

STRATEGIC PLAN

Glenview Park District **2018-2021**

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Project Team

Hitchcock Design Group
Planning and Landscape Architecture

Dewberry Architects
Architecture and Facilities

Heller and Heller
Programs and Services

Adopted April 26, 2018



Introduction

The Glenview Park District has developed the Park District 2018-2021 Strategic Plan as part of the Comprehensive Master Plan process. The Plan will align with the start of the budget year, beginning May, 2018 and continuing through April 2021.

Purpose

The Strategic Plan's intent is to:

- Confirm the vision, mission, and values of the District
- Connect to the District's Comprehensive Master Plan
- Align the organization with a common vision
- Reinforce the culture, demonstrated through values
- Create action toward accomplishment, including measurement of progress
- Strengthen organizational competencies related to strategic thinking and integrating strategy within the organizational culture

Board members, leadership staff, managers and supervisors were engaged in the process, resulting in a meaningful document for the District. Results from the community engagement process for the Comprehensive Master Plan were also used as a foundation to strategy development. Both users and non-users of the system participated in a statistically valid Community Survey. These results were used as well to assist with strategy development. The "voice" of the employee and customer are woven throughout the strategic direction.

Strategic Plan Outline

The Glenview Park District Strategic Plan includes major areas as follows:

- Revised mission, vision, and values
- Information about the Balanced Scorecard framework for strategy
- Strategic Themes
- Strategic Objectives
- Measures
- Strategy Map
- Key Performance Indicators
- Strategic Initiatives
- Guidelines for Implementation
- Strategic Plan Definitions



Executive Summary

Simultaneously with the Comprehensive Master Plan process, the District completed a Strategic Plan. The Comprehensive Plan was completed prior to the completion of the Strategic Plan. As a result, the Comprehensive Plan results informed many elements of the Strategic Plan.

There are differences between the Comprehensive Master Plan and the Strategic Plans, but they are closely connected to each other. The Comprehensive Plan focused on the physical assets and the services of the organization. The Strategic Plan focused more on the leadership infrastructure of the organization, including mission and vision, guiding principles and strategic direction of the agency. The framework for the Glenview Park District's Comprehensive Master Plan and Strategic Plan follow these definitions.

The Comprehensive Master Plan included a series of community, staff, and board engagement. In addition, a statistically valid household survey was completed to identify community needs for park and recreation services. All of this information was reviewed and was used as a framework for the establishment of future direction.

A series of board and staff workshops were facilitated to develop the Plan. These included:

- A Board workshop to provide an overview of the strategic planning process
- Successive Board workshops to review and refine the mission, vision and guiding principles
- A workshop with the Leadership Team to develop Strategic Themes, Objectives, and Initiatives
- A workshop for staff input into the work developed by the Board and leadership team
- Successive Board workshops to develop Key Performance Indicators (KPIs) and separate leadership staff meetings to refine the KPIs
- Development of draft Plan, reviewed by staff
- Development of final Plan and final Board approval

Mission, Vision, and Guiding Principles

The strategic planning process began with a review of the existing mission and vision statements and the District's Guiding Principles.

The updated Mission Statement:

Through exceptional experiences, the Glenview Park District strives to build a sense of community, enhance people's lives and contribute to enrichment of the individual, family and the community.

The updated Vision Statement:

A community in which everyone enjoys happiness, health, and an appreciation of the environment on a daily basis.

The updated Guiding Principles:

- **Safety and Proactive Risk Management:** The District will strive to provide safe parks, recreation programs and facilities which balance the need to minimize risk while preserving the fundamental nature of the recreation experience.
- **Customer Experience:** The District will consistently strive to meet or exceed its customers' expectations and create value for its residents.
- **Diverse Programming:** The District recognizes the social, cultural and economic diversity of the community, and will offer a wide range of innovative recreational opportunities and facilities reflective of the community's interests.
- **Stewardship and Sustainability:** The District will respect the importance of environmental and conservation significance in developing, maintaining and preserving land and facilities.
- **Fiscal Responsibility:** The District decisions will be guided by sound financial principles. Services will be provided in a cost effective manner which strives to maximize value to the taxpayer and benefits to the community.

