
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 23, 2021

TO: Board of Park Commissioners

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

RE: **2021 MID-YEAR VISION 2020 PROGRESS REPORT**

ISSUE

The 2021 Mid-Year Vision 2020 Progress Report provides a status report on implementation of the fourth year of the Vision 2020 Plan (from January 1 to June 30, 2021). The distribution and review of this report is in accordance with Board policies.

DISCUSSION

To remain dynamic and responsive to changing needs, a successful long-range planning process requires an ongoing review of actual progress in relation to the goals in the work plan. Therefore, monitoring the plan is necessary to ensure that action is taken and measurable results are achieved as anticipated.

The Vision 2020 Progress Report is compiled and submitted to the Board bi-annually at mid-year and year-end as an evaluation of achievement of long-term strategy for decision-making, resource allocation, and work plan development. The 2021 Mid-Year Vision 2020 Progress Report reflects and monitors the 2021 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and revised and approved by the Board on March 22, 2021).

This Report does not include 2020 data for measures tracked at mid-year since it was not reported in the 2020 Mid-Year Vision 2020 Progress Report due to the drastic shift in participation levels and revenues in the early phases of the pandemic. Staff does report the 2021 data for performance measures tracked at mid-year.

During the August 9, 2021 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 2021 Mid-Year Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2021 Mid-Year Vision 2020 Progress Report

ELMHURST PARK DISTRICT

2020 Vision *Focus on the Future*



2021 Mid-year Progress Report
January 1 to June 30

August 9, 2021

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

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

The Report is compiled and submitted to the Board bi-annually at mid-year and year-end and after Board approval, available on the District's website. It includes status reports on achievement of the 2021 Strategic Work Plan (SWP) tactics and performance measure outcomes.

District staff remain dedicated to addressing the Plan's six strategic themes for parks, facilities, programming, communications, finance and internal operations by implementing the 2021 SWP tactics. These tactics have provided focus for strategically positioning the District to successfully reopen facilities and grow core offerings within the Restore Illinois Plan and Center for Disease Control (CDC) guidelines, maintain a healthy organizational culture as staff continue to face challenges while working during a pandemic, facilitate future financial sustainability, and complete high priority park and facility projects with dedicated revenue sources.

After the pandemic stabilizes and the long-term financial and operational impacts are known, we can consider new strategies to address the remaining large-scale project priorities and determine future strategic priorities. As part of that process, we will continue gathering community feedback to address these priorities in a fiscally responsible and sustainable manner.

On behalf of staff, we appreciate your continued support and involvement in shaping the community's future.

Thank you,



James W. Rogers
Executive Director



2020
Vision
Focus on the Future

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Introduction

In 2016-17, the Board of Park Commissioners and staff updated the District's Comprehensive and Strategic Plans using a process that included the following:

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

By basing each Plan on community feedback and defining priorities, the Board prepares for future community desires and needs along with clarifying organizational direction for focused decision making. Since the inception of the District's first Comprehensive Plan and Strategic Plan, the Board and staff have implemented projects, programs, and initiatives based upon the priorities articulated during the planning process.

While a Comprehensive Plan and a Strategic Plan are unique in their purpose and scope, they have interrelated goals and development processes. Therefore, the Board and staff combined them into a single guiding document named the Vision 2020 Plan. The Plan incorporates the broad themes and specific goals and tactics for comprehensive planning (e.g., physical asset and program improvements) and strategic planning (e.g., internal operation, communication, and financial improvements). These themes, goals, and tactics are articulated in the Vision 2020 Strategic Work Plan (SWP).

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

The Progress Report begins with an overview of the District's strategic framework (i.e., mission, vision, organizational values, strategic themes and goals), SWP, and performance measures. The main body of the report includes an implementation progress summary of SWP tactics and performance measure outcomes overall and for each Vision 2020 Theme. At the end of the report, the Appendix includes a list of key terms with their definitions to provide clarity to Vision 2020 terminology and the detailed 2021 Strategic Work Plan.

This Report does not include 2020 data for performance measures tracked at mid-year since it was not reported in the 2020 Mid-Year Vision 2020 Progress Report due to the drastic shift in participation levels related to pandemic-related facility closures and program cancellations. The year-end data for these measures was reported in the 2020 Year-End Vision 2020 Progress Report.

Vision 2020 Plan Overview

District Strategic Framework

As part of the Vision 2020 Process, the Board and staff reviewed and updated the District's existing **mission** and **vision** statements and established District **values** to serve as the guiding philosophy for the creation of District strategy.

Then, staff participated in collaborative workshops to identify organizational strengths, weaknesses, opportunities, and threats as well as brainstormed key priorities for the next three to five years. These key priorities provided the framework for developing **strategic themes** (broad macro-oriented statements of organizational direction).

Staff then developed three to five-year **goals** (broad statements describing what the District must achieve to execute strategy) and one to two-year **tactics** (programs, activities, projects or actions) to outline what needs to be accomplished to address strategic themes and drive specific actions to be undertaken to implement them. The themes, goals, and tactics reflect Vision 2020 key findings and are highlighted on the following page and in Appendix B.



Strategic Work Plan (SWP) and Performance Measures

After Board approval of the Vision 2020 Plan in July 2017, staff developed the District's SWP based on the Plan's five-year strategy action matrix. Updated by staff and approved by the Board annually, the SWP is an action plan that outlines the specific goals and tactics to implement District strategy. The SWP format includes an overview of the District's mission, vision, values, themes, and goals as well as the detailed action plan for each tactic (i.e., goals and values addressed, cost range, timeframe, Department/staff responsibilities, and implementation goal). Along with tracking the implementation progress of tactics, staff utilize Vision 2020 Plan needs assessment metrics and other performance measures that link to monitoring Vision 2020 strategy to assess its implementation. Staff continue to evaluate the performance targets for these measures to provide a snapshot of how actual performance compares to the annual goal. By monitoring these measures and SWP tactics, the Board and staff assess the effectiveness of the SWP towards achieving District strategy and make adjustments to work plans and resource allocation to ensure the future success of the Plan.

