

District Strategy

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

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



Vision 2020 Strategic Work Plan (SWP)

The Strategic Work Plan (SWP) is the action plan that outlines the specific goals and tactics to implement District strategy and drive budget priorities. The SWP format includes an overview of the District's mission, vision, values, themes, and goals as well as the detailed action plan for each tactic (i.e., goals/values addressed, cost range, timeframe, lead/staff involved, and implementation goal).

SWP Monitoring and Review: As part of the Board's governance and to ensure the Plan remains relevant and effective as a long-range planning tool and responsive to the community's changing needs, the Board and staff review the SWP at least annually. As a result, it evolves based on ongoing shifts, opportunities, and challenges in the District's operating, economic, and political environments. For example, the Board and staff refocused Vision 2020 strategy in 2020-22 due to the operational and financial impacts of the pandemic and continued to update the annual SWP to guide short-term steps to accomplish Vision 2020 priorities, including completing some of the large-scale projects with dedicated funding. The Board and staff also monitor and report progress on the SWP bi-annually (in the Board's Mid-year and Year-end Vision 2020 Progress Reports) to track the status of the overall achievement of Plan Themes.

Despite 2020 being the last year of the three-year strategic plan cycle, the Board and staff continued to postpone the comprehensive update of strategic plan priorities due to the continuing restrictions and

financial and operational impacts of the pandemic. On July 11, 2022, the Board provided consensus on Vision 2020 Plan large-scale project planning for 2023-25 to address some of the unmet needs in the Plan, including moving forward with the dog park and Pick Park development and improving park and facility maintenance, which shaped capital and work planning.

Elevate Elmhurst Parks Comprehensive and Strategic Plan Update and 2024 SWP Development:

In 2023, the Board hired BerryDunn to facilitate the Elevate Elmhurst Parks (EEP) process to update Vision 2020 priorities based on community and employee feedback and an assessment of parks, facilities, programs, demographics, and other relevant data. Since EEP process completion and Board approval of the final EEP Plan is anticipated for January 2024, EEP implementation priorities, goals, and objectives could not drive 2024 SWP and budget development. However, the 2024 SWP Tactics developed during the 2024 budget process still provided direction for budget and work planning as the District will continue to complete implementation of multi-year Vision 2020 Plan priorities in 2024.

As in previous years, the annual SWP review and update occurred prior to preparing the 2024 budget to allocate adequate resources to address the Plan’s priorities. To develop the proposed 2024 SWP goals and tactics, staff critically reviewed the District’s progress towards completing the 2023 SWP tactics, their feasibility of implementation, and the next steps for effectively addressing the District’s long-term strategy, including the Board direction on Vision 2020 Plan large-scale 2023-25 capital projects. The proposed 2024 SWP Tactics outline the next steps to straddle long-range strategy between the Vision 2020 Plan and EEP Plan, including finishing high priority Vision 2020 multi-year projects, beginning Elevate Elmhurst Parks Plan implementation, strengthening organizational culture, and facilitating future financial sustainability.

The Board reviewed (August 14, 2023) and reached preliminary consensus (August 28, 2023) on the proposed 2024 SWP goals and tactics for 2024 budget and work planning. The Board will formally approve the SWP as part of the final 2024 Budget document (2024 SWP on pages 44-47). Department/function-specific work plan projects/initiatives are included in the department/function 2024 Work Plan sections in the Expenditures by Function section of this document.

After approval of the final EEP Plan, staff will update and recommend to the Board for approval a revised 2024 SWP to reflect EEP implementation plan themes, goals, and tactics (retitled as the Elevate Elmhurst Parks Strategic Work Plan). This transition will require the Board and staff to continue to be intentional in efforts to meet current community needs while also remaining open and flexible to potential new future opportunities.



