

Olympia Fields Park District Strategic Plan 2011-2014



Prepared by:



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Acknowledgements

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Introduction

The Olympia Fields Park District (OFPD) and Heller and Heller Consulting, Inc. (HHC) worked collaboratively with Board members and staff to develop the Olympic Fields Park District Strategic Plan 2011 to 2014. The intent of the Plan is to provide future direction for the District, taking into account results of the previously completed community input process and the Leisure Vision household survey results. The Plan will assist with the District's future resource allocation, financial stability, staffing levels, and efforts in sustainable practices.

The Strategic Plan primarily addresses the leadership infrastructure. Though, there are a few references to capital items included within the strategic recommendations. The Plan serves as a bridge to a subsequent Master Plan process that will relate to the physical assets of the District.

Previous to this process, Board members and staff developed mission and vision statements. The vision remained unchanged, while the mission statement was revised slightly. The Strategic Planning process included a half day workshop with Board members, a one half-day staff workshop, and follow up meetings with staff, providing opportunities for reflection and review.

The elements of the Plan include the major areas as follows:

- Community Input Summary
- Household Survey Results
- Notes from Board and Staff workshops
- Information about the Balanced Scorecard framework for strategy
- Description of Major Focus Areas
- Strategic Themes
- Objective Statements
- Strategy Maps
- Strategic Initiatives
- Guidelines for implementation
- Strategic Plan Definitions

Mission Statement

To exceed the needs and better the community through innovative services and sustainable initiatives

Vision Statement

To deliver the ultimate experiences in recreation and park services

Public Input Summary

The Olympia Fields Strategic Planning process started with a series of focus groups to determine resident and key leader opinions and perspectives of the District. This included a series of five focus groups of 35 participants. The results of the focus groups serve as the framework for the design of a statistically valid household survey



administered by Leisure Vision. Focus group questions related to future issues for the District, comments about parks, facilities, and programs, and information about the District's job in creating awareness of services for Olympia Fields resident customers. The following information details the results of each of the questions. The responses reflect consensus comments in order to determine the major themes and issues for the future.

Strengths of the District

Many of the participants mentioned park acreage, green space, and open space as being great attributes of the District. One individual described the uniqueness of the District; with its natural resources it seems to have characteristics of a natural preserve as well as a park district. Board and staff members have a high level commitment to sustainable practices. In addition, comments related to increased use of technology in delivering services. Other comments included:

- It's great that we are doing this strategic planning process
- Our staff is exceptional. We get an enormous bang for the buck
- The programming is very good and responsive to community needs
- I have grandchildren that participate in a lot of the programs
- The previous administration was good about acquiring acreage, which gives us a lot to work with
- The staff work together well...we have a lot of respect for Denise
- The Board is very cohesive and is able to reach consensus
- The board has years of experience
- Visionary in its relationship with Homewood Flossmoor in the development and management of Iron Oaks
- The diversity in the community
- The barn is a great asset

Improvement Areas

Many of the comments regarding improvement areas appear in subsequent answers to specific questions relating to parks, facilities, and programs. There weren't any consensus responses. They are as follows:

- We haven't had a strategic plan, so this has been a weakness that we will improve
- Relationships with the Village need improvement
- We would like to see our residents using the services more; we do get a lot of non-residents which is helpful to us
- Sgt. Means Park was initially a tree nursery. The trees are encroaching on one another and need to be thinned
- It would be great to have a facility to be more traditional, such as gym, traditional recreation programs, and fitness facility
- The layout of Sgt. Means Park doesn't work well. We could utilize the park better. Parking at this location is also a problem
- Overall marketing

Major Issues

There were many responses to this question. Consensus comments included: overall financial resources, strengthening partnerships, ongoing maintenance issues, the ability to take care of the infrastructure, and security issues. From a programming perspective, there were comments about the need to offer more for youth. In addition, residents compared offerings to other park districts and feel that other districts offer more. Other responses included:

- Getting the Tollentine Park grant. We don't want to lose the grant
- The relationship with the Village
- Challenge to remain relevant as taxpayers expect more from all government agencies. There may be some dramatic change. We need to make sure we respond to the changing need
- Hard time getting a parking space for programs
- Programs are not offered at convenient times. They need more after school hour programs.
- No space exists for additional programs
- We need to leave a leadership legacy through succession planning
- Continued relationship between two park districts to manage Iron Oaks
- Landscaping, care of trees, emerald ash borer
- Monitoring activities after dark
- Publicity/brand/image
- Maintaining signs
- Reasonable costs
- More interest in programs from residents; too many are cancelled
- Having adequate staff positions
- Trying to get more volunteer participation

Comments about Parks and Trails

The two most frequently mentioned areas related to the quality of park maintenance and dogs in parks.

