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

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**DATE:** August 8, 2022

**TO:** Board of Park Commissioners

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

**RE: 2022 MID-YEAR VISION 2020 PROGRESS REPORT**

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**ISSUE**

The 2022 Mid-Year Vision 2020 Progress Report provides a status report on implementation of the fifth year of the Vision 2020 Plan (from January 1 to June 30, 2022). The distribution and review of this report is in accordance with Board policies.

**DISCUSSION**

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

The Vision 2020 Progress Report is compiled and submitted to the Board bi-annually at mid-year and year-end as an evaluation of achievement of long-term strategy for decision-making, resource allocation, and work plan development. The 2022 Mid-Year Vision 2020 Progress Report reflects and monitors the 2022 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and revised and approved by the Board on December 13, 2021).

During the August 8, 2022 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 2022 Mid-Year Vision 2020 Plan Progress Report.

Thank you.

Attachment: 2022 Mid-Year Vision 2020 Progress Report

# ELMHURST PARK DISTRICT

# Vision 2020

*Focus on the Future*



**2022 Mid-Year Progress Report**  
**January 1 to June 30**

August 8, 2022

Board of Park Commissioners  
Elmhurst Park District  
Elmhurst, Illinois

Honorable Commissioners:

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

The Report is compiled and submitted to the Board bi-annually at mid-year and year-end and is available on the District's website after Board approval. It includes status reports on the implementation of 2022 Strategic Work Plan (SWP) tactics and performance measure outcomes.

By remaining focused on accomplishing the 2022 SWP tactics, District staff continue to address the Plan's six strategic themes for parks, facilities, programming, communications, finance, and internal operations. Having recovered from the significant financial and operational impacts of the pandemic, we continue to transition into a post-pandemic future by implementing the tactics to strategically position the District to complete large-scale high priority park and facility projects with dedicated revenue sources, facilitate future financial sustainability, and maintain a healthy organizational culture.

As we continue implementing the current SWP in 2022, we also will consider new strategies to begin implementing additional large scale priorities in the next three years and start the process this fall to determine longer-term future priorities in 2023. As part of that process, the Board and staff will gather community feedback to ensure the next comprehensive and strategic plan reflects the community's vision for parks and recreation in Elmhurst.

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

Thank you,



James W. Rogers  
Executive Director



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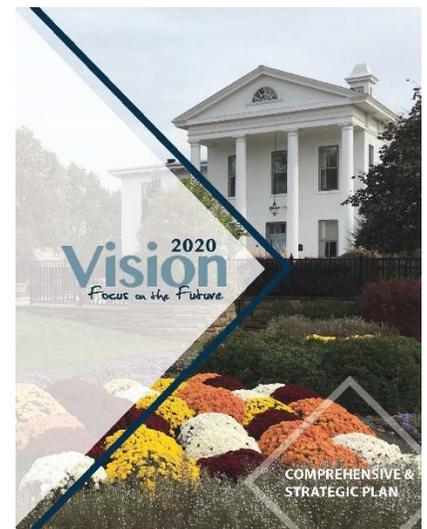
# Introduction

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

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

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

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



This Vision 2020 Progress Report provides a snapshot of the District's mid-year progress towards accomplishing the SWP tactics and achievement of performance measure targets tracked at mid-year. The Mid-Year report along with the Year-End Vision 2020 Progress Report assist the 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 2022 Strategic Work Plan.

# Vision 2020 Plan Overview

## District Strategic Framework

As part of the Vision 2020 Plan Process, the Board and staff reviewed and updated the District's existing **mission** and **vision** statements and established District **values** to serve as the guiding philosophy for the creation of District strategy. Then, staff participated in collaborative workshops to identify organizational strengths, weaknesses, opportunities, and threats as well as brainstormed key priorities for the next three to five years. These key priorities provided the framework for developing **strategic themes** (broad macro-oriented statements of organizational direction).

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



## Strategic Work Plan (SWP) and Performance Measures

After 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 and drive budget priorities. The SWP format includes an overview of the District's mission, vision, values, themes, and goals as well as the detailed action plan for each tactic (i.e., goals/values addressed, cost range, timeframe, lead/staff involved, and implementation goal).

Along with reporting the implementation progress of tactics, staff track Vision 2020 Plan needs assessment metrics and other performance measures that link to monitoring Vision 2020 strategy. Staff continue to evaluate the performance targets for these measures to provide a snapshot of how actual performance compares to the annual goal. By monitoring these measures and SWP tactics, the Board and staff assess the effectiveness of the SWP towards achieving District strategy and make adjustments to work plans and resource allocation (e.g., budget, staffing, etc.) to ensure the future success of the Plan.

# Vision 2020 Strategy

**MISSION**  
**We enrich lives while having fun!**

**VISION 2020**  
*Focus on the Future*

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

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

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

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

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

## THEMES



**PARKS**

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

**FACILITIES**

Meet community needs for new and existing indoor recreation space.

**PROGRAMMING**

Innovative programming to meet community needs.



**INTERNAL OPERATIONS**

Strengthen organizational culture.

**COMMUNICATIONS**

Exceptional and consistent guest experience.

**FINANCE**

Sustainable revenue strategies and funding options.

# Progress Report Executive Summary

## STRATEGIC WORK PLAN TACTICS 2022 MID-YEAR PROGRESS



Achieved <b>3</b>	Nearly Achieved/ On Track <b>4</b>	Just Started <b>4</b>	Not Started <b>4</b>	Delayed/ Deferred <b>0</b>
<ul style="list-style-type: none"> <li>• Complete construction of neighborhood park at Centennial Park</li> <li>• Complete Adult Center renovation</li> <li>• Implement Centennial Recreation Center facility and operations plan</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Glos Park site improvements</li> <li>• Redevelop Eldridge Park East play area and pathways</li> <li>• Evaluate and implement actions to become a more diverse, equitable, and inclusive organization</li> <li>• Review, determine, and begin implementing the optimal organizational structure</li> </ul>	<ul style="list-style-type: none"> <li>• Restore Sugar Creek Golf Course creek</li> <li>• Review and determine the future investment towards services suspended since the pandemic began</li> <li>• Improve capital and asset management planning</li> <li>• Communicate the District's financial condition and future outlook and the resulting impact on the ability to address community priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in services identified as financially sustainable and meeting community needs</li> <li>• Conduct community engagement to update long-range plans</li> <li>• To facilitate becoming a more diverse, equitable and inclusive organization, build relationships, gather feedback and collaborate with the community</li> <li>• Conduct organizational culture survey</li> </ul>	