Vision 2020 Strategy



THEMES



PARKS

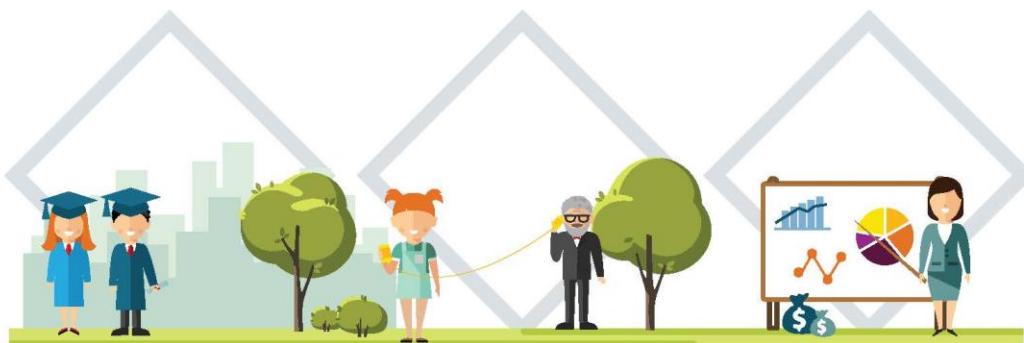
Meet community needs for parks, open space, and outdoor amenities.

FACILITIES

Meet community needs for new and existing indoor recreation space.

PROGRAMMING

Innovative programming to meet community needs.



INTERNAL OPERATIONS

Strengthen organizational culture.

COMMUNICATIONS

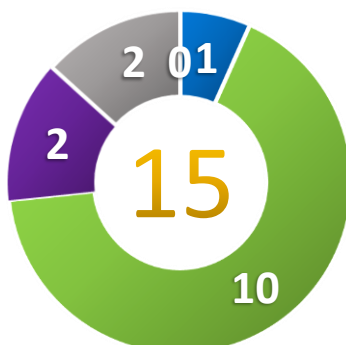
Exceptional and consistent guest experience.

FINANCE

Sustainable revenue strategies and funding options.

Progress Report Executive Summary

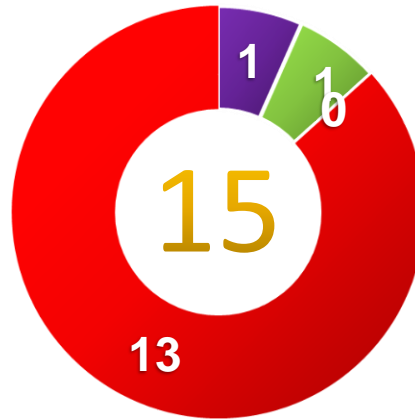
STRATEGIC WORK PLAN TACTICS 2021 MID-YEAR PROGRESS



Achieved	Nearly Achieved/ On Track	Just Started	Not Started	Delayed/ Deferred
1 <ul style="list-style-type: none"> Finalize sale of The Abbey 	10 <ul style="list-style-type: none"> Create master plan and complete construction of neighborhood park at Centennial Park Create master plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements Utilize outdoor spaces in innovative ways to provide core offerings Complete Adult Center design development, engineering, and renovations Optimize use of existing non-traditional indoor facility spaces to provide core offerings Invest in and provide core offerings virtually and in outdoor settings that are adaptable to pandemic restrictions Work with other organizations to gain priority access to their programming spaces Refine and implement updates to "A" Game customer service model based on current operations Utilizing employee feedback, provide the support needed to work effectively during the pandemic To adapt to the long-term impacts of the pandemic, continue to analyze organizational needs to support operations 	2 <ul style="list-style-type: none"> Continue to engage community to determine park and recreation needs Evaluate and implement actions to become a more diverse, equitable, and inclusive organization 	2 <ul style="list-style-type: none"> Review financial indicators and assumptions and adjust as needed to maintain long-term sustainability Update the financial and operating goals and determine the optimum structure of Enterprise Services to position it for long-term sustainability 	0

Progress Report Executive Summary

PERFORMANCE MEASURE SUMMARY 2021 MID-YEAR OUTCOMES



Significantly Above Target (>10%)	1
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Above Target (0.01% to 10%)	1
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At Target (0%)	0
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Below Target (-0.01% to -10%)	0
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Significantly Below Target (<-10%)	13
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Performance Outcomes To Be Reported in 2021 Year-end Progress Report	26
Customer Satisfaction Ratings, Net Promoter Score	
Cost Recovery Goals (Tax-Supported Services and Enterprise Services)	

Performance Outcomes To Be Tracked in Future Progress Reports	9
Park Assessments, Park Level of Service Standards, Park Use, Facility Assessments, Facility	
Level of Service Standards, Facility Usage, Program Life Distribution, Organizational Culture	
Survey, Training Program Satisfaction	

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

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

Theme Progress Reports

PARKS

Meet community need for parks, open space and outdoor amenities



GOALS

PA1: Maintain and update existing parks, open spaces, and amenities

PA2: Address open space and amenity deficiencies and equitability

PA3: Provide new recreational opportunities to respond to community needs

TACTIC PROGRESS SUMMARY



Achieved

0

Nearly Achieved/
On Track

3

- Create master plan and complete construction of a neighborhood park at Centennial Park
- Create master plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements
- Utilize outdoor spaces in innovative ways to provide core offerings

Just Started

0

Not Started

0

Delayed/Deferred


0

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

PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Create master plan and complete construction of neighborhood park at Centennial Park	PA1 PA2 PA3	●	<ul style="list-style-type: none"> • Create neighborhood park master plan based on community input • Complete construction in conjunction with Adult Center redevelopment 	<ul style="list-style-type: none"> • Approved contract to purchase property at 155 E. St. Charles Road for potential new adult center and a park in a neighborhood identified as deficient in park space (Vision 2020 needs assessment) (8/2019) • Completed purchase of property (9/2019) • Dedicated Centennial Park, the first new park in more than three decades (7/2020) • As part of the 2021 capital planning process, staff assessed next steps, including funding options that were approved by the Board in March 2021 (Fall 2020/Winter 2021) • Board approved hiring of Upland Design for landscape architect/engineering services to develop park master plan (3/2021) • Held open house to gather feedback on potential amenities to shape park plan concepts (52 participants) (4/2021) • Based on first open house feedback, Upland Design developed two (2) park concept plans and gathered additional feedback at a second open house (15 participants) and via an online survey (683 respondents) (5/2021) • Based on the second community open house and survey feedback, Upland Design developed draft master plan (5/2021) • Board reviewed and approved draft master plan (6/2021) • Started project construction drawings which will be completed by Upland Design by the end of August and will be out to bid in September (6/2021) 	<ul style="list-style-type: none"> • Provide equity across the community regarding access to parks • Expand park offerings and the level of service provided to the community • Protect and preserve open space from impacts of urban development

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

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

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Utilize outdoor spaces in innovative ways to provide core offerings	PA3		<ul style="list-style-type: none"> Utilize outdoor spaces to offer core services within pandemic related health and safety guidelines and restrictions and for participants who prefer to be outdoors 	<ul style="list-style-type: none"> Continued to offer Courts Plus group exercise programs outdoors along with virtually and indoors (Spring 2021) Held a summer circle time Early Childhood program in the parks (Summer 2021) 	<ul style="list-style-type: none"> Provide a unique experience and setting for core services Expand awareness of parks and park amenities



