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

DATE: April 12, 2021

TO: Board of Park Commissioners

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

RE: 2020 YEAR-END VISION 2020 PROGRESS REPORT

ISSUE

The 2020 Year-End Vision 2020 Progress Report provides a status report on implementation of the third year of the Vision 2020 Plan (from January 1 to December 31, 2020). 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 2020 Year-End Vision 2020 Progress Report reflects and monitors the 2020 Strategic Work Plan (SWP) goals and tactics (developed during the Vision 2020 process and updated by the Board on August 27, 2020) and performance measures which track achievement of the Vision 2020 themes.

Overview of Third Year Plan Outcomes

SWP Tactic Implementation: The attached Progress Report highlights the work completed during 2020 to address the twenty-six (26) 2020 SWP tactics. It includes a summary chart on page 7 that illustrates progress on tactics, including:

- 6 tactics (23% of total) were achieved;
- 8 tactics (31% of total) were in progress; and
- 12 tactics (46% of total) were delayed/deferred to a future year.

As compared to the first two years of the Plan, more tactics were delayed/deferred in 2020 due to the impacts of the pandemic including financial and staffing constraints. The next steps and timing for these tactics will be assessed by the Board and staff in 2021 based on community and employee feedback.

Performance Measure Outcomes: The Year-End Progress Report also includes reporting of forty-one (41) performance outcomes for eleven (11) measures (how actual performance compares to the year-end performance target). Page 8 of the Progress Report includes a summary chart that illustrates 2020 performance outcomes, including:

- 20 Performance Outcomes (49% of total) were significantly above targets;
- 2 Performance Outcomes (5% of total) were below targets; and
- 19 Performance Outcomes (46% of total) were significantly below targets.

Performance outcomes falling below targets is primarily due to the impacts of the pandemic, including having to cancel and limit offerings, services, and rentals along with closing facilities due to “stay-at-home” orders, capacity limits, social distancing requirements, enhanced cleaning and disinfection protocols and participants’ reluctance or inability to participate in programs and services indoors.

One measure that staff began tracking in 2018, Cost Recovery Goals, is not included in this Progress Report and will be reported in 2021 because it is not a good use of staff resources to compile the extensive data needed to analyze this measure given current staffing levels. Staff also will be comprehensively reviewing cost recovery goals in 2021. Two measures, customer satisfaction ratings and net promoter score (NPS), are also not included in the Report since customer satisfaction feedback was not collected via surveys during 2020 due to the pandemic (other timely customer data was collected in the COVID-19 Community Readiness Survey and other forums for feedback).

In 2021, staff will assess all of the measures to determine which the District should continue to track in future years (along with new measures) to effectively monitor future District strategy.

During the April 12, 2021 Board meeting, staff will answer Commissioner questions about the Progress Report. After Board approval, it will be available on the District’s website for public review.

RECOMMENDATION

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

Thank you.

Attachment: 2020 Year-End Vision 2020 Progress Report

ELMHURST PARK DISTRICT

Vision 2020

Focus on the Future



2020 Year-end Progress Report
January 1 to December 31

April 12, 2021

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

I am pleased to present the third Elmhurst Park District Vision 2020 Year-end Progress Report. This report is staff's method of demonstrating accountability with how we are taking action and achieving results to effectively implement the District's Vision 2020 Plan. Our goal is to provide the Board and community a clear and comprehensive report that monitors long-term strategy so 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 2020 Strategic Work Plan tactics and outcomes.

The COVID-19 pandemic had a significant impact on the District's ability to offer programs and services and meet financial goals in 2020. In response, the Board and staff refocused Vision 2020 Plan strategy, including how to address the large-scale projects identified by the community as high priorities. On March 30, 2020, the Board ended planning for a potential referendum in November 2020 and making non-refundable payments on the contingent based purchase of the 837 S. Riverside Drive property for the Indoor Sports Facility.

As the Board and staff began to assess the shorter-term effects of the pandemic and the likely longer-term implications as some facility closures, suspension of services, and program cancellations and constraints continued in the summer, the Board and staff needed to determine the next steps for successfully implementing the District's long-term strategy under continued financial and staffing constraints. On August 27, 2020, you approved a revised 2020 Strategic Work Plan (SWP) to provide direction for work planning and decision-making for the remainder of 2020 and to guide 2021 SWP development. This Report reflects the updated priorities in the revised 2020 SWP.

By remaining focused on the SWP tactics, we remain dedicated to addressing the Plan's six strategic themes for parks, facilities, programming, communications, finance and internal operations. As the District continues to reopen facilities and restart programs as allowed by the State guidelines, it will likely be after 2021 until we reach a "new" normal. After the pandemic stabilizes and the long-term financial and operational impacts can be determined, we can consider new strategies to address large-scale project priorities and update future strategic priorities. As part of that process, we will continue gathering community feedback to address long-range strategy in a fiscally responsible and sustainable manner.

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

Thank you,



James W. Rogers
Executive Director



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Introduction

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

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

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

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

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

The Vision 2020 Progress Report begins with an overview of the process used in 2016-2017 to develop the Vision 2020 Plan, a description of the District's strategy (i.e., mission, vision, organizational values, strategic themes and goals) and the SWP. The main body of the report includes an implementation progress summary of SWP tactics and performance measure outcomes overall and for each Vision 2020 theme. Some performance outcomes for the prior year were adjusted, if necessary to enhance accuracy and/or to reflect audited data, and therefore, may be different than in the 2019 Year-end Progress Report. At the end of the report, the Appendix includes a list of key terms with their definitions to provide clarity to Vision 2020 terminology and the detailed 2020 Strategic Work Plan.

Vision 2020 Plan Overview

District Strategic Framework

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

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

Staff then developed three to five-year **goals** (broad statements describing what the District must achieve to execute strategy) and one to two-year **tactics** (programs, activities, projects or actions) to outline what needs to be accomplished to address 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 vision/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 refine 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 the allocation of resources 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

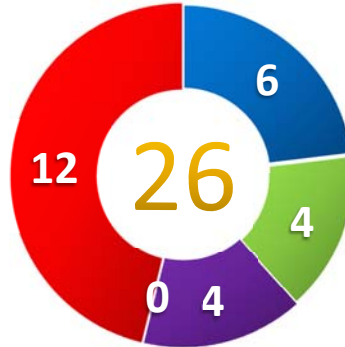
Exceptional and consistent guest experience.

FINANCE

Sustainable revenue strategies and funding options.

Progress Report Executive Summary

STRATEGIC WORK PLAN TACTICS 2020 YEAR-END PROGRESS

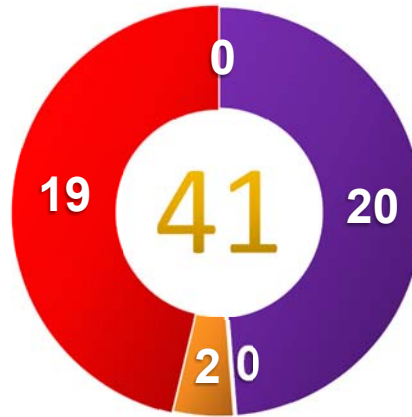


Achieved 6	Nearly Achieved/ On Track 4	Just Started 4	Not Started 0	Delayed/ Deferred 12
<ul style="list-style-type: none"> • Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2 • Offer programs identified as high priorities • Implement partnerships to offer high priority and innovative offerings • Increase marketing of adult offerings in the community • Implement cost recovery goals • Continue community engagement to address Vision 2020 Plan 	<ul style="list-style-type: none"> • Create and implement financial strategy to maintain long-term sustainability • Implement Vision 2020 project funding strategy (e.g., partnerships, grants, etc.) to address priorities • Conduct an organizational analysis to determine future operational needs (e.g., staffing, technology, etc.) • Provide staff the support needed to work during the pandemic 	<ul style="list-style-type: none"> • Restore Sugar Creek Golf Course creek • Create plan for neighborhood park at Centennial Park • Start design, development and engineering of Adult Center (if funding is available) • Create development plan for Glos Park and 135 Palmer Drive, demolish building and complete site improvements (if funding is available) 		<ul style="list-style-type: none"> • Redevelop Eldridge Park East Play Area and pathways and add park directional signage • Create plan for southern portion of Wilder Park • Complete engineering and begin construction of a dog park (if funding is available) • Begin identifying specific sites for land acquisition to address open space deficiencies • Begin implementation of park maintenance improvement plan (if funding is available) • Acquire property and start design, development and engineering of Indoor Sports Facility (if funding is available) • Start design, development and engineering for Wagner Community Center project (if funding is available) • Demolish Lizzadro Museum (if funding is available) • Optimize staffing structure to provide exceptional customer service • Refine recruitment, hiring, training, and performance evaluation practices to reflect culture • Implement District-wide training plan • Implement/expand methods for staff communication and increase two-way engagement

Progress Report Executive Summary

PERFORMANCE MEASURE SUMMARY

2020 YEAR-END OUTCOMES



Significantly Above Target (>10%)	20
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	2
Significantly Below Target (<-10%)	19
Performance Outcomes To Be Reported in 2021 Year-end Progress Report	
Customer Satisfaction Ratings, Net Promoter Score	26
Cost Recovery Goals (Tax-Supported Services and Enterprise Services)	
Performance Outcomes To Be Tracked in Future Progress Reports	
Park Assessments, Park Level of Service Standards, Park Use, Facility Assessments, Facility Level of Service Standards, Facility Usage, Program Life Distribution, Organizational Culture Survey, Training Program Satisfaction	9

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 equityability
	PA3: Provide new recreational opportunities to respond to community needs




TACTIC PROGRESS SUMMARY





Achieved	1	<ul style="list-style-type: none"> Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2
Nearly Achieved/On Track	0	
Just Started	2	<ul style="list-style-type: none"> Restore Sugar Creek Golf Course creek Create plan for neighborhood park at Centennial Park
Not Started	0	
Delayed/Deferred	5	<ul style="list-style-type: none"> Redevelop Eldridge Park East Play Area and pathways and add park directional signage Create plan for southern portion of Wilder Park Complete engineering and begin construction of a dog park (if funding is available) Begin identifying specific sites for land acquisition to address open space deficiencies Begin implementation of park maintenance improvement plan (if funding is available)

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
Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2	PA1		<ul style="list-style-type: none"> Cut the lips, add infield mix, and regrade baseball infields 	<ul style="list-style-type: none"> Awarded infield renovation project to low bidder (2/2020) Completed infield renovations by edging the lips of the five infields and adding nearly three hundred tons of infield mix, which was then graded and compacted (6/2020) 	<ul style="list-style-type: none"> Renovated infields reduce rainouts and increase playability due to improved drainage Increase community satisfaction with baseball field conditions
Restore Sugar Creek Golf Course Creek	PA1		<ul style="list-style-type: none"> Address engineering & design recommendations Seek outside funding for restoration (e.g., grants) 	<ul style="list-style-type: none"> Received \$47,000 grant through the National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Program (9/2019) Completed final engineering plans (4/2020) 	<ul style="list-style-type: none"> Address Sugar Creek's shoreline erosion, loss of property, sediment deposit accumulations, degraded water quality, carp populations, algae blooms, impaired aesthetics, and loss of water volume along with other negative impacts to the Creek
Create plan for southern portion of Wilder Park	PA1 PA3 FA1		<ul style="list-style-type: none"> Develop plan for the south end of Wilder Park, including Lizzadro Museum location and former Administrative Office (e.g., additional public bathrooms/offices, multi-purpose room/garden wedding room) 	<ul style="list-style-type: none"> Due to pandemic related closures and staffing/financial constraints, staff work plans and priorities shifted; as a result, work on this plan will start once funding is secured (6/2020) When developing future priorities for the Vision 2020 Plan in 2021, the Board and staff will determine the next steps for this project and the Lizzadro Museum demolition, including funding options and timing 	<ul style="list-style-type: none"> Determine the best optimization and use of Wilder Park southern outdoor/indoor spaces Update and upgrade existing spaces Provide additional park open space and new amenities