- **Accessibility:** The District is committed to maintaining an environment which is inclusive to providing access to its programs, events, facilities, services, and employment opportunities.
- **Employer of Choice:** The District will establish philosophies and practices designed to attract, train and retain highly dedicated and talented employees.

Balanced Scorecard Strategy Framework

The Glenview Park District Strategic Plan followed the Balanced Scorecard approach to strategic direction. The Scorecard approach describes four key areas of organizational performance based on perspectives of customer, financial, internal business support, and learning and growth. The Glenview Park District added a theme related to sustainability and preservation. The theme areas and a description of the intent of each theme follows:

Customer Strategic Theme: Customer Focus

Customer Theme definition: To achieve our mission and vision, how should we seek to meet our customer needs?

Financial Strategic Theme: Financial Stewardship

Financial Theme definition: To succeed financially, how do we show evidence of our financial stewardship to our taxpayers?

Internal Business Support Theme: Operational Excellence

Internal Business Theme definition: To satisfy our customers, which business practices must we do extremely well?

Learning and Growth Theme: An Empowered Team

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

Sustainability and Preservation Theme: Environmental Sustainability and Preservation

Sustainability and Preservation Theme definition: To protect our natural resources, how do we ensure our design, construction, operations, maintenance and preservation practices meet the needs of the present generation without compromising the ability of future generations to meet their needs?

The Balanced Scorecard 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 hierarchy is represented as follows:



Strategic Objectives

After the Strategic Themes were completed, the next step in the process included the development of Strategic Objectives for the five theme areas as follows:

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After the Strategic Themes were completed, the next step in the process included the development of Strategic Objectives for the five theme areas as follows:

Customer: Customer Focus

- Objective 1: Develop Knowledge of the Customer
- Objective 2: Ensure Access to Services
- Objective 3: Continuously Adapt Services

Financial: Financial Stewardship

- Objective 1: Reinvest in the Future
- Objective 2: Effectively Align Resources
- Objective 3: Maintain Financial Sustainability

Internal Business Support: Operational Excellence

- Objective 1: Leverage Technology
- Objective 2: Strengthen a Borderless Organization
- Objective 3: Innovate

Learning and Growth: An Empowered Team

- Objective 1: Build a Positive and Rewarding Workforce Environment
- Objective 2: Foster Creativity/Problem Solving
- Objective 3: Build Institutional Knowledge

Sustainability: Environmental Sustainability and Preservation

- Objective 1: Reduce Carbon Footprint
- Objective 2: Preserve/Protect Natural Resources
- Objective 3: Employ Sustainable Building Practices

Strategic Initiatives

After the Strategic Objectives were developed, Strategic Initiatives were created. The initiatives include 25 directional activities that provide methods to achieve the Strategic Themes and Strategic Objectives.

The Themes, Objectives, and Initiatives are outlined in the following section for the next three years, 2018-2021, beginning in May 2018 and ending April 2021. Initiatives are aligned with the Strategic Themes and Objectives and provide greater specificity of how they will be implemented. The initiatives provide detail about how the objectives will be achieved.

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

- Short Term Initiatives: Initiated and completed in FY18-19
- Mid Term Initiatives: Initiated and completed in FY19-20
- Long Term Initiatives: Initiated and completed in FY20-21
- Multi-year Initiatives will take longer than one fiscal year to complete
- Ongoing Initiatives are repeated continuously during the next three years

Customer: Customer Focus

1. Redesign the District's online and mobile customer portal presence for improved navigation, ease of transactions, branding, and customer engagement. *Short Term*
2. Identify underserved populations and develop strategies to create opportunities for their participation in programs, facilities, and services. *Short Term*
3. Align all rental operations under one set of uniform procedures, one central contact and sales strategy. *Short Term*
4. Complete a baseline customer satisfaction survey related to program services, registration and membership and measure after improvements are implemented. *Mid Term*
5. Identify future opportunities for programs and services, based on demographic changes, performance of existing programs and services, and industry trends. *Ongoing*

