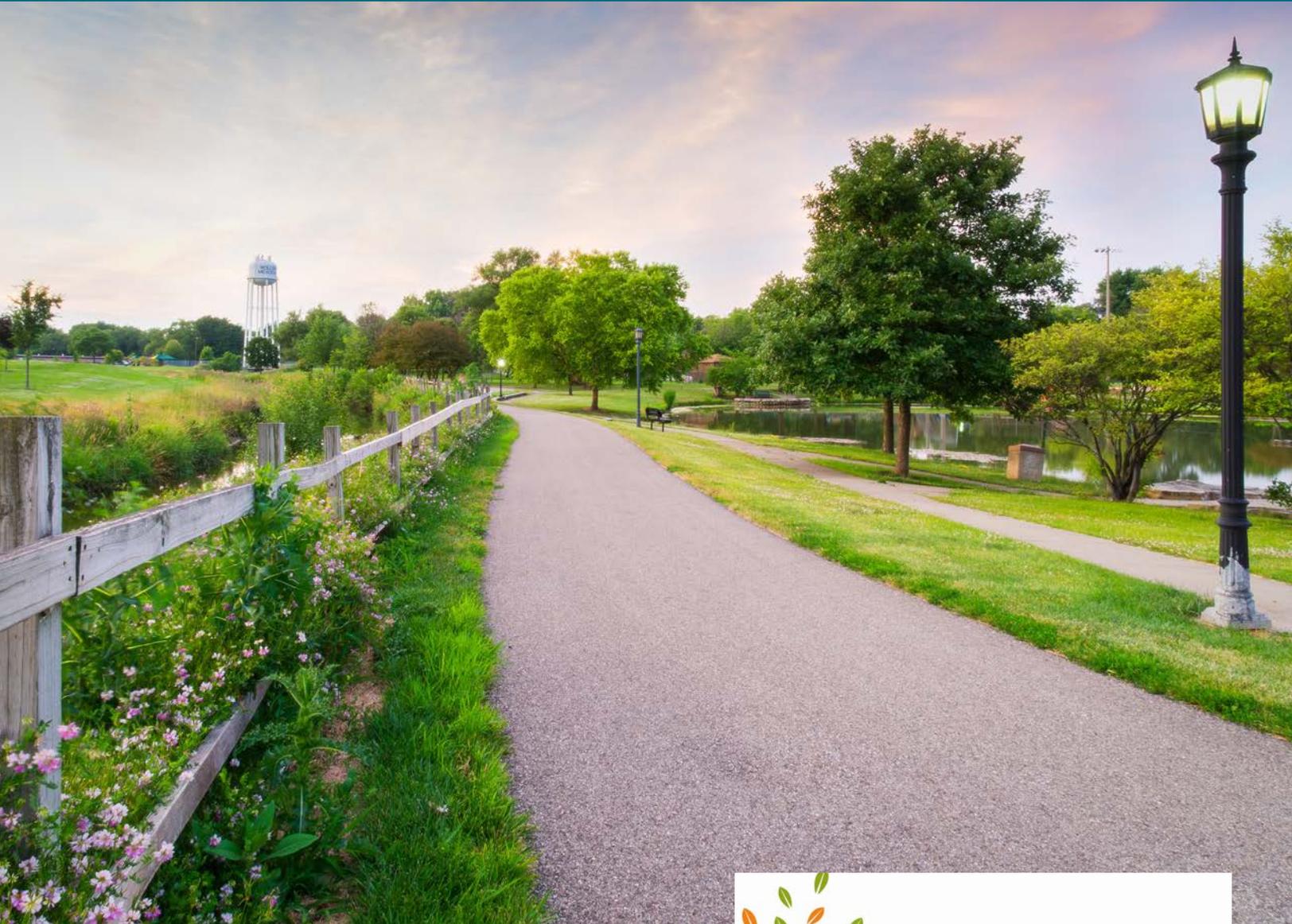


ROLLING MEADOWS PARK DISTRICT Strategic Plan 2018 to 2022





ACKNOWLEDGEMENTS

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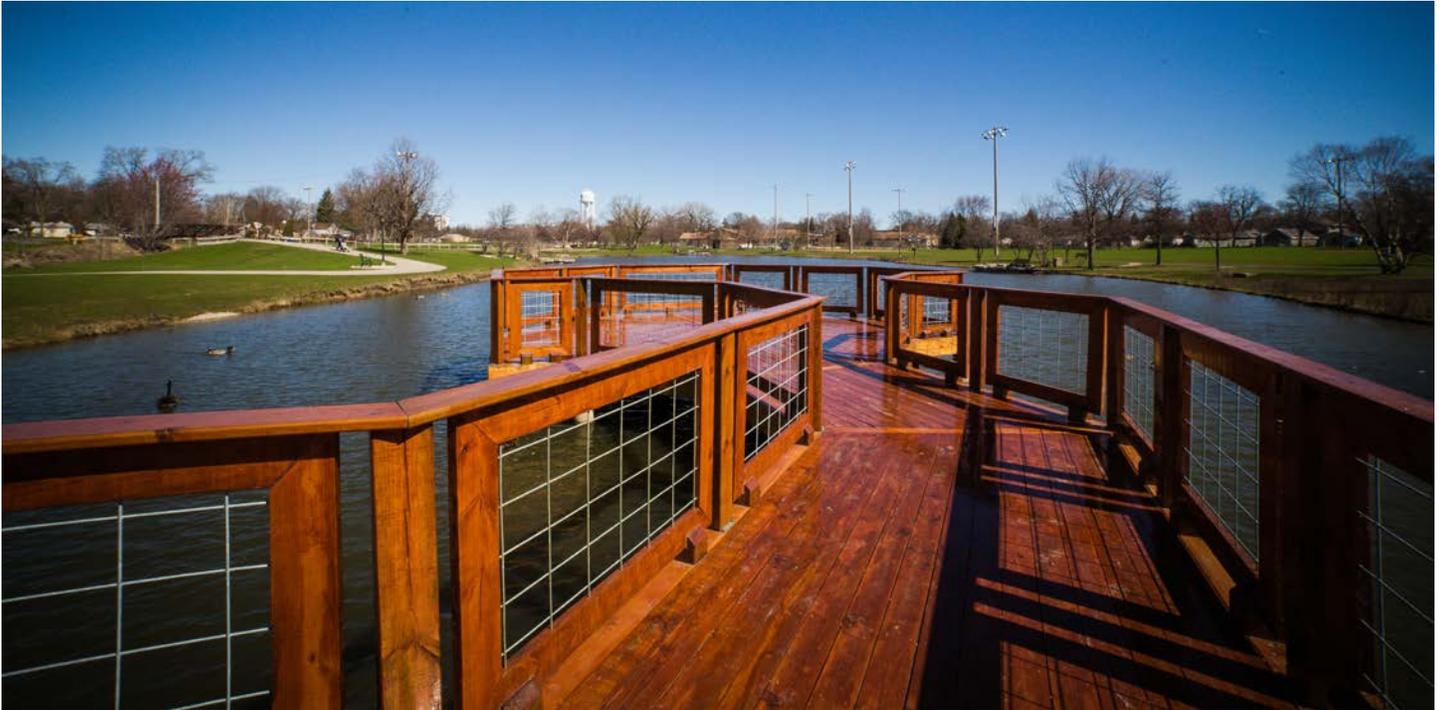
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INTRODUCTION



The Rolling Meadows Park District completed a Strategic Plan in 2011. This Plan serves as an update to the previous plan and develops strategic direction for the next five years, 2018 through 2022.

The Strategic Plan's intent is to:

- Build upon the District's previous plan
- Confirm the vision and mission
- Refine the organizational values and strengthen ways to operationalize them throughout the District
- Identify the strengths, weaknesses, opportunities and threats facing the agency
- Create strategic direction for the Park Board of Commissioners
- Unify the staff around a common vision and provide staff with the opportunity to provide input into future direction
- Create action toward accomplishment, including measurement of progress

Board members, leadership staff, and employees were engaged in the process. In addition, community focus groups were held to provide residents with an opportunity to participate. In 2015, the District developed a community survey to assess resident needs and satisfaction levels toward services. Those results were reviewed as well, and created a foundation for strategic direction.

The Rolling Meadows Park District Strategic Plan includes major areas as follows:

- Revised mission, vision, and values
- Focus Group Summary
- Strategic Themes
- Strategic Objectives
- Measures
- Strategy Map
- Key Performance Indicators
- Strategic Initiatives
- Guidelines for Implementation
- Strategic Plan Definitions