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Create plan for neighborhood park at Centennial Park	PA2 PA3		<ul style="list-style-type: none"> • Create neighborhood park master plan in conjunction with planning for new Adult Center (e.g., playground, garden plots, outdoor fitness) 	<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) • Due to pandemic related closures and staffing/financial constraints, staff work plans and priorities shifted; as a result, this project was postponed • As part of the 2021 capital planning process, staff assessed next steps for this project, including funding options to be presented to the Board in January 2021 (Fall 2020) • Contacted Upland Design and requested a proposal for project landscape architect and engineering services (December 2020) 	<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
Redevelop Eldridge Park East Play Area and pathways and add park directional signage	PA1		<ul style="list-style-type: none"> • Replace playground equipment that has reached the end of it useful life • Replace sand play area and woodchips with a unitary surface • Expand and refurbish pathways in compliance with ADA • Add a ADA accessible parking stall • Add directional park signage, swings, seating and shade structures 	<ul style="list-style-type: none"> • To gather feedback and engage the community in the playground's design, conducted in-person surveys at Eldridge Park (Spring/Summer 2019) and held a Party in the Park Input Meeting (8/2019) • Conducted online survey to collect community input on initial playground concepts (11/2019) • Approved playground concept that includes many features the community requested, including more climbing equipment, swings, seating and shade structures (1/2020) • Due to pandemic related financial constraints, postponed project in 2020; when funding is available, project will be included in the capital budget (5/2020) 	<ul style="list-style-type: none"> • Donate old playground structures to Kids Around the World, a nonprofit that repurposes playgrounds and rebuilds them in developing countries • Increase the ADA accessibility of the Eldridge Park East Play Area • Hold ribbon cutting event to celebrate completion of project with community

PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Complete engineering and begin construction of a dog park (if funding is available)	PA2 PA3	➔	<ul style="list-style-type: none"> Complete architecture & engineering Begin construction of dog park 	<ul style="list-style-type: none"> Acquired OS762 Old York Road property (11/2017) Based on community feedback, developed (with Upland Design) and approved dog park master plan (based on community feedback) and construction cost estimates (8/2018) Hired contractor who cleared the standing dead and “garbage” trees, which were creating an unsafe environment (Spring 2019) Conducted a survey of registered voters to determine level of support and strategies to fund the six potential large-scale projects via a referendum (10&11/2019) Since results of the survey illustrated limited support for a tax increase to fund the six projects, evaluated project options and removed dog park construction as part of a potential future referendum (2/2020) When developing priorities for the Vision 2020 Plan in 2021, the Board and staff will determine next steps for this project, including funding options and timing 	<ul style="list-style-type: none"> Offer a new park amenity for the community that was identified as a high priority on the Vision 2020 Community Survey Revitalize recently purchased property for development and use Facilitate relationships and increase offerings with community partners and sponsors



PARKS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Begin identifying specific sites for land acquisition to address open space deficiencies	PA2	⇒	<ul style="list-style-type: none"> Complete property inventory in targeted planning areas, including types available (e.g., commercial, residential, retail), ages of structures, and land for sale 	<ul style="list-style-type: none"> Based Vision 2020 Level of Service Analysis (LOS) recommendations, developed long-term land acquisition strategy and cost estimates for consideration as part of a future referendum (8/2019) Conducted a survey of registered voters to determine level of support and strategies to fund the six potential large-scale projects via a referendum (10&11/2019) Since results of the survey illustrated limited support for tax increase, decided not to go to referendum in March 2020 and removed this project as part of a potential future referendum (12/2019 & 2/2020) Postponed land acquisition future planning due to pandemic related financial constraints (3/2020) When developing future priorities for the Vision 2020 Plan in 2021, the Board and staff will determine the next steps for this project, including funding options and timing 	<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
Begin implementation of park maintenance improvement plan (if funding is available)	PA1	⇒	<ul style="list-style-type: none"> Begin staffing plan implementation for improving park maintenance (e.g., job descriptions, training, 2021 budget and capital planning, etc.) 	<ul style="list-style-type: none"> Developed two park maintenance improvement plan options for referendum planning, including one that reduced proposed expenses based on limited support in voter survey results for tax increase to fund the six Vision 2020 large-scale projects (8/2019 & 2/2020) Ended 2020 referendum planning due to pandemic related financial constraints (3/2020) In 2021, staff will assess how to improve park maintenance operations without going to referendum and make any organizational changes within current available resources. When developing future priorities for the Vision 2020 Plan in 2021, the Board and staff will determine the next steps for funding and the timing of the larger-scale proposed changes to improve park maintenance. 	<ul style="list-style-type: none"> Increase the ability of staff to efficiently and effectively improve park maintenance while addressing the future impact of expanded/new facilities on long-term maintenance resources Achieve a higher and consistent quality standard of maintenance Protect and preserve Districts assets Improve the natural environment, which impacts quality of life

PARKS PERFORMANCE MEASURE SUMMARY



Significantly Above Target (>10%)	0
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	1
Significantly Below Target (<-10%)	2
Performance Outcomes TBD & Tracked in Future Report	3
Park Assessments, Levels of Service Standards, Park Use	




Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2019 Year-end Result	2020 Year-end Result	Year-End Performance Target	2020 Year-end Performance Outcome
Park Assessments	Annually 2021	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2021	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	50.9%	49.1%	50.0%	↓
		Enterprise Services	33.6%	30.6%		↓
		Sugar Creek Golf Course	31.4%	28.8%		↓

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

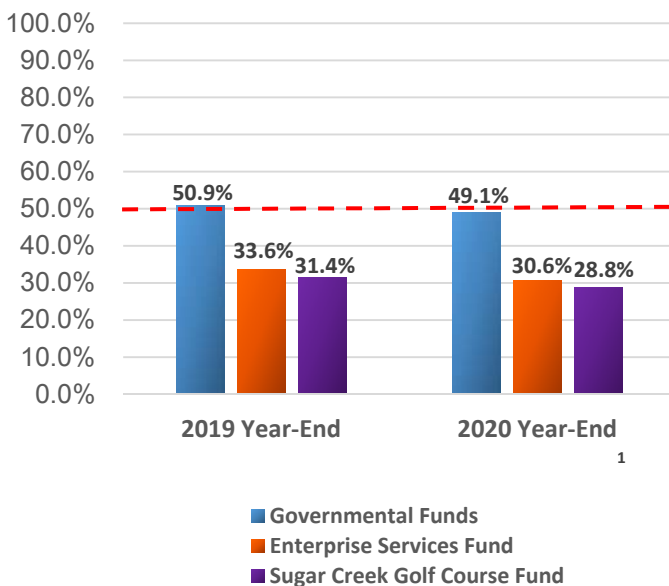
Capital Assets Condition Ratio

YEAR-END PROGRESS

In 2020, the Governmental Fund Capital Assets Condition Ratio of 49.1%, Enterprise Services Fund Capital Assets Condition Ratio of 30.6% and Sugar Creek Golf Course Fund Capital Assets Condition Ratio of 28.8% illustrate the following trends:

Fund Category	Year-End Performance Target	2020 Year-End Performance Outcome
Governmental Funds	50.0%	-1.8%  <i>Below Target</i>
Enterprise Services	50.0%	-38.8%  <i>Significantly Below Target</i>
Sugar Creek Golf Course	50.0%	-42.3%  <i>Significantly Below Target</i>

- In 2020, **Governmental Funds** is below its performance target (50.0%) by 1.8% (based on a net depreciation of \$1,868,374). However, this is a 1.8% decrease as compared to 2019 (50.9%).
- **Enterprise Services Fund** is significantly below its performance target (50.0%) by 38.8% in 2020 (based on a net depreciation of \$364,723). This is a 3.0% decrease as compared to 2019 (33.6%).
- **Sugar Creek Golf Course Fund** is significantly below its performance target (50.0%) by 37.2% in 2020 (based on a net depreciation of \$121,039). This is a 2.6% decrease as compared to 2019 (31.4%).
- To increase the Capital Assets Condition Ratio for the Enterprise Services and Sugar Creek Golf Course Funds, the District is conservatively investing in assets at these facilities in 2021 to assist with meeting their cash and investment goals. In these Funds and the Government Funds, nearly \$1,000,000 of capital projects were delayed in 2020 due to the pandemic related fiscal constraints and funding for essential capital projects was approved in the 2021 Budget.



Data Source: BS&A Financial Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure is used to assess the need for facility and equipment upgrades and specifically considers the remaining useful life of facilities and equipment based on depreciation.
- Capital Assets Condition Ratio is the remaining value of the District's depreciable assets divided by the original value of those assets. The District records capital assets separately for the Governmental, Enterprise Services, and Sugar Creek Golf Course Funds.
- The performance target identified for the Capital Assets Condition Ratio is 50% to ensure that the District invests sufficient dollars to offset the annual depreciation of the District's assets.
- A higher ratio suggests an organization is making investments on a routine basis.

FACILITIES

Meet community need for new and existing indoor recreation space



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


TACTIC PROGRESS SUMMARY



Achieved	0	
Nearly Achieved/ On Track	0	
Just Started	2	<ul style="list-style-type: none"> Start design, development and engineering of Adult Center (if funding is available) Create development plan for Glos Park and 135 Palmer Drive, demolish building and complete site improvements (if funding is available)
Not Started	0	
Delayed/Deferred	3	<ul style="list-style-type: none"> Acquire property and start design, development and engineering of Indoor Sports Facility (if funding is available) Start design, development and engineering for Wagner Community Center project (if funding is available) Demolish Lizzadro Museum (if funding is available)

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
<p>Start design, development and engineering of Adult Center (if funding is available)</p>	<p>FA2 PR1 PR2</p>		<ul style="list-style-type: none"> Based on community feedback, begin architecture and engineering for 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 potential large-scale projects via a referendum (10&11/2019) Since survey results illustrated limited support for a tax increase, decided not to go to referendum in March 2020 and reevaluated project cost & funding options (12/2019 & Winter 2020) Submitted Illinois Park and Recreational Facility Construction Grant Program (PARC) application to partially fund facility renovation with potential notification in 2020 (1/2020) Held two 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, ended 2020 referendum planning and postponed project (3/2020) As part of the 2021 capital planning process, staff assessed project next steps, including funding options to be presented to the Board in January 2021 (Fall 2020) Contacted Dewberry Architects and requested a proposal for project architect and engineering services (December 2020) In 2021, staff will update the facility financial and program plan (to launch Spring 2022) to reflect the use of renovated spaces in the existing building rather than the new facility plans. 	<ul style="list-style-type: none"> Remove and replace a District asset that has reached the end of its useful life Build a new multi-dimensional adult center desired by the community Expand adult and senior programming options with new and renovated spaces Provide an upgraded, welcoming, more functional space for adult programs Expand inter-governmental cooperative efforts by maximizing facility resources 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
Demolish Lizzadro Museum (if funding is available)	PA1 FA1	➔	<ul style="list-style-type: none"> Demolish Lizzadro Museum Prepare site for future improvements 	<ul style="list-style-type: none"> After Lizzadro Museum officials announced move to another building site, hired Dewberry Architects to conduct facility site audit (5/2018) To document existing conditions, Dewberry team toured Lizzadro Museum site (6/2018) and presented findings to Board (9/2018) Issued Request for Proposal (RFP) (11/2018) to consider a well-established community group or non-profit to enter a lease/license agreement for the use of the Museum, and all interested groups declined to pursue use of building (4/2019) Reached consensus to demolish Museum as part of a development plan for the southern portion of Wilder Park, including the former Administrative Office Building (5/2019) Formed staff team to evaluate and shape future plans (5/2019) Reviewed project ideas and prior plans and Team toured former Administrative Office (6/2019) Due to pandemic related closures and staffing/financial constraints, staff work plans and priorities shifted; as a result, work on this project will start once funding is secured (6/2020) When developing future priorities for the Vision 2020 Plan in 2021, the Board and staff will determine the next steps for this project and the southern Wilder Park plan, including funding options and timing 	<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 and improved amenities



FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Create development plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements (if funding is available)</p>	<p>PA1 FA1</p>		<ul style="list-style-type: none"> Create a development plan for 135 Palmer Drive and Glos Park site 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 between the City and Park District in which the City would fund the abatement and demolition of 135 Palmer Drive with TIF funds while the 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 for this project, including funding options to be presented to the Board in January 2021 (Fall 2020) Contacted Upland Design and requested a proposal for project landscape architect and engineering services (December 2020) 	<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



FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Acquire property and start design, development and engineering of Indoor Sports Facility (if funding is available)	FA2 PR1 PR3	➔	<ul style="list-style-type: none"> Complete property acquisition Based on community feedback, begin architecture and engineering for new Indoor Sports Facility 	<ul style="list-style-type: none"> For referendum planning, completed a financial and program plan (8/2019) Approved contingent purchase of 16.4 acre site for potential new facility (837 S. Riverside Drive) (9/2019) Conducted registered voter survey to determine the level of support and strategies to fund six potential large-scale projects via a referendum (10&11/2019) Completed due diligence environmental site property assessments (12/2019) Since the voter survey results illustrated limited support for a tax increase for the six projects, decided not to go to referendum in March 2020, removed facility as part of a potential future referendum, and evaluated other options for the site (12/2019 & 2/2020) Held two focus groups with likely voters (facilitated by PCI) to prioritize projects still being considered for potential referendum, including acquiring property (3/2020) Due to pandemic related financial constraints and based on the focus group feedback, ended 2020 referendum planning and discontinued making non-refundable payments on the contingent based property purchase (3/2020) When developing future priorities for the Vision 2020 Plan in 2021, the Board and staff will determine next steps for addressing the need for improved/expanded indoor sports spaces 	<ul style="list-style-type: none"> Add additional sports and recreation opportunities for all ages Reduce need for residents to leave Elmhurst for sports and recreation activities Enhance community pride, self-image, exposure and reputation Expand inter-governmental cooperative efforts by maximizing facility resources Facilitate relationships and increase offerings with new and existing partners, including members of the Athletic Field Advisory Committee, Elmhurst College and local healthcare providers

FACILITIES TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Start design, development, and engineering for Wagner Community Center project (if funding is available)	FA3 PR1 PR3	➔	<ul style="list-style-type: none"> Based on community feedback, begin architecture and engineering for new Wagner Community Center (WCC) 	<ul style="list-style-type: none"> For referendum planning, completed an indoor recreation facility space plan, including determining space needs and financial impacts for a new WCC and Eldridge Park Recreation Building and replacement of the Wilder Park and Crestview Park Recreation Buildings with picnic/bathroom shelter buildings (8/2019) Conducted registered voter survey to determine the level of support and strategies to fund six potential large-scale projects via a referendum (10&11/2019) Since the voter survey results illustrated limited support for a tax increase for the six projects, decided not to go to referendum in March 2020, reevaluated project options and removed new Eldridge Park Recreation Building project as part of a potential future referendum (12/2019 & 2/2020) Held two focus groups of likely voters (facilitated by PCI) to prioritize projects that were still being considered for potential referendum (3/2020) Due to pandemic related financial constraints, ended 2020 referendum planning (3/2020) When developing future priorities for the Vision 2020 Plan in 2021, the Board and staff will determine potential next steps for addressing indoor recreation space needs 	<ul style="list-style-type: none"> Determine the best optimization of the District's existing indoor recreation facility space to maximize resources Expand programming options with new and renovated spaces Update and upgrade existing spaces Provide more welcoming, functional spaces for programs Enhance safety and security of recreation buildings

FACILITIES PERFORMANCE MEASURE SUMMARY



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

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2019 Year-end Result	2020 Year-end Result	Year-End Performance Target	2020 Year-end Performance Outcome
Facility Assessments	Annually 2021	N/A	N/A	N/A	TBD	N/A
Level of Service Standards	Annually 2021	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 their needs
	PR3: Provide sustainable, high quality and inclusive program offerings

TACTIC PROGRESS SUMMARY



Achieved	3	<ul style="list-style-type: none"> Offer programs identified as high priorities Implement partnerships to offer high priority and innovative offerings Increase marketing of adult offerings in the community
Nearly Achieved/ On Track	0	
Just Started	0	
Not Started	0	
Delayed/Deferred	0	

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

PROGRAMMING TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Offer programs identified as high priorities	PR1 PR2 PR3	●	<ul style="list-style-type: none"> Offer at least one new program seasonally that was identified as a high priority (adult continuing education, community events and adult fitness and wellness) 	<ul style="list-style-type: none"> Offered new adult programming, including Line Dancing, Painting with Coffee and Bold Bouquets and fitness programming, including a Pickleball Winter Mixer (1&2/2020) Organized a sixty-five (65) person team for the Courts Plus Whole Life Challenge, a six-week wellness habit changing effort (Winter 2020) 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 allowing camp and outdoor fitness programs with restrictions, began offering these programs (5&6/2020) As additional guidelines were released in the Summer that allowed for more offerings, including small community events, began to reopen/offer additional programs/facilities (6/2020) Modified community and special events based on health and safety guidelines, including offering three (3) movies in the park, Touch a Truck month-long virtual event, pumpkin party, "Get Grinched" 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 a remote eLearning program (Club Ed.), outdoor Courts Plus fitness classes and adult contractual programs (Tai Chi, line dancing and Chair Yoga) (Summer/Fall 2020) Ended the year in Restore Illinois Plan Tier 3 mitigation, curtailing most in person programming (Fall 2020) In 2021, staff will reassess community programming priorities based on feedback and determine the next steps for addressing those priorities in future long-range plans 	<ul style="list-style-type: none"> Gather additional community feedback to gauge program interest Offer additional innovative adult programming and events To meet current program demand and future needs, continue to address Vision 2020 Facility Theme Tactics to expand and improve indoor recreation space options

PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement partnerships to offer high priority and innovative offerings	PR1 PR2 PR3	●	<ul style="list-style-type: none"> Foster partnerships to expand high priority and innovative programs, including facilitating or marketing other providers' offerings (e.g., College of DuPage (COD), Elmhurst Public Library) 	<ul style="list-style-type: none"> Worked with COD to facilitate continuing education course offerings in 2019, including Spanish and Sign Language classes at The Abbey beginning with the Winter 2019 season Worked with Elmhurst Public Library to facilitate and cross-promote offerings in 2019 (e.g., Library Promoted-Courts Plus 10-Week Fitness Challenge, Healthy Living for Your Brain and Body) Offered adult general interest programs cooperatively with Glen Ellyn Park District, including sewing, handwriting and lettering (Winter 2019) Worked with American Classic Tours to offer extended travel options for travelers age 55 and older (Fall 2019) Partnered with Lexington Square of Elmhurst for a special presentation on Abraham Lincoln (Lincoln and Thanksgiving) (Fall 2019) In January and February 2020, continued to offer adult programming with Library (Changing Worlds: The Immigration Experience, Adapting to Change: Tools and Resources, and Charles Darwin and His Revolutionary Idea) and COD (Conversational Mandarin Chinese 1) (1&2/2020) During pandemic related facility closures, restrictions did not allow for pursuing new or expanded partnerships; however, as the State continues to reopen, investigating and facilitating partnerships to provide core offerings in 2021 is critical as staff continue to evaluate ways to provide programs under pandemic financial constraints and restrictions 	<ul style="list-style-type: none"> Foster partnerships to expand high priority programs and maximize community resources

PROGRAMMING TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
<p>Increase marketing of adult offerings in the community</p>	<p>PR1 PR3 FA3</p>	<p align="center">●</p>	<ul style="list-style-type: none"> Increase awareness of and participation in adult offerings as identified in Vision 2020 community feedback 	<ul style="list-style-type: none"> Improved brochure section of adult offerings in an effort to showcase the variety of programs and services available to adults in the community (2019) Promoted Elmhurst Public Library programs in the Adult Special Interest sub-section of the 2019 brochures (e.g., An Evening with Georgia O’Keefe, Adventures with Lewis and Clark) (2019) 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) Created The Abbey Facebook page as another forum for communicating offerings (4/2020) Continued to celebrate Abbey Member birthdays by mailing birthday cards and conducting monthly wellness phone calls/emails from March through May 2020 Increased education to the community about the benefits of using parks and trails during the pandemic, COVID-19 restrictions, practicing safe healthy habits, and facility closures/reopening through new webpages, signage and FAQ’s (Summer/Fall 2020) With the impacts of the pandemic reducing the District’s ability to offer a diversity of adult programming offerings, this tactic has been marked as completed based on the actions taken to address this tactic prior to the pandemic; staff will continue to assess methods for marketing adult offerings as programs are reoffered/expanded post-pandemic and when the adult center renovation is completed 	<ul style="list-style-type: none"> Introduce new and creative ways to market adult offerings to the community

PROGRAMMING 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%)	12
Performance Outcome TBD & Tracked in Future Report Program Life Cycle Distribution	1

Performance Measure	Timing of Reporting and Year to Begin Tracking	Category	2019 Year-End Result	2020 Year-End Result	Year-End Performance Target	2020 Year-End Performance Outcome
Program Success Rate	Semi-annually 2013	Recreation	88.3%	41.9%	80.0% or above	↓
		Enterprise Services	89.6%	52.4%		↓
Total Unique Registrants	Semi-annually 2016	N/A	8,083	4,953	8,800	↓
% of Unique Resident Households that Completed a Transaction	Semi-annually 2016	N/A	43.9%	26.5%	50.0%	↓
% of Program & Pass Registrants by Age Group	Semi-annually 2016	8 age groups	Range from 15% to 70%	Range from 8% to 43%	Range from 19% to 65%	8 age groups ↓
Program Life Cycle Distribution	Annually 2021	N/A	N/A	N/A	TBD	N/A

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

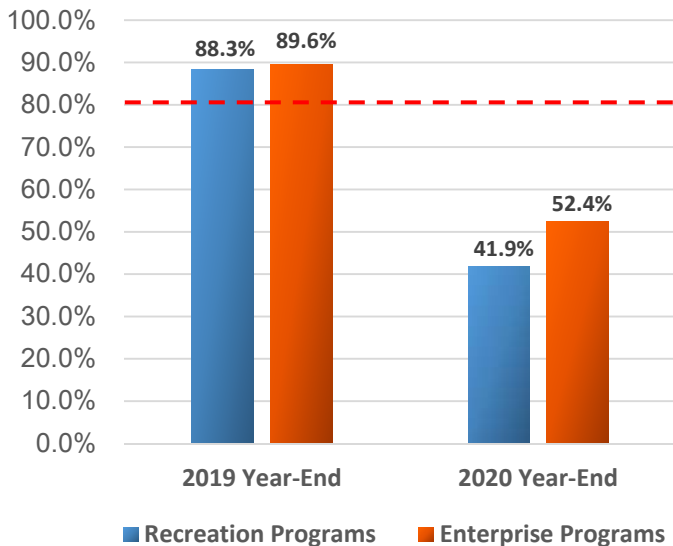
Program Success Rate

Category	Year-End Performance Target	2020 Year-End Performance Outcome
Recreation Programs	80.0% or above	-47.6%  <i>Significantly Below Target</i>
Enterprise Programs	80.0% or above	-34.5%  <i>Significantly Below Target</i>

YEAR-END PROGRESS

In 2020, the Recreation Program Success Rate of 41.9% and Enterprise Program Success Rate of 52.4% illustrate the following trends:

- Both Recreation and Enterprise Program Success Rates are significantly below the 80.0% target (by 47.6% and 34.5% respectively).
- Both recreation and enterprise programs illustrate this significantly lower rate of success as compared to 2019 due to the impacts of the pandemic (from 88.3% to 41.9% respectively for recreation programs and 89.6% to 52.4% respectively for enterprise programs). This downward shift is due to the impacts of the pandemic, including having to cancel hundreds of planned program sessions due to “stay-at-home” orders, facility closures, capacity limits, social distancing requirements, enhanced cleaning and disinfection protocols and participants’ reluctance or inability to participate in indoor programming.
- A priority in the 2021 Vision 2020 Strategic Work Plan is to use outdoor and non-traditional programming spaces, provide more online programs, and work with community partners to offer core programs within pandemic constraints. As restrictions are gradually lifted in 2021, the distribution of vaccines becomes more widespread and individuals begin to feel more comfortable participating in indoor programs, staff will expand and re-start additional programs that will lead to an upward trend in success rates.