There were general comments about the overall need for improved park maintenance. Trails are greatly appreciated. Some participants would like Olympia Fields to have a dog park. An equal number mentioned not having the need as there are



other dog parks close by. There were several comments about not allowing dogs in Olympia Fields' parks and feel the ordinance needs to be changed. Other comments included:

- We are not taking advantage of open space
- Create more walking paths to take advantage of the natural resources
- Develop a community garden
- When I think of parks, I think of culture, I would like to see some more diversification of amenities
- Having a setting where everyone can participate in the same space. Reference to a park in New York with men playing chess, kids playing, and mom's close by, etc.
- The Village just put up its first piece of art. Flossmoor does a good job of having art, and they change it out
- Centennial Park was mentioned as a park overgrown with trees
- There was a lost opportunity with Jazz fest to partner
- Bicentennial Park needs a total redesign (at least the east side). There are site obstacles for the police
- Sgt. Means needs to have parking reconfigured, and bring the activity of the park closer to the facility
- The playground at Sgt. Means needs to be updated
- Something should be done about illegal dumping
- Need a trail on the east side of Olympia Fields
- Develop a walking club
- There should be a park patrol at designated times

- Discussion with the village about security at Metra
- Bicentennial is too dark, hidden by trees and makes the playground area more unsafe
- Need play equipment for older children
- Benches along trails are greatly appreciated
- Trails are well maintained
- I really like the trail at Merchant's Park
- There should be more port a potties, Merchant's Park, for example
- The District needs to be mindful of the animal population
- There are animal control issues, who do I call? I do not know what agency can help me

Facility Needs

Comments about facilities related to the need to partner, working with the Village more, and the need for a maintenance facility. There were also comments about the need for gymnasium and community center space. Other comments included:

- The barn isn't as big as it looks and is limited. We didn't have enough room for a speaker we brought in
- The Park District is almost invisible when it comes to facilities
- Parking at Sgt. Means is a problem at times
- Wellness and exercise facility
- The hospital could partner with the Park District
- We have building vacancies in the Village. Park District should look into leasing opportunities
- Maybe renting facilities is an option
- There are churches we could tap into. The new elementary school has facilities we could use. We could use rental space
- There is not a community center for the community
- The tax base is limited, so building a facility will be difficult
- Our Village would love to work with the Park District

- The Village mentioned It would be great for the Park District to come to them to partner
- A new green maintenance facility is needed as we don't have any storage or anywhere to do work projects. We need a spot to store tools in one location
- There is a concern for upkeep of existing facilities, parks and amenities
- It would be nice for to have our own gymnasium
- Lights at baseball fields are needed
- Are there plans for developing Spirit Trail?

Recreation Program Ideas

Ideas for program offerings had very little consensus, aside from the mention of youth programs and program variety. Many focus group participants mentioned the need for



more general youth programs, after school programs, and youth athletic programs. Transportation issues appear to be an obstacle to youth participation in programs. A few participants mentioned Olympia Field's having an older population, but the Park District needs to offer many programs for youth. The second most frequently mentioned area was the lack of variety of programs. Participants referenced other park districts, such as Homewood Flossmoor offering so much more. Other program ideas included:

- Programs are not offered at convenient times. They need more after school hours
- Dog obedience, teaching kids to take care of pets
- Community garden to help feed the hungry, and could be done with a partnership with a university
- Offer more activities off site; bringing recreation to the people
- More partnering with other organizations
- Variety of programs is limited
- There should be a taste of Olympia Fields
- There should be an outdoor amphitheater, such as a South Side Ravinia

- There is a need for more program staff to offer more programs. The Park District has to rely on volunteers too much
- 60-75% is non-resident participation
- 80% of participants come from outside of Homewood Flossmoor and Olympia Fields, we need to get more resident participation
- Can Olympia Fields offer some kind of outreach program for other communities? Can we survey other communities for their level of interest
- Teen programs don't seem to be popular, though Irons Oaks attracts a lot of kids
- A piece of pizzazz night for teens
- Teen intern program
- Athletic teams would like more amenities for their fields
- Capture the flag
- Rainy night poker night
- Have other art classes in addition to water color classes
- Offer more day trips
- Opportunities to meet the neighbors
- Cooking classes
- Language classes
- Jazz in the park was good

How can the Park District become more sustainable?