The rest of the plan details each of these steps, including a summary of the focus groups, the results of the SWOT analysis (strengths, weaknesses, opportunities, and threats), mission/vision/values review, and the refinement of the District's previous Strategic Plan Strategic Themes and Objectives. The last step of the process includes a listing of key performance indicators (KPIs) that relate to the Strategic Objectives.

Additionally, a set of guidelines assists the District with operationalizing the Strategic Plan, making it a living document for the next five years.

The sequence of steps involved in the development of strategy included the following:



FOCUS GROUPS SUMMARY

As part of the process, seven focus groups were held: a Board of Commissioner group, four staff groups, and two community groups. The following is a summary of the focus groups; one summary for the Board and staff groups and an additional summary of the two community groups.

STAFF AND BOARD FOCUS GROUPS

Strengths of the District

Identified strengths of the Park District were focused on an overall feeling of community, and the dedication and willingness of employees to go the extra mile. The District has a family feel, given that it's a smaller District. The family feeling relates to not only staff members, but also community members. The management team was specifically mentioned for being a good team. There is a good balance between long tenured staff with a lot of organizational knowledge as well as new staff that bring new ideas to the District.

A summarized sentiment, "What we do, we do well" captured a feeling of pride in the group. Internal communication was seen as a strength, including cooperation among departments, but there was

not total agreement as some employees feel this should be focused on as an improvement area. Generally, employees believe other employees are pleasant to work with and will go the extra mile to help out.