Data Source: RecTrac Registration Software

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects whether the District is successful with matching the “right” array of programs and services to meet customer interest and demand along with marketplace trends.
- The higher Program Success Rate percentages are, the more successful the District is with offering courses that align with community interests.
- Program Success Rate measures the total number of programs that ran through the Park District’s RecTrac 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	2020 Year-End Performance Outcome
8,800	-43.7%  <i>Significantly Below Target</i>

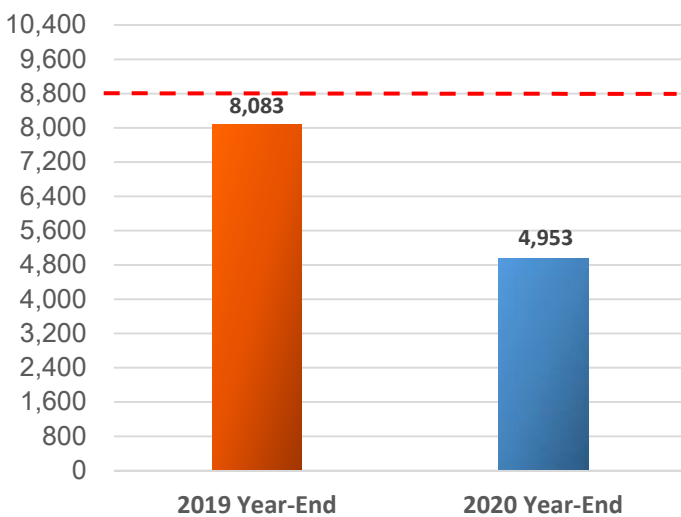
YEAR-END PROGRESS

In 2020, the number of Total Unique Registrants (4,953) illustrates the following trends:

- It was below the performance target (8,800) by 43.7% as compared to being below the target by 8.1% in 2019.
- This measure decreased by 38.7% (3,130) overall since 2019.
- Total Unique Registrants was significantly below the target due to the impacts of the pandemic, including having to cancel planned program offerings due to “stay-at-home” orders, facility closures, capacity limits, social distancing requirements, enhanced cleaning and disinfection protocols and participants’ reluctance or inability to participate in indoor programming, including a significant number of spring and summer programs.
- A priority in the 2021 Vision 2020 Strategic Work Plan is to use outdoor and non-traditional programming spaces, provide more online programs, and work with community partners to offer core programs and services within pandemic constraints.
- As restrictions are gradually lifted in 2021, the distribution of vaccines becomes more widespread and individuals begin to feel more comfortable participating in indoor programs, staff will expand and re-start additional programs that will lead to an upward trend in unique registrants.


ABOUT THIS MEASURE AND WHY IT MATTERS

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



Data Source: RecTrac Registration Software

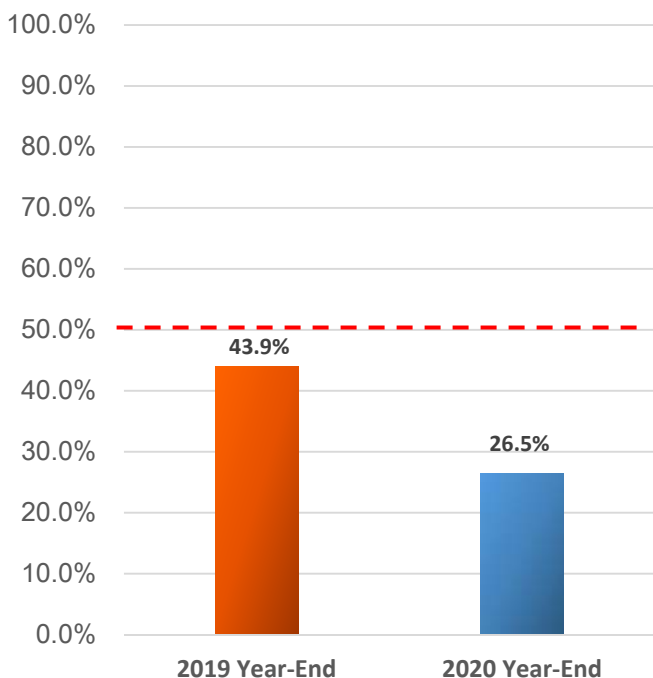
Percent of Unique Resident Households that Completed a Transaction¹

Year-End Performance Target	2020 Year-End Performance Outcome
50.0%	-47.0%  <i>Significantly Below Target</i>

YEAR-END PROGRESS

In 2020, the Percent of Unique Resident Households that Completed a Transaction (26.5%) illustrates the following trends:

- It is 47.0% below the performance target of 50.0% as compared to 12.2% below the performance target in 2019 (34.8% difference).
- As compared to 2019, this measure decreased by 39.6% (difference of 2,785 households or 17.4% with 7,012 and 4,227 total unique households respectively).
- The Percent of Unique Resident Households that Completed a Transaction trended significantly below the performance target in 2020 due to the impacts of the pandemic, including having to cancel and limit offerings, services, and rentals along with closing facilities due to “stay-at-home” orders, capacity limits, social distancing requirements, enhanced cleaning and disinfection protocols and participants’ reluctance or inability to participate in programs and services indoors.
- As restrictions are gradually lifted in 2021, the distribution of vaccines becomes more widespread and individuals begin to feel more comfortable participating in indoor programs, staff will expand and re-start additional programs and services that will lead to an upward trend in the percent of unique households completing a transaction.



Data Source: RecTrac Registration Software

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

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 RecTrac software divided by the total number of households in Elmhurst (as indicated by 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.

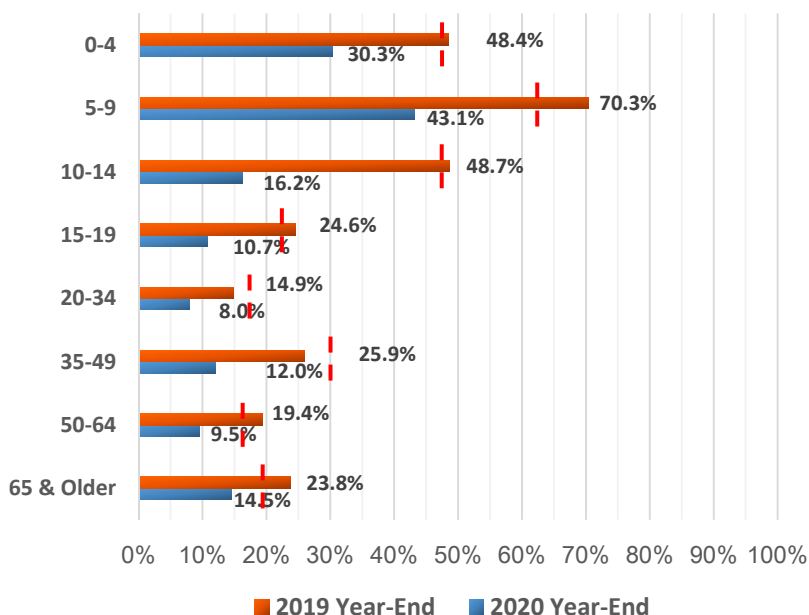
Percent of Program and Pass Registrants by Age Group^{1, 2}

Age Group Category	Year-End Performance Target	2020 Year-End Performance Outcome
0-4	50.0%	-39.5% ↓ Significantly Below Target
5-9	65.0%	-33.7% ↓ Significantly Below Target
10-14	50.0%	-67.7% ↓ Significantly Below Target
15-19	25.0%	-57.0% ↓ Significantly Below Target
20-34	20.0%	-60.1% ↓ Significantly Below Target
35-49	33.0%	-63.6% ↓ Significantly Below Target
50-64	19.0%	-49.9% ↓ Significantly Below Target
65 & Older	22.0%	-34.3% ↓ Significantly Below Target

YEAR-END PROGRESS

In 2020, the Percent of Program and Pass Resident Registrants by Age Group illustrates the following trends:

- All age categories fell significantly below performance targets ranging from 33.7% (ages 5-9) to 67.7% (ages 10-14) below targets.
- As compared to 2019, the performance targets outcomes significantly decreased in all age categories. In 2019, performance targets ranged from above the target by 8.3% (ages 65 & Older) to significantly below the target by 25.5% (ages 20-34). Only two age categories were significantly below the target in 2019 (ages 20-34 and 35-49).
- Unique resident registrants in all age categories were significantly below the targets due to the impacts of the pandemic, including having to cancel planned offerings and closing facilities due to “stay-at-home” orders, capacity limits, social distancing requirements, enhanced cleaning and disinfection protocols and participants’ reluctance or inability to participate in programs and services indoors. These decreases were offset by taking individual reservations for The Hub and the Courts Plus Pool and Fitness Floor to manage capacity restrictions.
- As restrictions are gradually lifted in 2021, the distribution of vaccines becomes more widespread and individuals begin to feel more comfortable participating in indoor programs, staff will expand and re-start additional programs that will lead to an upward trend in unique registrants of all ages, including the pools, camps and adult programs.



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.

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure reflects 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 that 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.

COMMUNICATIONS

Exceptional and consistent guest experience



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

TACTIC PROGRESS SUMMARY



Achieved	0
Nearly Achieved/ On Track	0
Just Started	0
Not Started	0
Delayed/Deferred	2

- Optimize staffing structure to provide exceptional customer service
- Refine recruitment, hiring, training, and performance evaluation practices to reflect culture

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
Optimize staffing structure to provide exceptional customer service	CO1 IO1 IO2	➔	<ul style="list-style-type: none"> Address customer service staffing needs to implement customer service model 	<ul style="list-style-type: none"> Discussed ideas on how to optimize staffing structure (Customer Service Team) (5/2019) Conducted research of other park districts who have a customer service manager and reviewed those results with key staff (6/2019) Completed research and reviewed ways to optimize staffing structure for the new customer service model (Summer 2019) Deferred tactic pending the outcome of a potential referendum to fund Vision 2020 large-scale projects (10/2019) Due to pandemic related financial constraints, ended referendum planning (3/2020) and instituted expenditure reductions such as staff furloughs, layoffs, freezing vacant positions, etc.(Spring/Summer/Fall 2020) which impacted the ability to implement this tactic In 2021, staff will refine and implement updates to the A Game customer service model based on current operations, which will provide staff direction on ways to provide optimal and consistent customer service. 	<ul style="list-style-type: none"> Provide consistency in the levels of service provided to customers Increase customer engagement, retention and satisfaction
Refine recruitment, hiring, training, and performance evaluation practices to reflect culture	CO1 IO1 IO2	➔	<ul style="list-style-type: none"> Develop standard interview questions, train supervisors on interviewing for culture, and integrate District Values into end-of-year evaluations 	<ul style="list-style-type: none"> Due to the impacts of the pandemic, this tactic has been postponed to assess the priorities for strengthening our culture and workforce based on the “new normal” in 2021. 	<ul style="list-style-type: none"> Facilitate the recruitment and retention of staff who are the best fit for the culture Improve employee engagement and alignment with District Values

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	2019 Year-End Result	2020 Year-End Result	Year-End Performance Target	2020 Year-End Performance Outcome
Customer Satisfaction Ratings	Annually 2018	94.5%	N/A ¹	90.0%	N/A
Net Promoter Score	Annually 2018	63.0%	N/A ¹	70.0%	N/A

¹ Due to the pandemic, customer satisfaction surveys were not conducted in 2020, but will resume in 2021.