# Progress Report Executive Summary

## PERFORMANCE MEASURE SUMMARY 2022 MID-YEAR OUTCOMES



<b>Significantly Above Target (&gt;10%)</b> Success Rates (Recreation and Courts Plus Programs)	<b>2</b>
<b>Above Target (0.01% to 10%)</b>	<b>0</b>
<b>At Target (0%)</b>	<b>0</b>
<b>Below Target (-0.01% to -10%)</b> Percent of Program and Pass Registrants by Age Group (0-4)	<b>1</b>
<b>Significantly Below Target (&lt;-10%)</b> Total Unique Registrants, Percent of Unique Resident Households that Completed a Transaction, Percent of Program and Pass Registrants by Age Group (5-9, 10-14, 15-19, 20-34, 35-49, 50-64, 65+), Program Revenue per Unique Registrant	<b>10</b>
<b>Performance Outcomes to be Reported in 2022 Year-End Progress Report</b> Capital Assets Condition Ratio, Customer Service Quality Rating, Net Promoter Score, Percent of Non-tax Revenue, Met Reserve Targets (Tier 1 & 2), Debt Service Ratio, Fund Balance as a Percentage of Expenditures	<b>26</b>
<b>Performance Outcomes to be Tracked in Future Progress Reports</b> Park Assessments, Park Level of Service Standards, Park Use, Facility Assessments, Facility Level of Service Standards, Facility Usage, Cost Recovery Goals, Program Life Distribution, Organizational Culture Survey	<b>20</b>

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



<b>GOALS</b>	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



<b>Achieved</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Complete construction of neighborhood park at Centennial Park</li> </ul>
<b>Nearly Achieved/ On Track</b>	<b>2</b>	<ul style="list-style-type: none"> <li>Complete Glos Park site improvements</li> <li>Redevelop Eldridge Park East play area and pathways</li> </ul>
<b>Just Started</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Restore Sugar Creek Golf Course creek</li> </ul>
<b>Not Started</b>	<b>0</b>	
<b>Delayed/Deferred</b>	<b>0</b>	

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
Complete Glos Park site improvements	PA1 PA2 PA3		<ul style="list-style-type: none"> <li>• Based on community input, create a unified master plan to connect the 135 Palmer Drive site to Glos Park</li> <li>• Demolish 135 Palmer Drive building and develop site, adding additional park open space (total project cost-\$675,853)</li> </ul>	<ul style="list-style-type: none"> <li>• As part of the 2021 capital planning process, staff assessed project next steps, including funding options, which were approved by the Board in March 2021 (Fall 2020/Winter 2021)</li> <li>• Board approved hiring of Upland Design for landscape architect/engineering services to develop park expansion master plan (3/2021)</li> <li>• Board authorized Midwest Environmental Consulting Services, Inc. to provide environmental services (for the Palmer Drive building), including abating all hazardous materials and overseeing the removal of an underground storage tank (4/2021)</li> <li>• Held open house to gather community feedback on three (3) expansion concepts and potential new park amenities (46 participants) (5/2021)</li> <li>• Following the open house, conducted online survey to gather additional input on the concept plans and potential new amenities (605 respondents) (5/2021)</li> <li>• Gathered feedback on proposed master plan at a second open house (26 participants) (6/2021)</li> <li>• Board reviewed and approved master plan (6/2021)</li> <li>• Midwest Environmental Consulting Services, Inc. completed Palmer Drive building abatement with final air testing (Summer 2021)</li> <li>• R W Collins Company removed a 6,000 gallon heating tank from 135 Palmer Drive property, transported it off site, and disposed its tank product along with contaminated soils (Summer 2021)</li> </ul> <p style="text-align: right;"><i>Continued on Next Page</i></p>	<ul style="list-style-type: none"> <li>• Remove and replace a District asset that has reached the end of its useful life</li> <li>• Provide additional park open space and new amenities</li> <li>• Protect and preserve open space from impacts of urban development</li> <li>• Hold ribbon cutting event to celebrate completion of project with neighborhood</li> </ul>

## PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> <li>• Board approved contract for Fowler Enterprises, LLC to provide building demolition services (6/2021)</li> <li>• Fowler Enterprises, LLC demolished building, removed adjacent parking lot, and backfilled and graded site (Summer/Fall 2021)</li> <li>• Upland Design’s surveyor completed topographic survey to develop construction drawings based on master plan and site elevations (Fall 2021)</li> <li>• Purchased new park pergola early due to projected price increases from steel pricing volatility (11/2021)</li> <li>• Completed project bid process and Board awarded expansion project construction services to Hacienda Landscaping, Inc. (Winter 2022)</li> <li>• Hacienda Landscaping, Inc. completed site excavation to start construction (Spring 2022)</li> <li>• Hacienda Landscaping, Inc. installed site furnishings and amenities and completed landscaping (Spring 2022)</li> <li>• Targeted completion of construction is July 2022 (grand opening on July 16, 2022)</li> </ul>	



## PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Complete construction of neighborhood park at Centennial Park</p>	<p>PA1 PA2 PA3</p>	<p style="text-align: center;">●</p>	<ul style="list-style-type: none"> <li>• Create neighborhood park master plan based on community input</li> <li>• Complete construction for \$900,000 in conjunction with Adult Center redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>• Board approved contract to purchase property at 155 E. St. Charles Road for potential new adult center and park (in a neighborhood identified as deficient in park space) and completed purchase of property (8 &amp; 9/2019)</li> <li>• Board dedicated Centennial Park, the first new park in more than three decades (7/2020)</li> <li>• As part of the 2021 capital planning process, staff assessed project next steps, including funding options, which were approved by the Board in March 2021 (Fall 2020/Winter 2021)</li> <li>• Board approved hiring of Upland Design for landscape architect/engineering services to develop park master plan (3/2021)</li> <li>• Held open house to gather feedback to shape park plan concepts (52 participants) (4/2021)</li> <li>• 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)</li> <li>• Based on the second community open house and survey feedback, Upland Design developed draft master plan (5/2021)</li> <li>• Board reviewed and approved draft master plan (6/2021)</li> <li>• Purchased and received playground equipment and park shelter early due to anticipated price increases and to avoid supply chain back-ups (7 &amp; 12/2021)</li> </ul> <p style="text-align: right;"><i>Continued on Next Page</i></p>	<ul style="list-style-type: none"> <li>• Provide equity across the community regarding access to parks</li> <li>• Expand park offerings and the level of services provided to the community</li> <li>• Protect and preserve open space from impacts of urban development</li> <li>• Hold ribbon cutting event to celebrate completion of project with neighborhood</li> </ul>

## PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> <li>• Upland Design completed project engineering and design (Summer 2021)</li> <li>• Completed project bid process, including a mandatory on-site pre-bid meeting (10 contractors attended) (Fall 2021)</li> <li>• Board awarded Centennial Park construction project to E. Hoffman, Inc. (10/2021)</li> <li>• Completed City of Elmhurst's Planned Unit Development Process for Adult Center/Centennial Park site, including presenting the concept plan to the City's Development, Planning and Zoning Committee and Zoning and Planning Commission and holding a public meeting at the site (Fall 2021)</li> <li>• Elmhurst City Council approved the Planned Unit Development application, including an Ordinance granting a Conditional Use permit (Fall 2021)</li> <li>• E. Hoffman, Inc. completed site excavation and construction (including sidewalks, concrete, playground and adult fitness equipment installation, plantings, etc.) (Spring 2022)</li> <li>• Held Grand Opening event on June 18 (6/2022)</li> </ul>	



## PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Redevelop Eldridge Park East play area and pathways</p>	<p>PA1</p>		<ul style="list-style-type: none"> <li>• Replace playground equipment that has reached the end of its useful life</li> <li>• Replace sand play area and woodchips with a unitary surface</li> <li>• Expand and refurbish pathways in compliance with Americans with Disabilities Act (ADA)</li> <li>• Add an ADA accessible parking stall</li> </ul>	<ul style="list-style-type: none"> <li>• To gather feedback on play area redevelopment, conducted in-person surveys at Eldridge Park and during a Party in the Park (approximately 60 people attended) (Spring/ Summer 2019)</li> <li>• Conducted online survey to collect community input on initial playground concepts (Fall 2019)</li> <li>• Board approved playground concept including many features the community requested, including more climbing equipment, swings, seating, and shade structures (Winter 2020)</li> <li>• Postponed project due to pandemic related financial constraints and approved project funding in 2022 Budget (2020/2021)</li> <li>• Purchased playground equipment and site furnishings early to avoid supply chain delays and volatile pricing (Winter 2022)</li> <li>• Completed project bid process, including pre-bid meeting (11 contractors in attendance) (Winter 2022)</li> <li>• Board awarded construction services to Hacienda Landscaping, Inc. (\$142,570) (Spring 2022)</li> <li>• Kids Around the World, a non-profit organization, removed the existing playground equipment to refurbish and reinstall it in a developing country (Spring 2022)</li> <li>• Started construction including removing footing, excavation, and starting installation of playground equipment (6/2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Donate old playground structures to Kids Around the World, a nonprofit that repurposes playgrounds and rebuilds them in developing countries</li> <li>• Increase ADA accessibility of the Eldridge Park East Play Area</li> <li>• Hold ribbon cutting event to celebrate completion of project with community</li> </ul>

## PARKS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Restore Sugar Creek Golf Course creek	PA1		<ul style="list-style-type: none"> <li>• Research and apply for available grants to support the project and offset costs</li> <li>• Retain professional services to evaluate creek conditions and create an environmentally sound stream stabilization, pond improvements, and riparian corridor enhancements plan</li> <li>• Implement plan to address streambank erosion, loss of property, sediment accumulation, water quality degradation, and irrigation pond deterioration</li> </ul>	<ul style="list-style-type: none"> <li>• Board approved project to restore eroding creek (9/2018)</li> <li>• Worked with Living Waters Consultants, Inc. on grant submittals, final engineering, and permit applications (Fall 2018)</li> <li>• Received \$47,000 grant through the National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Program (Fall 2019)</li> <li>• Living Waters Consultants, Inc., completed final engineering plans (Spring 2020)</li> <li>• Notified by DuPage County that \$60,000 of grant funding was approved through the Water Quality Improvement Program (3/2021)</li> <li>• Notified by the Illinois Environmental Protection Agency (IEPA) that grant funding was approved for approximately 50% of the restoration project cost (\$612,515) (9/2021)</li> <li>• Entered into an agreement with Living Waters Consultants, Inc. to perform bidding, construction observation, and grant administration services (Winter 2022)</li> <li>• Board approved Intergovernmental Agreement between DuPage County, Village of Villa Park, and District outlining each agencies responsibilities and funding and cost obligations (Winter 2022)</li> <li>• Completed project bid process, including pre-bid meeting (6 contractors attended) (Spring 2022)</li> <li>• Board awarded restoration project to Semper Fi Land, Inc. (\$1,164,961) (6/2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Avoid additional costs for irrigation upon failure of current system and need to change or possibly close up to five golf holes due to unsafe shorelines</li> <li>• Ensure continued benefits of the creek and Golf Course, including open space, recreational opportunities, aquatic habitat, flood storage, and runoff conveyance</li> </ul>

# PARKS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	0
Significantly Below Target (<-10%)	0
Performance Outcomes to be Tracked in Future Report	5
Park Assessments, Levels of Service Standards, Park Use, Capital Assets Condition Ratio	

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2021 Mid-Year Result	2022 Mid-Year Result	Year-End Performance Target	2022 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
		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



<b>GOALS</b>	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	<b>2</b>	<ul style="list-style-type: none"> <li>Complete Adult Center renovation</li> <li>Implement Centennial Recreation Center facility and operations plan</li> </ul>
Nearly Achieved/ On Track	<b>0</b>	
Just Started	<b>0</b>	
Not Started	<b>0</b>	
Delayed/Deferred	<b>0</b>	