PARKS PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2020 Mid-Year Result	2021 Mid-Year Result	Year-End Performance Target	2021 Mid-Year Performance Outcome
Park Assessments	Annually 2022	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2022	N/A	N/A	N/A	TBD	N/A
Park Use	Future	N/A	N/A	N/A	TBD	N/A
Capital Assets Condition Ratio	Annually 2015	Governmental Funds	N/A	N/A	50.0%	N/A
		Enterprise Services	N/A	N/A		N/A
		Sugar Creek Golf Course	N/A	N/A		N/A

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

FACILITIES

Meet community need for new and existing indoor recreation space



GOALS

FA1: Maintain and update existing facilities

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

FA3: Optimize use of existing facilities

TACTIC PROGRESS SUMMARY



Achieved

0

Nearly Achieved/
On Track

2

- Complete Adult Center design development, engineering, and renovations
- Optimize use of existing non-traditional indoor facility spaces to provide core offerings

Just Started

0

Not Started


0

Delayed/Deferred

0

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

FACILITIES TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Complete Adult Center design development, engineering, and renovations	FA2 PR2		<ul style="list-style-type: none"> Complete architecture and engineering services and renovation of new Adult Center 	<ul style="list-style-type: none"> Approved contract to purchase property at 155 E. St. Charles Road for potential new adult center location (8/2019); closing occurred on September 2019 For referendum planning, completed a financial and program plan for new adult center (8/2019) Continued discussions with Elmhurst School District #205 to develop an intergovernmental agreement regarding selling The Abbey following development of an adult center at the new location (Winter 2019-2020) Conducted a survey of registered voters to determine the level of support and strategies to fund six (6) potential large-scale projects via a referendum (10&11/2019) Since survey results illustrated limited support for a tax increase, Board decided not to proceed with a March 2020 referendum and reevaluated project costs & funding options (12/2019 & Winter 2020) Held two (2) focus groups with likely voters (facilitated by Public Communications, Inc. (PCI)) to prioritize projects still being considered for potential referendum (3/2020) Due to pandemic related financial constraints, Board ended referendum planning and postponed project (3/2020) As part of the 2021 capital planning process, staff assessed next steps, including funding options approved by the Board in March 2021 (Fall 2020/ Winter 2021) Board approved the contract to hire Dewberry Architects for architectural and engineering services (3/2021) Held project kickoff meeting with staff and Dewberry Architects representatives, including their subcontracted engineering professionals (4/2021) Dewberry completed (based on staff feedback), and the Board reviewed, updated project scope and cost estimates and schematic design (Spring 2021) 	<ul style="list-style-type: none"> Remove and replace a District asset that has reached the end of its useful life Offer new adult center desired by the community Expand adult and senior programming options with renovated spaces Provide an upgraded, welcoming, more functional space for adult programs Facilitate relationships with new and existing partners such as the College of DuPage and Elmhurst Public Library to increase high priority adult program offerings

FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Optimize use of existing non-traditional indoor facility spaces to provide core offerings	FA3 PR3		<ul style="list-style-type: none"> Maximize the use of indoor facility spaces by providing core offerings in non-traditional spaces impacted by pandemic related program and service reductions 	<ul style="list-style-type: none"> Offered summer programs in non-traditional indoor facility spaces (Summer 2021), including: <ul style="list-style-type: none"> Senior recreation programs at the Wilder Mansion and Courts Plus Youth & Special Interest; some Early Childhood recreation programs at Courts Plus; and Sports camps at Centennial Recreation Center. 	<ul style="list-style-type: none"> Maximize use of currently underutilized indoor spaces (due to pandemic restrictions) Increase participants awareness of other facilities and facility amenities

ADULT CENTER

ENVISION A FACILITY THAT...

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

TIMELINE

DESIGN
May 2021-October 2021 (6 months)

CONSTRUCTION
November 2021-June 2022 (8 months)

SCOPE OF WORK

PROJECT COST:
\$900,000

Abate and hazardous materials

Remodeling restrooms for ADA compliance

Installing new exterior doors

Improving kitchen

Adding a fire protection system

Repaving the parking lot

Replacing all sidewalks

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



FACILITIES PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2020 Mid-year Result	2021 Mid-year Result	Year-end Performance Target	2021 Mid-year Performance Outcome
Facility Assessments	Annually 2022	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2022	N/A	N/A	N/A	TBD	N/A
Facility Usage	Future	N/A	N/A	N/A	TBD	N/A

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

PROGRAMMING

Innovative programming to meet community needs



GOALS

- PR1: Remain aware of and responsive to trends
- PR2: Regularly engage the community to understand program needs
- PR3: Provide sustainable, high quality and inclusive program offerings

TACTIC PROGRESS SUMMARY



Achieved

0

Nearly Achieved/
On Track

2

- Invest in and provide core offerings virtually and in outdoor settings that are adaptable to pandemic restrictions
- Work with other organizations to gain priority access to their programming spaces

