

## ***Vision 2020 Plan***

In 2016-17, the Board of Park Commissioners and staff updated the District's Comprehensive and Strategic Plans using a process that included gathering and reviewing community and staff feedback and assessments of parks, facilities, and programs to analyze the state of the District; creating 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 can prepare 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 selected and implemented projects, programs, and initiatives based upon the priorities articulated during the planning process.

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

**Overview:** From fall 2016 to spring 2017, the Board and staff undertook the Vision 2020 process to update the District's 2007 Comprehensive Plan and 2013-17 Strategic Plan. While a Comprehensive Plan and a Strategic Plan are unique in their purpose and scope, they have interrelated goals and development processes and, for this reason, the Board and staff developed both plans during one process and combined them into one overall guiding document and action plan. As a result, the Vision 2020 Plan incorporates strategic planning initiatives, which are internal operation, communication, and administrative improvements with a three-year timeline and comprehensive planning initiatives, which are physical asset and program focused with a ten-year timeline.

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

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

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

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

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

## **District Strategy**

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 force for the creation of District strategy. Then, staff participated in collaborative workshops to identify organizational strengths, weaknesses, opportunities, and threats and brainstorm the key priorities for the next three to five years. These key priorities provided the framework for developing **strategic themes**, which are broad macro-oriented statements of organizational direction.

Staff then developed three to five-year **goals** (broad statements describing what the District must achieve to execute strategy) and one to two-year **tactics** (programs, activities, projects or actions) to outline what needs to be accomplished to address the strategic themes and drive what specific actions will be undertaken to implement them. The themes, goals, and tactics reflect Vision 2020 findings and recommendations and will focus the Board's and staff's decision making and allocation of resources towards implementation of District strategy.

After Board approval of the Vision 2020 Plan in July 2017, staff integrated the themes, goals, and tactics into a vision/action matrix, adding cost ranges, timelines, staff responsibilities, and implementation goals for each tactic. To report ongoing tracking of the implementation status of each tactic, the matrix also includes a column to report progress. This matrix became the District's Strategic Work Plan (SWP) (described in the next section), which is developed annually to guide and track implementation of long-range plans. In addition, the Board and staff track **performance measures** tied to the strategic themes to assess progress on addressing overall Plan strategy.



## **2019 Strategic Work Plan**

Developed by staff and approved by the Board annually, the 2019 SWP outlines the broad themes and goals and specific tasks to implement the Vision 2020 Plan. To facilitate ongoing tracking of this strategy, staff utilized the vision/action matrix described in the previous section to create the proposed 2019 SWP. The new SWP format includes an overview of the District Mission, Vision, Values, Themes, and Goals and the detailed action plan for each 2019 tactic (see pages 30-32). The detailed action plan for addressing each 2019 tactic includes the goals and values addressed, cost range, timeframe, Department/staff responsibilities, and implementation goal. To remain relevant and timely, tactics to address the themes and goals are short-term (one to two years). Ongoing and Department projects/initiatives for 2019 are included in Department work plans in the Expenditures by Function section of this document.

## **Monitoring the Strategic Work Plan**

As part of the Board's governance and to ensure that this Plan remains relevant and effective as a long-range planning tool and is responsive to the community's changing needs, the staff and the Board review the SWP annually. As a result, the SWP evolves based on ongoing shifts, opportunities, and challenges in the District's operating, economic, and political environments. For example, changes occur and new opportunities develop based on decisions made or agreements finalized by or with other organizations that necessitate updating tactics or adding new ones along with adjusting timelines. In addition, staff undergo this review to ensure that the SWP is aligned with the Vision 2020 Five-year Strategy Action Plan and as a result, long-range planning goals are considered for the coming year.

As in previous years, the SWP review occurs prior to preparing the budget to allocate adequate resources to address the Plan's priorities. In addition, staff evaluate the financial implications of each of the tactics to assist with forecasting the long-term resources needed to implement the Plan. The Board reviewed and reached consensus on the proposed 2019 SWP at its July 23, 2018 meeting and formally approves the SWP in December as part of the final budget document.