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 renovation	FA2 PR2	●	<ul style="list-style-type: none"> <li>Complete renovation of building for use as a recreation center</li> <li>Bring building into compliance and improve its aesthetics</li> <li>Specific work includes: completing building abatement; remodeling restrooms and reception area for ADA compliance; adding a fire protection system; completing exterior improvements (roof shingles, roof ladder, and signage); making site improvements (pavement, sidewalks, raise storm structures, and remove dead trees); installing new exterior doors; and painting the interior</li> </ul>	<ul style="list-style-type: none"> <li>Board approved contract to hire Dewberry Architects for architectural and engineering services (Winter 2021)</li> <li>Held project kick-off meeting with staff and representatives of Dewberry Architects and their subcontracted engineers (Spring 2021)</li> <li>Dewberry Architects completed, and the Board reviewed updated project scope, cost estimates, and schematic design (Spring/Summer 2021)</li> <li>Completed project bid process, including on-site pre-bid meeting (36 contractors attended) (Fall 2021)</li> <li>Board approved contract to hire EHC Industries, Inc. for asbestos abatement and O'Neill Contractors, Inc. for construction (Fall 2021)</li> <li>Completed City of Elmhurst's Planned Unit Development Process for Adult Center/Centennial Park site, including presenting the concept plan to the City's Development, Planning and Zoning Committee and Zoning and Planning Commission along with holding a public meeting at the site (Fall 2021)</li> <li>Elmhurst City Council approved the Planned Unit Development application, including an Ordinance granting a Conditional Use permit (Fall 2021)</li> <li>EHC Industries, Inc. completed asbestos abatement (Fall 2021)</li> <li>O'Neill Contractors, Inc. completed construction and installed and painted temporary exterior doors and frames (permanent doors delayed due to supply chain demand and installation anticipated in August) (Winter/Spring 2022)</li> <li>Completed post-construction cleaning to prepare for building set-up (Spring 2022)</li> <li>Replaced all original 1970s interior lighting fixtures using LED retrofit kits through the ComEd Energy Efficiency Program (lighting costs projected to decrease by 80% for the life of the fixtures) (Spring 2022)</li> <li>Opened facility for programming and registration and held grand opening event on June 17 (Spring 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Offer new adult center desired by the community</li> <li>Expand programming options in renovated spaces</li> <li>Provide an upgraded, welcoming, more functional space for adult programs</li> <li>Facilitate relationships with new and existing partners such as the College of DuPage and Elmhurst Public Library to increase adult program offerings</li> <li>Expand inter-governmental cooperative efforts with the City of Elmhurst by providing space for senior social services currently at City Hall</li> <li>Hold ribbon cutting event to celebrate completion of project with community</li> </ul>

## FACILITIES TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement Centennial Recreation Center (CRC) facility and operations plan	FA3 PR3	●	<ul style="list-style-type: none"> <li>Create facility and operations plan, including programming, registration, and custodial needs</li> <li>Implement plan to open facility and begin offering programming and registration in June 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed facility and operating plan to allocate necessary resources in 2022 Budget to open facility (Fall 2021)</li> <li>To support future operational needs of CRC, new Facilities Specialist I and Registration Clerk positions were approved in the 2022 Budget (Winter 2022)</li> <li>To prepare for June 2022 opening, position of Program Supervisor – Active Adults in Recreation (eliminated in 2020) was restored in the 2022 Budget and filled in February (Fall 2021/Winter 2022)</li> <li>Implemented programming plan with development and scheduling of events and activities for summer season (Winter 2022)</li> <li>Worked with representatives from Metropolitan Family Services, as well as the City of Elmhurst, to plan for the shift of the Office of Senior Services from City Hall into CRC (Winter/Spring 2022)</li> <li>Implemented registration operating plan to open registration desk and lobby, including hiring new Registration Clerk and purchasing supplies (Spring 2022)</li> <li>Filled Facilities Specialist I position to prepare building for programs, both from a custodial and operational set-up function (Spring 2022)</li> <li>Posted emergency evacuation plans and installed fire extinguishers (Spring 2022)</li> <li>To address IT needs, completed cabling, ordered security cameras, and coordinated installation of networking hardware and internet services (Spring 2022)</li> <li>Memorandum of Understanding was approved by Elmhurst City Council (6/6/2022) and Park Board (6/27/2022), which outlines both organizations' responsibilities in regards to housing Metropolitan Family Services at CRC and use of space within the facility by the agency (6/2022)</li> <li>Opened facility for programs and registration on June 13 (6/2022)</li> </ul>	<ul style="list-style-type: none"> <li>Offer new adult center desired by the community</li> <li>Expand adult and senior programming options and provide additional location for registration</li> </ul>

# FACILITIES PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2021 Mid-Year Result	2022 Mid-Year Result	Year-End Performance Target	2022 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

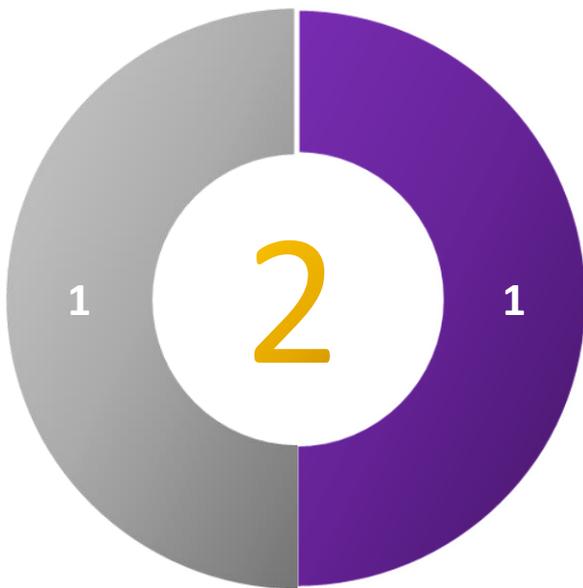
# PROGRAMMING

*Innovative programming to meet community needs*



<b>GOALS</b>	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	0	
Just Started	1	<ul style="list-style-type: none"> <li>Review and determine the future investment towards services suspended since the pandemic began</li> </ul>
Not Started	1	<ul style="list-style-type: none"> <li>Invest in services identified as financially sustainable and meeting community needs</li> </ul>
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
Review and determine the future investment towards services suspended since the pandemic began	PR1 PR2 PR3 F11	◐	<ul style="list-style-type: none"> <li>Identify services to review</li> <li>Evaluate and determine which suspended services are to be reoffered based on feedback, impact, alignment with mission, financial viability, market position and competition</li> </ul>	<ul style="list-style-type: none"> <li>Identified which services need to be reviewed (Winter 2022)</li> <li>Repurposed the Courts Plus Fit 4 Life Gym into a multi-purpose classroom for early child and youth programming to help address demand for these programs and deficiencies in current program space availability (Summer 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Maximize resources by reinstating services that are financially sustainable and meet community needs</li> <li>Potentially pursue alternate uses of facility spaces that were previously utilized for suspended services</li> </ul>
Invest in services identified as financially sustainable and meeting community needs	PR1 PR2 PR3 F11	○	<ul style="list-style-type: none"> <li>Identify what resources are necessary to sustain and/or grow core services</li> <li>Allocate identified resources</li> </ul>	<ul style="list-style-type: none"> <li>Tactic scheduled to begin in Fall 2022</li> </ul>	<ul style="list-style-type: none"> <li>Expand/enhance core services</li> <li>Maximize cost recovery and ensure consistent quality of services offered</li> </ul>