Financial: Financial Stewardship

1. Transform and Reengineer our financial system to provide robust analysis of financial results as well as financial forecasting. *Begin Short Term and finish Mid Term*
2. Identify areas of internal competition and implement changes to reduce competition and improve overall net return. *Short Term*
3. Align bidding and selection of professional/contractual services with the budgeting process and seasonal timing for projects that allow for best and lowest pricing for full fiscal or multiple year contracts. *Mid Term*
4. Fully implement the District's level of service standards for Basic Level of Service, Extra Public Services, and Revenue Facilities categories and develop cost recovery categories that outline subsidy levels for proper allocation of tax support and earned revenue generation. *Long Term*

Internal Business Support: Operational Excellence

1. Transform our POS, Registration, Pass membership and Activity Registration Software. *Mid Term*
2. Develop a process to measure and improve internal customer service satisfaction throughout all areas of the District and develop recommendations for improvement. *Mid Term*
3. Create internal communication guidelines, assess satisfaction toward communication attributes, and develop a process for improvement of internal communication, both the message and the medium. *Mid Term*
4. Develop innovation as an organizational competency and operationalize throughout the District. *Long Term*
5. Complete the Distinguished Agency process. *Mid Term*
6. Clearly define roles of internal business practices and identify what tasks should be centralized/decentralized. *Long Term*
7. Identify and implement opportunities that will lead the District to zero preventable claims. *Long Term*

Learning and Growth: An Empowered Team

1. Revise and re-establish the Glenview Park District Internship program. *Short Term*
2. Create and implement a Peak Performance Management training program for all full time and PT- Employees (formally Principle and Practices). *Mid Term*
3. Create a process to transfer knowledge among employees. *Long Term*
4. Develop a system to connect all seasonal and part time employees, volunteers and program contractor staff with the vision, mission, guiding principles and expectations of the Glenview Park District. *Long Term*

Sustainability Perspective: Environmental Sustainability and Preservation

1. Identify opportunities for storm water improvements at flood prone sites in conjunction with the Village of Glenview. *Short Term*
2. Evaluate purchasing, product use and selection of contractors that work to meet environmental sustainability objectives. *Long Term*
3. Collaborate with the Village to make multi-modal trails and work to enhance safe routes to parks that encourage walking and biking. *Ongoing*
4. Provide educational opportunities that showcase approaches residents can take to improve the environment within the Glenview community. *Ongoing*
5. Protect and conserve resources using preservation standards and best management practices for museums; maintain and strengthen preservation partnerships with other governmental agencies, support groups and local institutions. *Ongoing*

Key Performance Indicators

After all of the elements outlined above were finalized, the final step of the process included the development of Key Performance Indicators (KPIs). The KPIs are connected to the objectives and represent metrics of performance as a method to track the Strategic Plan progress. The complete KPI listing in the body of the report includes: Themes, Objectives, KPIs, Definition, Data Source, Frequency, Baseline, and Target.

The next section of the Plan begins with an overview of the refinement of the mission, vision, and guiding principles.



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, providing an opportunity to reflect on the revised statements.

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?

Mission Statement

Through exceptional experiences, the Glenview Park District strives to build a sense of community, enhance people's lives and contribute to enrichment of the individual, family and the community.

Vision Statement

A community in which everyone enjoys happiness, health, and an appreciation of the environment on a daily basis

Guiding Principles

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

- **Safety and Proactive Risk Management:** The District will strive to provide safe parks, recreation programs and facilities which balance the need to minimize risk while preserving the fundamental nature of the recreation experience.
- **Customer Experience:** The District will consistently strive to meet or exceed its customers' expectations and create value for its residents.
- **Diverse Programming:** Recognizing the social, cultural and economic diversity of the community, the District will offer a wide range of innovative recreational opportunities and facilities reflective of the community's interests.
- **Stewardship and Sustainability:** The District will respect the importance of historical, environmental and conservation significance in developing, maintaining and preserving land and facilities.

- **Fiscal Responsibility:** District decisions will be guided by sound financial principles. Services will be provided in a cost effective manner which strives to maximize value to the taxpayer and benefits to the community.
- **Accessibility:** The Glenview Park District is committed to maintaining an environment which is inclusive to providing access to its programs, events, facilities, services, and employment opportunities.
- **Employer of Choice:** The District will establish philosophies and practices designed to attract, train and retain highly dedicated and talented employees.