There were a variety of answers for the District to consider. An obvious and frequent response was the need to have recycling in the parks. Additional comments included:

- The battery program is a good start
- Educating people and awareness of sustainable practices
- Might be good to have a class on going green
- Use the windmill for energy
- Put the brochure online
- We do a lot of things unconsciously; we have to get in the mindset and spread it to the community

- We now print receipts just for cash. We email information more
- Consider solar flood lights
- Windmill use for energy
- Play up the successes
- Sustainable practices should be mentioned in the program guide and newspaper
- Charter school use of community garden and using it for school food
- Composting
- The water at Millenium Park just runs
- The irrigation system is on when it rains
- There should be recycling at events
- Use of recycled products
- Incentives for selecting green businesses

Partnership Opportunities

The partnership agreement with Homewood Flossmoor was frequently mentioned as a good example. There were many ideas for new opportunities, including strengthened partnership with schools, hospital, and business community. In addition, there were comments from both the Park District and the Village about the need to improve the relationship between both. Other ideas included:



- There is a lot of potential for reciprocity agreements with the School District, integration of technology, and we can help the school district
- We are doing fairly well with businesses, but could be better
- We need to reach youth in the earlier ages
- Having a relationship with the high school will be a challenge
- We need to remain a safe haven for youth
- I would love to strengthen partnerships with the school district and village

- We could we do a joint venture in building a new maintenance facility with the Village
- We could share resources such as a wood chipper. The Village could have larger equipment and the Park District could have the smaller equipment
- Reach out to service organizations such as the Lions, 4H clubs
- Business adopt a park
- Business event sponsorship
- Hospital partnerships
- UIC annex and offer master gardener classes
- Holiday lighting, have the park district involved in helping with this
- Animal control
- Stamper Park was maintained by the district, but then withdrew and didn't let the Village know
- There was a lost opportunity with a developer
- Without volunteers, the park district wouldn't be able to offer much. Ask for more volunteers
- Rely on resident volunteers
- The village will do whatever we can to help and to work together
- We are going to have a new charter school and no gym. They are looking for partnerships

How would you assess marketing and communication efforts by the District?

- A couple of people scored it a "1" and another scored it a "7" (10 being the best)
- Community cable access should be used
- Use all of the social media
- Radio advertising may be helpful
- Save paper by having the program guide online only without mailed hard copies

- Establish neighborhood contacts for word of mouth
- Develop block captains
- Facebook page is good
- Community cable
- The library does a much better job at much less cost. We will always get info from the library. The park district does not provide us information. The district should put together brief information on municipal access and streaming video

Identify one Outcome you would like to see happen as a result of this process?

- Come out of the process with a consensus view of direction both long term and short term...some immediate action items. Some longer term action items.
- Creating action items over the next few time periods
- We need a vision, see it clearly, articulate it, and then set up an action plan
- Development of a vision
- We come up with a unified vision
- It becomes our story
- Better hop on the train as we are moving forward
- I would like for us to do a board evaluation
- Partnerships
- More resident participation
- Education and wanting the community to be more engaged and informed about what the park district offers
- Increase contact in every direction...reach out to kids, seniors would have more insight
- Increase awareness
- Electronic sign
- To open the dialogue
- Out of the box thinking

Household Survey Results

As part of the OFPD Strategic Planning process, a statistically valid household survey was completed by Leisure Vision, a firm dedicated to performing needs assessment surveys nationwide. The survey results included 204 responses from households in all areas of the District. The complete executive summary of the survey is included as a separate report. Highlights of the results are included below.



- The three most heavily visited parks include Sgt. Means, Bicentennial, and Arcadia Parks with 54%, 44%, and 35% visitation of households for the three parks.
- Ninety-one percent of households feel the quality of maintenance of parks is either excellent or good. Only nine percent rated maintenance as fair.
- The most needed park amenities include restrooms, picnic tables/benches, park and trail lighting and drinking fountains.
- Twenty three percent of households have participated in recreation programs.
- The organization most used for park and recreation services is the Olympia Fields Park District, followed by homeowners' associations. This makes the Park District the number one provider of recreation services in the community.
- Needs are substantially met in neighborhood and community parks, soccer fields, playgrounds, and baseball fields. The most significant unmet needs include indoor space such as fitness and wellness space and an indoor track. Both indoor and outdoor aquatics had a large percentage of unmet needs as well.
- Most important park and recreation amenities include biking and hiking trails, indoor fitness facilities, indoor walking and running track, small neighborhood parks, and dog parks.
- The highest percentage of program needs include adult fitness, health and wellness, water fitness, swim lessons, and 55+ programs.

