

# Lockport Township Park District

## Strategic Plan

2015 – 2020

Approved By Board of Commissioners  
October 26, 2015

Lockport Township Park District  
1911 S. Lawrence Avenue  
Lockport, IL 60441  
[Lockportpark.org](http://Lockportpark.org)

Learn, Play and Grow

# About the Lockport Township Park District

The Park District was established in 1945 by a group of residents who recognized the need for a park and recreational system in the Township.

The Boundaries of the Park District are:

- North – 135<sup>th</sup> street
- South – Roslind Avenue/Theodore Street
- East - Farrell Road and areas annexed by City of Lockport
- West – Gaylord Road and continuation North

The Park District is Governed by a 5 member elected Board of Commissioners

There are six departments within the Park District as follows:

- |                         |                                |
|-------------------------|--------------------------------|
| Business/Administration | Park Services                  |
| Police                  | Recreation Services/Facilities |
| Golf Services           | Golf Grounds                   |

The Park District Mission Statement – To enrich the quality of life of our community by providing leisure opportunities for people to learn, play and grow.

## **The Essential Purpose of the Park District as noted in the Policy Manual is:**

1. To be familiar with the park and recreation needs of the Park District residents, and as far as possible, to meet these needs.
2. To accept the responsibility for providing adequate and attractive park areas and wholesome leisure opportunities for all people of the Park District within the limitations of the money provided through collection of taxes, gifts, and funds from other sources.
3. To make the best possible use of all physical facilities under the direction of the Board as well as those made available to it by other agencies in the District.
4. To cooperate with all other groups, including schools, churches, and other public and private agencies, and with state and national groups, to offer leadership in coordinating and correlating all those activities and services to obtain maximum benefit to the citizens of the Park District.
5. Park and recreation lands should be acquired even if the limited financial resources of the park and recreation agency oblige it to delay complete development.

# What is a Strategic Plan

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

## Five Steps to a Strategic Plan

**1. Determine where you are.** This is harder than it looks. Some people see themselves how they WANT to see themselves, not how they actually appear to others. Many small businesses get snared in this same trap.

For an accurate picture of where your business is, conduct external and internal audits to get a clear understanding of the marketplace, the competitive environment, and your organization's competencies (your real—not perceived—competencies).

**2. Identify what's important.** Focus on where you want to take your organization over time. This sets the direction of the enterprise over the long term and clearly defines the mission (markets, customers, products, etc.) and vision (conceptualization of what your organization's future should or could be).

From this analysis, you can determine the priority issues—those issues so significant to the overall well-being of the enterprise that they require the full and immediate attention of the entire management team. The strategic plan should focus on these issues.

**3. Define what you must achieve.** Define the expected objectives that clearly state what your organization must achieve to address the priority issues.

**4. Determine who is accountable.** This is how you're going to get to where you want to go. The strategies, action plans, and budgets are all steps in the process that effectively communicates how you will allocate time, human capital, and money to address the priority issues and achieve the defined objectives.

**5. Review. Review. Review.** It's not over. It's never over. To ensure the plan performs as designed, you must hold regularly scheduled formal reviews of the process and refine as necessary. We suggest at least once a quarter.

# The Lockport Township Park District's Strategic Plan Development

## **1. Determine where you are.**

Through a series of staff meetings, a needs assessment survey, participant surveys, benchmarking comparisons to other Agencies and Board input, the District determined where it is.

## **2. Identify what's important.**

Using the Agencies Mission, Vision and Key Accountability Areas as guidelines, various strategic directions were developed

## **3. Define what you must achieve.**

Once the various strategic directions were established, goals were identified to meet critical objectives within each Key Accountability Area.

## **4. Determine who is accountable.**

Priority Groups and/or Departments were assigned various Objectives

## **5. Review. Review. Review**

The process is reviewed in the first quarter of each year.