Vision 2020 2024 Strategic Work Plan Mission, Vision, Values, Themes and Goals

Mission	We enrich lives while having fun.
Vision	To be a national leader in providing memorable parks and recreation experiences to our community.
Values	
Fun Integrity Customer Service Excellence Community Focused	We will inject fun and passion in what we do every day. We will always do the right thing and we will do it the right way. We will exceed customer expectations consistently and present the 'wow' moment. At the end of the day, it's all about the community we serve.
Themes	Goals
PA PARKS Meet community need for parks, open space, and outdoor amenities.	PA1: Maintain and update existing parks, open space, and amenities.
	PA2: Address open space and amenity deficiencies and equitability.
	PA3: Provide new recreational opportunities to respond to community needs.
FA FACILITIES Meet community need for new and existing indoor recreation space.	FA1: Maintain and update existing facilities.
	FA2: Invest in new indoor facilities / space to respond to community needs.
	FA3: Optimize use of existing facilities.
PR PROGRAMMING Innovative programming to meet community needs.	PR1: Remain aware of and responsive to trends.
	PR2: Invest in core services.
	PR3: Provide sustainable, high quality and inclusive program offerings.
CO COMMUNICATIONS Exceptional and consistent guest experience.	CO1: Foster a customer-first environment.
	CO2: Enhance community engagement.
FI FINANCE Sustainable revenues strategies and funding options.	FI1: Develop strategies to improve financial sustainability.
	FI2: Seek alternate sources of revenue.
IO INTERNAL OPERATIONS Strengthen Organizational Culture.	IO1: Continue to invest in training, continuing education, and personal development.
	IO2: Improve internal communication and engagement.
	IO3: Assess operational needs and organizational structure.
	IO4: Become a more data-driven organization.
	IO5: Increase focus on Districtwide succession planning.

2024 STRATEGIC WORK PLAN TACTICS






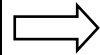
Year 7										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
PA	PA1, PA2, PA3, F12	Complete Pick Park construction	Community Focused, Customer Service Excellence, Integrity, Fun	\$\$\$\$	August 2022	July 2024	Director of Facilities	Facilities, Parks, Marketing & Communications	Complete construction based on approved 2022 master plan, including playground (for children 2-5 years old and 5-12 years old), bench seating, game table, shade shelter, adult fitness area, bike repair station and plant buffer; hold grand opening event.	
PA	PA1, PA2, PA3, F12	Complete construction and open dog park	Community Focused, Customer Service Excellence, Integrity, Fun	\$\$\$\$	April 2018	September 2024	Director of Facilities	Facilities, Parks, Recreation, Marketing & Communications, Information Technology, Human Resources, Administration	Complete construction of new dog park based on approved 2018 master plan, including splash pad, shelter, shade pergola, pathways with seating, play area, agility course, turf grass hill, tunnel, drinking fountains, waste bag dispensers, restroom and storage building, and parking lot; open park and hold grand opening event.	
PA	PA1	Redevelop Pioneer Park	Community Focused, Integrity, Fun	\$\$\$	July 2023	October 2024	Director of Facilities	Facilities, Parks, Marketing & Communications	Redevelop Pioneer Park based on approved 2023 master plan, including replacing the playground equipment, safety surfacing, basketball court, and path.	
PA	PA1, F12	Complete Butterfield Park Field #1 Upgrades	Community Focused, Integrity, Fun	\$\$\$	August 2023	September 2024	Assistant Director/ Director of Parks	Parks, Facilities, Administration	Complete the Butterfield Park Field #1 upgrades, including installing a modern backstop netting system, replacing fencing with more functional black vinyl fencing, upgrading warning tracks and dugout, and replacing the scoreboard.	
PA	PA1	Continue to expand park operations staffing	Community Focused, Customer Service Excellence, Integrity	\$\$	July 2023	February 2024	Assistant Director/ Director of Parks	Parks, Human Resources	Based on increase of park space and the Vision 2020 Plan that identified the critical need to improve park maintenance operations, recruit, hire, and train new Park Specialist III (Horticulture Crew Leader) position to direct and supervise staff and perform horticulture maintenance.	
PA	PA1, PA2, PA3	Begin addressing Elevate Elmhurst Parks priorities for parks based on community engagement (to be shaped by Elevate Elmhurst Parks implementation plan)	Community Focused, Customer Service Excellence, Integrity, Fun	\$\$	February 2024	To be determined	To be determined	To be determined	Based on Elevate Elmhurst Parks community feedback, park analysis, and implementation plan, determine and address park and open space priorities.	
FA	FA1, FA3, F11	Update Kies Recreation Center kitchen and replace dining hall/gym floor	Community Focused, Customer Service Excellence, Integrity, Fun	\$\$\$	June 2023	March 2024	Director of Facilities	Facilities, Recreation	Replace Kies Recreation Center dining hall/gym floor and update kitchen to accommodate and support instructional and event programming, increase accessibility, and improve overall aesthetics.	
FA	FA2	Negotiate an agreement with the Ray Graham Association concerning use of their Elmhurst Community Learning Center for District programming and to refurbish gym floor	Community Focused, Customer Service Excellence, Integrity, Fun	\$\$	November 2023	November 2024	Director of Facilities	Administration, Facilities, Recreation	After reaching an agreement with Ray Graham Association for use of their gym space, refurbish their southside facility gym floor to use the space after school, evenings, and weekends.	
FA	FA1	Continue to expand facility operations staffing	Community Focused, Customer Service Excellence, Integrity	\$\$\$	January 2023	March 2024	Director of Facilities	Facilities, Human Resources	Based on the increase of indoor facility spaces and outdoor park amenities and capital projects, recruit, hire, and train new Division Manager of Facilities to oversee asset management projects and supervise custodial operations.	
FA	FA1, FA2, FA3, PR3	Begin addressing Elevate Elmhurst Parks facility priorities based on community engagement (to be shaped by Elevate Elmhurst Parks implementation plan)	Community Focused, Customer Service Excellence, Integrity, Fun	\$\$	February 2024	To be determined	To be determined	To be determined	Based on Elevate Elmhurst Parks community feedback, facility analysis, and implementation plan, determine and address facility priorities.	