In addition, the Board and staff 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. The Board reports the status of long-range plans in the District's Annual Report document to inform the community about the impact of the Plan.

**Vision 2020**  
**2019 Strategic Work Plan**  
**Mission, Vision, Values, Themes and Goals**

<b>Mission</b>	We enrich lives while having fun.
<b>Vision</b>	To be a national leader in providing memorable parks and recreation experiences to our community.
<b>Values</b>	
Fun 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.
<b>Themes</b>	<b>Goals</b>
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 our existing facilities.
PR PROGRAMMING Innovative programming to meet community needs.	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.
CO COMMUNICATIONS Exceptional and consistent guest experience.	CO1: Foster a "customer-first" environment.
	CO2: Address customer service staffing needs.
FI FINANCE Sustainable revenues strategies and funding options.	FI1: Review and improve cost recovery.
	FI2: Seek alternate sources of revenue.
	FI3: Consider pursuing General or Recreation Fund referendum.
IO INTERNAL OPERATIONS Strengthen Organizational Culture.	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 Districtwide succession planning.

## VISION 2020 2019 STRATEGIC WORK PLAN

Year 2										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Department / Staffing		Implementation Goal	Progress
							Lead	Staff Groups		
PA	PA1	Redevelop Salt Creek Park	Community Focused, Customer Service Excellence	\$\$\$	September 2018	October 2019	Director of Facilities & Landscape Architect	Facilities, Marketing & Communications	Based on public input, replace playground equipment, expand and refurbish paths, and complete ADA improvements	
PA	PA1, PA2	Replace Crestview Park Athletic Courts	Community Focused, Customer Service Excellence	\$\$\$	November 2018	September 2019	Director of Facilities & Landscape Architect	Facilities	Replace existing courts with dedicated pickle ball courts, as well as grind and resurface existing basketball courts	
PA	PA1	Renovate Berens Park baseball fields #1-4 and Van Voorst Park baseball field	Community Focused, Customer Service Excellence	\$\$	December 2018	May 2019	Director of Parks	Parks	Cut the lips, add field mix, and regrade baseball fields	
PA	PA1	Replace Berens Park baseball field #5 backstop	Community Focused, Customer Service Excellence	\$\$	January 2019	August 2019	Landscape Architect	Parks, Facilities	Remove and replace existing backstop	
PA	PA1	Remove Wild Meadows Trace Playground	Community Focused, Customer Service Excellence	\$	August 2019	October 2019	Landscape Architect	Facilities	Remove playground	
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	Prepare future site of dog park for development and develop funding alternatives (e.g., grants, sponsorships, potential referendum)	Fun, Community Focused	\$\$	July 2017	December 2019	Executive Director, Director of Parks, Director of Facilities	Administration, Parks, Facilities, Marketing & Communications	Begin site clearance, secure site, and determine funding alternatives for construction	
PA	PA1	Complete athletic field study (e.g., drainage, usage, condition), including external and internal stakeholder engagement	Integrity, Community Focused	\$	October 2018	July 2019	Director of Parks, Park Ambassador	Parks, Facilities, Marketing & Communications, Recreation	Based on stakeholder feedback and a needs assessment, develop athletic field redevelopment and renovation priorities	
PA	PA2	Develop land acquisition strategy and cost estimates	Integrity, Community Focused, Customer Service Excellence	\$	March 2019	June 2019	Board of Park Commissioners, Executive Director	Admin, Parks, Facilities, Finance & Human Resources	Based on Vision 2020 priorities, develop and present to Board a targeted land acquisition plan with estimated costs (e.g., appraised value of properties), lot sizes, and locations, etc.	
FA	FA3, PR1, PR3	Complete indoor recreation facility space plan, including proposed costs (small recreation buildings, Lizzadro Museum, Wagner Community Center expansion, 225 Prospect, The Abbey)	Community Focused, Customer Service Excellence	\$	January 2018	June 2019	Executive Director	Task Force	Development and Board approval of indoor recreation facility space plan	
FA	FA2, PR1, PR2	Create financial and program plan for new senior center	Community Focused, Customer Service Excellence, Integrity	\$	August 2018	June 2019	Executive Director	Task Force	Development and Board approval of financial and program plan for new senior center, which reflects community engagement	
FA	FA2, PR1, PR3	Create financial and program plan for new indoor sports facility	Community Focused, Customer Service Excellence	\$	August 2018	June 2019	Executive Director	Task Force	Development and Board approval of financial and program plan for indoor sports facility, which reflects community engagement	
PR	PR1, PR2, PR3	Offer programs identified as high priorities in Community Survey	Fun, Community Focused, Customer Service Excellence	\$	January 2018	December 2020	Directors of Recreation, Enterprise Services, and Facilities	Recreation, Enterprise, Facilities	Offer at least one new program seasonally from the high priorities	
PR	PR1, PR2, PR3	Implement partnerships to offer high priority and innovative offerings	Fun, Community Focused, Customer Service Excellence	\$	January 2019	December 2019	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	PR1, PR3, FA3	Increase marketing of adult offerings in the community	Fun, Community Focused, Customer Service Excellence	\$	December 2018	December 2019	Director of Marketing & Communications	Recreation, Enterprise, Facilities, Marketing & Communications	Increase awareness and participation in adult offerings as identified in Vision 2020 community feedback	