# LOCKPORT TOWNSHIP PARK DISTRICT STRATEGIC PLAN

## INNOVATIVE APPROACH

In 2011 the Lockport Township Park District hired Tim Buividas, owner of Corportae Learning Institute, to lead the District through the development of a Comprehensive Master Plan. The process of working with CLI would be unique in that they would work with the District to guide the Board and Staff through the process of developing its own Master Plan. Not only would this process be a savings of District funds, but the staff would be invested in and have ownership of the Comprehensive Master Plan. Additionally the process used to develop the Plan would allow for a staff development exercise that would leave the District a stronger, more effective Agency.

The process commenced in 2011 with Mr. Buividas interviewing the Board President and key staff. Following the initial interviewing process key staff members were identified that comprised the Leadership Team. The Leadership Team included the following:

Sue Micklevitz, Executive Director  
Bill Riordan, Director of Business  
Dave Herman, Director of Recreation  
Jeff Loeschen, Director of Park Services  
John Waxweiler, Chief of Police  
Steve Lunde, Director of Golf Course Operations  
Luke Stojny, Director of Golf Grounds Operations

The Leadership Team met on several occasions. At the core of the meetings was an emphasis on staff development. The objective used to engage the staff in the process was the creation of the Comprehensive Master Plan. During the initial meetings the Leadership Team participated in several staff development exercises. The goal of the exercises was to develop a cohesive Leadership Team. A systematic process was utilized to create an environment of trust as well as performance management.

To that end the Leadership Team worked on developing a new Mission Statement. The Board was solicited for input and finally the new Mission Statement was successfully adopted. In addition to the Mission Statement staff worked on the development of a Vision Statement, Values, Guiding Principles, Key Accountability Areas, Strategic Objectives and Priorities. As part of the exercise attention was paid to Organizational Alignment. Through the integration of strategy, structure, people and processes an environment can be created to facilitate the achievement of the agency's goals. As organizational alignment is achieved performance will be increased in individuals as well as the agency as a whole leading to increased satisfaction in our community.

Following the development of these key strategic planning objectives, the process was rolled out to the Park District staff in October of 2012. Nearly 50 staff members participated in the initial meeting where the process was reviewed and the staff was assigned to one of four Priority Teams. The development of the Priorities was driven by the Essential Purpose of the Park District and deemed by the Leadership Team to be vital to the future success of the Park District. The purpose

of the Priority Teams was to develop plans to address the Priorities and strategically position the Park District for success into the year 2020.

With that in mind the Comprehensive Master Plan was christened 20/20 Vision. It will challenge the staff to reach for their highest potential with the ultimate goal to meet the recreational needs of the District's Community. The focus of the Comprehensive Master Plan will be on the brick and mortar needs of the District, on being staff and community-centric and on being a fiscally responsible, effective and efficient District.

## **Mission, Vision, Values, Key Accountability Areas, Strategic Initiatives**

**Mission** – To enrich the quality of life of our community by providing leisure opportunities for people to learn, play and grow.

**Vision** – To be a model government agency that provides exceptional recreation experiences at an unexpected value.

### **Values**

#### **Integrity**

At the core of any trustworthy individual or organization is their integrity. It implies that the staff members that make up the organization, and therefore the organization itself, have strong moral principles that guide them in their decisions.

The Lockport Township Park District identified integrity as being a critical value for the agency. It is the value that staff members should measure themselves against in all aspects of dealing with the public that they serve.

#### **Accountability**

This is another value that is vital to the success of the District. Staff must be accountable for their actions. Accountability means taking ownership in decisions, whether they end up being good or bad; taking ownership for mistakes, any employee who does not make a mistake clearly isn't working; showing up on time for meetings; being a participating member of the meetings; and being a team player.

#### **Driven To Excellence**

This value is instilled through working with staff who are high performers. It was important to the team that the District created an environment of staff members who are constantly striving to excel at their particular area of responsibility.

The District wanted its leaders to not only achieve but to complete a project through transformation, meaning that the end goal was not only on achieving a specific pre-determined metric, but to ensure that they agency grew in the process. The Leadership Team recognized that staff members that are inherently successful deliver results that build the District. They are goal oriented and their goals are based on making the organization stronger. They are team-centric, they make things happen and they make their organization stronger and more growth-oriented.