Just Started

0

Not Started


0

Delayed/Deferred

0

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

PROGRAMMING TACTICS PROGRESS SUMMARY

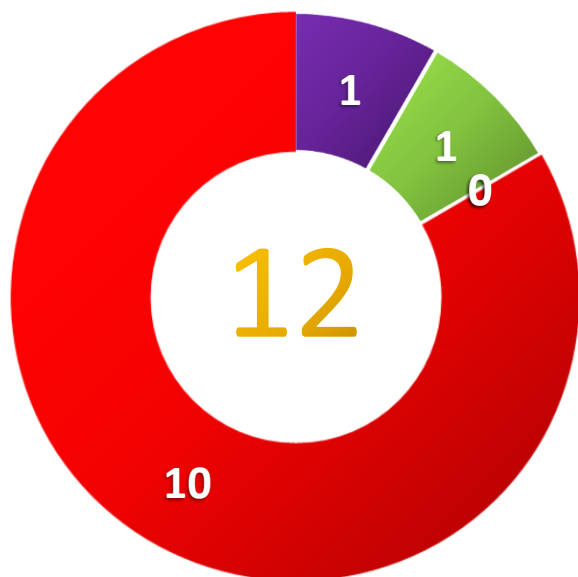
Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Invest in and provide core offerings virtually and in outdoor settings that are adaptable to pandemic restrictions	PA3 PR1 PR2 PR3		<ul style="list-style-type: none"> Utilize resources to continue providing core offerings via alternative methods and spaces 	<ul style="list-style-type: none"> With the closure of District facilities in March 2020 due to the pandemic, programming priorities shifted to determining how, and in which areas, the District could offer virtual programming (Spring 2020) Provided virtual fitness programs, inspiring messages/videos, preschool programs/story-times, dance videos and eSports competition (Spring 2020) Once the State stay-at-home orders were, lifted and guidelines were released began offering camp and outdoor fitness programs within restrictions (5&6/2020) As additional guidelines were released in the Summer that allowed for more offerings, began to reopen/offer additional programs/facilities (6/2020) Modified community and special events based on health and safety guidelines, including offering three (3) movies in the park, Touch a Truck month-long virtual event, pumpkin party, "Get Grinchd" program, and online Old Fashioned Tree Lighting (Summer/Fall 2020) Continued to offer in-person/virtual programs based on guidelines, participant interest and financial feasibility, including remote eLearning program, outdoor fitness classes and adult contractual programs (Tai Chi, line dancing, and Chair Yoga) (Summer/Fall 2020) During Tier 3 mitigation restrictions, offered some 2021 winter session programs virtually such as dance programs and gymnastics private lessons and team workouts, along with Courts Plus group exercise programs (Late-Fall 2020) In January 2021, moved into Tier 2 and then Tier 1 mitigation restrictions with some rentals and indoor recreation and Courts Plus programming resuming with capacity limits (Winter 2021) Held three (3) Winter Pop-up Party in the Park events with games and activities (Late-Fall 2020/Winter 2021) Held Find Frosty, a six-week scavenger hunt in the parks (1&2/2021) 	<ul style="list-style-type: none"> Continue to offer core services within pandemic restrictions Retain customers who may otherwise seek competitors' services
				Continued on Next Page	

PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				Continued from Previous Page	
				<ul style="list-style-type: none"> Continued to offer virtual group exercise programs along with indoor/outdoor options (Spring 2021) Offered Fancy Family Friday program with DiLeo's Pizzeria, including a meal and activities (3/2021) Offered at-home egg hunt pre-registration event called "You've Been Egged!" (3&4/2021) Hosted a modified version of the District's annual egg hunt for ages 2-8, requiring registration for three (3) time slots offered on three (3) ball fields at Berens Park (4/2021) 	
Work with other organizations to gain priority access to their programming spaces	PR3	●	<ul style="list-style-type: none"> Facilitate discussions and take necessary actions to gain priority access to other organizations' programming spaces 	<ul style="list-style-type: none"> Worked with School District #205 staff to secure the use of school facilities for summer programs which greatly assisted with expanding programming and addressing wait lists while helping them address their greater need for outdoor athletic spaces due to altered Winter and Spring sports schedules (2&3/2021) Began discussions with Timothy Christian schools regarding mutually beneficial opportunities for cooperative use of facility spaces (2/2021) Offered summer youth sports and theater programs at District #205 schools (Summer 2021) 	<ul style="list-style-type: none"> Facilitate additional facility space options for offering and expanding core services Maximize community resources by sharing facility spaces



PROGRAMMING PERFORMANCE MEASURE SUMMARY





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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2020 Mid-Year Result ¹	2021 Mid-year Result	Year-End Performance Target	2021 Mid-year Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	N/A	87.6%	80.0% or above	↑
		Enterprise Services	N/A	95.8%		↑
Total Unique Registrants	Semi-annually 2016	N/A	N/A	5,294	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	N/A	25.8%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	N/A	Range from 7.3% to 44.3%	Range from 19% to 65%	8 age groups ↓
Program Life Cycle Distribution	Annually 2022	N/A	N/A	N/A	TBD	N/A

¹ Mid-year 2020 data was not reported due to pandemic related facility closures and program cancellations

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

Program Success Rate

Category	Year-End Performance Target	2021 Mid-Year Performance Outcome
Recreation Programs	80.0% or above	9.5% Above Target 
Enterprise Programs	80.0% or above	19.8% Significantly Above Target 

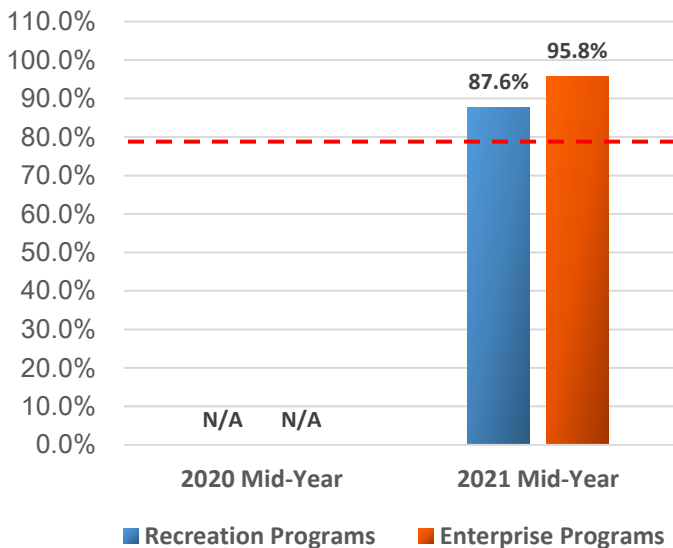
MID-YEAR PROGRESS

At mid-year, the Recreation Program Success Rate of 87.6% and Enterprise Program Success Rate of 95.8% are above the year-end 80.0% performance target (by 9.5% and 19.8% respectively).

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

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

ABOUT THIS MEASURE AND WHY IT MATTERS



Data Source: RecTrac Registration Software

Mid-year 2020 data was not reported due to pandemic related facility closures and program cancellations

- This measure reflects whether the District is successful with matching the “right” array of programs and services to meet customer interest and demand along with marketplace trends.
- The higher Program Success Rate percentages are, the more successful the District is with offering courses that align with community interests.
- Program Success Rate measures the total number of programs that ran (as reported in the Park District’s registration software) divided by the total number of programs offered by the District.
- To meet the performance target, the total number of courses ran versus the total number of programs offered must be a ratio of at least 80 programs run for every 100 programs offered.

