report Conduct organizational culture survey to enhance employee engagement and address long-term employee needs
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
Implement recommendations in Diversity, Equity, Inclusion and Belonging (DEIB) Organizational Change Report	IO1 IO2		<ul style="list-style-type: none"> • To provide effective collaboration and implementation of DEIB Report, restructure District's employee DEIB Team • Implement DEIB three-year goals within the focus areas of career advancement, training and education, and communications and programming 	<ul style="list-style-type: none"> • To drive sustainable change, District completed DEIB organizational assessment with Edquity-Minded Consulting to identify recommended priorities, goals, and next steps, leading to the creation of a three-year DEIB implementation plan (2023-25) (2022) • Restructured employee DEIB Team, including creating three sub-groups (mentorship program, leadership training and learning opportunities, and calendar and collaboration) aligned with DEIB three-year goals (Winter 2023) • Began offering DEIB calendar programming and lunch and learns to recognize DEIB calendar days/weeks/months (e.g., Martin Luther King, Jr. Day of Service, Women's History Month Trivia Event, etc.) (Winter/Spring 2023) • Provided staff with articles/resources on relevant monthly DEIB topics, including Black History Month, Women's History Month, Autism Acceptance Month, Asian American and Pacific Islander Heritage Month, and Pride Month (Winter/Spring 2023) • Developed mentorship program framework, including creating participant handbook and guidebook and prepared for information meeting to introduce program (Spring 2023) • Solicited, reviewed, and came to agreement on a proposal from and executed a contract with BCG Education Services for developing and implementing a DEIB training and education program; began developing project outcomes and goals (June 2023) 	<ul style="list-style-type: none"> • Instill a culture of equity and inclusion so employees can fully participate and feel they belong • Enhance recruitment, employee engagement, and retention • Increase awareness of DEIB

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Continue implementing the optimal organizational structure and create employee development and succession plan	IO1 IO2 IO3 IO5		<ul style="list-style-type: none"> Analyze District organizational structure, work environment, and operations Determine the appropriate organizational structure and resource levels needed to meet operational and strategic goals along with customer expectations Consider the best timeline for implementing organizational changes 	<ul style="list-style-type: none"> To improve park operations in the field and improve outcomes in park maintenance, restructured supervision within Parks Department without increasing number of employees (Winter 2021) To optimize Enterprise Services Department (name changed to Special Use Facilities) financial performance and facility maintenance resources across District, shifted Courts Plus, Wilder Mansion, and Sugar Creek Golf Course facility operations, budget, and staffing to Facilities Department (Fall 2021/Winter 2022) Due to retirement of Director of Recreation and to support operations and succession planning, adjusted structure of Recreation Department, including: shifting oversight and supervision of aquatics and The Hub from Facilities Department, creating a new position to supervise these functions (Division Manager-Recreation); restoring Program Supervisor-Adults position eliminated in 2020; and creating a second Division Manager-Recreation position to oversee four program supervisors (Winter-Summer 2022) Added four new coverage positions to Parks and Facilities Departments to strengthen maintenance operations and support, including covering absences (Winter 2023) Created Assistant Director role to facilitate long-term Executive Director succession plan; promoted current Director of Parks to this role (January 2023) Updated position titles from Division Managers to Director of Human Resources & Risk and Director of Strategy & Planning to accurately reflect responsibilities as Management Team members (January 2023) 	<ul style="list-style-type: none"> Identify strengths and opportunities for organizational improvement Facilitate successful execution of District strategy Provide employees opportunities for growth and career advancement

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Conduct organizational culture survey to enhance employee engagement and address long-term employee needs</p>	<p>IO2 IO3 IO4</p>	<p style="text-align: center;"></p>	<ul style="list-style-type: none"> • Conduct survey to assess employee engagement and its impact on employee performance and organizational health • Based on feedback, determine future priorities in Elevate Elmhurst Parks Plan for maintaining a healthy culture 	<ul style="list-style-type: none"> • To provide expertise and objectivity for coordinating the Elevate Elmhurst Parks process, Park Board hired the planning firm BerryDunn after a Request for Proposals (RFP) and interview process; EEP work plan includes conducting an employee culture survey (Winter 2023) • Worked with BerryDunn to start developing survey questions (June 2023) 	<ul style="list-style-type: none"> • Take action to strengthen culture and improve retention based on survey feedback • Ensure Elevate Elmhurst Parks implementation plan addresses employee needs

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 Employee Net Promoter Score®, Culture Survey Indicators	2

Performance Measure	Timing of Reporting and Year to Begin Tracking	2022 Mid-Year Result	2023 Mid-Year Result	Mid-Year Performance Target	2023 Mid-Year Performance Outcome
Employee Net Promoter Score®	Annually 2023	N/A	N/A	TBD	N/A
Culture Survey Indicators	Annually 2023	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 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 metric used to evaluate and communicate performance against expected results. Measures are quantitative indicators and capture numbers, dollars, percentages, etc. Measures assist the staff with determining 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 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