2024 BUDGET: LONG-RANGE PLANNING



Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Lead	Staff Groups	Implementation Goal	Progress
PR	PA3, PR1	Implement dog park operating plan	Community Focused, Customer Service Excellence, Integrity, Fun	\$	February 2023	March 2024	Director of Recreation	Dog Park Operating Plan Team	Implement Dog Park operating plan, including memberships, registration, maintenance schedule, programs, rules, and asset management.	
PR	PR1, PR2, PR3, CO1	Begin addressing Elevate Elmhurst Parks programming priorities based on community engagement (to be shaped by Elevate Elmhurst Parks implementation plan)	Community Focused, Customer Service Excellence, Integrity, Fun	\$	February 2024	To be determined	To be determined	To be determined	Based on Elevate Elmhurst Parks community feedback, program/membership analysis, and implementation plan, determine and address programming priorities.	
CO	PA3, PR3, CO1, CO2	Continue becoming more equitable and inclusive through training and community engagement	Community Focused, Customer Service Excellence, Integrity	\$	January 2023	December 2024	Director of Strategy & Planning	Park Board, Administration, Marketing & Communications, Human Resources, DEIB Sub-groups	Continue to conduct training to increase understanding of equity and inclusion and to effectively connect and engage with community stakeholders and individuals; continue partnering with community groups to support DEIB efforts.	
CO	CO1	Continue conducting customer outreach during implementation of new registration software	Community Focused, Customer Service Excellence, Integrity	\$	June 2023	December 2024	Executive Director, Director of Strategy & Planning	Administration, Marketing & Communications, Information Technology, Recreation, Special Use Facilities, Finance	Continue to execute communications plan to provide education and customer support to the community during transition to new registration software (e.g., websites, brochure, newsletters, social media, press releases, flyers, etc.).	
CO	PR1, PR2, PR3, CO1	Begin addressing Elevate Elmhurst Parks communications and customer service priorities (to be shaped by Elevate Elmhurst Parks implementation plan)	Community Focused, Customer Service Excellence, Integrity, Fun	\$	February 2024	To be determined	To be determined	To be determined	Based on Elevate Elmhurst Parks community feedback and implementation plan, determine and address communications priorities.	
FI	PA1, PA2, PA3, FI2	Continue to seek sponsorships to fund dog park construction	Community Focused, Integrity	\$	June 2023	July 2024	Director of Marketing & Communications	Marketing & Communications, Facilities, Parks, Administration, Finance	To reduce the spending of District reserves to complete the dog park construction, continue securing alternate sources of revenue such as donations and sponsorships, etc.	
FI	FA1, FI2	Begin addressing Elevate Elmhurst Parks financial priorities, including investigating a potential referendum to fund large-scale projects (to be shaped by Elevate Elmhurst Parks implementation plan)	Community Focused, Integrity	\$	February 2024	To be determined	To be determined	To be determined	Determine funding strategy for implementing Elevate Elmhurst Parks large-scale projects, including a potential referendum, long-term debt instruments, and other alternate revenue sources.	
IO	IO1, IO2, IO3, IO5	Create succession and employee training plans	Community Focused, Customer Service Excellence, Integrity	\$	October 2020	September 2024	Director of Human Resources & Risk	Management Team, Human Resources	Create an employee (full-time and part-time) development and succession plan to support current and future operations and successful execution of District strategy.	