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

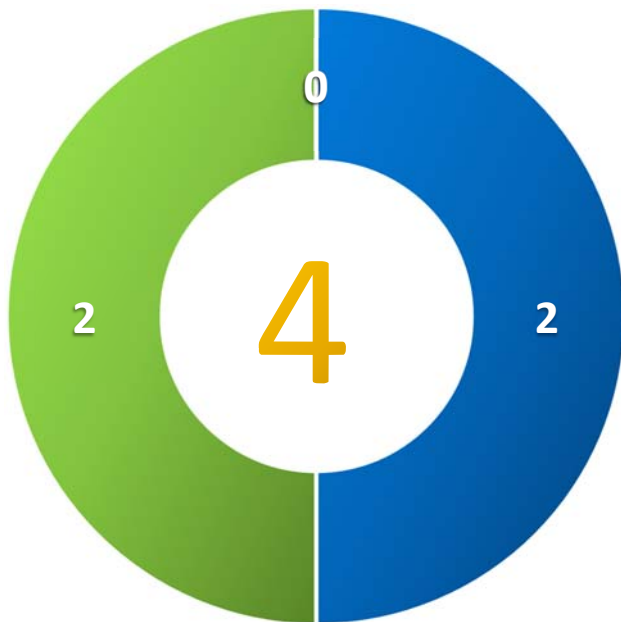
FINANCE

Sustainable revenue strategies and funding options



GOALS	F1: Review and improve cost recovery
	F2: Seek alternate sources of revenue
	F3: Consider pursuing referendum



TACTIC PROGRESS SUMMARY



Achieved	2	<ul style="list-style-type: none"> Implement cost recovery goals Continue community engagement to address Vision 2020 Plan
Nearly Achieved/On Track	2	<ul style="list-style-type: none"> Create and implement financial strategy to maintain long-term sustainability Implement Vision 2020 project funding strategy (e.g., partnerships, grants, etc.) to address priorities
Just Started	0	
Not Started	0	
Delayed/Deferred	0	

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

FINANCE TACTICS PROGRESS SUMMARY


Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement cost recovery goals	F11		<ul style="list-style-type: none"> Review actuals as compared to cost recovery model annually to determine and implement a strategy for meeting or updating goals as necessary 	<ul style="list-style-type: none"> Reported 2018 actual cost recovery outcomes to programming staff and Management Team and projected future cost recovery based on long-term budget assumptions (Spring 2019) Recreation staff revised some of the goals based on the projections (Spring 2019) Reviewed actual cost recovery performance and projections as compared to cost recovery goals and determined none of the goals needed adjustment (7/2019) Continued to analyze program indirect costs, improve reporting, and monitor allocation percentages for assigning indirect costs to report on program cost recovery as compared to targeted goals (Winter/Spring 2020) Based on adjusted 2020 Budget financial projections and considering State Restore Illinois guidelines, weighed participant and staff safety considerations and potential cost-recovery against the benefits programs & facilities provide the community to determine when to reopen and what to reoffer (Spring/Summer/Fall 2020) In 2021, the Board and staff will review financial indicators and assumptions, including cost recovery goals and adjust as needed to maintain long-term sustainability. 	<ul style="list-style-type: none"> Ensure programs and services are on target with cost recovery goals and District non-tax revenue goals
Create and implement financial strategy to maintain long-term sustainability	F11		<ul style="list-style-type: none"> To address fiscal constraints due to the pandemic, develop and implement short-term financial goals and related strategy for meeting those goals 	<ul style="list-style-type: none"> Completed and updated financial projections as needed to comprehensively assess the impacts of facility closures and Restore Illinois Plan guidelines on the 2020 and proposed 2021 Budgets and future reserves (Spring/Fall/Winter 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, freezing vacant positions, etc. (Spring/Summer/Fall 2020) Modified the 2021 budget timeline to have an accurate assessment of the financial impact of the pandemic on the District's finances in 2020 to facilitate better forecasting of the continuing operational and financial impacts of the pandemic in 2021 (September 2020) Held seven (7) staff operational and capital budget workshops to collaboratively discuss 2021 strategic and budget priorities across District functions (10&11/2020) In 2021, the Board and staff will review financial indicators and assumptions and adjust as needed to maintain long-term sustainability. 	<ul style="list-style-type: none"> Financially position the District to successfully fund future community needs and maintain healthy reserves Update policies to facilitate fiscal agility and codify realistic financial goals and guidelines

FINANCE TACTICS PROGRESS SUMMARY (CONTINUED)

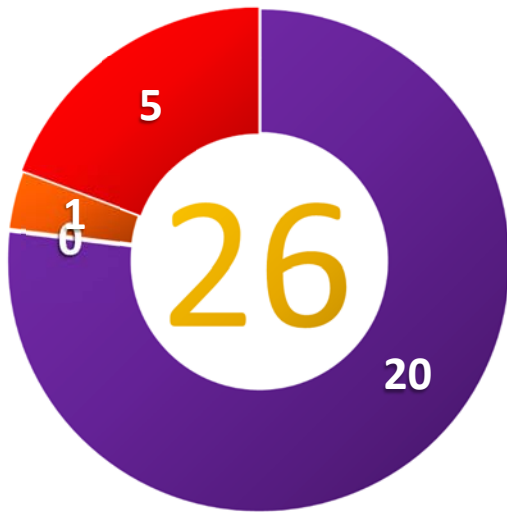
Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Continue community engagement to address Vision 2020 Plan	FI3	●	<ul style="list-style-type: none"> Continue to educate the community and seek input on Vision 2020 large-scale projects and funding options 	<ul style="list-style-type: none"> Since the 2019 voter survey results illustrated limited support for a tax increase to fund the six proposed large-scale projects, held two focus groups of likely voters (facilitated by PCI) to prioritize projects still being considered for a potential referendum (3/2020) Posted slides on the Vision 2020 website that highlighted the current status and next steps for large-scale projects (3/2020) As a result of pandemic related economic impacts and focus group feedback, decided not to conduct another voter survey and stopped referendum planning and related engagement (3/2020) Postponed collecting community feedback to determine next steps for addressing the Vision 2020 Plan priorities until 2021 due to the unknown longer-term impacts of the pandemic (which will drive future community priorities and needs) (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) 	<ul style="list-style-type: none"> Build community support and excitement for Vision 2020 Gather additional community input to ensure that Vision 2020 projects reflect and represent the community's future vision and needs



FINANCE TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement Vision 2020 project funding strategy (e.g., referendum, partnerships, grants, etc.) to address priorities	FI2 FI3 FA2 PA2 PA3		<ul style="list-style-type: none"> Based on community feedback, implement funding plan for Vision 2020 large-scale projects 	<ul style="list-style-type: none"> Created and finalized funding strategy (e.g., referendum, partnerships, grants, bonds, etc.) for large-scale projects based on preliminary concept, capital, and operating plans (9/2019) Continued discussions with Elmhurst School District #205 to develop an intergovernmental agreement regarding selling The Abbey following development of a new adult center (Winter 2019-2020) Conducted a registered voter survey to determine the level of community support and strategies to fund six potential large-scale projects via a referendum (10&11/2019) Based on survey results, decided not to go to referendum in March 2020 since voters did not support a tax increase for funding project costs (12/2019) Completed bond sale to finance purchase of 155 E. St. Charles Road property for new park and adult center (12/2019) Submitted Illinois Park and Recreational Facility Construction Grant Program (PARC) application to partially fund adult center renovation (potential notification in 2020) (1/2020) To determine which projects to include in potential referendum based on need and voter support, refined project plans and cost/funding options based on long-term finances, future capital project considerations, community survey results, need assessment data, and voter survey results (Winter 2020) Held two focus groups with likely voters (facilitated by PCI) to gather feedback on projects and cost options (Winter 2020) Due to pandemic related financial constraints, ended 2020 referendum planning and discontinued making non-refundable payments on the contingent based purchase of the Riverside Drive property (3/2020) Completed negotiations for the sale of The Abbey for \$1,600,000 to School District #205, which will primarily fund the adult center renovation and Centennial Park development (12/2020) When developing Vision 2020 Plan future priorities and the 2022-31 Capital Plan in 2021, the Board and staff will assess strategies for funding future high-priority large-scale projects. 	<ul style="list-style-type: none"> Ensure funding for Vision 2020 large-scale projects align with Vision 2020 priorities Provide community and potential partners transparency regarding the financial impact of making Vision 2020 priorities a reality

FINANCE PERFORMANCE MEASURE SUMMARY



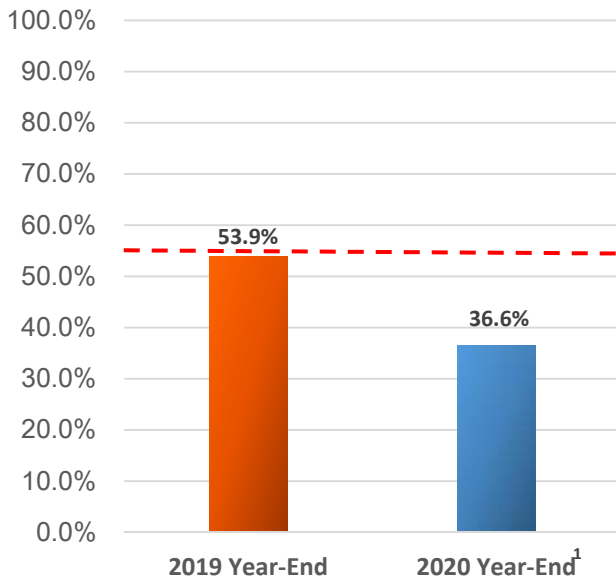
Significantly Above Target (>10%)	20
Above Target (0.01% to 10%)	0
At Target (0%)	0
Below Target (-0.01% to -10%)	1
Significantly Below Target (<-10%)	5
Performance Outcomes TBD & Tracked in Future Report	
Cost Recovery Goals (Tax Supported & Enterprise Services)	24

Performance Measure	Timing of Reporting and Year to Begin Tracking	2019 Year-end Result	2020 Year-end Result	Year-End Performance Target	2020 Year-end Performance Outcome
Percent of Non-Tax Revenue	Annually 2013	53.9%	36.6%	55.0% or above	
Met Reserve Targets – Tier 1	Annually 2013	9 out of 10 funds met the targets	8 out of 10 funds met the targets	Met Board Reserve Policy Targets (10 funds)	8 funds 1 fund 1 fund
Met Reserve Targets – Tier 2	Annually 2013	8 out of 9 funds met their targets	8 out of 9 funds met their targets	Met Budget Target (9 funds)	8 funds 1 fund
Debt Service Ratio	Annually 2015	2 out of 3 funds met their targets	2 out of 3 funds met their targets	20.0% or below (3 categories)	2 funds 1 fund
Program Revenue Per Unique Registrant	Semi-annually 2016	\$590	\$304	\$500	
Fund Balance as a Percentage of Expenditures	Annually 2018	2 out of 2 fund categories met their targets	2 out of 2 fund categories met their targets	Met Board Fund Balance Policy Targets (2 categories)	2 fund categories
Cost Recovery Goals	Annually 2018	N/A	To be reported in 2021	Tax Supported Services (12 categories)	To be reported in In 2021
	Annually 2021	N/A	To be reported in fall 2021	Enterprise Services (12 categories)	To be reported in In 2021

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

Percent of Non-Tax Revenue

Year-End Performance Target	2020 Year-End Performance Outcome
55.0% or above	-33.5%  Significantly Below Target



Data Source: RecTrac Registration Software
¹ Unaudited

YEAR-END PROGRESS

In 2020, the Percent of Non-Tax Revenue illustrates the following trends:

- In 2020, non-tax revenue was 36.6% of total revenue (excluding bond proceeds and transfers between funds), which is significantly below the Board's target (33.5%) and 17.3% lower as compared to 2019 (53.9% non-tax revenue).
- Non-tax revenue is below the target in 2020 and significantly lower than in 2019 due to the contraction of fee-based programs and services due to the pandemic. In the 2021 Budget, non-tax revenue is projected to account for 35.5% of total revenues (excluding transfers and bond proceeds) as the District continues to be impacted by pandemic related facility closings, program and service contractions and capacity and social distancing limits.
- As restrictions are gradually lifted in 2021, the distribution of vaccines becomes more widespread and individuals begin to feel more comfortable participating in indoor offerings, staff will expand and re-start additional fee-based programs and services that will lead to an upward trend in non-tax revenue.
- In 2021, the Board and staff also will review financial indicators and assumptions, including cost recovery goals and adjust as needed to maintain long-term sustainability.