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

The Glenview 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 appear to our customers?
- **Financial:** To succeed financially, how should we appear 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?

In addition to these four themes, the District has added an additional theme, relating to environmental sustainability and historic preservation. This theme is added as a point of emphasis for the District, reflecting a commitment to sustainable practices and the importance of preserving historic facilities/properties/parks. This Theme is:

- **Environmental Sustainability and Preservation:** To protect our natural resources, how do we ensure our design, construction, operations, maintenance and preservation practices meet the needs of the present generation without compromising the ability of future generations to meet their needs?

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

Customer:

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

Financial:

- Revenue growth
- Productivity
- Financial results
- Cost recovery
- Efficiency
- Tax versus non-tax revenue percentages

Internal Business:

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

Learning and Growth:

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

Sustainability and Preservation:

- Responsible interaction with the environment
- Protecting natural resources from depletion or degradation
- Preserve, conserve and protect facilities, parks, or landscapes of historical significance

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 guiding principles. Upon review, the mission statement remained essentially the same. The vision statement was created anew, and the guiding principles were shortened to a more manageable list of seven.

Subsequent to the development of mission and vision, strategic themes and objectives were developed. 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 five Balanced Scorecard themes.

The four Balanced Scorecard themes are: Customer, and Financial, Internal Business Support, and Learning and Growth and the additional Park District Theme of Environmental Sustainability and Preservation. The Themes include:

- **Customer:** Customer Focus
- **Financial:** Financial Stewardship
- **Internal Business:** Operational Excellence
- **Learning and Growth:** An Empowered Team
- **Sustainability and Preservation:** Environmental Sustainability and Preservation

Following the development of initiatives, 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 five 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: Customer Focus

Objective 1: Develop Knowledge of the Customer: the more information we have about our customers, the better we are able to provide programs, facilities and services that are well received. Who are our customers, where do they come from, what are their most important customer requirements, who are our target markets, and how do we retain customers for future programs and facility use? This knowledge will help us to adapt services to meet customer requirements, exceed expectations, and perform marketing more effectively.

Objective 2: Ensure Access to Services: this encompasses areas of outreach and accommodations to underserved customers such as ethnic minorities, various age segments such as seniors, and customers with special needs. It also relates to affordability to participate in programs, ensuring access to all.

In addition, this area encompasses processes relating to how customers access service, such as registration processes and website navigation.

Objective 3: Continuously Adapt Services: aligning services with constantly changing demographics and recreation and park industry trends is necessary in offering services that best meet the needs of customers. This also requires an ongoing commitment to having a system wide customer satisfaction measurement system in place.

Financial: Financial Stewardship

Objective 1: Reinvest in the Future: maintaining the District's infrastructure is a significant area of importance for residents, based on survey results. Therefore, taking care of what we own is vitally important. This will be balanced with the need to continue to invest in future parks and facilities and programs. This includes identifying ongoing operating and maintenance costs for new facilities and programs and developing plans for replacement of assets.

Objective 2: Effectively Align Resources: resources need to be aligned with community need and identified priorities of the District. The District will rely on ongoing resident feedback to assist in deciding capital priorities, when appropriate. Decisions will be based on providing for the strategic greater good of the community.

Objective 3: Maintain Financial Sustainability: the District desires to support its existing and future service levels through careful and responsible financial planning. Decisions related to new facilities and services will rely on current information about ongoing operating and maintenance costs, as well as adequate return on investment. Furthermore, the District will work toward an appropriate balance of tax and non-tax sources through continuous efforts in growing earned revenue.

Internal Business Support: Operational Excellence

Objective 1: Leverage Technology: the District will rely on technology to improve the customer experience and the District's internal effectiveness. This will require staff's understanding and knowledge of current and future use of technology to improve service and to use data driven approaches to decision making. In addition, staff will identify the extent to which each software application is being used.