# PROGRAMMING PERFORMANCE MEASURE SUMMARY



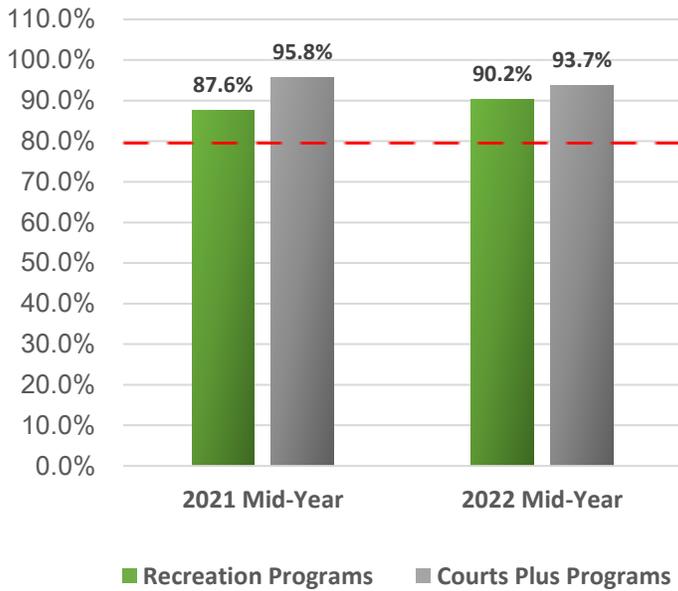
Significantly Above Target (>10%)	2
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	1
Significantly Below Target (<-10%)	9
Performance Outcome to be Tracked in Future Report Program Life Cycle Distribution	1

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2021 Mid-Year Result	2022 Mid-Year Result	Year-End Performance Target	2022 Mid-Year Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	87.6%	90.2%	80.0% or above	↑
		Courts Plus	95.8%	93.7%		↑
Total Unique Registrants	Semi-annually 2016	N/A	5,294	5,780	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	25.8%	29.0%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 7.3% to 44.3%	Range from 8.7% to 57.0%	Range from 19.0% to 65.0%	1 age group ↓ 7 age groups ↓
Program Life Cycle Distribution	Annually 2022	N/A	N/A	N/A	TBD	N/A

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

# Program Success Rate

**Program Success Rate at Mid Year 2021 and 2022**



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

## MID-YEAR PROGRESS

At mid-year, the Recreation Program Success Rate of 90.2% and the Courts Plus Program Success Rate of 93.7% are above the year-end 80.0% performance target (by 12.8% and 17.1% respectively). Both Recreation and Courts Plus programs illustrate this rate of success due to offering and expanding programs to meet demand and by maximizing available indoor spaces.

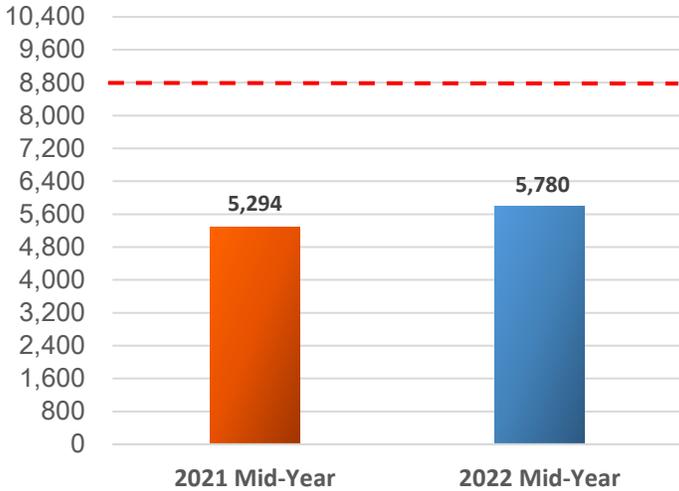
## ABOUT THIS MEASURE AND WHY IT MATTERS

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

Category	Year-End Performance Target	2022 Mid-Year Performance Outcome
Recreation Programs	80.0% or above	12.8% <i>Significantly Above Target</i> ↑
Courts Plus Programs	80.0% or above	17.1% <i>Significantly Above Target</i> ↑

# Total Unique Registrants

**Total Number of Unique Registrants  
Mid-Year 2021 and 2022**



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

## MID-YEAR PROGRESS

At mid-year, the number of Total Unique Registrants (5,780) is significantly below the year-end performance target of 8,800 by -34.3%. As compared to mid-year 2021, total unique registrants has increased by 486, which is a 9.2% percent increase. The upwards shift is mainly due to reoffering and expanding programs to meet demand and the ending of capacity and social distancing guidelines in 2021. The widespread availability of vaccines also helped with individuals feeling more comfortable participating indoors in 2022. However, some participants still had concerns about being in indoor public spaces due to the Omicron variant in Winter 2022. The continued reoffering and expansion of programs and services in 2022 will likely continue to result in an upward trend for this measure.

Note: To manage capacity limits during the pandemic in 2020 and 2021, staff utilized pre-registration for the first time for some facilities, services and programs (e.g., Courts Plus fitness floor, The Hub Sprayground, group fitness classes and community events). In 2022, pre-registration for most of these facilities, services and programs has been eliminated, which may impact the comparison of 2021 and 2022 data.

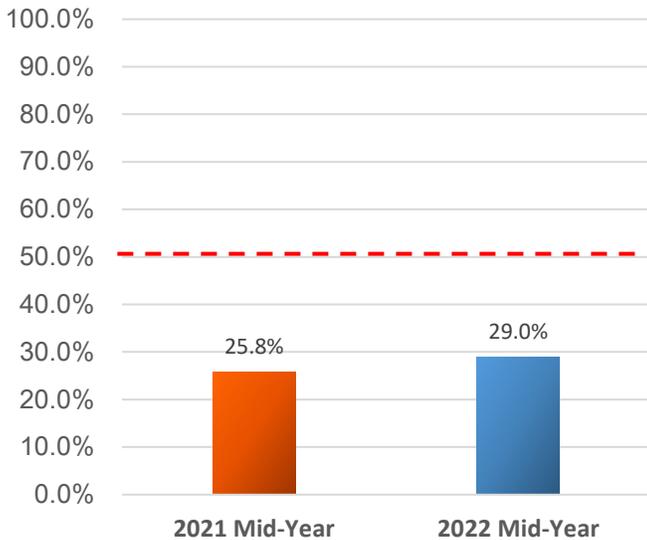
## ABOUT THIS MEASURE AND WHY IT MATTERS