The Leadership team chose this value because they did not want just race horses, they wanted stallions. They wanted team players who focused on achievements that made for a stronger more efficient and effective District.

## Safety

A commitment to employee safety is a commitment to the livelihood of the employees. A safe working environment is paramount to the success of the District. Working in a safe environment allows for increased productivity. Staff members who are focused and engaged in working safely pay more attention to the details of their work. They take more pride in their equipment and in their routine work assignments.

Staff working with a safety first mentality save themselves from the pain of dealing with injuries and they save the District from the cost of dealing with injuries. A safe work force is a win-win proposition.

While the safety of staff members is important, the safety of the participants is equally important. Staff members feel it is important to have a safety first mentality in all aspects of Park District operations.

## Stewardship

With an ever growing focus on being the environment, this value continues to gain importance. However, stewardship encompasses more than the environment. It is a commitment to the management of the District to ensure long term sustainability. This in turn means a commitment to every resource of the District including staff, equipment, finances and property.

The goal of the Comprehensive Master Plan is to create a direction for the future of the Park District. If stewardship is not embraced as an integral value of the District, the sustainability of the District may be in jeopardy. It is important to make decisions for the District that are grounded in the sustainability of the District therefore showing a commitment to stewardship.

## Caring

This value is critical not only to excellent customer service, but to excellent staff relations as well. Caring is a commitment that starts at the top through the adoption and implementation of policies and procedures that focus on the wellbeing of the staff. It flows to the staff through recognition by leadership of a job well done by individual staff members.

It is a commitment by the District to provide the staff members with the resources to be successful. It is the recognition to provide an atmosphere of camaraderie amongst staff and amongst the various divisions of the District. A caring organization is more equipped to build a cohesive work team. A caring agency lends a hand of support when needed and works together to experience achievements.

When staff members know that their agency has their best interest in mind, they will pass on that caring attitude to the public. A caring staff will take the time to understand the needs of the community they serve and strive to meet those needs in the best way possible. A caring staff is inclined to provide exceptional experience at an unexpected value.

## Innovation

Innovation is necessary in order to be sustainable. The Leadership Team chose innovation as a significant value for several reasons. They recognized the need to stay abreast of technology; they understand the need to develop new fresh exciting programs; they embraced the importance of finding efficient and effective ways to run their specific operations.

To staff members, being innovative means being a leader in the industry. It means not being afraid to do something new or different. Being innovative means being fresh, new, and exciting. Being innovative is a way to strive for excellence, to never be happy with what you have, but to instead always look for ways to improve programs, procedures, and yourself, all with the goal in mind to make the Lockport Township Park District a leader in the community.

## **Key Accountability Areas**

Key Accountability areas link the philosophy of the District to routine operations. Staff members recognize the areas as being integral to the success of the organization and hence will focus on achieving them on a daily basis. The four standard Key Accountability Areas are detailed below.

Financial Stability – To be in charge of our own finances. The Park District will manage its operations so efficiently that it will add to the Fund Balance each year.

Process – To have the most effective and efficient procedures, processes, etc. in order to maximize the use of District time and resources.

People – To be envied by other workplaces. To be staff-centric. To be a workplace that is productive and pleasant to the extent that everyone wants to work here.

Satisfaction – To be customer-centric. To always give customers a better experience than they expect. To provide exceptional quality at an unexpected value. To ensure the recreational indoor and outdoor facility needs and program needs are being met.

## **Strategic Initiatives**

Strategic Initiatives give direction to the agency. They are the specific goals that the agency attempts to attain. Strategic Initiatives align the Key Accountability Areas with the agency's Mission, Vision, and Values. Following are the Strategic Initiatives for the Lockport Township Park District as they relate to the Agency's Key Accountability Areas.