Objective 2: Strengthen a Borderless Organization: the ability of the District to communicate effectively across departments and minimize silos in achievement of objectives results in efficient internal service as well as excellence in external service. Internal seamless communication, cooperation and execution is vitally important. Borderless communication builds teamwork, optimizes organizational systems, and strengthens employee morale.

Objective 3: Innovate: to continuously perform well in a competitive market place for customers' time and alternative choices for recreation, the District will ensure that innovation is embedded within the organizational culture. This will require improving and streamlining processes, adapting parks, facilities, and programs to changes in the marketplace, and researching opportunities to adapt services and embrace innovative change.

Learning and Growth: An Empowered Team

Objective 1: Build a Positive and Rewarding Workforce Environment: the District recognizes the importance of creating a great working environment, which plays a significant role in overall organizational performance. District leaders and employees will identify the necessary attributes in support of a positive and rewarding work environment and will endeavor to ensure those elements exist in the workplace to retain the status of Employer of Choice.

Objective 2: Foster Creativity/Problem Solving: similar to the innovation objective within the Operational Excellence perspective, the District will utilize creativity in problem solving. This requires a commitment to developing problem solving skills throughout all levels of the organization and reinforcing learning through a review and analysis of solutions to problems.

Objective 3: Build Institutional Knowledge: this objective describes how the District selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets; how the organization and its employees learn; and how information technology is managed. This includes transferring knowledge from longer tenured employees to new employees. It also describes how findings are used to improve organizational performance.

Sustainability: Environmental Sustainability and Preservation

Objective 1: Reduce Carbon Footprint: the District desires to continuously measure and reduce its carbon footprint. Carbon footprint is technically defined as the total amount of greenhouse gases produced to directly and indirectly support human activities, usually expressed in equivalent tons of carbon dioxide (CO₂). From an operational point of view, this translates to reducing energy consumption, reducing waste through recycling, and reducing transportation costs.

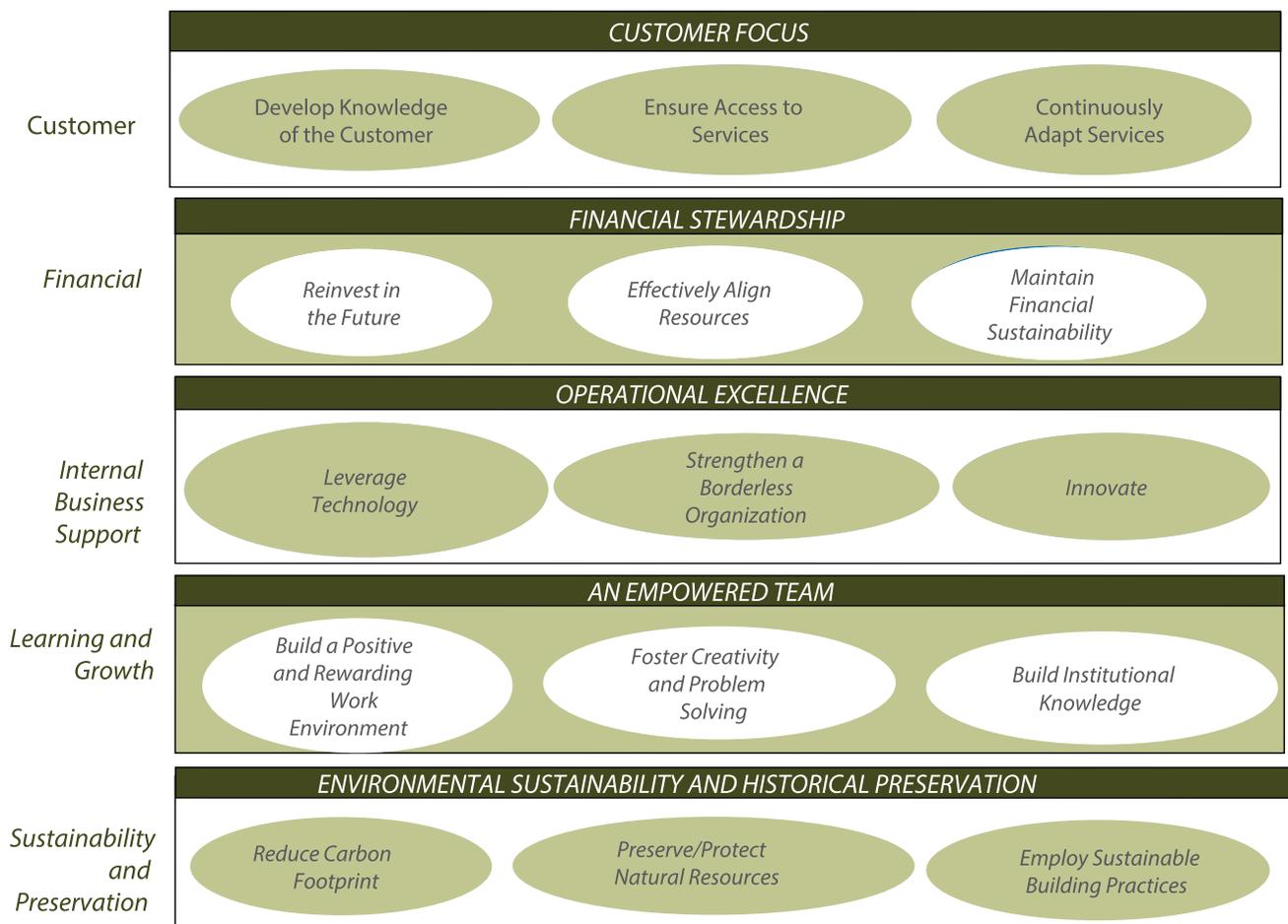
Objective 2: Preserve/Protect Natural Resources: the District owns and manages multiple cultural, and architectural resources. These resources are an important part of the District's legacy. We endeavor to protect and preserve all of our unique sites and facilities. Historic preservation is an important way for us to transmit our understanding of the past to future generations. Additionally, we intend to be a resource for our community in educating our residents about protection and preservation efforts.