Year-End Performance Target	2022 Mid-Year Performance Outcome
8,800	-34.3% ↓ <i>Significantly Below Target</i>

- This measure reflects the District's reach in the community as it relates to the total number of individuals involved in District programs and activities which require payment and/or registration.
- Total Unique Registrants is the total number of individuals registered for at least one program or activity (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 Transaction

Unique Resident Households that Completed a Transaction  
Mid-Year 2021 and 2022



Data Source: RecTrac Registration Software  
 Note: Total Elmhurst households in the 2010 U.S. Census was 15,965  
 - - - - - Indicates Year-End Performance Target

Year-End Performance Target	2022 Mid-Year Performance Outcome
50.0%	-42.0% Significantly Below Target 

## MID-YEAR PROGRESS

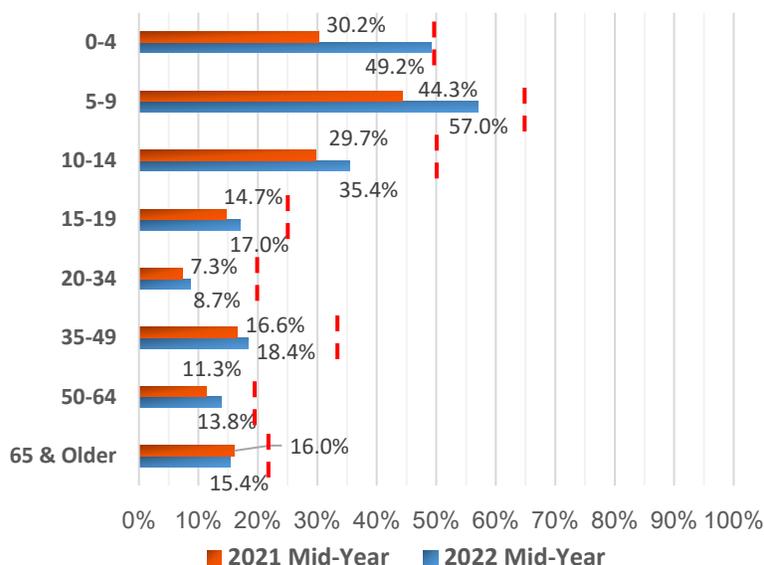
At mid-year, the Percent of Unique Resident Households that Completed a Transaction (29.0%) is 42.0% below the year-end performance target of 50.0%. As compared to the 2021 percentage at mid-year, this measure is 3.2% higher, which is a percent increase of 12.4% and only 3.1% lower than the 2021 year-end percentage (32.1%). The reoffering and expansion of programs and services in 2022 increased (without pandemic restrictions) and will likely continue to result in an upward trend for this measure.

## 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 rent a facility. It also includes a minimal number of point of sale items.
- 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 transaction per team.

# Percent of Program and Pass Registrants by Age Group

Percent of Program and Pass Registrants by Age Group  
Mid-Year 2021 and 2022



Data Source: RecTrac Registration Software and 2010 U.S. Census  
<sup>1</sup>Total unique residents in age category/total Elmhurst population in age category

<sup>2</sup>Removed registrants that did not provide a birthdate.

--- Indicates Year-End Performance Target

## MID-YEAR PROGRESS

At mid-year, the Percent of Program and Pass Resident Registrants by Age Group illustrates that seven (7) age group categories fell significantly below year-end performance targets ranging from -12.3% (ages 5-9) to -56.7% (ages 20-34) and one (1) category fell slightly below its target at -1.7% (ages 0-4).

In addition, as compared to mid-year 2021, the percent of program and pass registrants increased in seven (7) of the eight (8) age group categories as illustrated in the adjacent chart. The youth age group categories have seen high percent increases, including 0-4 by 62.7%, 5-9 by 28.6% and 10-14 by 19.0%, which is partially due to expanding programming options for these age groups in 2022 due to the lifting of pandemic social distancing and capacity limit restrictions and the widespread availability of vaccines.

The continued restarting and expansion of additional programs and services will likely lead to a continued upward trend in the percent of participants in some or all age groups, including older adults due to the Centennial Recreation Center opening.

Age Group Category	Year-End Performance Target	2022 Mid-Year Performance Outcome
0-4	50.0%	-1.7% <i>Below Target</i>
5-9	65.0%	-12.3% <i>Significantly Below Target</i>
10-14	50.0%	-29.2% <i>Significantly Below Target</i>
15-19	25.0%	-32.2% <i>Significantly Below Target</i>
20-34	20.0%	-56.7% <i>Significantly Below Target</i>
35-49	33.0%	-44.4% <i>Significantly Below Target</i>
50-64	19.0%	-27.5% <i>Significantly Below Target</i>
65 & Older	22.0%	-29.8% <i>Significantly Below Target</i>

## 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 that registered for at least one 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.

# COMMUNICATIONS

Exceptional and consistent guest experience



<b>GOALS</b>	CO1: Foster a customer-first environment
	CO2: Enhance community engagement

## TACTIC PROGRESS SUMMARY



Achieved	0	
Nearly Achieved/ On Track	0	
Just Started	0	
Not Started	2	<ul style="list-style-type: none"> <li>Conduct community engagement to update long-range plans</li> <li>To facilitate becoming a more diverse, equitable and inclusive organization, build relationships, gather feedback and collaborate with the community</li> </ul>
Delayed/Deferred	0	

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

## COMMUNICATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Conduct community engagement to update long-range plans	PR2 CO2	○	<ul style="list-style-type: none"> <li>Hire professional services firm to assist the Board and staff with utilizing innovative and proven methods for collecting community feedback</li> <li>Execute effective methods for collecting community input</li> <li>Utilize data collected to determine future priorities and update the District's long-range plans</li> </ul>	<ul style="list-style-type: none"> <li>Tactic scheduled to begin Fall 2022</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that future priorities reflect and represent the community's future vision and needs</li> <li>Gauge the community's readiness to support different strategies for funding priorities</li> </ul>
To facilitate becoming a more diverse, equitable and inclusive organization, build relationships, gather feedback and collaborate with the community	CO1 CO2	○	<ul style="list-style-type: none"> <li>Connect and engage with community stakeholders and individuals to increase understanding of, and partner with, underrepresented groups</li> </ul>	<ul style="list-style-type: none"> <li>Tactic scheduled to begin Summer 2022</li> </ul>	<ul style="list-style-type: none"> <li>Effectively implement sustainable and inclusive DEI efforts</li> <li>Foster a greater sense of belonging for all members of the community</li> </ul>



# COMMUNICATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	<b>0</b>
Above Target (0.01% to 10%)	<b>0</b>
At Target (0%)	<b>0</b>
Below Target (-0.01% to -10%)	<b>0</b>
Significantly Below Target (<-10%)	<b>0</b>
<b>Performance Outcomes to be Tracked in Future Report</b>	<b>2</b>
Customer Service Quality Rating, Net Promoter Score	

Performance Measure	Timing of Reporting and Year to Begin Tracking	2021 Mid-Year Result	2022 Mid-Year Result	Year-End Performance Target	2022 Mid-Year Performance Outcome
Customer Service Quality Rating	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



<b>GOALS</b>	F11: Develop strategies to improve financial sustainability
	F12: Seek alternate sources of revenue

## TACTIC PROGRESS SUMMARY



Achieved	0	
Nearly Achieved/ On Track	0	
Just Started	2	<ul style="list-style-type: none"> <li>Improve capital and asset management planning</li> <li>Communicate the District's financial condition and future outlook and the resulting impact on the ability to address community priorities</li> </ul>
Not Started	0	
Delayed/Deferred	0	

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

## FINANCE TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Improve capital and asset management planning	F11 PA1 PA2 FA1 FA2		<ul style="list-style-type: none"> <li>• Research other agencies processes and innovative practices for capital and asset management planning</li> <li>• Evaluate current capital and asset management processes</li> <li>• Assess options and implement improvements for enhanced tracking and reporting of asset management needs and plans</li> <li>• Comprehensively document future capital and asset management needs to project future financial and operational impacts and prioritize the timing of improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Researched and reviewed capital and asset management planning processes at other agencies and innovative practices (Spring 2022)</li> <li>• Utilizing the research, began evaluation of current capital and asset management planning process to determine strengths and opportunities for improvement (Spring 2022)</li> <li>• Implemented changes to improve process within available resources, including: redesigning the Capital Project Request Form, developing a more detailed long-range capital project spreadsheet and using additional evaluation metrics to determine the relative priority of projects (Spring 2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate effective long-range financial planning</li> <li>• Utilize improved data for illustrating project needs for grant applications, advocacy, and District communications</li> </ul>
Communicate the District's financial condition and future outlook and the resulting impact on the ability to address community priorities	F12 CO2		<ul style="list-style-type: none"> <li>• Using different methods and messaging, communicate the District's current financial state, economic environment, and future outlook with an emphasis on future challenges towards funding capital, maintenance, and operational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Compiled list of metrics for reporting on the District's financial condition, future outlook, and benefits provided to the community along with potential methods for communicating data (Spring 2022)</li> <li>• Began inventorying available data to begin reporting (or track in the future) and developing a communications timeline (Spring 2022)</li> <li>• Added messaging to relevant District news articles related to taking care of current assets to continue to tell our story (Spring/Summer 2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Create a greater awareness of future challenges towards funding capital, maintenance, and other operational needs</li> <li>• Increase support for funding future capital needs</li> </ul>

# FINANCE PERFORMANCE MEASURE SUMMARY



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

**Performance Outcomes to be Tracked in Future Report**  
 Percent Non-Tax Revenue, Met Reserve Targets – Tiers 1&2,  
 Debt Service Ratio, Fund Balance as Percentage of Expenditures,  
 Cost Recovery Goals

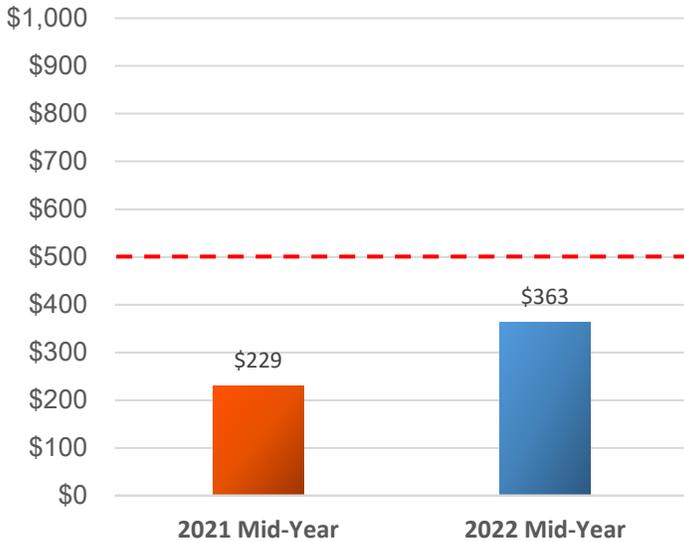
34

Performance Measure	Timing of Reporting and Year to Begin Tracking	2021 Mid-Year Result	2022 Mid-Year Result	Year-End Performance Target	2022 Mid-Year Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	N/A	N/A	55.0% or above	N/A
Met Reserve Targets – Tier 1	Annually 2013	N/A	N/A	Met Board Reserve Policy Targets (9 funds)	N/A
Met Reserve Targets – Tier 2	Annually 2013	N/A	N/A	Met Budget Target (8 funds)	N/A
Debt Service Ratio	Annually 2015	N/A	N/A	20.0% or below (2 categories)	N/A
Program Revenue Per Unique Registrant	Semi-annually 2016	\$229	\$363	\$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	Met Recovery Targets (12 categories)	N/A

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

# Program Revenue per Unique Registrant

Program Revenue per Unique Registrant<sup>1</sup>  
Mid-Year 2021 and 2022



Data Source: RecTrac Registration Software

<sup>1</sup>Unaudited

--- Indicates Year-End Performance Target

## MID-YEAR PROGRESS

At mid-year, the Program Revenue per Unique Registrant is \$363, which is 27.4% below the year-end performance target of \$500. This measure increased by 58.5% as compared to the 2021 outcome at mid-year (\$229) and is only \$13 less than the 2021 year-end outcome of \$376.

The reoffering and expansion of programs and services in 2022 will likely continue to result in an upward trend for this measure. For example, program revenue increased by 72.7% (\$882,163) and unique registrants by 9.2% (486) as compared to mid-year 2021.

## 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 programs by the number of unique registrants (residents and non-residents). Unique registrants is the total number of individuals registered for at least one program. Each individual is counted only once regardless of the number of programs that individual was registered for during the measurement period.
- Programs and revenue from Sugar Creek Golf Course were not included in this measure along with participation in programs not requiring registration such as community events. Additionally, registration for adult sports leagues counts as one registration per team.