2023 STRATEGIC WORK PLAN

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VISION 2020
2023 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 and amenities. PA2: Address open space and amenity deficiencies and equitability. PA3: Provide new recreational opportunities to respond to community needs.	Capital Assets Condition Ratio Future (to be reviewed during long-range plan update in 2023): <i>Park Use; Park Assessments; Level of Service Standards</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.	Future (to be reviewed during long-range plan update in 2023): <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: Identify and invest in core services.	Program Success Rate; Total Unique Registrants; % of Unique Resident Households Completing a Transaction; % of Program & Pass Registrants by Age Group; Future: <i>Program Life Cycle Distribution (% of New Programs; report actual versus targets in each life cycle category)</i>
CO COMMUNICATIONS Exceptional and consistent guest experience.	CO1: Foster a customer-first environment. CO2: Enhance community engagement.	Customer Service Quality Rating; Customer Net Promoter Score
FI FINANCE Sustainable revenue strategies and funding options.	FI1: Develop strategies to improve financial sustainability. FI2: Seek alternate sources of revenue.	Percent of Non-tax revenue; Met Reserve Targets - 1st and 2nd Tier; Program Revenue Per Unique Registrant; Debt Service Ratio; Fund Balance as a Percentage of Expenditures Future: <i>Cost Recovery Goals</i>
IO INTERNAL OPERATIONS Strengthen organizational culture	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 Districtwide succession planning.	Future: <i>Culture Survey Indicators, Employee Net Promoter Score</i>

Italicized Indicators-Future Strategy Indicators in Vision 2020 Plan

Year 6										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress (6/30/2023)
PA	PA1	Restore Sugar Creek Golf Course creek	Community Focused, Integrity	\$\$\$\$	August 2017	June 2023	Director of Special Use Facilities	Courts Plus/Wilder Mansion, Sugar Creek Golf Course, Village of Villa Park	Restore Sugar Creek by addressing engineering and design recommendations and utilizing grant funding.	●
PA	PA1, PA2, PA3	Complete design development and engineering of Pick Park	Community Focused, Integrity, Fun	\$	August 2022	September 2023	Director of Facilities	Facilities, Parks, Administration	Pending notification of OSLAD grant application, hire Upland Design to complete design development and engineering of Pick Park based on master plan approved by the Board in 2022.	◐
PA	PA1, PA2, PA3	Complete design development and engineering of dog park	Community Focused, Integrity, Fun	\$\$	April 2018	July 2023	Director of Facilities	Facilities, Parks, Administration	Hire Upland Design to complete design development and engineering of dog park based on master plan approved by the Board in 2018.	●
PA	PA1, PA2, PA3	Develop dog park operating plan	Community Focused, Customer Service Excellence, Integrity, Fun	\$	February 2023	August 2023	Assistant Director/Director of Parks	Management Team, All Departments	Create a plan for operating the dog park, including staffing, maintenance, supply, and technology needs to open the park in 2024.	●
PA	PA1	Redevelop Ben Allison Park	Community Focused, Integrity, Fun	\$\$\$	August 2022	October 2023	Director of Facilities	Facilities, Parks, Marketing & Communications	Replace playground equipment and surface, add pathway to connect corner of Surf and West to sled hill and playground, and relocate tee-ball field and replace backstop. Hold grand opening.	◐
PA	PA1	Expand park operations staffing	Community Focused, Customer Service Excellence, Integrity	\$\$\$	January 2023	March 2023	Assistant Director/Director of Parks	Parks, Human Resources	Based on the increase of park space and the Vision 2020 needs assessment that identified the critical need to improve park maintenance operations, hire and train two new Parks employees to improve the delivery of services, strengthen park operations, and perform upgrades to landscaping, athletic fields, and grounds maintenance (previously performed by contractors).	●
FA	FA1, FA2, FA3, PR3	Update Vision 2020 indoor facility plans	Community Focused, Integrity, Fun	\$\$	January 2023	December 2023	Director of Strategy & Planning	Management Team, All Departments	Driven by community engagement, current and future indoor space needs, and the District's economic and operating environment, reevaluate and determine future indoor facility project priorities and capital plans as part of updating the Vision 2020 Plan and to guide long-term financial planning.	◐
FA	FA1	Expand facility operations staffing	Community Focused, Customer Service Excellence, Integrity	\$\$\$	January 2023	October 2023	Director of Facilities	Facilities, Human Resources	Based on the increase of indoor facility spaces and outdoor park amenities and the Vision 2020 needs assessment, hire and train two new facility maintenance employees to provide custodial and maintenance operations support, which will ensure all facilities are maintained to District standards.	●
PR	PR1, PR2, PR3, FI1	Continue investing in programming, amenities, and services identified as financially sustainable and meeting community needs	Community Focused, Customer Service Excellence, Integrity, Fun	\$	April 2022	June 2023	Directors of Special Use Facilities and Recreation	Courts Plus/Wilder Mansion, Recreation, Marketing & Communications, Finance	Continue to invest resources to offer services and programs that are financially sustainable, meet community needs, and address demand (e.g., summer camp, early childhood, older adult, special events, pickleball, etc.)	●
PR	PR1, PR2, PR3, CO1	Begin addressing programming feedback from 2023 community engagement	Community Focused, Customer Service Excellence, Integrity, Fun	\$	July 2023	June 2024	Directors of Special Use Facilities and Recreation	Courts Plus/Wilder Mansion, Recreation, Marketing & Communications	After gathering community feedback for long-range planning, assess how the feedback shapes future programming priorities, determine how resources should be allocated to address those priorities, and begin addressing programming needs.	○
CO	CO1, CO2	Conduct community engagement to update long-range plans	Community Focused, Customer Service Excellence, Integrity	\$\$	December 2022	November 2023	Director of Strategy & Planning	Marketing & Communications, Administration	Execute effective methods for collecting community input to drive future priorities, ensuring representation from different demographics, users and non-users, user groups, District partners, etc. (e.g., community survey, open houses, focus groups, etc.).	◐
CO	PA3, PR3, CO1, CO2	Become more equitable and inclusive through training and community engagement	Community Focused, Customer Service Excellence, Integrity	\$	January 2023	December 2023	Executive Director, Director of Strategy & Planning	Park Board, Administration, Marketing & Communications, Human Resources, DEIB Team	Conduct Park Board and employee training to increase understanding of equity and inclusion and to effectively connect and engage with community stakeholders and individuals; partner with community groups to support DEI efforts.	◐
CO	CO1	Conduct customer outreach during transition to new registration software	Community Focused, Customer Service Excellence, Integrity	\$	June 2022	June 2024	Director of Marketing & Communications	Administration, Marketing & Communications, Information Technology, Recreation, Courts Plus/Wilder Mansion, Finance	Create and execute a communications plan to provide education and customer support to the community during the transition to new registration software.	◐
FI	CO2, FI1, FI2	Continue communicating the District's financial condition and future outlook	Community Focused, Integrity	\$	March 2022	December 2023	Director of Marketing & Communications	Marketing & Communications, Facilities, Parks, Administration, Finance	Implement communications plan to continue using different methods and messaging to communicate the District's current financial state, economic environment, and future outlook to create a greater awareness of challenges towards funding capital, maintenance, and operational needs.	◐