Objective 3: Employ Sustainable Building Practices: the District will operationalize sustainable practices through appropriate building material selection, building site selection including stormwater management, using permeable surfaces and energy efficient equipment and materials. The District will work toward improving the quality of Glenview's water by reducing the quantity of pollutants that stormwater picks up and carries into stormwater systems and discharges to surface water bodies. In addition, efforts will be made to develop a Storm Water Management plan for the District's flood prone sites.

Strategy Map

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

Strategy Map



Key Performance Indicators

The following information includes a list of Key Performance Indicators (KPIs), developed to assist in monitoring the Plan’s progress. The KPIs are aligned with the Strategic Objectives. Each of the KPIs have a definition, data source, measurement frequency, baseline measurement, and future targets, which are represented in the below spreadsheet

The following information includes a spreadsheet of Key Performance Indicators developed to assist in monitoring the Plan’s progress. The following table lists suggested indicators. After a year of collecting data and determining results, targets should be established for each indicator. At the end of each year, an annual report should document organizational performance.



Glenview Park District Strategic Plan Key Performance Indicators

Strategic Themes	Strategic Objectives	Key Performance Indicators	Definition
Customer Focus	Develop Knowledge of the Customer	Program Success Rate	Program success rate is the number of programs that operate at or above minimum as a percentage of total program offerings. 80-85% is the industry standard.
	Ensure Access to Services	Overall Customer Satisfaction	Overall satisfaction consists of both highly satisfied and satisfied customers.
		Number of Program Registrations/Memberships/Rounds/Rentals	The total number of program registrations, memberships and golf rounds.
		Website Performance and Online Transactions	Percentage of overall program registrations that are performed online.
	Continuously Adapt Services	Glenview Household Participation Rate	The number of Glenview households who participate in a GPD program, buy a membership or permit a rental compared to the full number of households in past year.
Financial Stewardship	Reinvest in the Future	Capital Project Financial Performance	Total Capital Replacement and Capital Development Dollars Spent and Percentage of Capital Projects Completed On Budget
	Effectively Align Resources	Operating Budget Performance	Actual Operating Revenue and Expenditures versus Budgeted Revenue and Expenditures
	Maintain Financial Sustainability	Alternative Revenue Growth	Alternate revenue growth tracks the amount of non-tax revenue such as donations, sponsorships, grants, etc.
Operational Excellence	Leverage Technology	Process Improvements	Converting existing processes to be more efficient and functional for internal and external customers. Examples: Group Fitness App, Camp Docs, Leave balance on paychecks, G.I.S., and Facility Dude software.
	Strengthen a Borderless Organization	Joint/Multi-Divisional Efforts	Total number of promotions, programming, purchases, projects or services
		Partnership Initiatives	Number of partnership efforts for the district
