

## ***Vision 2020 Plan***

In 2016-17, the Board of Park Commissioners and staff updated the District's Comprehensive and Strategic Plans using a process that included community feedback, a needs assessment and defining future priorities. By undergoing this process, 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.

### **Development of Vision 2020 Plan**

**Overview:** From fall 2016 to spring 2017, the Board and staff undertook the Vision 2020 process to update the District's 2007 Comprehensive Plan and 2013-17 Strategic Plan. 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 operations, communication, and financial improvements).

**Planning Process Phases:** Organized into four phases as described below, the Vision 2020 planning process consisted of the following components: a needs assessment; visioning; identifying and evaluating community needs, priorities, and opportunities; and creating a phased implementation and financial plan.

*Engage:* The first phase included conversations with and input from a wide variety of community stakeholders and employee groups to gain an understanding of needs and priorities and to communicate how they could be actively engaged in the process. The forums for collecting feedback during this phase included open houses, scientific and online surveys, focus groups, interviews, online comment forms, etc.

*Analyze:* During the second phase, a comprehensive needs analysis was developed based on data collected about the District and the region, including an inventory and assessment of parks, open space, trails, recreation facilities, and program offerings along with demographic, recreation trends, and level of service analyses.

*Envision:* During the third phase, the Board and staff created a shared long-term vision for the District based on the Engage and Analyze phase results, including key findings, strategic themes, and goals to address those findings. Alternative strategies for programming and existing/new parks, facilities, and open spaces were evaluated and refined into a set of strategies and recommendations the District could implement to address strategic themes and goals.

*Implement:* In the final phase, the Board and staff refined action items based on the near and mid-term capital and operational strategies and recommendations developed during the Envision phase. These action items were outlined in a five-year Strategy Action Plan. In July 2017, the Board approved the final Vision 2020 Plan document, which included a summary of the Vision 2020 feedback collected, needs assessment data and analysis, and key findings and recommendations.

## **District Strategy**

As part of the Vision 2020 Process, the Board and staff reviewed and updated the District's **mission** and **vision** statements and established **values** to serve as the guiding philosophy for creating 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**, which are 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 drive the specific actions to implement them. The themes, goals, and tactics reflect Vision 2020 findings and recommendations.



## **Vision 2020 Strategic Work Plan (SWP)**

Developed by staff and approved by the Board, the SWP outlines the broad themes and goals and specific tasks to implement the Vision 2020 Plan (as defined in the previous section). The SWP format includes an overview of the Mission, Vision, Values, Themes, and Goals and the detailed action plan for each tactic (see pages 46-47 for the 2022 SWP). The detailed action plan for addressing each tactic includes the goals and values addressed, cost range, timeframe, department/staff responsibilities, and implementation goal. Department/function-specific work plan projects/initiatives are included in the department/function 2022 Work Plan sections in the Expenditures by Function section of this document.

**SWP Monitoring and Review:** As part of the Board's governance and to ensure the Plan remains relevant and effective as a long-range planning tool and responsive to the community's changing needs, the staff and the Board review the SWP at least annually. As a result, it evolves based on ongoing shifts, opportunities, and challenges in the District's operating, economic, and political environments. For example, the Board and staff refocused Vision 2020 strategy in 2020 due to the operational and financial impacts of the pandemic, including how to address the Vision 2020 large-scale projects identified by the community as high priorities. On March 30, 2020, the Board decided to end planning for a potential referendum in November 2020 and making non-refundable payments on the contingent based purchase of the 837 S. Riverside Drive property for the new Indoor Sports Facility.

To drive the next steps for successfully implementing the District’s long-term strategy within pandemic related financial and staffing constraints, the Board approved a revised 2020 SWP on August 27, 2020. Despite 2020 being the last year of the three-year strategic plan cycle, the Board and staff postponed the comprehensive update of strategic plan priorities due to the continuing restrictions and financial and operational impacts of the pandemic. On March 22, 2021, the Board approved the 2021 SWP to guide short-term steps to address Vision 2020 priorities while recovering from pandemic related financial and operational impacts.