Total Unique Registrants

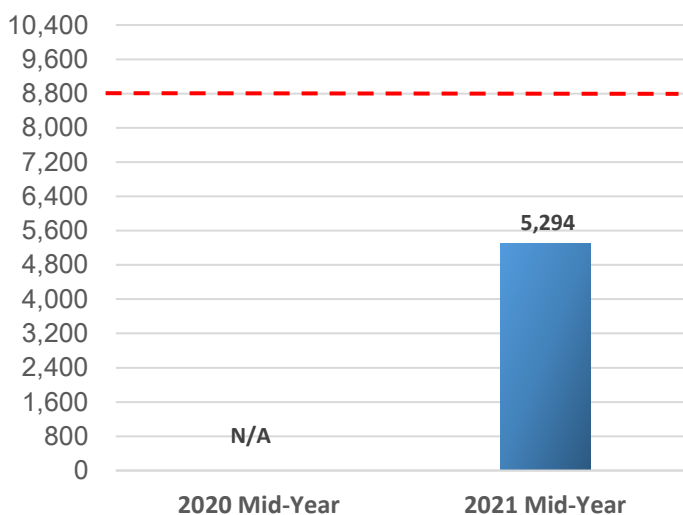
Year-End Performance Target	2021 Mid-Year Performance Outcome
8,800	-39.8%  <i>Significantly Below Target</i>

MID-YEAR PROGRESS

At mid-year, the number of Total Unique Registrants (5,294) illustrates the following trends:

- It is below the year-end performance target (8,800) by 39.8% (was 43.7% below the target at year-end 2020).
- The number of unique registrants illustrates an upward shift as compared to 2020 at year-end (4,953 and 5,294 respectively) due to the following:
 - gradual loosening (Winter/early-Spring) and eventual lifting of Restore Illinois Guidelines in May 2021;
 - ability to offer core programs virtually and by optimizing available indoor and outdoor facility spaces;
 - working with community partners to utilize their facility spaces; and
 - wide-spread distribution of vaccines, which helped individuals feel more comfortable participating indoors.

ABOUT THIS MEASURE AND WHY IT MATTERS




Data Source: RecTrac Registration Software

Mid-year 2020 data was not reported due to pandemic related facility closures and program cancellations

- This measure reflects the District's reach in the community as it relates to the total number of individuals involved in District programs and activities which require payment and/or registration.
- Total Unique Registrants is the total number of individuals registered for at least one recreation or enterprise services program (residents and non-residents).
- Each individual is counted only once regardless of the number of programs that individual registered for during the measurement period.
- Programs from Sugar Creek Golf Course were not included in this measure along with participation in programs not requiring registration such as community events. Additionally, registration for adult sports leagues counts as one registration per team.

Percent of Unique Resident Households that Completed a Transaction¹

Year-End Performance Target	2021 Mid-Year Performance Outcome
50.0%	-48.4%  <i>Significantly Below Target</i>

MID-YEAR PROGRESS

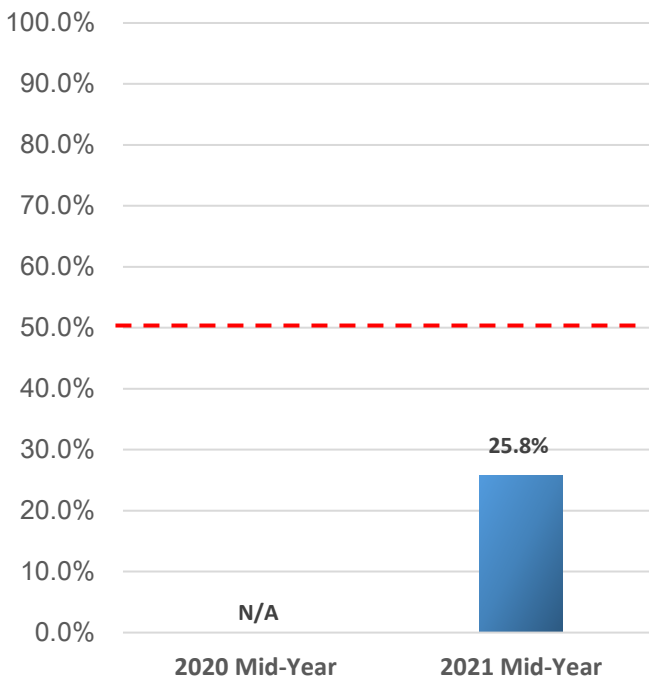
At mid-year, the Percent of Unique Resident Households that Completed a Transaction (25.8%) is 48.4% below the year-end performance target of 50.0%.

This measure is significantly below the year-end performance target at mid-year due to the continued impacts of the pandemic on household participation during the first six months of 2021 (such as facility and programming constraints due to health and safety guidelines).

The restarting of additional recreation and enterprise services programs and services and the reopening of facilities closed in Summer 2020 will likely lead to an upward trend in the percent of unique households completing a transaction.

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects Elmhurst household involvement in District programs and activities and the District's reach in the community as it relates to activities and programs which require payment and/or registration.
- This measure is the percentage of unique resident households completing a transaction to register for a program, purchase a facility pass or point of sale item, or rent a facility.
- Percent of Unique Resident Households that Completed a Transaction is the total number of unique resident household accounts which have completed a transaction processed through the District's registration software divided by the total number of households in Elmhurst (as indicated by U.S. Census data).
- Each resident household account is counted only once regardless of the number of individuals in that household or transactions processed for that household during the measurement period.
- Programs from Sugar Creek Golf Course were not included in this measure along with participation in programs not requiring registration such as community events. Additionally, registration for adult sports leagues counts as one registration per team.











Data Source: RecTrac Registration Software

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

Mid-year 2020 data was not reported due to pandemic related facility closures and program cancellations

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

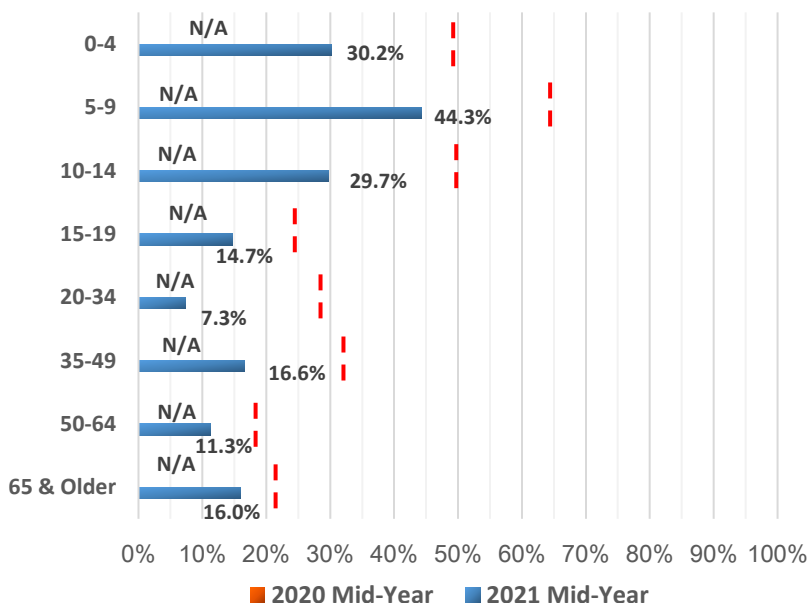
Age Group Category	Year-End Performance Target	2021 Mid-Year Performance Outcome
0-4	50.0%	-39.6%  Significantly Below Target
5-9	65.0%	-31.8%  Significantly Below Target
10-14	50.0%	-40.5%  Significantly Below Target
15-19	25.0%	-41.2%  Significantly Below Target
20-34	20.0%	-63.4%  Significantly Below Target
35-49	33.0%	-49.6%  Significantly Below Target
50-64	19.0%	-40.6%  Significantly Below Target
65 & Older	22.0%	-27.2%  Significantly Below Target

MID-YEAR PROGRESS

At mid-year, the Percent of Program and Pass Resident Registrants by Age Group illustrates that all age categories fell significantly below year-end performance targets ranging from 27.2% (ages 65 and older) to 63.4% (ages 20-34) below targets.