- Key Accountability Area – **Financial Stability**
  - Strategic Direction – To position the District to achieve financial success by depending more on revenues generated from operations and other sources and less on property taxes.
  - Strategic Initiative – Maintain the Park District's Financial Stability.
    - Continue to Employ Sound Financial Practices
    - Maximize Funding Opportunities
    - Short and Long Term Capital Improvement Plan
    - Financial Reporting to Board and Community
- Key Accountability Area - **Process**
  - Strategic Direction – To become a model government agency for maximizing the use of property taxes.
  - Strategic Initiative - Develop and Implement Efficient Processes and Procedures
    - Creation of Operational Business Plans
    - Improve District's Efficiency Through the Use of Technology



- Improve District Efficiency Through the Control of Staff Related Costs
- Improve and Implement Measurement Tools
- Attention to District Infrastructure
- Key Accountability Area – **People**
  - Strategic Direction – To be an agency that attracts premiere employees.
  - Strategic Initiative – Ensure the Board and Staff Members Have the Tools Necessary to Succeed.
    - Develop and Implement Measurement Tools
    - Development of Employee Recognition Program
    - Enhance Employee Communication Efforts
    - Develop Staff-Centric Philosophy
    - Provide a Continuous Learning Environment
- Key Accountability Area – **Satisfaction**
  - Strategic Direction -To provide exceptional recreation experiences at an unexpected value.
  - Strategic Initiative – Offer Appropriate Opportunities for Leisure Time Activities With an Emphasis on Quality Customer Service
    - Focus on Customer Centric Philosophy
    - Provide Well Maintained Parks, Playgrounds and Facilities
    - Identify and Implement Industry and Community Trends
    - Identify and Implement Recreational Facility and Programming Needs
    - Measure our Efforts Through Satisfaction Measurement Tools
    - Acquire Land for Parks and Open Spaces Throughout the Park District
    - Promote Stewardship of our Environment

The Lockport Township Park District utilized the Organizational Alignment Approach for the development of the Strategic Plan. A chart illustrating the approach can be found at the end of the Strategic Plan.

# DEFINING THE PLAN

## 1. Financial Stability - We are Stewards of Their Finances

### Maintain the Park District's Financial Stability

- Continue to Provide Sound Financial Practices - Administration
- Maximize Funding Opportunities - All Departments
- Short and Long Term Capital Improvement Plan – All Departments
- Financial Reporting to Board and Community – All Departments

## 2. Process- Efficiency is our Model

### Develop and Implement Efficient Processes and Procedures

- Creation of Operational Business Plans – Operation Business Plan Priority Group
- Improve District's Efficiency Through the Use of Technology – Technology Priority Group
- Improve District Efficiency Through the Control of Staff Related Costs – All Departments
- Improve and Implement Measurement Tools – All Departments
- Attention to District Infrastructure – All Departments

## 3. People - They are Happy if we are Happy

### Ensure the Board and Staff Members Have the Tools Necessary to Succeed

- Develop and Implement Measurement Tools - Administration
- Development of Employee Recognition Program – Best Place to Work Priority Group
- Enhance Employee Communication Efforts – Communication Priority Group
- Develop Employee-Centric Philosophy – All Departments
- Provide a Continuous Learning Environment – All Departments
- Provide Opportunities for Board Development - Administration

## 4. Satisfaction - Exceptional Experience/Unexpected Value

### Offer Appropriate Opportunities for Leisure Time Activities with an Emphasis on Quality Customer Service

- Focus on Customer Centric Philosophy – All Departments
- Provide Safe, Well Maintained Parks, Playgrounds and Facilities – Park Services; Police Department
- Identify and Implement Industry and Community Trends – Recreation and Golf
- Identify and Implement Recreational Facility and Programming Needs – Recreation and Golf
- Measure our Efforts Through Satisfaction Measurement Tools - Administration
- Acquire Land for Parks and Open Spaces Throughout the Park District - Administration
- Promote Stewardship of our Environment – All Departments

# IMPLEMENTING THE PLAN

The Strategic Initiatives previously outlined above will be addressed within the following time frame categories:

- On-Going – Repeated Continuously
  - Short Term – Addressed Within 1 to 2 Years
  - Long Term- Addressed 3 Years and Beyond
- 

## Maintaining Financial Stability

### **Goal One: Continue to Provide Sound Financial Practices**

#### Objectives

- 1 Increase Fund Balance - On Going
- 2 Develop Fund Balance Policy – Short Term
- 3 Update Investment Policy – Short Term
- 4 Periodically Review and Update Fees and Charges – On-Going

### **Goal Two: Maximize Funding Opportunities**

#### Objectives

- 1 Seek Public and Private Partnerships – On Going
- 2 Continue to Seek Grant Opportunities – On Going
- 3 Continue to Seek Donation Opportunities – On Going
- 4 Work with the Dellwood Foundation for Fundraising – Ongoing

### **Goal Three: Short and Long Term Capital Improvement Plan**

#### Objectives

- 1 Utilize Board and Staff Goals and Board Capital Initiatives to Develop CIP – Short Term

### **Goal Four: Financial Reporting to Board and Community**

#### Objectives

- 1 Research Additional Reporting Opportunities for the Board – Short Term
- 2 Determine and Implement Reporting Opportunities to the Community – Short Term

## Efficient Processes and Procedures

### **Goal One: Creation of Operational Business Plans**

#### Objectives

- 1 Determine Contents of an OBP – Short Term
- 2 Development of Metrics for Measurement – Short Term
- 3 Develop Schedule for OBP Site Specific Development – Short Term
- 4 Complete OBP for All Facilities and Revenue Centers – Long Term

### **Goal Two: Improve District's Efficiency Through the Use of Technology**

#### Objectives



- 1 Compile inventory of current technologies – Short Term
- 2 Identify trends and industry standards for potential upgrades – On-Going
- 3 Determine usefulness and cost effectiveness of potential upgrades – Short Term
- 4 Install identified upgrades and check functionality of all systems – Short Term
- 5 Develop and implement a system to annually compare our technology to trends and industry standards – Long Term

**Goal Three: Improve District Efficiency Through the Control of Staff Related Costs**

Objectives

- 1 Minimal Full Time Staff for Maximum Results – On-Going
- 2 Develop Plans to Abide by ACA Restrictions – Short Term
- 3 Controlling IMRF Related Expenses – On-Going

**Goal Four: Improve and Implement Measurement Tools**

Objectives

- 1 Evaluation of Quantity of Programs, Services and Facilities – Short Term
- 2 Evaluation of Quality of Programs, Services and Facilities – Short Term
- 3 Participate in Distinguished Agency Accreditation – Short Term

**Supportive Tools for Board and Staff**

**Goal One: Develop and Implement Measurement Tools**

Objectives

- 1 Employee Satisfaction Survey – Short Term
- 2 Completion of IPRA's Exceptional Workplace Award – Short Term

**Goal Two: Development of Employee Recognition Program**

Objectives

- 1 Develop Recognition Team – Short Term
- 2 Research Recognition Programs – Short Term
- 3 Develop and Implement Employee Recognition Program – Short Term

**Goal Three: Enhance Employee Communication Efforts**

Objectives

- 1 Evaluate internal and external communication methods – Shorty Term
- 2 Research Software Options/Modules to address deficiencies – Short Term
- 3 Recommend Software to address deficiencies – Short Term
- 4 Roll out new software modules – Short Term
- 5 Train Employees on Utilization of Modules – Short Term

**Goal Four: Develop Employee-Centric Philosophy**

Objectives

- 1 Define Expectations – Agency and Department – Long Term
- 2 Provide Opportunity for Continuing Education – Short Term
- 3 Empower Employees Through Trust and Accountability – On-Going
- 4 Develop Employee Wellness Program – Short Term