Many areas of the District have improved. Specifically, there was mention of organization within departments, strong policies and procedures, and improved financial condition. Examples of improved financial performance include better procedures at the ice arenas and efficiencies within the parks department. Developing avenues for alternative revenues was also mentioned as a strength, including grants and donations.

Community events are strong and have resulted in good community relationships. In addition, there are partnerships with surrounding park districts which have been effective.

Specific programs were mentioned as strengths, including preschool, sports, youth programs, hockey, seniors, and gymnastics and overall program variety. Also mentioned were abundant park property and nice facilities including ice arenas and having the preschool as part of the Community Center.

Opportunities for Improvement

Part-time staffing issues were mentioned as a concern: recruiting and retaining good part-time staff. It's also important the part-time staff feel connected to the District's mission. The hiring process was also mentioned as an area in need of improvement; the process should be standardized and more efficient.

Staff mentioned the need for more empowerment related to registration/software capabilities. Generally, a few employees mentioned the desire to know more about what's going on in the District.

Examples of process improvements were mentioned, including the need for time clocks. Safety was a repeated theme for improvement, such as having security cameras throughout the entire District.

Programs mentioned included the need to continue health and fitness programming as that is a program area that is enduring, but there is some difficulty attracting people to these programs. It was noted that the District is having difficulty getting the active adult age group engaged in programs.

It was also asked if the District could find creative ways to get teens involved. Other comments related to programming included:

- Not much adult programming; some hockey and basketball
- Not much offered for teens
- Provide lessons at disc golf course or run a league there
- Work on attracting a younger demographics
- More open gym time is desired
- Teen center is not used sufficiently; building upkeep is needed. May be a good location for computer classes or ESL classes

The pool operation was mentioned as an area that needs improvement as a result of contracting the operations. Staff members are aware of issues and are working to correct for next year.

Space constraints were mentioned as being an issue that prevents opportunities for more programming. There are wait lists for after school programs. There is significant windshield time for park maintenance employees as a result of the maintenance facility not being centrally located.

More community involvement can always be improved; and there is a feeling the District can do more. There should be effort in reaching out to ethnic minority audiences, including Hispanic, Japanese, Polish and Indian ethnic groups. Rentals were specifically mentioned as an area in which communication with the Hispanic audience can be improved.

Building maintenance and cleanliness was mentioned by a few participants as an area needing improvement. Another area mentioned for improvement is the District's ability to collect and analyze data for decision making.

Issues Facing the Park District in the Next 3-5 Years

Significant issues mentioned by groups included financial concerns as a result of possible property tax freezes and minimum wage increases.

Another important issue is the continuously changing demographics of the community and the ability to adjust programs accordingly. There was mention of the need for the District to be sensitive to pricing, to ensure residents can access services.

There are underserved populations in the community that need additional engagement. There is a language barrier; we need to identify ways to connect with the various groups.

Relating to human resources, the District also needs to develop succession planning. Recruiting and retaining quality part-time and seasonal staff will continue to be an issue, as was mentioned in the previous section.

With continuous changes and advancements in technology, the District needs to be ready for new technology as well as using existing technology, such as using Activenet more fully and using fewer paper copies. A suggestion was made to have a universal Park District swipe card that works for all facilities. The telephone system was mentioned as needing improvement. The various facilities are not connected to one another by phone, and as a result, there is no ability to transfer calls. There should be Wi-Fi at all facilities.

Safety is another area of importance for the District. This includes having doors with locks and the need for an intercom system to ensure that NWSRA and the preschool end of the building can hear information about fire alarms or lockdown situations.

Changes or Additions to Staffing for the Future

The following is a listing of possible staffing needs for the future mentioned by participants:

- Part-time or entry level accountant
- Administrative assistant position, not acting as executive secretary
- HR coordinator or supervisor
- Research the possibility of outsourcing payroll
- Head registrar position
- A technician for the ice arenas, currently contractual technicians are hired
- Landscape position for detailed maintenance
- Review the recreation staff structure to ensure it is aligned well with community need

Communication with Residents

Most of the comments about communicating with residents were positive. Some of the comments included:

- Updated website and use of constant contact
- Ice arena has its own website
- The program guide is effective
- Social media is good; we now have a marketing person
- There is more consistency and branding guidelines
- We have improved park signage; informational kiosks in front of buildings
- Communication regarding rentals is in need of improvement
- City newsletter doesn't have a park district reference

- Marquee – could use it better and could increase signage throughout
- Consider doing a town hall meeting
- Something in the program guide with an update of what goes on in the board meeting would be helpful
- The efforts are great, but we may be missing a segment of the population
- The banners are effective
- I wish we did the Community Connections
- We have done a lot of work in consistency of message with our brand and graphics
- Cross promotion can be done more
- Keep doing social media
- Possibly do the program guide or portions of the guide in Spanish



Are there opportunities related to social/recreation/economic trends the District should take advantage of in the future?