- A majority of programs listed in the survey have a significant unmet need of 50% or more, including such programs as before and after school, health and wellness, youth sports, martial arts, outdoor recreation, gardening, and swim lessons.
- The greatest level of support for actions the District could take include upgrading existing parks, develop new and connect bike trails, fixing up existing buildings and facilities, and improving youth athletic fields.
- Households are most willing to fund, through tax dollars: walk/bike trails, repair older building and facilities, upgrade existing parks, and upgrade existing athletic fields
- The three top reasons households do not participate in programs include: times are inconvenient, program or facility not offered, or fees are too high
- If an indoor facility were built, the program spaces most popular with households include: walking and jogging track, weight room/cardio equipment, exercise facilities for 50+ age group, and group fitness class space
- Only 50% of households understand the Park District is a separate governmental entity from the Village
- Overwhelmingly, households find out about Park District offerings through the program guide (91%)
- When asked to allocate \$100, households would spend \$35 on new indoor space, \$28 on maintaining existing parks and facilities, and \$22 on walking/biking trails
- Seventy-one percent of households would pay additional taxes to support improvements. Of that percentage, 26% would pay at least seven dollars more a month in taxes

These results were discussed during strategic plan workshops with Board members and staff, ensuring future action by the District in areas of most importance to residents. The results show a need to concentrate on educating the community about the Park District's existence as separate from the Village. An education process is included as a strategic initiative. Another significant area is the low percentage of households participating in programs. A lack of programming space creates a challenge in engaging a higher percentage of residents in programs.

The District is well positioned for future spending for indoor space and additional tax support. New indoor space was the highest ranking item when residents were asked how they would allocate \$100. A substantial percentage of households support spending additional tax support to fund improvements.

Board and Staff Workshop Brainstorm Information

During the Board and staff workshops, facilitated discussion included topic areas such as: 1) A listing of intended outcomes from the strategic process 2) An organizational SWOT (strengths, weaknesses, opportunities, threats), and 3) Park District future vision. These topic areas preceded the discussion about the strategic initiatives.

The intended outcomes included:

- Crystallize planning with board and staff
- Provide priorities and direction
- Proactive to community needs and/or concerns
- We all speak the same message
- Movement forward
- Park district awareness
- Utilize resources well

The Organizational SWOT included:

Strengths

- Staff
- Board
- Open space
- Unique facility at Sgt. Means Park
- Diversity of board, staff, and community
- Being in a small community fosters the ability to be interactive and ability to develop relationships



- The District is fiscally sound
- 69% of residents will pay more taxes in support of park and recreation improvements
- The Park District is the number one place for resident recreation needs

Weaknesses

- Communication from the Village
- Relationship with the Village
- Lack of some resources, such as vehicles, facilities, maintenance facility, and more space for recreation programs
- Not having a master plan
- Program participation
- Very short-staffed

Opportunities

- Move Park District to the next level
- Continue to build board and staff relationships
- Be a leader in sustainable practices
- The District is leaving the station and moving toward a future direction
- Reaching out to the community more

Threats

- At times, there is misinformation
- Competition from other providers
- Other providers try to compete by lowering prices
- Other communities have improved their amenities/facilities
- Some level of a negative perception of Olympia Fields by other communities
- We have fewer participants
- The economy

Major Focus Areas

The Major Focus Areas (MFA) exist to ensure the Strategic Plan addresses the most significant issues. The selection of MFAs occurred during the Board and staff

workshop. These items answer the question: During the next three years, where should the District focus its efforts? Each of these areas is either explicitly noted as a Strategic Objective or Strategic Initiative, or it is implied throughout the Strategic Initiatives.

The following were the top eight areas:

- Improving facilities
- Completion of Tolentine (this is not included in the strategy as it is currently being completed)
- Enhanced sustainability
- Connection to other stakeholders and the community
- Increased program registration
- Understanding of community needs
- Awareness of trends and being on the cutting edge
- Completion of a maintenance assessment

The Balanced Scorecard

The framework for the OFPD Strategic Plan is based on the Balanced Scorecard, a strategy framework that emphasizes the cause and effect relationships among internal support processes, employee learning and growth needs, financial performance, and an emphasis on customers and their needs. The Scorecard also includes a measurement system that monitors organizational performance. The Scorecard focuses on the key drivers of success that leads to the achievement of mission and vision.