**2022 SWP Development:** As in previous years, the annual SWP review and update occurred prior to preparing the 2022 budget to allocate adequate resources to address the Plan’s priorities. The Board and staff continued to postpone updating longer-term Vision 2020 Plan strategic priorities as pandemic restrictions and impacts persisted in 2021. To develop the proposed 2022 SWP goals and tactics, staff critically reviewed the District’s progress towards completing 2021 SWP Tactics, their feasibility of implementation, and the next steps for effectively addressing the District’s long-term strategy, including successfully transitioning from pandemic financial and operational constraints. Staff also utilized the 2021 Employee Check-in Survey and follow-up meeting feedback to determine future Tactics along with the outcomes of the 2021 Organizational Assessment, which was conducted to identify the priorities for allocating future resources to support future operations and address strategic priorities. On August 23, 2021, the Board reached preliminary consensus on the 2022 SWP Goals and Tactics, which guided staff’s 2022 budget and work planning. The Board will formally approve the SWP as part of the final 2022 Budget document.

The Board and staff also monitor and report progress on the SWP bi-annually (in the Board’s Mid-year and Year-end Vision 2020 Progress Reports) to track the status of the overall achievement of Plan Themes. In 2022, the Board and staff will assess critical issues for programming/services, communications, finance, and internal operations based on community and employee input. These critical issues will steer the development of new strategic priorities to successfully implement Vision 2020 Plan strategy in the future.



**Vision 2020**  
**2022 Strategic Work Plan**  
**Mission, Vision, Values, Themes and Goals**

|   |   |
|---|---|
| <b>Mission</b>  | We enrich lives while having fun.   |
| <b>Vision</b>   | To be a national leader in providing memorable parks and recreation experiences to our community.   |
| <b>Values</b>   |   |
| Fun<br>Integrity<br>Customer Service Excellence<br>Community Focused                  | We will inject fun and passion in what we do every day.<br>We will always do the right thing and we will do it the right way.<br>We will exceed customer expectations consistently and present the 'wow' moment.<br>At the end of the day, it's all about the community we serve. |
| <b>Themes</b>   | <b>Goals</b>  |
| PA<br>PARKS<br>Meet community need for parks, open space, and outdoor amenities.      | PA1: Maintain and update existing parks, open space, & amenities.   |
|   | PA2: Address open space and amenity deficiencies & equitability.  |
|   | PA3: Provide new recreational opportunities to respond to community needs.  |
| FA<br>FACILITIES<br>Meet community need for new and existing indoor recreation space. | FA1: Maintain and update existing facilities.   |
|   | FA2: Invest in new indoor facilities / space to respond to community needs.   |
|   | FA3: Optimize use of existing facilities.   |
| PR<br>PROGRAMMING<br>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 and inclusive program offerings.   |
| CO<br>COMMUNICATIONS<br>Exceptional and consistent guest experience.                  | CO1: Foster a customer-first environment.   |
|   | CO2: Enhance community engagement.  |
| FI<br>FINANCE<br>Sustainable revenues strategies and funding options.                 | FI1: Develop strategies to improve financial sustainability.  |
|   | FI2: Seek alternate sources of revenue.   |
| IO<br>INTERNAL OPERATIONS<br>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.  |