Areas mentioned included nature based play, outdoor and nature programs for youth, pickleball, STEM classes, and fitness/wellness programs. Space constraints for indoor space is a barrier for adding programs. As part of the National Recreation and Park Association social equity emphasis; the District should focus on ensuring access to all members of the community.

Also there is a need to offer a greater number of healthy aging programs for older adults. As mentioned previously, there is a need to engage the ethnic minority population. Disc golf seems to have enduring participation. We do cooperative programs with neighboring districts. There are opportunities to do more.

Other comments included:

- We started a scout program last year with workshops and is going very well
- For the dance program we need to make sure we hire instructors that will build excitement in the program
- We have done a good job in energy efficiency projects
- Online registration has really increased

District's ability to change and innovate?

The staff generally had good reviews about innovation in the District. Various areas of the District are continuously improving processes.

Effectiveness of Internal Support Systems

There were generally good reviews of internal support throughout the District. Though some comments related to the need to keep improving internal support.

- I think it is good; when you need help you receive the support you need
- It's greatly improved
- We have created a fillable form with a pdf for work order request. We are going to work on our own fillable form about playground inspections

How do we successfully implement the Strategic Plan?

- At the end of all of it; need to get good community feedback
- Make sure the board is brought into our vision
- We look at the goals annually; the board reviews annually...the process could be stronger
- It can be put on the shelf unless there is some incentive to do the objectives
- We do four full time staff meetings; the department heads are involved in the strategic plan
- Major initiatives were accomplished as a result of the last strategic plan
- We need to understand the big picture and the annual goal setting
- Our mission statement and vision statements are strong
- Have the Strategic Plan as a standing agenda item; looking at it every quarter
- Develop accountability for strategic plan by reporting about the progress
- We need to make sure it is a part of the community
- It is the community's strategic plan

**The Board was asked:
When you think of
the Rolling Meadows
community, what changes
do you think will happen
in the community/region/
nationally in the next 3-5
years that will impact the
strategic direction of the
Park District?**

- It will depend on what is goes in the Dominicks
- We should consider some strategies to work for Hispanic residents
- Cost of participation may be an issue for families that are financially challenged; we do have a scholarship program

**The Board was asked:
Any ideas about how the
District can integrate its
strategic direction with
other Rolling Meadows
government partners?**

- There may be an opportunity to work with the City of Rolling Meadows for strategic direction
- Are there opportunities for shared services that we should take advantage of?
- Residents just do not understand the differences between the City and the Park District
- Keep working on reciprocal agreements with other park districts
- How about a joint newsletter? Possibly attach a short park district page on their water bill
- Good relationship with NWSRA
- Could we get outside sponsorship for a facility?
- Would love to explore corporate sponsorships

**The Board was asked:
What do you consider the
Board's role to be in the
development of strategy?**

- We need to be connected to residents
- Maybe the board needs to have a presence at various functions
- Maybe ask the residents via surveys
- Staff does an excellent job coming to us with decisions; we just tweak things

COMMUNITY FOCUS GROUPS

The community focus group participants expressed an overall sentiment of satisfaction with the Park District's programming and services.

Parks: Both groups were very complimentary about how the parks are maintained. Disc golf was mentioned as a nice, new amenity. The bike paths were described as well-liked, used often, and the upkeep was appreciated.

Programs: Teens were identified as an age group that needs more focused programmatic efforts. Clubs, tournaments and events were categories of new ideas offered for future service offerings.

Service: Participants seemed generally happy with the online registration service; immediate confirmation of registration was appreciated. Any reference of staff performance was positive in tone, except for mix-ups that occurred post-turnover.

Communication: Both groups commented that improvements in communication are needed.

- When operational changes are made, all who are impacted need to know.
- Coordination/collaboration with city "news" would be beneficial, to know all of what's happening in the community. An example cited by both groups was to include Park District news in the existing City newsletter.
- Some felt more channels of communication could be helpful, especially for those who don't have access to internet/social media or those who feel catalogue is not for them.
- Park Board communication was referenced a few ways: A suggestion was made that the Park Board meetings should be video recorded and made accessible online. Meeting minutes were described as too vague and more detail was requested. One person commented that they did not know who their board members were and had never been asked their opinion from a board member.
- Specific reference to the Executive Director was made: that she is very good at responding via phone and email right away, that she takes action.

Future: The change in community demographics was mentioned as something the Park District should anticipate for the future – both in ethnic/cultural diversity and age. Local and state taxes were an expressed concern as well. Finding ways to improve services without raising taxes and without grant reliance were suggested. Socially, the shift in people not talking with each other any longer, and not allowing kids to "play outside all day" independently were expressed as issues impacting recreation participation.

Both groups wished there was more community involvement in the focus groups. The concepts of a general lack of community awareness of services and the need for more community information/resources were mentioned a variety of ways throughout the discussions. Cooperation between the City and Park District was referenced multiple times; recent collaborative events were praised.