The Balanced Scorecard framework includes four perspectives:

- Customer: To achieve our mission and vision, how should we appear to our customers?
- Financial: To succeed financially, how should we appear to our taxpayers?
- Internal business: To satisfy our customers, which business processes must we do extremely well?

- Learning and growth: To achieve our mission and vision, how will we sustain our ability to change and improve and develop leaders among the staff and Board?

Strategic Themes and Initiatives

In using the scorecard, the District has developed Strategic Themes that are broad-brushed organizational descriptions that provide direction. These Themes follow the four perspectives outlined above. They include:

- Customer: Exceeding Customer Expectations
- Financial: Financially Responsible
- Internal Business: Operational Excellence
- Learning and Growth: Creating a Cool Culture

The Themes provide the over-arching focus for the Plan's implementation.

Strategic Plan Hierarchy

The Plan includes a hierarchy of elements that starts with the most macro level of strategy and moves to a more micro level (moving from strategic to tactical). The starting point for any strategic planning process is the review of the vision and mission. The mission statement was changed from its previous wording. The vision statement was newly created. Subsequent to the development of Themes, Objectives were developed. Objectives describe what the District needs to do well in support of the Themes. For example, one of the Objectives for Exceeding Customer Expectations is: *“Strengthening Customer Loyalty.”* Therefore, the District must identify ways to build customer loyalty. Initiatives are more micro-level in support of the Strategic Objectives. Following along with the Strengthening Customer Loyalty Theme, an example of an Initiative is *develop a customer loyalty program.*

The measurement system reflects the District's progress in completing the Strategic Initiatives. The tactics are detailed action steps that outline how each initiative will be accomplished. Tactics are very specific, lengthy in number, and are best developed year to year. As a result, tactics are not included within the Plan. They will be developed by the staff each year for the current year Initiatives.

The Balanced Scorecard hierarchy is presented by the pyramid shown below.



Objective Statements

The following is a list of objectives and a specific definition that describes each of them. The objectives support each of the four strategic themes. They represent what the organization needs to do well in supporting the four major themes. These statements result in common organizational understanding of the intended meaning of each of the objectives. This is particularly helpful for new employees and Board members.

Exceeding Customer Expectations

Objective 1: Easy and Breezy

Refers to customer access. The District intends to constantly evaluate and improve registration systems, customer contact, marketing materials, and Website navigation. The District is aware of the importance of customers' ease in completing transactions for services.

Objective 2: Defining Customer Standards

In order to exceed customer expectations, the development of standards is necessary. Standards relate to the level of service provided and create a more consistent experience for customers. Examples of standards include: safety, service, instructional quality, cleanliness, etc.

Objective 3: Strengthening Customer Loyalty

The Park District recognizes the value received in emphasizing the development and relationship with loyal customers. It is a goal of the District to develop a rewards program and revamp the survey process. The District desires to create lifelong relationship with community members.

Financially Responsible

Objective 1: Customer Understanding of Costs

Many times residents do not understand the District's financial system. As a result, there is confusion about the need for a referendum, a lack of knowledge about the District being separate from the Village, and a lack of a good understanding of the need to charge fees for many programs and services. An education campaign will provide better resident understanding and result in a consistent message from the District.

Objective 2: Grow Program Revenue

This important objective includes a variety of initiatives. In addition, this area includes efforts to ensure alignment between resident needs for programs and what is offered. The District will also develop a revenue and fee policy to ensure fairness in pricing, establish subsidy levels, and maximize program revenues.

Objective 3: Seeking Alternative Funding Sources and Conservation Measures

Relying less on a tax subsidy allows the District to better control its financial destiny. Along with growing program revenues, efforts will be made to continue grant opportunities and establish partners for sponsorships and endowments. In addition, the District will lead the community in its efforts toward resource and energy conservation.

Operational Excellence

Objective 1: Leader of Sustainable Practices

The Park District already has a strong commitment to sustainable practices. It desires to grow its sustainable practice leadership in the parks and recreation industry. This includes the development of a sustainable practice plan as part of an overall master plan process.

Objective 2: Build Image and Brand

This includes identification of brand attributes that are unique, and differentiate the OFPD from other service providers in the community. The goal is to market these attributes to strengthen outreach and awareness of programs and services as well as continue to strengthen the emotional attachment and appeal customers have for the District.