VISION 2020
2023 STRATEGIC WORK PLAN: TACTIC ACTION PLANS

Year 6										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress (6/30/2023)
FI	PA1, PA2, PA3, FI2	Seek alternate revenue sources to fund Vision 2020 capital projects	Community Focused, Integrity	\$	September 2022	December 2024	Executive Director, Director of Marketing & Communications	Marketing & Communications, Facilities, Parks, Finance, Administration	To address Vision 2020 capital project priorities, investigate and secure alternate sources of revenue such as grants, donations, sponsorships, etc. (e.g., Pick Park development (Open Space Land Acquisition and Development (OSLAD) grant), dog park (sponsorships)).	
IO	IO1, IO2	Implement recommendations in DEIB Organizational Change Report	Community Focused, Customer Service Excellence, Integrity, Fun	\$\$	January 2023	December 2025	Director of Strategy & Planning, Director of Human Resources & Risk, Human Resources Generalist	Administration, Human Resources, DEIB Team, Management Team	Implement DEI project 2023 priorities to become a more diverse, equitable, and inclusive culture and work environment (e.g., leadership training and learning opportunities, anonymous concerns reporting, mentor program, DEI Calendar, etc.).	
IO	IO1, IO2, IO3, IO5	Continue implementing the optimal organizational structure and create employee development and succession plan	Community Focused, Customer Service Excellence, Integrity, Fun	\$	October 2020	June 2024	Director of Human Resources & Risk	Management Team	Continue to determine and implement the optimal organizational structure and create an employee (full-time and part-time) development and succession plan to support current and future operations and the successful execution of District strategy.	
IO	IO2, IO3, IO4	Conduct organizational culture survey to enhance employee engagement and address long-term employee needs	Community Focused, Customer Service Excellence, Integrity, Fun	\$	December 2022	November 2023	Director of Strategy & Planning	Administration, Human Resources, Marketing & Communications	Conduct survey to assess employee engagement and its impact on employee performance and organizational health and to determine future priorities for maintaining a healthy culture.	

Cost Symbol Key

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

Progress Symbol Key

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