## **Goal Five: Provide a Continuous Learning Environment**

### **Objectives**

- 1 Encourage Staff to attend IPRA Sponsored Educational Opportunities - Ongoing
- 2 Offer Advanced Training/Education Opportunities - Ongoing
- 3 Encourage Creative Thinking and Program Development – Ongoing
- 4 Offer Internal Training Programs – Ongoing

## **Goal Six: Provide Opportunities for Board Development**

### **Objectives**

- 1 Encourage Newly Elected Board Members to Participate in the IAPD Boot Camp
- 2 Encourage Board Members to Attend the NRPA Congress
- 3 Encourage Board Members to Attend the State Conference
- 4 Provide Board Members with Information on IAPD Sponsored Educational Events
- 5 Keep Board Members Abreast of Legislative Activities and Events

## **Exceptional Experience/Unexpected Value**

### **Goal One: Focus on Customer Centric Philosophy**

#### **Objectives**

- 1 Create Customer Service Committee – Short Term
- 2 Develop Customer Service Standards – Long Term
- 3 Provide Exceptional, Personalized Experiences – On-Going
- 4 Develop Community Information Program – Long Term

### **Goal Two: Provide Safe Well Maintained Parks, Playgrounds and Facilities**

#### **Objectives**

- 1 Develop Park Services Maintenance Plan – Short Term
- 2 Develop Facilities Maintenance Plan– Short Term
- 3 Maintain Asset Replacement Program – Short Term
- 4 Maintain Preventative Maintenance Program– Short Term
- 5 Ensure Parks are Properly Serviced by our Police Officers - Ongoing

### **Goal Three: Identify and Implement Industry and Community Trends**

#### **Objectives**

- 1 Stay Abreast of Industry Trends - On-Going
- 2 Maintain Awareness of Community Trends – On-Going

### **Goal Four: Utilize Comprehensive Master Plan to Identify and Implement Recreational Facility and Programming Needs**

#### **Objectives**

- 1 Identify Indoor and Outdoor Facility Deficiencies to Address – Short Term
- 2 Develop and Implement Plan to Address the Deficiencies/Dept. Goals – Short Term
- 3 Motivate Recreation and Golf Staff to Develop New, Exciting Program Opportunities – On-going

### **Goal Five: Utilize Satisfaction Measurement Tools to Measure our Efforts**

#### **Objectives**

- 1 Participant Surveys – On- Going

- 2 Facility Surveys – On-Going
- 3 Needs Assessment Survey – Short Term

**Goal Six: Acquire Land for Parks and Open Space throughout the Park District**

**Objectives**

- 1 Determine Open Space Deficiencies – Short Term
- 2 Work With Developers to Acquire Property – Short Term

**Goal Seven: Promote Stewardship of our Environment**

**Objectives**

- 1 Develop Environmental Policy – Short Term
- 2 Complete IPRA Environment Report Card – Short Term



2015 - 2016 AGENCY GOALS

Strategic Initiative - Supportive Tools for Board and Staff

Goal 1 - Develop and Implement Measurement Tools

Objectives	Assigned	Projected Completion	Status	Comments
1. Employee Satisfaction Survey	Admin	1/15/2016	comp	
2. Completion of IPRA Exceptional Workplace Award	Staff Priority	6/30/2016		

Goal 2 - Development of Employee Recognition Program

Objectives	Assigned	Projected Completion	Status	Comments
1. Develop Recognition Team	Staff Priority	2/15/2016	comp	
2. Research Recognition Programs	Staff Priority	2/15/2016	comp	
3. Develop and Implement Employee Recognition Program	Staff Priority	4/1/2016	comp	

Goal 3 - Enhance Employee Communication Efforts

Objectives	Assigned	Projected Completion	Status	Comments
1. Evaluate Internal and External Communication Methods	Com. Priority	12/31/2015	comp	
2. Solicit Pros/Cons List from Department Heads	Com. Priority	12/31/2015	comp	
3. Research Software to Address Deficiencies	Com. Priority	1/15/2016	comp	
4. Recommend Software to Address Deficiencies	Com. Priority	1/30/2016	comp	
5. Roll Out New Software Modules	Com. Priority	2/19/2016	comp	
6. Train Employees on Utilization of Modules	Com. Priority	3/2/2016	comp	