Objective 3: Strategic Partnerships

Residents are looking for increased value through strategic partnerships with key agencies such as the Village and School District. A review process is needed to ensure existing and future agreements have the appropriate level of benefit to the District.

Objective 4: Operational Efficiency

District staff will continuously improve processes, such as the program registration system to ensure the greatest return on investment of taxpayer dollars. In addition, this objective relates to developing a technology plan to ensure *easy and breezy* customer access.

Creating a Cool Culture

Objective 1: Fostering a team environment

Having a cool organizational culture includes the ability of the District to continue its strong team orientation between the staff and Board and among staff members. There will be team based approaches to decision making, good communication, and a high level of trust.

Objective 2: Continue to Embrace Diversity

The best organizations recognize the importance of diversity of thought and perspectives. This relates not only to ethnic diversity, but age, gender and professional backgrounds as well. The District will continue its ongoing commitment to diversity.

Objective 3: Cultivating Organizational Knowledge

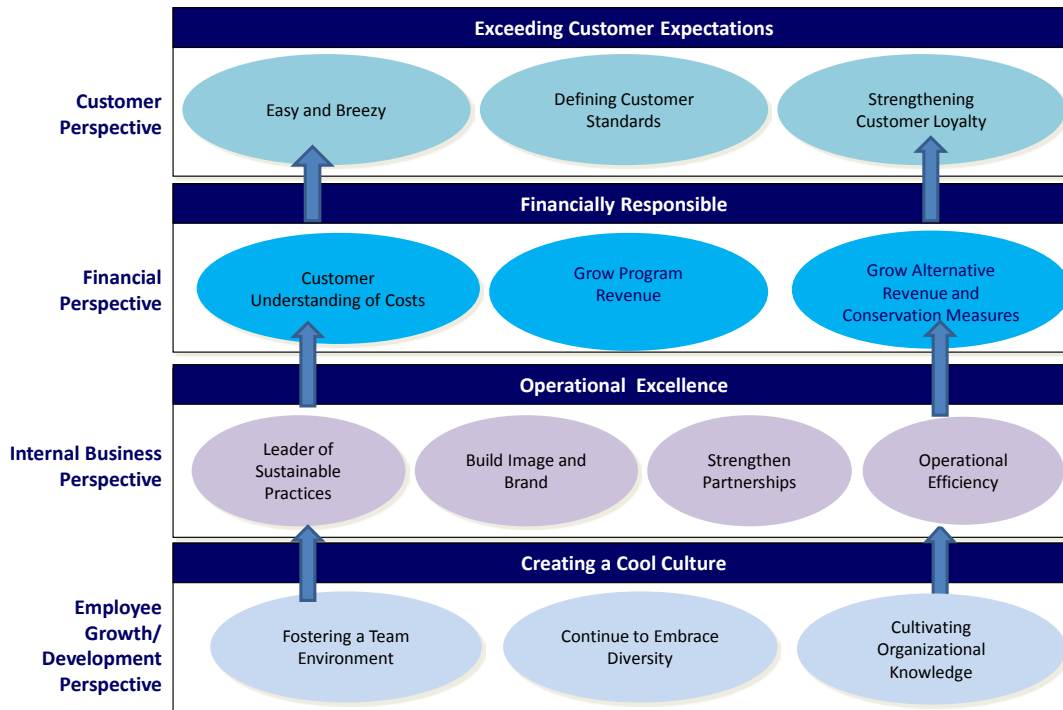
This objective speaks to building the District's learning capacity through a commitment to professional certifications, ongoing training aligned with strategic initiatives, and the development of a board evaluation process.

Strategy Maps

It is the intent of the OFPD Strategic Plan to ensure the elements of the mission and vision provide the framework for the strategic recommendations. In addition, the recommendations include actions related to the Major Focus Areas. As part of the strategic recommendations, the remaining section of the report details Strategic Themes, Strategic Objectives, Strategic Initiatives and Measures. This will create the framework for decision-making during the next three years, 2011-2014.

Two Strategy Maps follow. The first map provides the list of the four perspectives and their supporting objectives. The arrows represent the cause and effect relationships among the four perspectives. The second map includes the same information with the addition of a measurement system in support of the Themes and Objectives.