Year-End Performance Target	2022 Mid-Year Performance Outcome
\$500	-27.4% Significantly Below Target 

# INTERNAL OPERATIONS

Strengthen organizational culture



<b>GOALS</b>	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	<ul style="list-style-type: none"> <li>Evaluate and implement actions to become a more diverse, equitable, and inclusive organization</li> <li>Review, determine, and begin implementing the optimal organizational structure</li> </ul>
Just Started	0	
Not Started	1	<ul style="list-style-type: none"> <li>Conduct organizational culture survey</li> </ul>
Delayed/Deferred	0	

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

## INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

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

**INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY**

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p style="text-align: center;"><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> <li>• Underwent a Request for Proposal (RFP) selection process to choose firm to conduct a DEI organizational assessment, including forming selection team that reviewed proposals, interviewed firms, and selected the firm to recommend to the Board for approval (Fall 2021)</li> <li>• Offered DEI book club, which read and discussed <u>Creating Belonging at Work</u> by Rhodes Perry (11 &amp; 12/2021)</li> <li>• Presented two (2) DEI Program and Service Reports to the Board to provide progress on DEI efforts along with an overview of DEI definitions, potential program outcomes, and purpose and components of DEI organizational assessments and action plans (10 &amp; 12/2021)</li> <li>• Created a District DEI logo (Winter 2021)</li> <li>• Park Board approved the hiring of Dr. Tamekia Scott (Edquity-Minded Consulting) to conduct a DEI organizational assessment, develop recommendations and implementation strategies, and present an organizational change planning report (Winter 2022)</li> <li>• Held project kick-off meeting with Dr. Scott to confirm project work plan and timelines (Winter 2022)</li> <li>• Dr. Scott implemented the project communications plan, including an online project website, project kick-off video, and project update emails (Winter-Summer 2022)</li> </ul> <p style="text-align: center;"><i>Continued on Next Page</i></p>	

**INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY**

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
				<p><i>Continued from Previous Page</i></p> <ul style="list-style-type: none"> <li>• Promoted project in employee newsletter articles, employee survey video, emails, etc. (Winter-Summer 2022)</li> <li>• Dr. Scott collected feedback via an online employee survey (35% completion ratio) (Winter/Spring 2022)</li> <li>• Dr. Scott requested, and staff provided, DEI policies and documented practices to validate survey data and provide additional evidence of areas of strength and challenges/opportunities for growth (Spring 2022)</li> <li>• Dr. Scott completed eight (8) individual interviews with Executive Director and Board Commissioners and six (6) group meetings with Management Team, DEI Team, Employee Activities Team, HR staff, representatives from multiple departments, and open meeting for all staff (Spring 2022)</li> <li>• Held employee DEI Discussion Group, which focused on a different DEI topic at four (4) meetings to expand participants understanding of DEI (Spring 2022)</li> </ul>	



## INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Review, determine, and begin implementing the optimal organizational structure	IO3 IO5	◐	<ul style="list-style-type: none"> <li>Analyze District operations, work environment, and organizational structure</li> <li>Determine the appropriate resource levels and organizational structure needed to meet operational and strategic goals along with customer expectations</li> <li>Consider the best timeline for implementing organizational changes</li> </ul>	<ul style="list-style-type: none"> <li>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 (Winter 2021)</li> <li>To optimize Enterprise Services financial performance and facility maintenance resources across the District, shifted Courts Plus, Wilder Mansion, and Sugar Creek Golf Course facility operations, budget, and staffing to Facilities Department (from the Enterprise Services Department) (Fall 2021/Winter 2022)</li> <li>Due to the retirement of the Director of Recreation and to support current and future operations and succession planning, made adjustments to the structure of the Recreation Department, including shifting oversight and supervision of both aquatics and Hub from the Facilities Department, creating a new position (Division Manager – Recreation) to supervise programming staff, and restoring the Program Supervisor – Adults position eliminated in 2020 (Winter/Spring/Summer 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Identify strengths and opportunities for organizational improvement</li> <li>Facilitate successful execution of District strategy</li> <li>Provide employees opportunities for growth and advancement</li> </ul>
Conduct organizational culture survey	IO1 IO2 IO3	○	<ul style="list-style-type: none"> <li>Conduct survey to assess employee engagement and its impact on employee performance and organizational health</li> <li>Based on feedback, determine future priorities for maintaining a healthy culture</li> </ul>	<ul style="list-style-type: none"> <li>Tactic scheduled to begin Fall 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Measure employees engagement levels to take action to strengthen culture and improve retention</li> <li>Ensure future long-range priorities reflect employee needs</li> </ul>

# INTERNAL OPERATIONS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	<b>0</b>
Above Target (0.01% to 10%)	<b>0</b>
At Target (0%)	<b>0</b>
Below Target (-0.01% to -10%)	<b>0</b>
Significantly Below Target (<-10%)	<b>0</b>
<b>Performance Outcomes to be Tracked in Future Report</b>	<b>1</b>
Organizational Culture Survey	

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

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

# APPENDIX A

## KEY TERMS AND DEFINITIONS

# Key Terms and Definitions

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

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

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

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

**Performance Measures**—a standard used to evaluate and communicate performance against expected results. Measures are quantitative indicators and capture numbers, dollars, percentages, etc. The District uses this data to track 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

## 2022 STRATEGIC WORK PLAN

**VISION 2020**  
**2022 STRATEGIC WORK PLAN**  
**MISSION, VISION, VALUES, THEMES, AND GOALS**

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

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

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

**VISION 2020  
2022 STRATEGIC WORK PLAN: TACTIC ACTION PLANS**

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	
PA	PA1	Restore Sugar Creek Golf Course creek	Community Focused, Integrity	\$\$\$\$	August 2017	March 2024	Director of Enterprise Services	Enterprise Services, Sugar Creek Golf Course, Village of Villa Park	Restore Sugar Creek by addressing engineering and design recommendations and seeking outside funding.	
FA	FA2, PR2	Complete Adult Center renovation	Community Focused, Integrity, Fun	\$\$\$\$	January 2021	May 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	May 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, FI1	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, FI1	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	\$	March 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	\$	March 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	FI1, PA1, PA2, FA1, FA2	Improve capital and asset management planning	Community Focused, Integrity	\$	March 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	FI2, CO2	Communicate the District's financial condition and future outlook and the resulting impact on the ability to address community priorities	Community Focused, Integrity	\$	March 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	\$	October 2022	April 2023	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**