Goal 4 - Develop Employee-Centric Philosophy

Objectives	Assigned	Projected Completion	Status	Comments
1. Define Expectations - Agency and Department	Admin	2/26/2016	comp	
2. Provide Opportunity for Continuing Education	Admin	ongoing		
3. Empower Employees Through Trust and Accountability	Admin	ongoing		
4. Develop Employee Wellness Program	Staff Priority	6/30/2016		

2015 - 2016 AGENCY GOALS

Strategic Initiative - Supportive Tools for Board and Staff

Goal 5 - Provide a Continuous Learning Environment

Objectives	Assigned		Projected	
	Assigned	Completion	Status	Comments
1. Encourage Employees to Attend IPRA Sponsored Educational Opportunities	Admin	ongoing	comp	
2. Offer Advanced Training/Education Opportunities	Admin	ongoing		
3. Encourage Creative Thinking and Program Development	Admin	ongoing		
4. Offer Internal Training Programs	Admin	4/1/2016	comp	

Goal 6 - Provide Opportunities for Board Development

Objectives	Assigned		Projected	
	Assigned	Completion	Status	Comments
1. Encourage Newly Elected Board Members to Participate in the IAPD Boot Camp	Admin	ongoing		
2. Encourage Board Members to Attend the NRPA Congress	Admin	9/30/2016		
3. Encourage Board Members to Attend the State Conf.	Admin	1/15/2016	cocmp	
4. Provide Board Members with Information on IAPD Sponsored Educational Events	Admin	ongoing		
5. Keep Board Members Abreast of Legislative Activities and Events	Admin	ongoing		



2015 - 2016 AGENCY GOALS

Strategic Initiative - Exceptional Experience/ Unexpected Value

Goal 1 - Focus on Customer-Centric Philosophy

Objectives	Assigned	Projected Completion	Status	Comments
1. Create Customer Service Committee	Rec/Golf	6/30/2016		
2. Develop Customer Service Standards	Rec/Golf	7/30/2016		
3. Provide Exceptional, Personalized Experiences	All	ongoing		
4. Develop Community Information Program	Admin	6/30/2016		

Goal 2 - Provide Safe, Well Maintained Parks, Playgrounds and Facilities

Objectives	Assigned	Projected Completion	Status	Comments
1. Develop Park Services Maintenance Plan	Park Services	5/30/2016		
2. Develop Facility Maintenance Plan	Park Services	5/30/2016		
3. Maintain Asset Replacement Program	Park Services	ongoing		
4. Maintain Preventative Maintenance Program	Park Services	ongoing		
5. Ensure Parks are Properly Serviced by our Police Officers	Police	ongoing		

Goal 3 - Identify and Implement Industry and Community Trends

Objectives	Assigned	Projected Completion	Status	Comments
1. Engage in Activities to Stay Abreast of Industry Trends	Rec/Golf	ongoing		
2. Maintain Awareness of Community Trends	Rec/Golf	ongoing		

Goal 4 - Utilize Comp. Master Plan to Identify and Implement Recreational Facility and Programming Needs

Objectives	Assigned	Projected Completion	Status	Comments
1. Identify Indoor/ Outdoor Facility Deficiencies to Address	Admin	12/31/2015	comp	
2. Develop/Implement Deficiencies Plan	Admin	12/31/2016		
3. Motivate Recreation and Golf Staff to Develop New, Exciting Program Opportunities	Rec. & Golf	ongoing		
4. Utilize Needs Assessment Survey to Determine Need for Expansion of Programs	Rec & Golf	Ongoing		

2015 - 2016 AGENCY GOALS

**Strategic Initiative - Exceptional Experience/ Unexpected Value**

Goal 5 - Utilize Satisfaction Measurement Tools to Measure our Efforts

Objectives	Assigned	Projected	
		Completion	Status
1. Participant Surveys	Rec/Golf	ongoing	
2. Facility Surveys	Rec/golf	ongoing	
3. Needs Assessment Survey	Admin	1/31/2016	comp