The percent of unique resident registrants in all age categories were significantly below the targets due to the continued impacts of the pandemic on participation during the first six months of 2021 (such as facility and programming constraints due to health and safety guidelines).

The restarting of additional recreation and enterprise services programs and services and the reopening of facilities closed in Summer 2020 will likely lead to an upward trend in the percent of participants in some or all age groups.



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 registered for at least one recreation and enterprise services program or purchased a pass divided by the number of residents in Elmhurst in that age group (as indicated by U.S. Census data).
- This measure does not include Sugar Creek Golf Course programs and passes or participation in programs which do not require registration such as community events. Additionally, registration for adult sports leagues counts as one registration per team.

Data Source: RecTrac Registration Software and 2010 United States Census

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

² Removed registrants that did not provide a birthdate.

Mid-year 2020 data was not reported due to pandemic related facility closures and program cancellations

COMMUNICATIONS

Exceptional and consistent guest experience

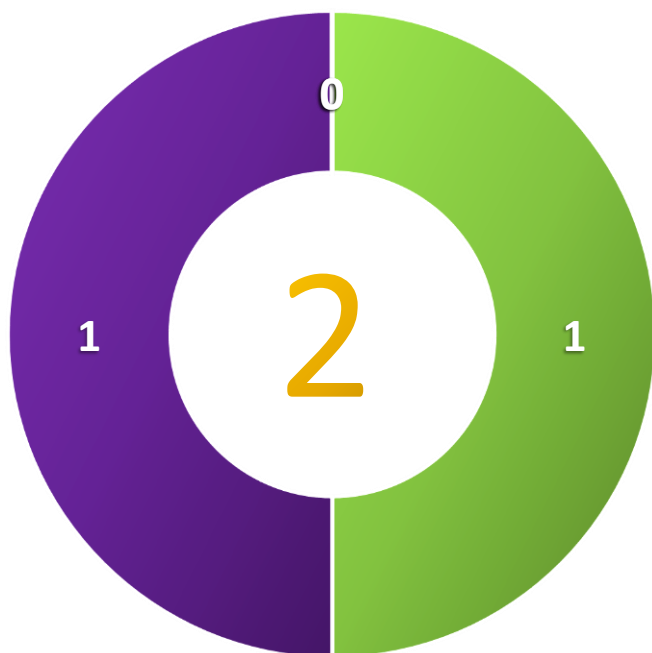


GOALS

CO1: Foster a customer-first environment

CO2: Address customer service needs

TACTIC PROGRESS SUMMARY



Achieved

0

Nearly Achieved/
On Track

1

- Refine and implement updates to "A" Game customer service model based on current operations

Just Started

1

- Continue to engage community to determine park and recreation needs

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
Refine and implement updates to "A" Game customer service model based on current operations	CO1 CO2 IO1 IO2		<ul style="list-style-type: none"> To target customer service strengths and areas of improvement, collect data regarding the community's customer service experience during the pandemic Review the current model to determine if modifications are needed based on operational changes Roll out an updated model to all staff to ensure that customer service expectations are met 	<ul style="list-style-type: none"> Re-formed employee Customer Service Team (4/2021) Collected feedback from community (via an online survey with 826 respondents) on the District's customer service from March 2020 to April 2021 (Spring 2021) Team developed updated training and resources on customer service protocols, including online communications (5/2021) 	<ul style="list-style-type: none"> Provide staff direction on ways to provide optimal and consistent customer service Understand where to target customer service efforts based on community feedback
Continue to engage community to determine park and recreation needs	PA3 PR2 CO1		<ul style="list-style-type: none"> Determine and execute effective methods for continuing to collect community feedback to meet current needs and drive future priorities 	<ul style="list-style-type: none"> Postponed collecting community feedback to determine the next steps for addressing the Vision 2020 Plan priorities until the longer-term impacts of the pandemic are known (8/2020) Conducted online COVID-19 Community Readiness Survey to assess how the pandemic was impacting the community's use of parks and recreation facilities, programs, and services (1,449 respondents) and assist with current planning (9/2020) In late-Fall 2021, staff will present the Board a community engagement plan for updating the District's Vision 2020 Plan priorities 	<ul style="list-style-type: none"> Ensure updates to the District's Comprehensive and Strategic Plans reflect the community's future vision of parks and recreation in Elmhurst Educate the community on the current state of the District and how it impacts future planning

COMMUNICATIONS PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	2020 Mid-Year Result	2021 Mid-Year Result	Year-End Performance Target	2021 Mid-Year Performance Outcome
Customer Satisfaction Ratings	Annually 2018	N/A	N/A	90.0%	N/A
Net Promoter Score	Annually 2018	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

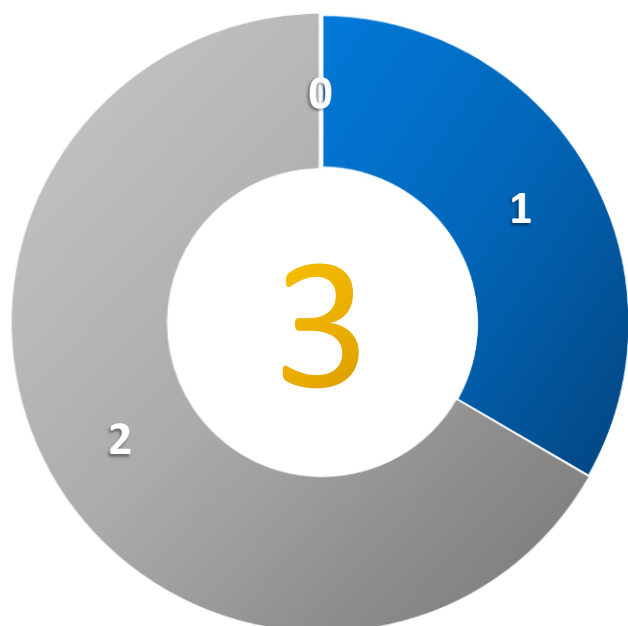


GOALS

FI1: Develop strategies to improve financial sustainability

FI2: Seek alternate sources of revenue

TACTIC PROGRESS SUMMARY



Achieved

1

- Finalize sale of The Abbey

Nearly

Achieved/
On Track

0

Just Started

0

Not Started

2

- Review financial indicators and assumptions and adjust as needed to maintain long-term sustainability
- Update the financial and operating goals and determine the optimum structure of Enterprise Services to position it for long-term sustainability