ABOUT THIS MEASURE AND WHY IT MATTERS











- Percent of Non-Tax Revenue is the percentage of revenue received from other sources besides taxes. Examples of non-tax revenue include user and membership fees, retail sales, interest income, grants, contractual receipts, sponsorships and donations.
- The Board has a policy that at least 55% of revenue be received from non-tax revenue.
- This measure is calculated by the total tax revenue divided by total revenue generated. Bond proceeds and transfers between funds are excluded from this measure.
- Staff continue to review and implement revenue pricing strategies based on trends and market conditions and evaluate and pursue partnership and grant opportunities to ensure that the performance target is met in future years.

Cash and Investment Targets – Tier 1

YEAR-END PROGRESS

In 2020, the District's Tier 1 Cash and Investment Targets illustrate the following trends:

- The District exceeded its target levels in 2020 in all funds except the Enterprise Services and Sugar Creek Golf Course Funds.
- The Enterprise Services Fund is significantly below its performance target due to major private competitors to Courts Plus joining the market combined with the restrictions due to the pandemic and individuals' lack of comfort with indoor programming. As reflected in the 2021 Budget, Courts Plus (along with the Wilder Mansion and garden weddings) will no longer be an enterprise operation expected to function without tax support, including funding IMRF and FICA staff benefits, business insurance, and audit costs with property taxes. In addition, enterprise capital project expenses will be funded utilizing Capital Improvement Fund reserves. A 2021 Vision 2020 Strategic Work Plan tactic is to review and update the financial and operating goals and structure of Enterprise Services to position it for long-term sustainability (including cash and investment targets).
- The Sugar Creek Golf Course Fund is below its performance target due to the spending of income to pay the debt (principal and interest) to redevelop the clubhouse, make course improvements and purchase and develop the driving range. This debt will be retired in 2022. Staff continue to look critically at spending and maximizing revenue through enhanced marketing efforts, increased programs and market-driven pricing.

Fund Category	2020 Budget Performance Target 1 st Tier	2020 Actual Cash and Investments ¹	2020 Year-End Performance Outcome
General (35%)	\$1,473,620	\$3,906,565	165.1%  Significantly Above Target
Recreation (10%)	\$684,054	\$2,567,172	275.3%  Significantly Above Target
Enterprise Services (15% & \$1.2 million)	\$1,917,134	\$1,572,761	-18.0%  Significantly Below Target
IMRF (50%)	\$221,345	\$495,580	123.9%  Significantly Above Target
FICA (50%)	\$232,134	\$494,540	113.0%  Significantly Above Target
Liability (10%)	\$26,504	\$119,307	350.1%  Significantly Above Target
Audit (50%)	\$30,011	\$58,338	94.4%  Significantly Above Target
Special Recreation (25%)	\$178,271	\$1,115,959	526.0%  Significantly Above Target
Museum (25%)	\$86,671	\$174,319	101.1%  Significantly Above Target
Sugar Creek Golf Course (\$300,000)	\$300,000	\$281,192	-6.3%  Below Target

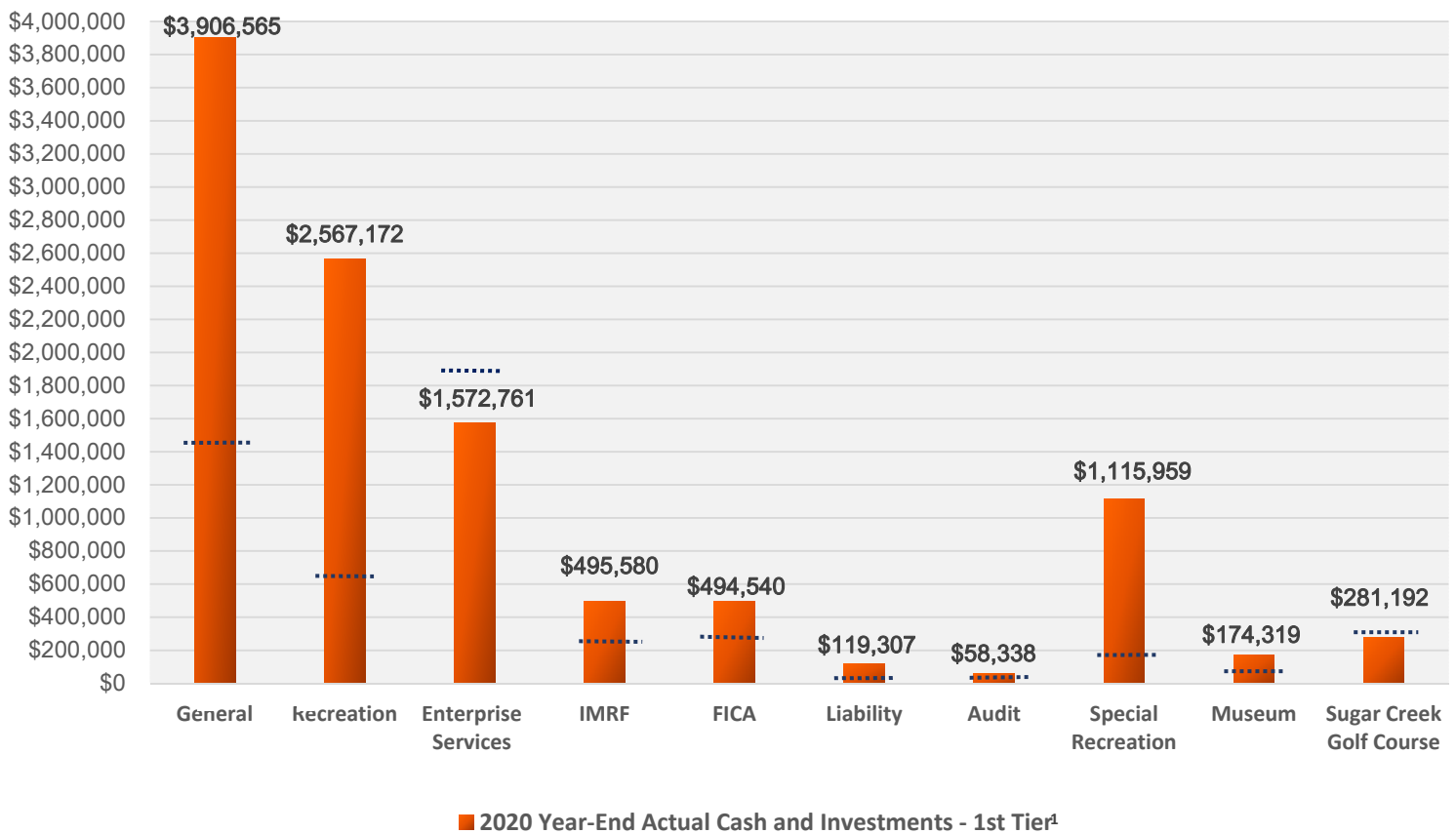
Data Source: BS&A Financial Software

¹ Unaudited

Cash and Investment Targets – Tier 1 (Continued)

ABOUT THIS MEASURE AND WHY IT MATTERS

- To ensure the District remains fiscally strong in future years, the Board’s Reserve Policy includes a two-tiered level for its cash and investments for all operating funds.
- The first-tier target levels are in place to ensure the District is able to meet cash flow obligations and emergency or unanticipated expenditures or revenue shortfalls.
- The policy states that the budget must provide for cash and investments of not less than the percent of projected expenses established for each of the funds based on their cash flow (e.g., General Fund is 35% of expenses).
- The targets vary as they reflect the unique nature of the cash flows of each of the funds. A cash flow analysis is conducted annually for all funds and an evaluation of all the cash and investment targets is conducted every three (3) years for all funds.












Data Source: BS&A Financial Software

¹ Unaudited

Cash and Investment Targets – Tier 2

YEAR-END PROGRESS

- In 2020, the District's Tier 2 Cash and Investment Targets exceeded target levels in 2020 in all funds except the Enterprise Services Fund.
- The Enterprise Services Fund is significantly below its performance target due to major private competitors to Courts Plus coming into the market combined with the restrictions due to the pandemic and individuals' lack of comfort with indoor programming. As reflected in the 2021 Budget, Courts Plus (along with the Wilder Mansion and garden weddings) will no longer be an enterprise operation expected to function without tax support, including funding IMRF and FICA staff benefits, business insurance, and audit costs with property taxes. In addition, enterprise capital project expenses will be funded utilizing Capital Improvement Fund reserves. A 2021 Vision 2020 Strategic Work Plan tactic is to review and update the financial and operating goals and structure of Enterprise Services to position it for long-term sustainability (including cash and investment targets).