ORGANIZATIONAL SWOT

Developing an organizational SWOT, or identifying the District's strengths, weaknesses, opportunities and threats are an important component to the development of strategic direction. Questions related to these attributes were included in the focus group work. A summary of the ideas generated from Board members and staff included the following:

STRENGTHS

- Sense of community
- Family environment within the District
- Employee commitment to go the extra mile
- Good leadership
- Continuous improvement as an organization
- Financial condition improvement
- Good partnerships with other park districts
- Specific program areas such as hockey, youth programs, preschool, gymnastics, and program variety
- Abundance of park land
- Facility strength, ice arenas as examples
- Maintenance and upkeep of parks

WEAKNESSES

- Part-time staffing issues
- Succession planning
- Hiring process
- Safety issues
- Pool operation
- Space constraints
- Use of data for decision making
- Ethnic minority outreach and connections
- Maintenance facility not centrally located
- Lack of multi-use facility
- Phone system
- Internal communication

OPPORTUNITIES

- More communication with residents
- Changing demographics with greater ethnic minority representation; creating new markets
- Technology advancements; fully utilizing software capabilities
- Fitness and wellness programs will continue to be important
- Adult programming
- Healthy aging programs for older adults
- Music lessons for youth
- Nature based play
- STEM classes
- Continued growth of pickleball
- Continued partnerships with other park districts
- Youth leadership program

THREATS

- Property tax freeze
- Minimum wage
- Ability to attract and retain part-time staff
- Political environment
- Leadership and board changes

MISSION, VISION, AND VALUES

A good starting point for strategy is a review and development of mission and vision. This was achieved in successive Board and staff workshops. Mission statements define the business or purpose of the organization. Vision statements are more aspirational; what do we hope to become? The essence of strategic planning asks these three basic questions:

- **Where are we now?**
- **Where do we want to go?**
- **How will we get there?**

In a staff and Board review of the mission and vision, the consensus of the groups was to continue using the existing mission and vision.

MISSION STATEMENT

Provide opportunities for individual growth and community connections through parks and recreation.

VISION STATEMENT

To inspire our community to live happier and healthier lives by providing exceptional opportunities to play, learn and grow.

VALUES

The values define the important tenets of the District's service delivery system. In individual and group exercises, the staff refined the list to include:

Fun: Providing enjoyable experiences in the workplace and community.

Accountability: High standards of performance, ethics, efficiency, and fiscal responsibility.

Community: Aligning services and programs with needs while growing connections with residents.

Empathy: Providing a safe, cooperative, inclusive atmosphere for all.

The values will be reinforced in hiring and promotional processes, staff orientation, ongoing operations, recognition systems, and the performance appraisal process.



BALANCED SCOREBOARD

The Rolling Meadows Park District Strategic Plan is based on the Balanced Scorecard, a strategy framework that emphasizes the cause and effect relationships among distinct yet interrelated perspectives: customer, financial performance, internal support processes, and organizational learning and growth needs. The Scorecard focuses on the key drivers of success that lead to the achievement of mission and vision.

The Balanced Scorecard framework includes four themes:

- **Customer:** To achieve our mission and vision, how should we seek to meet our customer needs?
- **Financial:** To succeed financially, how do we show evidence of our financial stewardship to our taxpayers?
- **Internal Business:** To satisfy our customers, which business practices 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?

Descriptions of the elements of the themes are outlined more specifically below.

Customer

- Product/service attributes such as price, quality of programs, availability and accessibility of services
- Customer interactions and relationships
- Service qualities such as access mechanisms, service standards, customer requirements and encounters
- Partnerships

Financial

- Revenue growth in both source and resource
- Productivity
- Financial results
- Cost recovery
- Efficiency
- Tax versus non-tax revenue percentages
- Balance related to mission

Internal Business

- Operations Management (maintenance practices, program development, park design)
- Customer management processes (support systems and technology)
- Innovation processes and systems
- Regulatory and social processes (safety and environmental)

Learning and Growth

- Human capital (workforce competencies)
- Information capital (organizational knowledge)
- Organization capital (culture, work environment, leadership)

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 mission, vision, and values. The mission and vision statements were reviewed, and the values were shortened to a more concise list of four.

Subsequent to the development of mission and vision, strategic themes and objectives were developed. The previous plan's themes and objectives were used as a starting point. After the themes and objectives, strategic initiatives were developed. Each successive element of strategy more specifically details the premise of the five themes.

The Balanced Scorecard hierarchy is presented by the pyramid shown in the following figure.



STRATEGIC THEMES

In using the scorecard, the District has developed Strategic Themes that are broad-brushed organizational descriptions that provide direction, following the four Balanced Scorecard themes of: Customer, and Financial, Internal Business Support, and Learning and Growth. The Themes include:

Customer: Community Connections

Financial: Financial Stewardship

Internal Business: Operational Excellence

Learning and Growth: Empowered Team

Following the development of the Themes, Strategic Objectives were developed. The Objectives are aligned with the Themes and demonstrate how the District will work toward its strategic direction. Objectives are more specific elements of strategy the District must do well in support of the four Themes listed above.