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
Review financial indicators and assumptions and adjust as needed to maintain long-term sustainability	F11	○	<ul style="list-style-type: none"> Complete review of, and make adjustments to financial indicators, assumptions, and targets to ensure effective tracking and analysis of long-term financial sustainability 	<ul style="list-style-type: none"> Work on this tactic will begin in August 2021 	<ul style="list-style-type: none"> Financially position the District to successfully fund future community needs and maintain healthy reserves Facilitate fiscal agility by codifying realistic financial goals and guidelines based on current and future operations
Update the financial and operating goals and determine the optimum structure of Enterprise Services to position it for long-term sustainability	F11	○	<ul style="list-style-type: none"> Complete review and revision of Enterprise Services financial and operational goals and determine changes to operating structure to successfully meet new goals 	<ul style="list-style-type: none"> Work on this tactic will begin in August 2021 	<ul style="list-style-type: none"> Position Enterprise Services for future fiscal agility based on Courts Plus usage and membership trends and increased competition in the local fitness market
Finalize sale of The Abbey	F12	●	<ul style="list-style-type: none"> Complete the sale of The Abbey and transfer of ownership to Elmhurst School District #205 	<ul style="list-style-type: none"> Continued discussions with Elmhurst School District #205 to develop an intergovernmental agreement regarding selling The Abbey following development of an adult center at new location (Winter 2019-2020) Park Board and School District #205 Board approved a resolution authorizing the sale/purchase of The Abbey (1/2021) Cleaned building spaces and packed and moved items from The Abbey to prepare for the sale (2&3/2021) Sold The Abbey for \$1.6 million to Elmhurst School District #205 (to house their transition program) (closing occurred on 3/9/2021) 	<ul style="list-style-type: none"> Remove and replace a District asset that has reached the end of its useful life Move adult center to a location and building that is a better fit for current and future adult programming needs

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

Cost Recovery Goals

(Tax Supported & Enterprise Services)


49

Performance Measure	Timing of Reporting and Year to Begin Tracking	2020 Mid-Year Result ¹	2021 Mid-Year Result	Year-End Performance Target	2021 Mid-Year Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	N/A	N/A	55.0% or above	N/A
Met Reserve Targets – Tier 1	Annually 2013	N/A	N/A	Met Board Reserve Policy Targets (10 funds)	N/A
Met Reserve Targets – Tier 2	Annually 2013	N/A	N/A	Met Budget Target (9 funds)	N/A
Debt Service Ratio	Annually 2015	N/A	N/A	20.0% or below (3 categories)	N/A
Program Revenue Per Unique Registrant	Semi-annually 2016	N/A	\$229	\$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	Annually 2018	N/A	N/A	Tax Supported Services (12 categories)	N/A
	Annually 2022	N/A	N/A	Enterprise Services (12 categories)	N/A

¹ Mid-year 2020 data was not reported due to pandemic related facility closures and program cancellations

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

Year-End Performance Target	2021 Mid-Year Performance Outcome
\$500	-54.1%  Significantly Below Target

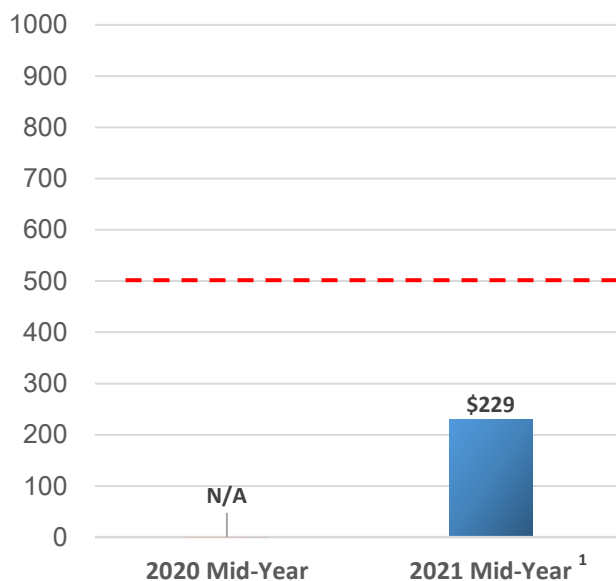
MID-YEAR PROGRESS

At mid-year, the Program Revenue per Unique Registrant earned (\$229) is 54.1% below the year-end performance target of \$500.

This measure is significantly below the year-end performance target at mid-year due to the continued impacts of the pandemic on participation and related revenue during the first six months of 2021 (such as facility and programming constraints due to health and safety guidelines).

The restarting of additional recreation and enterprise services programs and services and the reopening of facilities closed in Summer 2020 will likely lead to an upward trend in non-tax revenue.

During Fall 2021, the Board and staff are reviewing financial indicators and assumptions, including cost recovery goals and will adjust as needed to maintain long-term sustainability.



Data Source: RecTrac Registration Software

¹ Unaudited

Mid-year 2020 data was not reported due to pandemic related facility closures and program cancellations

ABOUT THIS MEASURE AND WHY IT MATTERS

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

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

2

- Utilizing employee feedback, provide the support needed to work effectively during the pandemic
- To adapt to the long-term impacts of the pandemic, continue to analyze organizational needs to support operations

Just Started

1

- Evaluate and implement actions to become a more diverse, equitable, and inclusive organization

Not Started


0

Delayed/Deferred


0

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


INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

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

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
To adapt to the long-term impacts of the pandemic, continue to analyze organizational needs to support operations	IO2, IO4, IO5		<ul style="list-style-type: none"> Analyze District operations, work environment, and organizational structure Determine the appropriate resource levels and organizational structure needed to meet operational and strategic goals along with customer expectations 	<ul style="list-style-type: none"> In mid-March 2020, shifted focus of District's day-to-day operations to addressing pandemic (initially to respond to the Governor's Shut Down Order and then to facilitate the safe and efficient return to services and the workplace) (Spring/Summer 2020) Based on the District's financial outlook and to remain financially sustainable during and post-pandemic, instituted expenditure reductions such as staff furloughs, layoffs, pay reductions, capital project deferrals, freeze vacant position hiring, etc. (Spring/Summer/Fall 2020) Continued to evaluate and address staffing needs based on programming/facility re-openings and growth and administrative support needs (e.g., facility, programming, HR, etc.) (Winter/Spring 2021) To improve park operations in the field and improve outcomes in park maintenance, restructured supervision within the Parks Department without increasing the number of employees (3/2021) Completed the first step of a District-wide organizational assessment, which entailed each Department undergoing a modified SWOT analysis that included identifying bright spots, challenges, needs, and opportunities impacting their operational performance currently or potentially in the future (6/2021) 	<ul style="list-style-type: none"> Identify strengths and opportunities for organizational improvement Implement changes that support future operations and the successful execution of District strategy