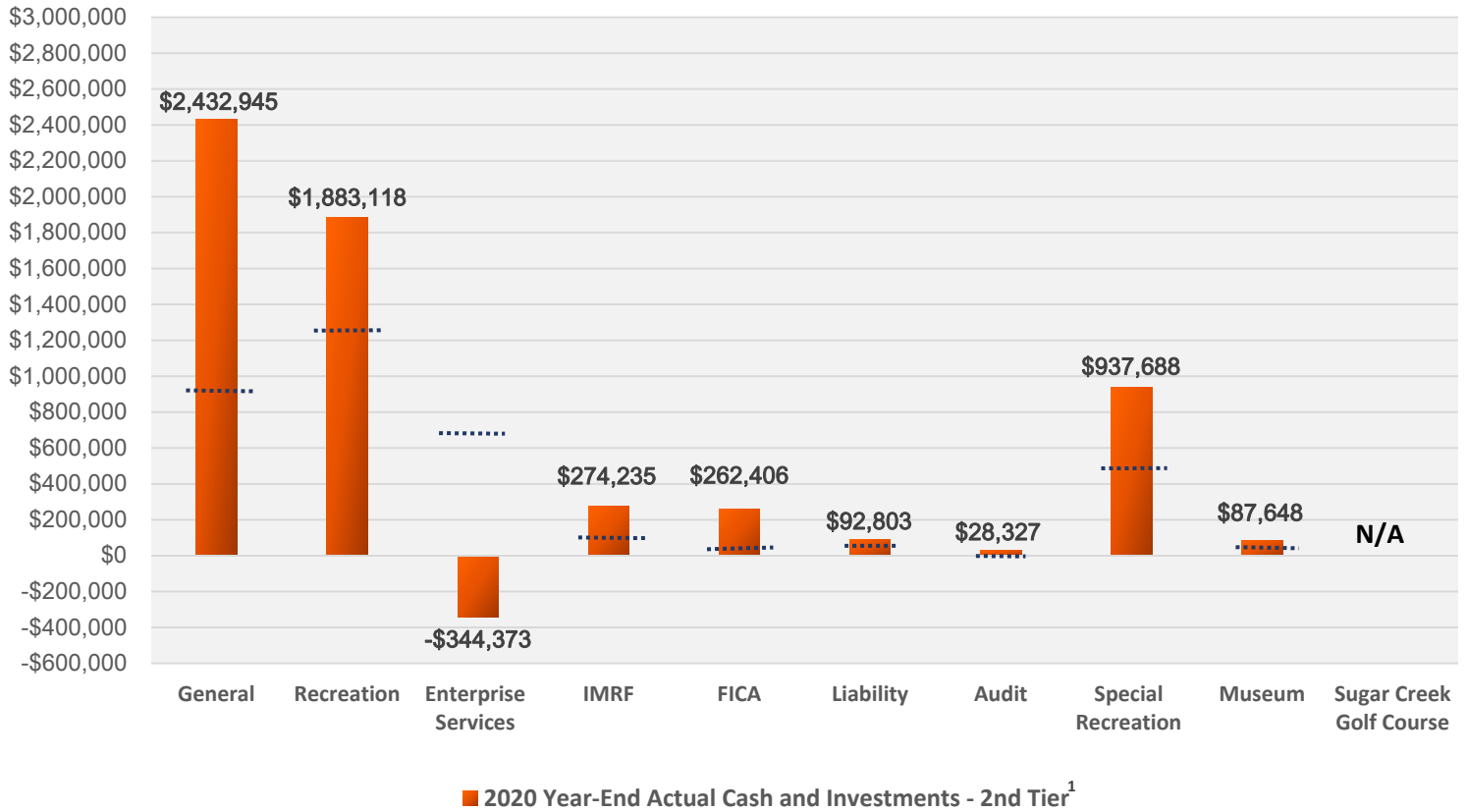
Fund	2020 Budget Performance Target	2020 Actual Cash and Investments ¹ 2 nd Tier	2020 Year-End Performance Outcome
General	\$943,408	\$2,432,945	157.9%  Significantly Above Target
Recreation	\$1,204,886	\$1,883,118	56.3%  Significantly Above Target
Enterprise Services	\$655,100	-\$344,373	-152.6%  Significantly Below Target
IMRF	\$131,486	\$274,235	108.6%  Significantly Above Target
FICA	\$12,266	\$262,406	2039.3%  Significantly Above Target
Liability	\$22,685	\$92,803	309.1%  Significantly Above Target
Audit	\$11,844	\$28,327	139.2%  Significantly Above Target
Special Recreation	\$416,772	\$937,688	125.0%  Significantly Above Target
Museum	\$14,058	\$87,648	523.5%  Significantly Above Target
Sugar Creek Golf Course	N/A	N/A	N/A

Data Source: BS&A Financial Software
¹ Unaudited

Cash and Investment Targets – Tier 2 (Continued)

ABOUT THIS MEASURE AND WHY IT MATTERS

- To ensure the District remains fiscally strong in future years, the Board’s Reserve Policy includes a two-tiered level for its cash and investments for all operating funds.
- If the first tier targets are achieved as described on the previous page, the budget must provide the surplus funds necessary to implement the Capital Improvement Plan (current or future projects) or fund future debt.






Data Source: BS&A Financial Software
¹ Unaudited

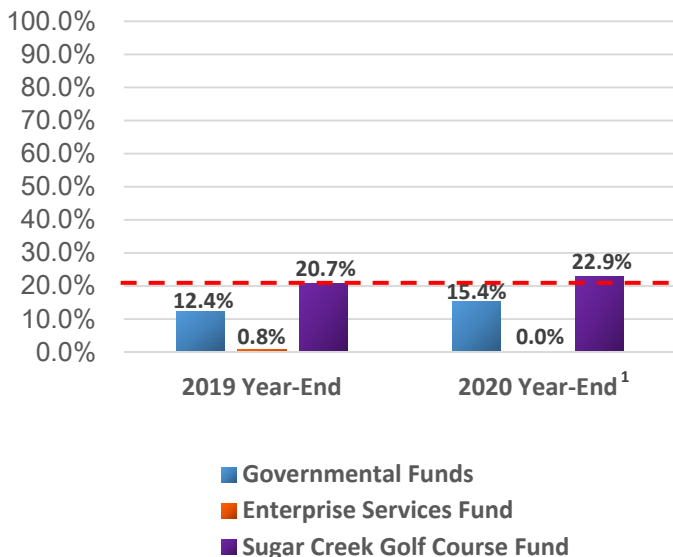
Debt Service Ratio

YEAR-END PROGRESS

In 2020, the Governmental Fund Debt Service Ratio of 15.4%, Enterprise Services Debt Service Ratio of 0.0%, and Sugar Creek Golf Course Debt Service Ratio of 22.9% illustrate the following trends:

Fund Category	Year-End Performance Target	2020 Year-End Performance Outcome
Governmental Funds	20.0% or below	22.8%  Significantly Above Target
Enterprise Services	20.0% or below	100.0%  Significantly Above Target
Sugar Creek Golf Course	20.0% or below	-14.7%  Significantly Below Target

- In the **Governmental Funds**, the debt service ratio is significantly above the target (20% or below) by 22.8%. As compared to 2019, the debt service ratio increased by 3.0% (from 12.4% to 15.4% in 2020). The increased debt ratio is primarily due to the bond issued in December 2019 (\$5,500,000) to finance the purchase of the Centennial Park property located at 155 E. St. Charles Road.
- The **Enterprise Services Fund** Debt Service Ratio is significantly above the target (20% or below) by 100.0%. As compared to 2019, the debt service ratio decreased slightly by 0.8% (from 0.8% to 0.0% in 2019). The decrease is due to the final payment of principal and interest of an outstanding fitness equipment installment contract in 2019.
- The **Sugar Creek Golf Course Fund** Debt Service Ratio is currently below the target (20% or below) by 14.7% due to its obligations on two debt instruments, which were used to improve the golf course and clubhouse. One is debt certificates through the District with an outstanding principal balance at the end of 2020 of \$200,000, and the second is through the Village of Villa Park with a balance of \$235,000. Both are scheduled to be retired in 2022. As compared to 2019, the Sugar Creek Golf Course Fund Debt Service Ratio increased by 2.2%.




Data Source: BS&A Financial Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- This measure is used to analyze an organization's service flexibility with the amount of expenses committed to annual debt service.
- Debt Service Ratio is calculated by the total debt service principal and interest divided by total expenses plus principal. Transfers between funds are not included in total expenses.
- The performance target identified for the Debt Service Ratio is 20% or below, which allows for operational flexibility by limiting committed resources.
- As the ratio increases, service flexibility decreases because more resources are being committed to a required financial obligation.

Program Revenue per Unique Registrant

Year-End Performance Target	2020 Year-End Performance Outcome
\$500	-39.3%  Significantly Below Target

YEAR-END PROGRESS

In 2020, the Program Revenue per Unique Registrant earned (\$304) illustrates the following trends:

- It is 39.3% below the performance target of \$500 and, as compared to 2019, it decreased 48.5% (\$286). In 2019, this measure was significantly above the target (\$590).
- This measure is significantly below the performance target in 2020 due to the impacts of the pandemic, including having to cancel planned program offerings due to “stay-at-home” orders, facility closures, capacity limits, social distancing requirements, enhanced cleaning and disinfection protocols and participants’ reluctance or inability to participate in indoor programming.
- As restrictions are gradually lifted in 2021, the distribution of vaccines becomes more widespread and individuals begin to feel more comfortable participating in indoor programs, staff will expand and re-start additional fee-based offerings that will lead to an upward trend in revenue.
- In 2021, the Board and staff also will review financial indicators and assumptions, including cost recovery goals and adjust as needed to maintain long-term sustainability.





Data Source: RecTrac Registration Software
¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

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

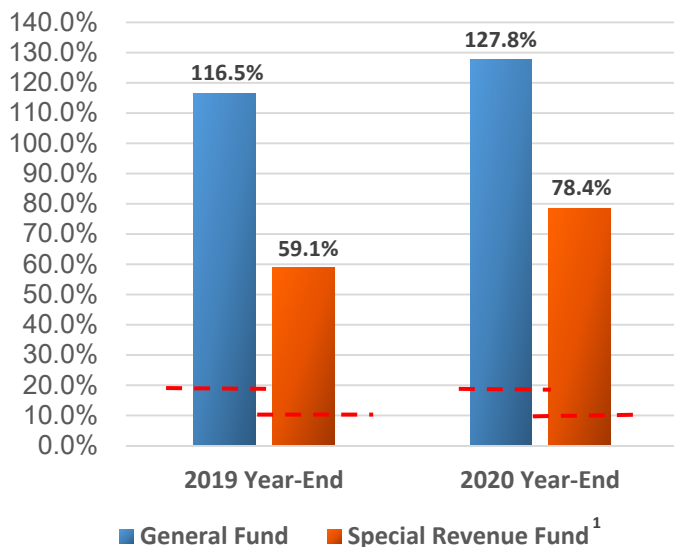
Fund Balance (Percentage of Expenditures)

Fund Category	Year-End Performance Target	2020 Year-End Performance Outcome
General Fund	25.0% or above	411.3%  Significantly Above Target
Special Revenue Fund	10.0% or above	683.8%  Significantly Above Target

YEAR-END PROGRESS

In 2020, the General Fund Balance Percentage of Expenditures of 127.8% and the Special Revenue Fund Balance Percentage of Expenditures of 78.4% illustrate the following trends:

- The **General Fund** ending reserve balance is sufficient to fund 127.8% more than annual expenses based on 2020 expenditures (411.3% above the target of 25.0% or above).
- The **Special Revenue Fund** ending reserve balance is sufficient to fund 78.4% of total annual expenditures based on 2020 actual expenses (683.8% above the target of 10.0%).
- For both fund categories, this measure increased as compared to 2019 (11.3% difference for the General Fund and 19.3% for Special Revenue Fund) due to pandemic related reductions in spending that were undertaken partially to maintain the District's cash and investments.
- By meeting these targets, the Board has provided for financial stability and the ability to be fiscally agile should revenue shortfalls or emergencies occur.



Data Source: BS&A Financial Software

¹ Unaudited

ABOUT THIS MEASURE AND WHY IT MATTERS

- To provide financial stability, cash flow, and the assurance that the District will be able to continue to plan for contingencies should revenue shortfalls or emergencies occur, the Board's policy is that the budget must meet targets for unrestricted fund balance/net asset levels.
- The General Fund reserve balance includes reserves in the General, IMRF, FICA, Liability, and Audit funds and the Special Revenue Fund balance includes reserves in the Recreation, Special Recreation, and Museum Funds.
- In establishing these targets, the District considers the predictability of revenues and expenses and the potential exposure for significant one-time outlays. Several Funds do not have targets due to the unique nature of their expenditures and net assets.
- The District reviews Fund Balance levels annually during the budget process and will conduct a formal review of the policy every three (3) years to ensure targets are appropriate.