STRATEGIC OBJECTIVES

The following section lists the Strategic Objectives in support of the Strategic Themes. These definitions were created to ensure common understanding of the intended meaning of each objective.

CUSTOMER: COMMUNITY CONNECTIONS

Objective 1: Alignment with Community Need: the more we understand the needs of our community residents, the better we are able to provide programs, facilities and services that are well received. We must continuously identify methods to gauge the needs of our residents and provide opportunities to satisfy the most important needs. In addition, we will continuously evaluate our offerings and ensure they are aligned with changing requirements of our customers.

Objective 2: Quality of Service: the Park District is dedicated toward continuously improving its service delivery processes. This includes areas such as registration systems, front desk and telephone interactions, instructor interactions, website navigation, and follow up on customer issues. The District's intent is to strengthen consistent customer experiences and provide exceptional opportunities.

Objective 3: Consistent, Open Communication: our goal is to provide consistency in external customer communication in the variety of ways we communicate, from program guide content and website information to application of policies and sharing pertinent information with the community. In addition, we intend to strengthen our efforts in communicating with hard to reach audiences.

FINANCIAL: FINANCIAL STEWARDSHIP

Objective 1: Grow Alternative Revenue: this includes identification of all avenues of earned revenue opportunities, such as grants, corporate support and sponsorships, gifts, and programs and services revenue. From this list, the District will develop a strategic approach to growing non-tax revenue. This will result in the District's ability to augment services without increasing the need for tax support. It will also result in the District's greater ability in having greater discretion in leveraging financial resources.

Objective 2: Optimize Fiscal Resources: the best use of financial resources occurs when the District efficiently and effectively delivers services, based on community need and identified priorities of the District. Decisions will be based on providing for the greater good of the community.

Objective 3: Ongoing Service Evaluation: we endeavor to continuously improve our services for the community. This is best achieved by evaluating our programs, facilities, parks and services through a variety of evaluation tools such as efficiency measures, measurement of customer satisfaction, program evaluations and financial analysis of operations.

INTERNAL BUSINESS SUPPORT: OPERATIONAL EXCELLENCE

Objective 1: Implement Best Practices: we will identify key processes, practices, and service delivery systems that have high importance to our customers; those areas where we want to truly excel. Through our own internal evaluation processes and operational reviews, as well as looking to leaders within and outside the parks and recreation industry, we will benchmark our processes against the best and

will continuously strengthen our operations.

Objective 2: Promote Brand and Image: our standing in the community is vitally important as it affects our residents' participation in services. Our brand and image is associated with a level of credibility, quality, and satisfaction in the minds of our customers. Our Park District logo is not just a visual description of our offerings, but also results in an emotional response to our District as an organization. We aspire to creating positive emotions and feelings toward our organization.

Objective 3: Strong Collaboration with Partners: in order for us to be effective in what we do, we must work cooperatively with our community partners such as governmental, non-profit, and corporate partners. We intend to work in a collaborative style and will work toward mutually beneficial relationships. In addition, we shall regularly identify our partners level of satisfaction in working with us.

LEARNING AND GROWTH: EMPOWERED TEAM

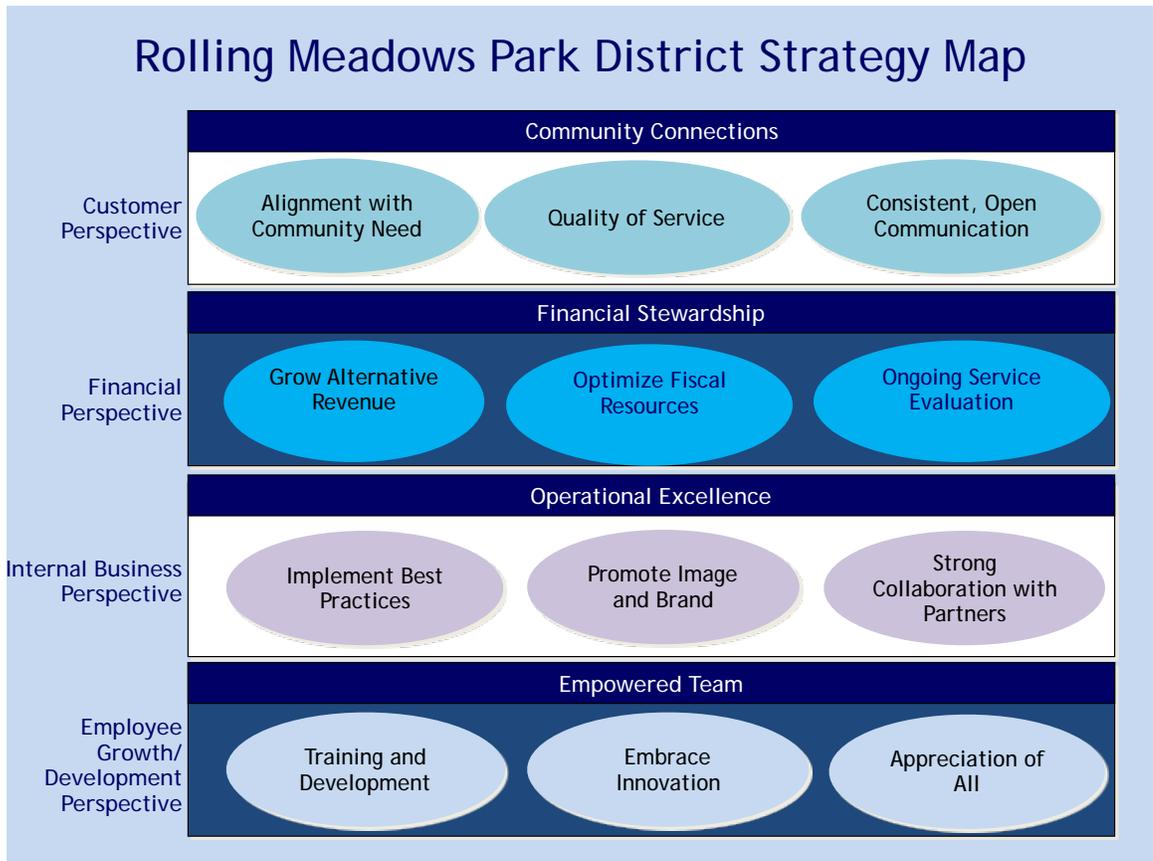
Objective 1: Training and Development: the District recognizes the importance of creating a strategic approach to training and development opportunities, which play a significant role in overall organizational performance. We will identify the competencies needed for today, as well as strategically in the future. Our training and development activities will be aligned with needed competencies.