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

**VISION 2020  
2019 STRATEGIC WORK PLAN**  
(continued from page 31)

Year 2										
Theme	Goals	Tactics	EPD Values	Cost	Anticipated Start	Anticipated Completion	Department / Staffing		Implementation Goal	Progress
							Lead	Staff Groups		
CO	CO1, IO1 , IO2	Train staff on district-wide customer service model	Customer Service Excellence, Community Focused, Fun	\$	March 2019	December 2019	Director of Marketing & Communications	Marketing & Communications, Customer Service Team	With a trainer, develop and implement customized training plan for customer service at all staff levels	
CO	CO1, IO1 , IO2	Optimize staffing structure to provide exceptional customer service	Customer Service Excellence, Integrity	\$	January 2019	June 2019	Executive Director, Director of Marketing & Communications, Human Resources Division Manager	Management Team	Address customer service staffing needs as identified in customer service model	
FI	FI3, FA2, PA2, PA3	Finalize cost estimates and timelines for implementing Vision 2020 priorities (construction, current and future operations, etc.)	Integrity, Community Focused	\$\$	January 2019	July 2019	Executive Director, Board of Park Commissioners	Management Team	Finalize and present proposed cost estimates and timelines to the Board	
FI	FI2, FI3, FA2, PA2, PA3	Finalize funding strategy (e.g., referendum, partnerships, grants, etc.) for implementing Vision 2020 priorities	Integrity, Community Focused	\$\$	July 2019	August 2019	Executive Director, Board of Park Commissioners	Management Team	Board determines funding strategies for implementing Vision 2020 projects	
FI	FI3	Continue community engagement to address Vision 2020 Plan.	Integrity, Community Focused	\$\$	July 2018	December 2019	Executive Director, Board of Park Commissioners	Management Team	Continue to educate the community, seek their input and identify advocates for Vision 2020 projects	
FI	FI1	Utilizing new financial software, refine cost recovery goals for future sustainability	Integrity, Community Focused	\$	January 2019	July 2019	Director of Finance & Human Resources	Management Team	Based on a review of current cost recovery and long-term financial projections, determine budget goals and policies to ensure future sustainability	
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 to determine strategy for meeting or updating goals as necessary	
IO	IO1, IO5	Implement District-wide training plan	Fun, Customer Service Excellence, Community Focused, Integrity	\$	January 2019	September 2019	Division Manager Human Resources	Task Force	Address the highest priority training needs identified in the training plan	
IO	IO2	Implement/expand methods for staff communication and increase staff engagement (two-way communication)	Customer Service Excellence, Fun, Integrity	\$	January 2019	September 2019	Strategy & Planning Coordinator	Marketing & Communications, Human Resources, Vision 2020 Team	Utilizing feedback from Vision 2020 Process and 2018 Organizational Culture Survey, identify and implement new and improved ways of two-way communication District-wide and between employee groups	
IO	IO2, IO4	Select and utilize dashboard software based on an assessment of data to be tracked and the best fit software options	Integrity, Customer Service Excellence, Community Focused	\$\$	November 2018	June 2020	Strategy & Planning Coordinator	Management Team	Based on feedback from staff, choose and utilize dashboard software based on an assessment of data to be tracked and the best fit software options	
IO	IO3	Continue to evaluate and expand benefits offered to part-time staff	Integrity	\$	September 2017	June 2019	Division Manager Human Resources	Administration, Human Resources, Task Force	Consider and implement part-time benefit changes based on Vision 2020 Plan and part-time staff focus group feedback	