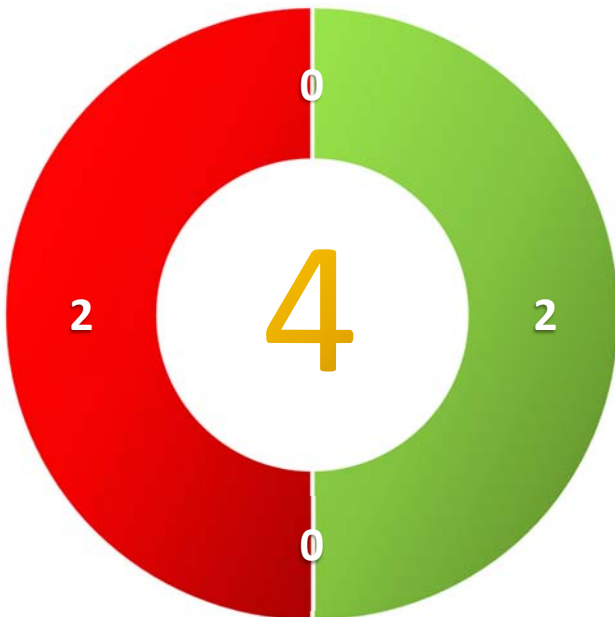
INTERNAL OPERATIONS

Strengthen organizational culture



GOALS	IO1: Continue to invest in training, continuing education and personal development
	IO2: Improve internal communication
	IO3: Improve employee benefits
	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"> Provide staff the support needed to work during the pandemic Conduct an organizational analysis to determine future operational needs (e.g., staffing, technology, etc.)
Just Started	0	
Not Started	0	
Delayed/Deferred	2	<ul style="list-style-type: none"> Implement District-wide training plan Implement/expand methods for staff communication and increase two-way engagement

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

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Implement District-wide training plan	IO1 IO5	⇒	<ul style="list-style-type: none"> Address the highest priority training needs identified in the plan 	<ul style="list-style-type: none"> A graduate student from Elmhurst College assisted with creating a training plan, including: <ul style="list-style-type: none"> reviewing Vision 2020 Plan employee feedback and interviewing and surveying supervisors about current training practices as well as training needs for staff (6/2018); developing and distributing a training needs survey to full-time, part-time and seasonal staff (7/2018); and analyzing the survey results with staff and summarizing them in a final report, including providing recommendations for improving and meeting future employee training and development needs (8/2018) Offered Organizational Culture, Values, and Customer Service training in 2019 for all levels of staff and reviewed other future training needs during 2020 Budget process (Winter/Spring 2019) Due to pandemic related facility closures, planned 2020 training for supervisors and all staff to address identified needs was postponed and future training needs will be reevaluated in 2021 based on employees' current feedback and development needs 	<ul style="list-style-type: none"> Based on the study results, implement an action plan to address the training and development needs of all levels of staff Utilize training opportunities to communicate and reinforce new organizational values and customer service standards

INTERNAL OPERATIONS TACTICS PROGRESS SUMMARY (CONTINUED)

Tactic(s)	Goal(s)	Status	Work to be Completed	Progress to Date	Opportunities
Expand methods for staff communications and increase two-way engagement	IO2	➔	<ul style="list-style-type: none"> Utilizing feedback from Vision 2020 process and 2018 Organizational Culture survey, identify and implement new and improved ways for two-way communication District-wide and between employee groups 	<ul style="list-style-type: none"> Discussed current communication methods, barriers for effective communications, and ways to improve formal/informal communications (Organizational Culture Team) (Winter 2019) To streamline and increase access to District information and provide an electronic forum to facilitate collaboration and engagement, researched communication apps and software to assess options for improving communications (Spring 2019) Held employee informational meetings to communicate and gather input on Vision 2020 large-scale project plans (Fall 2019) With the pandemic resulting in the majority of staff working remotely, expanded staff external communications, including, but not limited to, creating a staff Facebook group and distributing regular staff communications such as a daily Executive Director video and recorded phone message and email updates (Spring 2020) Established virtual collaboration tools, allowing for remote meetings and shared online training opportunities (Spring 2020) After conducting the employee check-in survey (see page 52), held five (5) meetings in-person and virtually to review results, gather feedback on next steps, and respond to employee concerns (Early Fall 2020) Created an online form for employees to submit feedback, including questions, news to be shared, ideas, etc. (12/2020) 	<ul style="list-style-type: none"> Help employees feel connected to the organization and their job Promote and facilitate employee collaboration and engagement

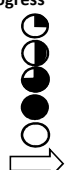
VISION 2020
2020 STRATEGIC WORK PLAN: TACTIC ACTION PLANS

Year 3										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
PA	PA1	Renovate Plunkett Park baseball fields 1-3 and Crestview Park baseball fields 1-2	Community Focused, Customer Service Excellence	\$\$	December 2019	May 2020	Director of Parks	Parks	Cut the lips, add infield mix, and regrade baseball infields	●
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	◐
PA	PA2, PA3	Create plan for a neighborhood park at Centennial Park	Community Focused, Customer Service Excellence	\$	June 2020	2021	Director of Facilities	Facilities & Parks	Create plan in conjunction with planning for Adult Center	◐
PA	PA1, PA3, FA1	Create plan for southern portion of Wilder Park	Community Focused, Customer Service Excellence	\$	June 2019	To be Determined	Director of Facilities	Facilities & Parks	Develop plan for the south end of Wilder Park, including Lizzadro Museum location and Former Administrative Office	⇒
PA	PA1	Redevelop Eldridge Park East Play Area and pathways and add park directional signage	Community Focused, Customer Service Excellence	\$\$\$	September 2019	To be Determined	Director of Facilities & Landscape Architect	Facilities, Marketing & Communications	Replace playground equipment that has reached the end of its useful life, expand and refurbish paths, and add directional park signage	⇒
PA	PA2, PA3	Complete engineering and begin construction of a dog park (if funding is available)	Fun, Community Focused	\$\$\$\$	April 2020	To be Determined	Director of Facilities	Administration, Parks, Facilities, Marketing & Communications	Complete architecture and engineering and begin construction	⇒
PA	PA2	Begin identifying specific sites for land acquisition to address open space deficiencies	Integrity, Community Focused, Customer Service Excellence	\$	May 2020	To be Determined	Executive Director	Administration	Complete property inventory in targeted planning areas, including types (e.g., commercial, residential, retail) available, ages of structures, and land for sale	⇒
PA	PA1	Begin implementation of park maintenance improvement plan (if funding is available)	Integrity, Community Focused, Customer Service Excellence	\$	May 2020	To be Determined	Director of Parks	Parks, Facilities, Human Resources, Administration	Begin staffing plan implementation for improving park maintenance (e.g., job descriptions, training, 2021 budget and capital planning)	⇒
FA	FA2, PR1, PR2	Start design, development, and engineering of Adult Center (if funding is available)	Community Focused, Customer Service Excellence, Integrity	\$\$\$\$	May 2020	2021	Directors of Facilities & Recreation	Adult Center Team	Based on community feedback, begin architecture and engineering for new Adult Center	◐
FA	FA2, PR1, PR3	Acquire property and start design, development, and engineering of Indoor Sports Facility (if funding is available)	Community Focused, Customer Service Excellence	\$\$\$\$	June 2020	To be Determined	Director of Facilities	Indoor Sports Facility Team	Complete property acquisition and based on community feedback, begin architecture and engineering for new Indoor Sports Facility	⇒
FA	FA3, PR1, PR3	Start design, development, and engineering for Wagner Community Center project (if funding is available)	Community Focused, Customer Service Excellence	\$\$\$\$	May 2020	To be Determined	Directors of Facilities & Recreation	Indoor Recreation Space Team	Based on community feedback, begin architecture and engineering for new Wagner Community Center	⇒
FA	PA1, FA1	Demolish Lizzadro Museum (if funding is available)	Integrity, Community Focused, Customer Service Excellence	\$\$\$	March 2020	To be Determined	Director of Facilities	Facilities and Parks	Demolish Lizzadro Museum and prepare site for future improvements	⇒
FA	PA1, FA1	Create development plan for an expanded Glos Park at 135 Palmer Drive, demolish building, and complete site improvements (if funding is available)	Community Focused, Customer Service Excellence	\$\$\$\$	November 2019	2021	Director of Facilities	Facilities and Parks	Based on development plan, demolish 135 Palmer Drive and develop site	◐

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

Year 3										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
PR	PR1, PR2, PR3	Offer programs identified as high priorities	Fun, Community Focused, Customer Service Excellence	\$	January 2018	2021	Directors of Recreation, Enterprise Services, and Facilities	Recreation, Enterprise, Facilities	Offer high priority programs seasonally	●
PR	PR1, PR2, PR3	Implement partnerships to offer high priority and innovative offerings	Fun, Community Focused, Customer Service Excellence	\$	January 2019	March 2020	Directors of Recreation, Enterprise Services, and Facilities	Recreation, Enterprise, Facilities	Implement partnerships to expand high priority and innovative programs, including facilitating or marketing other providers' offerings (e.g., College of DuPage, Elmhurst Library)	●
PR	FA3, PR1, PR3,	Increase marketing of adult offerings in the community	Fun, Community Focused, Customer Service Excellence	\$	December 2018	March 2020	Director of Marketing & Communications	Recreation, Enterprise, Facilities, Marketing & Communications	Increase awareness of, and participation in adult offerings as identified in Vision 2020 community feedback	●
CO	CO1, IO1, IO2	Refine recruitment, hiring, training, and performance evaluation practices to reflect culture	Customer Service Excellence, Community Focused, Integrity	\$	March 2019	2021	Director of Marketing and Communications	Marketing & Communications, Human Resources, Customer Service Team	Develop standard interview questions, train supervisors on interviewing for culture, and integrate District Values into end-of-year evaluations	⇒
CO	CO1, IO1, IO2	Optimize staffing structure to provide exceptional customer service	Customer Service Excellence, Integrity	\$	April 2019	To be Determined	Executive Director, Director of Marketing & Communications, Division Manager Human Resources & Risk	Management Team	Address customer service staffing needs as identified in customer service model	⇒
FI	FI1	Implement cost recovery goals	Integrity, Community Focused	\$	January 2019	December 2020	Director of Finance & Human Resources	Recreation, Enterprise, Facilities	Address cost recovery goals and review actuals as compared to model annually and if necessary, update model to meet goals	●
FI	FI1	Create and implement financial strategy to maintain long-term sustainability	Integrity, Community Focused	\$	April 2020	December 2021	Executive Director, Director of Finance & Human Resources	Management Team	To address fiscal constraints due to the pandemic, develop and implement short-term financial goals and related strategy for meeting those goals	◐
FI	FI2, FI3, FA2, PA2, PA3	Implement Vision 2020 project funding strategy (e.g., partnerships, grants, etc.) to address priorities	Integrity, Community Focused	\$\$\$\$	January 2020	To be Determined	Executive Director, Board of Park Commissioners	Management Team	Based on community feedback, implement funding plan for Vision 2020 large-scale projects	◑
FI	FI3	Continue community engagement to address Vision 2020 Plan	Integrity, Community Focused	\$\$	July 2018	December 2020	Executive Director, Division Manager Strategy & Planning, Director of Marketing	Management Team	Continue to educate the community and seek input on Vision 2020 large-scale projects and funding options	●
IO	IO1, IO5	Implement District-wide training plan	Fun, Customer Service Excellence, Community Focused, Integrity	\$	January 2019	July 2020	Division Manager Human Resources, Division Manager Strategy & Planning	Task Force	Address the highest priority training needs identified in the training plan	⇒
IO	IO1	Provide staff the support needed to work effectively during the pandemic (e.g., training, staff team building, wellness breaks/activities)	Integrity, Customer Service Excellence, Community Focused	\$	January 2020	December 2021	Executive Director, Division Manager Strategy & Planning	Management Team	To maintain a healthy work culture, identify and provide ways to support staff during the pandemic	◐
IO	IO2	Expand methods for staff communications and increase two-way engagement (e.g., create part-time advisory council, invest in communications technology/software)	Integrity, Customer Service Excellence, Community Focused	\$	January 2019	2021	Division Manager Strategy & Planning, Director of Marketing	Marketing & Communications, Human Resources, Vision 2020 Team	Utilizing feedback from Vision 2020 Organizational Culture survey, identify and implement new and improved ways of two-way communication District-wide and between employee groups	⇒
IO	IO1, IO2, IO4, IO5	Conduct an organizational analysis to determine future operational needs (e.g., staffing, technology, etc.)	Integrity, Customer Service Excellence, Community Focused	\$	August 2020	March 2021	Executive Director, Division Manager Strategy & Planning	Management Team, Division Manager Human Resources & Risk	Analyze District operations, organizational structure, and work environment to determine if any changes are necessary to support future operations and the successful execution of District strategy (e.g., technology, staffing, etc.)	◐

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