IO	IO1, IO2	Develop Planting Seeds for Success mentorship program for part-time employees	Community Focused, Customer Service Excellence, Integrity, Fun	\$	January 2024	September 2024	Human Resources Generalist	Human Resources, DEIB Sub-group	Based on the successful development and launch of the full-time employee mentorship program, Planting Seeds for Success, develop mentorship program for part-time employees.	
IO	IO1, IO2	Expand DEIB Calendar programming offerings, resource sharing, and collaboration activities	Community Focused, Customer Service Excellence, Integrity, Fun	\$	January 2023	December 2024	Director of Strategy & Planning	Strategy & Planning, DEIB Sub-group	Continue implementing and expanding employee DEIB calendar and learning and collaboration opportunities based on calendar recognition months/weeks/days.	
IO	IO1, IO2	Continue implementing Better Together training and learning opportunities plan	Community Focused, Customer Service Excellence, Integrity, Fun	\$	February 2023	June 2024	Director of Human Resources & Risk	Human Resources, DEIB Sub-group	Continue providing DEIB training and learning opportunities and resources to employees as part of the Better Together training and learning opportunities plan.	
IO	IO2, IO3, IO4	Begin implementing organizational culture improvements to enhance employee engagement (to be shaped by survey results and Elevate Elmhurst Parks implementation plan)	Community Focused, Customer Service Excellence, Integrity, Fun	\$	February 2024	To be determined	To be determined	To be determined	Based on Elevate Elmhurst Parks employee feedback and implementation plan, determine and address priorities for maintaining a healthy culture and organizational health.	
IO	IO1, IO2, IO3, IO5	Begin addressing organizational/operational improvements identified in Elevate Elmhurst Parks Plan (to be shaped by Elevate Elmhurst Parks implementation plan)	Community Focused, Customer Service Excellence, Integrity	\$	February 2024	To be determined	To be determined	To be determined	Based on Elevate Elmhurst Parks employee feedback, operational assessment & implementation plan, determine and address operational/organizational improvement priorities.	

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

PROGRESS SYMBOL KEY											
	Just Started		On Track		Nearly Achieved		Achieved		Not Started		Delayed / Deferred

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Performance Measurement

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

To monitor implementation of the Vision 2020 Plan, staff tracks the Plan’s needs assessment metrics and other measures that link to monitoring Plan strategy. Measures are illustrated in the chart below and are or will be tracked and reported semi-annually and/or annually in the Board’s Vision 2020 Progress Report. Staff continue to utilize and refine the data available and performance targets for these measures to provide a snapshot of how actual performance compares to the target goal. By tracking achievement of performance targets, staff can assess the effectiveness of current District strategy and adjust work plans and the allocation of resources to ensure successful Vision 2020 implementation. Based on the update to Vision 2020 strategy and priorities in 2024 (Elevate Elmhurst Parks process), staff will reassess which measures are still applicable and if new measures are needed to assess performance.

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

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