Objective 2: Embrace Innovation: innovation does not happen on its own; it requires embedding innovation within the organizational culture. This includes providing training on innovation, connecting systems such as recruitment and hiring processes, recognition systems, and performance appraisals with the reinforcement of innovation, and ensuring the organization culture supports innovation through employee engagement and the ability to try new approaches.

Objective 3: Appreciation of All: Our employees are our most important asset. We endeavor to show appreciation to all who work with us, whether as a Board member, employee, or volunteer. In addition, we will make concerted efforts to strengthen our connections with part-time staff.

STRATEGY MAP

The following diagram shows the information listed above, the strategic themes and objectives, in a strategy map.



KEY PERFORMANCE INDICATORS

Another important element of the balanced scorecard is the development of Key Performance Indicators (KPIs). These measures are aligned with the Strategic Objectives. Below is a chart listing the Strategic Theme and Strategic Objectives, followed by an example of a metric. The Target column remains blank for now until there is a baseline of results for each area.

Rolling Meadows Park District Strategic Plan Measures		
THEMES AND OBJECTIVES	MEASURES	TARGETS
Community Connections		
Alignment with Community Need	program success rate	
Quality of Service	customer satisfaction	
Consistent, Open Communication	number of registrations	
Financial Stewardship		
Grow Alternative Revenue	alternative revenue amount	
Optimize Fiscal Resources	cost recovery percentages	
Ongoing Service Evaluation	cost savings	
Operational Excellence		
Implement Best Practices	identified # of best practices	
Promote Brand and Image	customer satisfaction	
Strong Collaboration with Partners	partner satisfaction	
Empowered Team		
Training and Development	total training hours	
Embrace Innovation	innovation assessment	
Appreciation of All	employee satisfaction	

STRATEGIC THEMES, OBJECTIVES, AND INITIATIVES

The following are the Themes, Objectives, and Initiatives for the next five years, 2018-2022, beginning in 2018 and ending December 2022. Initiatives are aligned with the Strategic Themes and Objectives and provide greater specificity of how they will be implemented. Each initiative has a designation of the objective it relates to either as:

- C for Customer Perspective
- F for Financial Perspective
- O for Internal Support Perspective (Operations)
- L for Learning and Growth Perspective

Before each year begins, the initiatives for the year will be reviewed and tactics supporting the initiative will be detailed by the staff involved in completing the initiative. The timeframe for completion of the initiatives are categorized according to four categories as follows:

- Short Term Initiatives: Initiated and completed in 2018-2019
- Mid Term Initiatives: Initiated and completed in 2020-2021
- Long Term Initiatives: Initiated and completed in 2022
- Ongoing Initiatives are repeated continuously during the next five years

CUSTOMER: COMMUNITY CONNECTIONS

Objectives C1 Alignment with Community Need C2 Quality of Service C3 Consistent, Open Communication

1. Develop and implement a needs assessment process to identify and align with unmet community needs. C1 Mid Term
2. Develop a system-wide approach to measuring customer satisfaction and implement excellent customer service. C2 Short Term
3. Strengthen utilization of data for decision making, improvements to service, and customer knowledge. C2 Mid Term
4. Develop external communication guidelines for transparency with the community. C3 Short Term
5. Analyze and strengthen appropriate communication methods ensuring outreach to all demographic groups of the community. C3 Mid Term