Olympia Fields Park District Strategy Map



Olympia Fields Park District Balanced Scorecard

Mission: To exceed the needs and better the community through innovative services and sustainable initiatives

Vision: To deliver the ultimate experiences in recreation and park services

	Themes	Objectives	Measures A=annually Q=quarterly
Customer	Exceeding Customer Expectations	<ul style="list-style-type: none"> •Easy and Breezy •Defining Customer Standards •Strengthening Customer Loyalty 	<ul style="list-style-type: none"> ▪ Customer satisfaction (a) ▪ Customer access satisfaction (q) ▪ Number of program registrations (q)
Financial	Financially Responsible	<ul style="list-style-type: none"> •Customer Understanding of Cost •Grow Program Revenue •Grow Alternative Funding and Conservation Measures 	<ul style="list-style-type: none"> • Program revenue (q) • Alternative funding dollars (q) • Customer education pieces (a)
Internal	Operational Excellence	<ul style="list-style-type: none"> •Leader of Sustainable Practices •Build Image and Brand •Strengthen Partnerships •Operational Efficiency 	<ul style="list-style-type: none"> ▪ Partner satisfaction (a) ▪ Marketing effectiveness (a) ▪ District's carbon footprint (a) ▪ Dollar savings from efficiencies (q)
Learning and Growth	Creating a Cool Culture	<ul style="list-style-type: none"> •Fostering a Team Environment •Continue to Embrace Diversity •Cultivating Organizational Knowledge 	<ul style="list-style-type: none"> ▪ Annual training hours (a) ▪ Employee satisfaction toward training (a) ▪ Staff diversity to match community demographics (a) ▪ Board and staff team satisfaction (a)

Strategic Initiatives 2011-2014

The following are the Themes, Objectives, and Initiatives for the next three years, 2011-2014. Time period priorities are attached to each Initiative. These represent timeframes as follows:

- Year 1 Initiatives to be accomplished between May, 2011 and April, 2012
- Year 2 Initiatives to be accomplished between May 2012 and April 2013
- Year 3 Initiatives to be accomplished between May 2013 and April 2014
- Ongoing Goals are repeated during the entire time period

A few of the Initiatives are supported by tactics. This is a result of discussion at the staff workshop in which many of the identified initiatives were re-categorized from Initiatives to Tactics. The tactics for the other Initiatives will be developed on a year to year basis by staff. As mentioned previously, the Plan becomes too detailed to include tactics for all of the Initiatives.

Customer Perspective Theme: Exceeding Customer Expectations

Objective: Easy and Breezy

- Simplify the registration system by identifying a main registration location (year 1)
- Develop an Approved Process for Revamping Survey Instruments (Year 2)
- Identify ways to increase resident participation by reviewing household survey results and ongoing trend information (ongoing)

Objective: Define Customer Standards

- Development of park maintenance standards using customer expectations (year 2)
 - Tactic: Develop a pre-evaluation process for program and facility use
 - Tactic: Develop a written FAQ sheet for standard staff/board responses
- Develop key customer requirements for core programs and services (year 3)

Objective: Strengthening Customer Loyalty

- Develop of a customer loyalty rewards program (year 3)
- Create a process to identify park and recreation trends (year 3)

Financial Perspective Theme: Financially Responsible

Objective: Customer Understanding of Costs

- Development of a sound revenue policy (year 2)
- Develop a process to educate residents about cost information (year 2)

Objective: Grow Program Revenue

- Develop a process to identify industry trends in programming and services and implement in future offerings (year 3)
- Research the ability to add indoor space (ongoing)

Objective: Seeking Alternative Funding Sources and Conservation Measures

- Develop potential partners for sponsorships/endowments (ongoing)
 - Tactic: Develop a memorial program
- Develop ways to analyze resource allocation and energy conservation measures (ongoing)
 - Tactic: Measure energy costs

Internal Business Support Perspective Theme: Operational Excellence

Objective: Leader of Sustainable Practices

- Develop a sustainability plan as part of a master plan process (year 1)

Objective: Build Image and Brand

- Improve public awareness and image of the District through community outreach efforts at homeowners' association meetings (ongoing)

Objective: Strengthen Partnerships

- Strengthen partnerships with the Village at the staff level and strengthen existing partnerships (ongoing)

Objective: Operational Efficiency

- Complete a Master Plan (year 1)
- Grow District maintenance staffing, support, and develop a maintenance facility (year 1)
- Develop a human resource plan that includes certification requirements for professional positions (year 2)
- Develop a technology plan (year 3)