2022 STRATEGIC WORK PLAN TACTICS

| Year 5 |                         |   |  |          |                   |                        |   |  |  |          |
|--------|-------------------------|---|--|----------|-------------------|------------------------|---|--|--|----------|
| Theme  | Goals                   | Tactics   | EPD Values   | Cost     | Anticipated Start | Anticipated Completion | Lead  | Staff Groups   | Implementation Goal  | Progress |
| PA     | PA1, PA2, PA3           | Complete Glos Park site improvements  | Community Focused, Integrity, Fun                              | \$\$\$\$ | March 2021        | May 2022               | Director of Facilities                          | Facilities, Parks, Administration, Marketing & Communications                              | Based on master plan driven by community feedback, complete site development to expand open space in Glos Park   |          |
| PA     | PA1, PA2, PA3           | Complete construction of neighborhood park at Centennial Park   | Community Focused, Integrity, Fun                              | \$\$\$\$ | January 2021      | May 2022               | Director of Facilities                          | Facilities, Parks, Administration, Marketing & Communications                              | Based on master plan driven by community input, complete construction in conjunction with Adult Center renovation  |          |
| PA     | PA1                     | Redevelop Eldridge Park East play area and pathways   | Community Focused, Integrity, Fun                              | \$\$\$   | September 2019    | October 2022           | Director of Facilities                          | Facilities, Marketing & Communications   | Replace playground equipment reaching the end of its useful life and expand and refurbish paths  |          |
| FA     | FA2, PR2                | Complete Adult Center renovation  | Community Focused, Integrity, Fun                              | \$\$\$\$ | January 2021      | June 2022              | Director of Facilities                          | Facilities, Recreation, Administration, Marketing & Communications, Information Technology | Complete renovation of the new Adult Center  |          |
| FA     | FA3, PR3                | Implement Centennial Recreation Center facility and operations plan   | Community Focused, Customer Service Excellence, Integrity, Fun | \$\$     | July 2021         | June 2022              | Director of Facilities                          | Facilities, Recreation, Information Technology, Human Resources                            | Implement registration and custodial staffing plan to meet programming needs, purchase equipment to implement operations plan, and begin offering programming to community   |          |
| PR     | PR1, PR2, PR3, F11      | Review and determine the future investment towards services suspended since the pandemic began  | Community Focused, Customer Service Excellence, Integrity      | \$       | May 2022          | July 2022              | Directors of Enterprise Services and Recreation | Enterprise Services, Recreation, Facilities, Marketing & Communications, Finance           | Evaluate and determine which suspended programs and services should be reoffered based on community/participant feedback, their impact, alignment with mission, financial viability, market position, and competition                              |          |
| PR     | PR1, PR2, PR3, F11      | Invest in services identified as financially sustainable and meeting community needs  | Community Focused, Customer Service Excellence, Integrity      | \$       | August 2022       | June 2023              | Directors of Enterprise Services and Recreation | Enterprise Services, Recreation, Facilities, Marketing & Communications, Finance           | Invest resources to offer services and programs that are financially sustainable and meeting community needs   |          |
| CO     | PR2, CO2                | Conduct community engagement to update long-range plans   | Community Focused, Customer Service Excellence, Integrity      | \$       | January 2022      | October 2022           | Division Manager-Strategy & Planning            | Marketing & Communications, Administration   | Execute effective methods for collecting community input to drive future priorities  |          |
| CO     | CO1, CO2                | To facilitate becoming a more diverse, equitable and inclusive organization, build relationships, gather feedback, and collaborate with the community | Community Focused, Integrity                                   | \$       | January 2022      | December 2022          | Division Manager-Strategy & Planning            | Administration, Marketing & Communications, DEI Team                                       | Connect and engage with community stakeholders and individuals to increase understanding of, and partner with, underrepresented groups to effectively implement sustainable and inclusive DEI efforts  |          |
| FI     | F11, PA1, PA2, FA1, FA2 | Improve capital and asset management planning   | Community Focused, Integrity                                   | \$       | January 2022      | July 2022              | Division Manager-Strategy & Planning            | Capital Planning Team  | Review and improve capital and asset management processes to comprehensively document and plan for future needs and facilitate effective financial planning  |          |
| FI     | F12, CO2                | Communicate the District's financial condition and future outlook and resulting impact on the ability to address community priorities                 | Community Focused, Integrity                                   | \$       | January 2022      | December 2022          | Director of Marketing & Communications          | Marketing & Communications, Facilities, Parks, Administration, Finance                     | Using different methods and messaging, communicate the District's current financial state, economic environment, and future outlook to create a greater awareness of future challenges towards funding capital, maintenance, and operational needs |          |
| 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     | December 2022          | Park Board, Executive Director                  | Division Manager-Strategy & Planning & Division Manager-Human Resources & Risk, DEI Team   | Based on stakeholder feedback, continue to develop and implement action plan to become a more diverse, equitable, and inclusive culture and work environment   |          |
| IO     | IO3, IO5                | Review, determine, and begin implementing the optimal organizational structure  | Community Focused, Customer Service Excellence, Integrity, Fun | \$       | October 2020      | February 2023          | Division Manager-Human Resources & Risk         | Management Team  | Determine and implement the optimum organizational structure to support current and future operations, succession planning, and the successful execution of District strategy  |          |
| IO     | IO1, IO2, IO3           | Conduct organizational culture survey   | Community Focused, Customer Service Excellence, Integrity, Fun | \$       | February 2022     | June 2022              | Division Manager-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     |                                    |
|----------|------------------------------------|
| \$       | \$0-\$25,000, including staff time |
| \$\$     | \$25,001-\$99,999                  |
| \$\$\$   | \$100,000-\$499,999                |
| \$\$\$\$ | > \$500,000                        |