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



## Performance Measurement

Performance measurement provides data to complement decision-making, improve performance, communicate progress, and provide accountability. To address 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 measurement program has been to support strategic planning and goal setting, improve/enhance service delivery and customer service, evaluate effectiveness and efficiency of operations, strengthen accountability, communicate results of programs and services and provide better 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 the long-range plans.

To monitor implementation of the Vision 2020 Plan, staff tracks the Plan’s needs assessment metrics as benchmarks and other measures that link to monitoring Plan strategy. These measures are illustrated in the chart below and are or will be tracked and reported semi-annually and/or annually in the Board’s Strategic Plan Progress Report. Staff continues to utilize and refine the data available and performance targets for these measures to provide a snapshot of how actual performance compares to the annual goal. By tracking achievement of performance targets, staff can assess the effectiveness of the current Strategic Work Plan toward achieving District strategy and make adjustments to work plans and the allocation of resources to ensure the future success of the Plan.

Performance Measure	Performance Target	Reporting
<b>Parks Theme</b>		
Park Assessments	To be determined	Annually 2019
Level of Service Standards	To be determined	Annually 2019
Park Use	To be determined	Future
Capital Assets Condition Ratio	50.0%	Annually 2015
<b>Facilities Theme</b>		
Facility Assessments	To be determined	Annually 2019
Level of Service Standards	To be determined	Annually 2019
Facility Usage	To be determined	Future
<b>Programming Theme</b>		
Program Success Rate	80.0% or above	Semi-annually 2013
Total Unique Registrants	8,800	Semi-annually 2016
% of Unique Resident Households Completing a Transaction	50.0%	Semi-annually 2016
% of Program & Pass Registrants by Age Group	Range from 19% to 65%	Semi-annually 2016
Program Life Cycle Distribution	To be determined	Annually 2018
<b>Communications Theme</b>		
Customer Satisfaction Ratings	80.0%	Semi-annually 2018
Net Promoter Score	70.0%	Semi-annually 2018
<b>Financial Theme</b>		
Percent of non-tax revenue	55% or higher	Annually 2013
Met Reserve Targets - 1st Tier	Met Reserve Policy Targets	Annually 2013
Met Reserve Targets - 2nd Tier	Met Budget Target	Annually 2013
Debt Service Ratio	20%	Annually 2015
Program Revenue Per Unique Registrant	\$500	Semi-annually 2016
Fund Balance as a percentage of expenditures	Met Fund Balance Policy	Annually 2017
Cost Recovery Goals	To be determined	Annually 2017
<b>Internal Operations Theme</b>		
Organizational Culture Survey	To be determined	Annually 2018
Training Program Satisfaction	To be determined	Annually 2018

For the budget, staff also develop objective measures for monitoring progress toward accomplishing the mission and work plans for each District function (see the Expenditures by Function section in this document).