Goal 6 - Acquire Land for Parks and Open Space Throughout the Park District

Objectives	Assigned	Projected	
		Completion	Status
1. Determine Open Space Deficiencies	Admin	1/15/2016	comp
2. Work with Developers to Acquire Property	Admin	ongoing	

Goal 7 -Promote Stewardship of Our Environment

Objectives	Assigned	Projected	
		Completion	Status
1. Develop Environmental Policy	Park Services	1/15/2016	comp
2. Complete IPRA Environmental Report Card	Pakr Services	4/30/2016	comp

2015 - 2016 AGENCY GOALS

Strategic Initiative - Develop and Implement Efficient Processes and Procedures

Goal 1 - Creation of Operational Business Plans

Objectives	Assigned	Projected Completion	Status	Comments
1. Determine Contents of an OBP	Business	1/15/2016	comp	
2. Development of Materials for Measurement	Business	1/15/2016	comp	
3. Develop Schedule for OBP Site Specific Development	Business	2/28/2016	comp	
4. Complete OBP for all Facilities and Revenue Centers	Business	12/31/2016		

Goal 2 - Improve District's Efficiency Through the Use of Technology

Objectives	Assigned	Projected Completion	Status	Comments
1. Compile Inventory of Current Technologies	Tech Priority	1/30/2016	comp	
2. Identify trends/industry standards for potential upgrades	Tech Priority	1/30/2016	comp	
3. Determine useability of potential upgrades	Tech Priority	1/30/2016	comp	
4. Install upgrades and check functionality	Business	8/30/2016		
5. Develop and implement a system to annually compare our technology to trends and industry standards	Tech Priority	11/30/2016		

Goal 3 - Improve Park District Efficiency Through the Control of Staff Related Costs

Objectives	Assigned	Projected Completion	Status	Comments
1. Minimal F T staff for Maximum Results	All	ongoing		
2. Develop Plans to Comply with theACA Regulations	All	1/15/2016	comp	
3. Control IMRF Related Expenses	All	ongoing		

Goal 4 - Financial Reporting to Board and Community

Objectives	Assigned	Projected Completion	Status	Comments
1. Evaluation of Quatity / Programs, Services and Facilities	Rec	ongoing		
2. Evaluation of Quality / Programs, Services and Facilities	Rec	ongoing		
3. Paarticipate in Distinguished Agency Accreditation	Admin	9/30/2016		



2015 - 2016 AGENCY GOALS

Strategic Initiative - Maintain the Park District's Financial Stability

Goal 1 - Continue to Provide Sound Financial Practices

Objectives	Assigned	Projected		Comments
		Completion	Status	
1. Increase Fund Balance	Business	ongoing		
2. Develop Fund Balance Policy	Business	4/30/2016	comp	
3. Update Investment Policy	Business	5/30/2016	comp	
4. Periodically review and update fees and charges	Bus/Rec	6/30/2016		

Goal 2 - Maximize Funding Opportunities

Objectives	Assigned	Projected		Comments
		Completion	Status	
1. Seek Public and Private Partnerships	Adm/Rec/Golf	ongoing		
2. Continue to seek grant opportunities	All	ongoing		
3. Continue to seek donation opportunities	Rec	ongoing		
4. Work with the Dellwood Foundation for Fundraising	Rec	ongoing		car show/circus

Goal 3 - Short and Long Term Capital Improvement Plan

Objectives	Assigned	Projected		Comments
		Completion	Status	
1. Utilize Goals and Capital Initiatives to develop CIP	Admin	1/30/2016	comp	

Goal 4 - Financial Reporting to Board and Community

Objectives	Assigned	Projected		Comments
		Completion	Status	
1. Research Additional Reporting Opportunities to Board	Admin	1/30/2016	comp	
2. Implement Reporting Opportunities to Community	Admin	5/30/2016		