| Progress |              |  |          |  |                 |  |          |  |             |  |                    |
|----------|--------------|--|----------|--|-----------------|--|----------|--|-------------|--|--------------------|
|          | Just Started |  | On Track |  | Nearly Achieved |  | Achieved |  | Not Started |  | Delayed / Deferred |

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## Performance Measurement

Performance measurement provides data to complement decision-making, improve performance, communicate progress, and provide accountability. To address the Government Finance Officers Association’s (GFOA) best practice of using performance measures as a link to budget and planning processes, the purpose of the District’s performance measures has been to support strategic planning and goal setting, improve/enhance service delivery and customer service, evaluate effectiveness of operations, strengthen accountability, communicate results of programs/services and provide information for effective decision-making including resource allocation. When the measures are aligned with organizational priorities, the Board and staff can use the data to make improvements, validate current practices, evaluate operations and assist with determining budget priorities that reflect long-range plans.

To monitor implementation of the Vision 2020 Plan, staff tracks the Plan’s needs assessment metrics and other measures that link to monitoring Plan strategy. Measures are illustrated in the chart below and are or will be tracked and reported semi-annually and/or annually in the Board’s Vision 2020 Progress Report. Staff continue to utilize and refine the data available and performance targets for these measures to provide a snapshot of how actual performance compares to the target goal. By tracking achievement of performance targets, staff can assess the effectiveness of current District strategy and make adjustments to work plans and the allocation of resources to ensure successful Vision 2020 implementation. Based on the impacts of the pandemic on District strategy and work plans, staff will reassess which measures are still applicable in 2022 and if new measures are needed for tracking Vision 2020 performance.

| Performance Measure                                      | Performance Target               | Reporting     |
|--|----------------------------------|---------------|
| <b>Parks Theme</b>                                       |                                  |               |
| Park Assessments   | To be determined                 | Annually      |
| Level of Service Standards                               | To be determined                 | Future        |
| Park Use   | To be determined                 | Future        |
| Capital Assets Condition Ratio                           | 50.0%                            | Annually      |
| <b>Facilities Theme</b>                                  |                                  |               |
| Facility Assessments                                     | To be determined                 | Future        |
| Level of Service Standards                               | To be determined                 | Future        |
| Facility Usage   | To be determined                 | Future        |
| <b>Programming Theme</b>                                 |                                  |               |
| Program Success Rate                                     | 80.0% or above                   | Semi-annually |
| Total Unique Registrants                                 | 8,800                            | Semi-annually |
| % of Unique Resident Households Completing a Transaction | 50.0%                            | Semi-annually |
| % of Program & Pass Registrants by Age Group             | Range from 19% to 65%            | Semi-annually |
| Program Life Cycle Distribution                          | To be determined                 | Future        |
| <b>Communications Theme</b>                              |                                  |               |
| Customer Satisfaction Ratings                            | 90.0%                            | Annually      |
| Net Promoter Score                                       | 70.0%                            | Annually      |
| <b>Financial Theme</b>                                   |                                  |               |
| Percent of non-tax revenue                               | 55.0% or above                   | Annually      |
| Met Reserve Targets - 1st Tier                           | Met Board Reserve Policy Targets | Annually      |
| Met Reserve Targets - 2nd Tier                           | Met Budget Target                | Annually      |
| Debt Service Ratio                                       | 20% or below                     | Annually      |
| Program Revenue Per Unique Registrant                    | \$500                            | Semi-annually |
| Fund Balance as a percentage of expenditures             | Met Board Fund Balance Policy    | Annually      |
| Cost Recovery Goals                                      | Service Category Targets         | Annually      |
| <b>Internal Operations Theme</b>                         |                                  |               |
| Organizational Culture Survey                            | To be determined                 | Annually      |

Staff also track measures for monitoring progress toward accomplishing the mission and work plans for each District department/function, which are reported in the Expenditures by Function section of this document.