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Evaluate and implement actions to become a more diverse, equitable, and inclusive organization	IO1 IO2		<ul style="list-style-type: none"> Based on stakeholder feedback, develop and implement action plan to become a more diverse, equitable, and inclusive culture 	<ul style="list-style-type: none"> Formed employee Diversity, Equity, and Inclusion (DEI) Team with thirteen (13) full-time and part-time employees who volunteered to serve on the Team (3&4/2021) Gathered feedback (along with resources) from other Park Districts on their experiences with starting or implementing DEI initiatives (4&5/2021) Held two (2) Team meetings that included discussing DEI definitions, the Team's role and expectations, and available resources (e.g., NRPA, IPRA, other Districts) to begin planning next steps for addressing this initiative (Spring 2021) Discussed potential next steps to be more gender inclusive at the District (6/2021) 	<ul style="list-style-type: none"> Instill a culture of equity and inclusion so that everyone in the District's community can fully participate Create a DEI action plan that facilitates sustainable change and reflects engagement from District stakeholders Enhance employee engagement, recruitment, and retention

INTERNAL OPERATIONS PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	2020 Mid-Year Result	2021 Mid-Year Result	Year-End Performance Target	2021 Mid-Year Performance Outcome
Organizational Culture Survey	Annually 2022	N/A	N/A	TBD	N/A
Training Program Satisfaction	Annually 2022	N/A	N/A	TBD	N/A

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

APPENDIX A

KEY TERMS AND DEFINITIONS

Key Terms and Definitions

The following are the definitions for key terms used in the Vision 2020 Progress Report.

Comprehensive Plan—long-range planning tool updated every five to ten years and developed through a community planning process. It provides direction regarding the development and acquisition of agency's current and potential physical assets.

Goals—broad statements describing the specific steps an organization must achieve to execute its strategy.

Mission—the core purpose of the organization and why it exists.

Performance Measures—a standard used to evaluate and communicate performance against expected results. Measures are quantitative indicators and capture numbers, dollars, percentages, etc. Measures assist the staff with the ability to determine organizational performance.

Performance Target—what the District is trying to achieve in a quantitative measure of performance to assess accomplishment of the Strategic Themes.

Strategic Plan—a long-range planning tool updated every three years and developed through a community planning process. It provides direction regarding the agency's main focus and activities.

Strategic Themes—provide broad macro-oriented organizational direction for addressing the future vision of the organization.

Strategic Work Plan—the action plan for implementing strategy with timelines and the positions/departments responsible for implementation.

Tactics—the specific programs, activities, projects, or actions an organization will undertake to meet strategic themes and goals.

Values—meaningful expressions of describing what is important in the way employees and customers are treated and relates to the internal culture of the organization.

Variance—the difference between the expected result and the actual result.

Vision—the desired future of the organization. The vision should be a “stretch” for the organization, but possible to achieve in approximately five years. It should state a measurable achievement.

APPENDIX B

2021 STRATEGIC WORK PLAN

VISION 2020
2021 STRATEGIC WORK PLAN
MISSION, VISION, VALUES, THEMES, AND GOALS

Mission	We enrich lives while having fun.
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Vision	To be a national leader in providing memorable parks and recreation experiences to our community.
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Values	
Fun	We will inject fun and passion in what we do everyday
Integrity	We will always do the right thing and we will do it the right way
Customer Service Excellence	We will exceed customer expectations consistently and present the 'wow' moment
Community Focused	At the end of the day, it's all about the community we serve

Themes	Goals	Performance Metric(s) to Track Achievement of Strategy (Themes)
PA PARKS Meet community need for parks, open space, and outdoor amenities.		<i>Capital Assets Condition Ratio; Park Assessments; Level of Service Standards; Future: Park Use</i>
	PA1: Maintain and update existing parks, open spaces, & amenities.	
	PA2: Address open space and amenity deficiencies & equitability.	
	PA3: Provide new recreational opportunities to respond to community needs.	
FA FACILITIES Meet community need for new and existing indoor recreation space.		<i>Future: Facility Assessments; Level of Service Standards; Facility Usage %</i>
	FA1: Maintain and update existing facilities.	
	FA2: Invest in new indoor facilities / spaces to respond to community needs.	
	FA3: Optimize use of existing facilities.	
PR PROGRAMMING Innovative programming to meet community needs.		Program Success Rate; Total Unique Registrants; % of Unique Resident Households Completing a Transaction; % of Program & Pass Registrants by Age Group; <i>Program Life Cycle Distribution (% of New Programs; report actual versus targets in each life cycle category)</i>
	PR1: Remain aware of and responsive to trends.	
	PR2: Regularly engage the community to understand program needs.	
	PR3: Provide sustainable, high quality & inclusive program offerings.	
CO COMMUNICATIONS Exceptional and consistent guest experience.		<i>Customer Satisfaction Ratings: External and Internal Net Promoter Score</i>
	CO1: Foster a customer-first environment.	
	CO2: Address customer service needs.	
FI FINANCE Sustainable revenue strategies and funding options.		Percent of non-tax revenue; Met Reserve Targets - 1st and 2nd Tier; Program Net Revenue Per Unique Registrant; Cost Recovery Goals; Debt Service Ratio; Fund Balance as a Percentage of Expenditures
	FI1: Develop strategies to improve financial sustainability.	
	FI2: Seek alternate sources of revenue.	
IO INTERNAL OPERATIONS Strengthen Organizational Culture		<i>Organizational Culture Survey; Training program satisfaction</i>
	IO1: Continue to invest in training, continuing education & personal development.	
	IO2: Improve internal communication and engagement.	
	IO3: Assess operational needs and organizational structure.	
	IO4: Become a more data-driven organization.	
	IO5: Increase focus on Districtwide succession planning.	

Italicized Indicators-New Strategy Indicators in Vision 2020 Plan

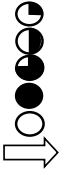
VISION 2020
2021 STRATEGIC WORK PLAN: TACTIC ACTION PLANS

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

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