FINANCIAL: FINANCIAL STEWARDSHIP

Objectives F1 Grow Alternative Revenue F2 Optimize Fiscal Resources F3 Ongoing Service Evaluation

1. Analyze the agency-wide pricing process. F1 Mid Term
2. Educate residents about our financial stewardship. F2 Short Term
3. Continue to seek grants and develop agency-wide sponsorship program. F1 Ongoing
4. Seek avenues to save on expenses. F2 Ongoing
5. Continue development and evaluation of green initiatives and energy efficiencies to reduce costs. F2 Ongoing
6. Continue to analyze costs and benefits of outsourcing or insourcing work. F3 Ongoing

**INTERNAL BUSINESS
SUPPORT: OPERATIONAL
EXCELLENCE**

Objectives

- O1 Implement Best Practices**
- O2 Promote Image and Brand**
- O3 Strong Collaboration with Partners**

1. Identify national best practices to benchmark and determine how the District can improve processes. O1 Short Term
2. Explore and research technology to improve services and efficiencies. O1 Short Term
3. Explore and meet industry and community trends and standards. O1 Mid Term
4. Determine need for additional programming space, identify potential locations for additional programming, and explore the possibility of a sports facility. O1 Long Term
5. Update marketing and collateral material standards. O2 Short Term
6. Review, evaluate, and seek new partners to develop more opportunities for residents. O3 Ongoing

**LEARNING AND GROWTH:
EMPOWERED TEAM**

Objectives

- L1 Training and Development**
- L2 Embrace Innovation**
- L3 Appreciation of All**

1. Develop a park district education program. L1 Long Term
2. Develop a succession plan for senior leadership positions and potential retirements. L1 Short Term
3. Create a framework for further developing innovation as part of the organizational culture. L2 Mid Term
4. Use technology for employee training and hiring process. L2 Mid Term
5. Continue strengthening the internal communication process and support of all employees. L1 Ongoing
6. Further operationalize mission, vision, and values. L3 Ongoing

IMPLEMENTATION GUIDELINES

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

- The Plan becomes the guidepost for the District. When decisions or responses to the community are needed, the Plan becomes the reference point for decision making and whether or not new issues or responses to the community are of higher importance than what's been established as existing direction.
- Strategic Plan information should be included as part of the new Board member and employee orientation program.
- Post a summary or shortened version of the Plan on the Website and track results on the site as well. This will assist in providing the community with information about the District's strategic direction and its commitment to results. It may also be helpful to print a short summary of the Plan's progress to distribute to interested partners and community members.
- A staff person or team should have responsibility of being the project manager or "champion" of the Plan's implementation to ensure success. This staff person is responsible for monitoring the Plan's progress and works with staff to effectively integrate the Plan with operations.
- A leader will be assigned to each strategic initiative. Each initiative generally requires a team of employees to work on completing the initiative through a cross functional team and is headed by someone who is responsible for the initiative's completion.
- Regular reporting of the Plan's progress should occur. Break the Plan into separate fiscal years and report one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of tactics that support its completion. The tactics are developed prior to each year for the upcoming list of initiatives and are developed by the staff members involved in completing the initiative. It is the project leader's responsibility to report on his/her initiative, included in a monthly or quarterly report. A suggestion is to input each year's data on a spreadsheet or strategic planning software 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, perform an annual review of the Strategic Plan and document any changes to initiatives to reflect any changes in priorities. This process can be included at an annual review meeting in which successive years' initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.
- After each year of the Plan, the staff should review the Plan's process and re-tool any parts of the process that need improvement.
- The District's scorecard represents measures at the objective level, not the initiative level. To supplement the District's dashboard, the leader of each initiative should develop measures of success for the initiative he/she is responsible.

- Track the measures on a quarterly basis. 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. At an organizational level, there should be approximately 12-20 measures.
- 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 on a quarterly basis.
- The staff and Executive Director evaluation process and the Board self-evaluation process should reflect the completion of the Strategic Plan Initiatives as an evaluation criterion. Also, performance criteria should be aligned with guiding principles of the District such as innovation, accountability, and excellence.
- 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. This will help to emphasize the Plan's importance and the District's commitment to execution.
- The Plan is an organizational approach to strategy. Following a year of experience with adapting strategy with the organizational culture, the strategic themes and objectives should then cascade to the department level. Each department would then have their own unique set of initiatives. These initiatives will be aligned with the organizational strategy.
- If there are ideas for new strategies that arise throughout the year, include them on a written "parking lot" and review them as part of the annual just-in-time review to determine if they supplant any existing initiatives.

DEFINITIONS

The following list of key words describes the definition of the terminology used for the Strategic Plan. They are listed according to how they fall within the hierarchy of strategy, to the most macro to the most micro elements.

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

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.

Values—describe the way the District operates. These are meaningful expressions of describing what is important in the way we provide our services to the community.

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

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.

Key Performance Indicators—the indicators are a measurement system that support the Strategic Objectives. The 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.

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.