Learning and Growth Perspective Theme: Creating a Cool Culture

Objective: Fostering a Team Environment

- Provide team training and team building workshops (ongoing)
- Offer board workshops (ongoing)
- Develop District operating values (year 1)
- Improve the internal communication process through training and the development of communication guidelines (year 2)

Objective: Strengthening Diversity

- Ensure diversity in staffing to reflect community demographics (ongoing)

Objective: Cultivating Organizational Knowledge

- Develop a Board evaluation process (year 1)
- Develop a succession plan for key positions (year 3)
- Educate Board and staff on sustainable practices (ongoing)
 - Tactic: Create incentives for staff commitment to sustainable practices

Parking Lot Ideas:

The following idea relates to Initiatives that are not included within the three year window of this Plan, but are important to include in successive years.

- Develop a maintenance management plan
 - Tactic: calculate the return on investment of equipment

Implementation Guidelines

The following is a listing of suggestions for successful implementation of the Strategic Plan. It represents the commitment and discipline required to institutionalize the process.

- All employees and Board members should receive a copy of the plan or electronic access to the Plan.
- Post the Plan on the Website and track results on the site as well.
- Elements of the Strategic Plan should be incorporated into the orientation program.
- Regular reporting of the Plan's progress should occur. Break the Plan into separate fiscal years and report one year at a time. Each initiative for the year should include a list of tactics that support the goal's completion. It is the project leader's responsibility to report on his/her goal, included in a monthly or quarterly report. A suggestion is to input each year's data on a spreadsheet that lists the Themes, Objectives and Initiatives start date and completion date, and which staff person is responsible for the Initiative's completion.
- At the end of the year, each Initiative should have an annual review and update of the completed initiatives.
- Update major stakeholders on the Plan's implementation and results on an annual basis.
- Conduct staff meetings on a quarterly or semi-annual basis to review the Plan's progress and results and report the Plan's progress to the Park Board on a quarterly basis.
- Performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion.

- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators.
- After completion of the first year of the Plan and baseline results are quantified, targets should be initiated for the measurement system. For example, if there is a customer satisfaction measure of achieving 90% customer satisfaction, and in the initial year, the 90% is achieved, the target for successive years could be 95%.
- There should be an annual just-in-time review of the next year's Initiatives to determine if priorities have changed. This can be included at an annual retreat in which successive years' Initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.
- Post a chart of each year's initiatives on office walls in administrative areas with a check-off column, designating completion as part of a visual management program. Staff meetings should regularly include discussion of strategy.
- After each year of the Plan, the staff should review the Plan process and re-tool any parts of the process that need improvement.
- Some of the Initiatives require individual effort to complete; others require a group of employees to complete the work. The Initiatives are specific work projects that are scheduled for completion between fiscal year 2011 through fiscal year 2014. Each Initiative is designated as year 1, 2, 3 or ongoing.

Definitions

The following list of key words describes the definition of the terminology used for the Strategic Plan.

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

Mission—describes the business of the organization. The mission also defines the core purpose of the organization and why it exists.

Values—describe the way the District operates. Values are meaningful expressions of describing what is important in the way we treat our employees and our guests and relates to the internal culture of the organization.

Balanced Scorecard Perspectives—the four perspectives include Customer, Financial, Internal Business Process, and Learning and Growth. They demonstrate cause and effect relationships in the completion of strategy. All of the Strategic Initiatives are aligned with these four perspectives.

Major Issues Areas—as part of the planning workshop, staff members were asked to brainstorm ideas about areas of major focus the Department should concentrate on during the next five years. While the focus areas are not part of the strategy map, they do become an important part of strategy formulation. Within the list of objectives and initiatives, references are made throughout the Plan to ensure focus on the five most critical areas.

Strategic Themes— broad brushed, macro-oriented organizational sense of direction that relates to the four Balanced Scorecard perspectives of customer, financial, internal business, and growth and development.

Strategic Objectives—concise statements describing the specific elements an organization must do well in order to execute its strategy.

Measures—a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative indicators and capture numbers, dollars,

percentages, etc. Measures assist the staff with the ability to determine organizational performance.

Strategic Initiatives—the specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets. The strategic initiatives are specifically detailed with specific tactics, which are not included within the body of the Strategic Plan, but will exist in separate documentation.

Tactics—Tactics are not included as part of the Plan. The development occurs after the Plan's implementation. Tactics are subordinate to the initiatives and detail the steps necessary to complete an initiative. Staff members will identify the tactics for the initiatives before the start of each fiscal year.