Innovate	Impact Award Submissions	Total number of completed submissions for the Impact Award that are eligible for consideration based on meeting the innovation requirements.	
An Empowered Team	Build a Positive and Rewarding Work Environment	Employee Satisfaction	Employee Satisfaction Survey Instrument
	Foster Creativity and Problem Solving	Employees Trained in Creativity and Problem Solving	Training will be offered for full-time employees to help foster creativity and problem solving.
	Build Institutional Knowledge	Employees Trained in Principles and Practices	Staff will develop a training on the values and culture of the Glenview Park District, train current employees, and then new employees as they are on boarded.
Environmental Sustainability and Preservation	Reduce Carbon Footprint	Utility Usage	Utilities monitored will be electricity, natural gas, propane, water, and fuel.
		Quantity of Waste	Tracking waste of recyclable material, trash and potentially compost.
	Preserve/Protect Natural Resources	Native Planting Areas	Conversion of turf to native plantings
		Total Tree Inventory	Number of trees planted
	Employ Sustainable Building Practices	Pervious versus Impervious Surfaces	Amount of impervious surfaces converted to pervious

Data Source	Frequency	Baseline Performance	Target
RecTrac	Staff to track seasonally but report on annually.	67.68%	75%
Survey using net promoter score	Staff to track seasonally but report on annually.	Recent Fitness Center score of 42%	40 or Better
Annual Attendance and Registration Report	Staff to track seasonally but report on annually.	145,702	146,000
Google Analytics and RecTrac	Staff to track seasonally but report on annually.	41%	45%
RecTrac	Staff to track seasonally but report on annually.	Benchmark average is 32%.	32%
Microsoft GP			
Microsoft GP	Reported annually based on the fiscal year	Total Capital Projects: \$3,481,343.39 Underbudget by \$2,125,061.50	2017/18 Capital Project Budget: \$5,606,405
Microsoft GP	Reported annually based on the fiscal year	4.1% Variance	Not to exceed 10%, plus or minus
GDSAR Report (Grants, Donations, Sponsorships, Alternative Revenue)	Reported annually based on the fiscal year	\$1,837,289	2% growth
Reported by staff to leadership team.			
	Annual	10	10
Joint/Multi-Divisional Efforts Report	Annual	TBD	10
Partnership Report	Annual	3	2
Submitted by staff to Recognition Team.	Annual	12	5
Employee Satisfaction Survey			
Employee Satisfaction Survey	FT and PT4 Employees will be surveyed in 2019 and 2021. Seasonal and other part-time employees will be surveyed in 2020.	76.50%	80%
Training Results			
Training Results	Annual	None	Managers and Supervisors - 54 Employees
Training Results	Year 1 - Develop the program Year 2 - Train the Trainer and initial implementation Year 3 - Train all full-time staff	None	Development of the Program
Actual Meter Readings			
Actual Meter Readings	Annual	Electricity = 9,420,183 kWh Natural Gas = 290,348 Therm Propane = 5,929 gal Diesel = 6,034 gal Water = 36,666,930 gal Fuel = 18,364 gal	Move to decrease utility usage by 1%
Refuse Company Reports	Annual	Report under development	Move to decrease solid waste and increase recycling by 1%
G.I.S. Inventory	Annual	191 acres of existing turf	1% increase
G.I.S. Tree Inventory	Annual	9,694 trees	1% increase
G.I.S. Inventory	Annual	62 acres of existing impervious surfaces	1% increase

Strategic Themes, Objectives, & Initiatives

The following are the Themes, Objectives, and Initiatives for the next three years, 2018-2021, beginning in May 2018 and ending April 2021.

Initiatives are aligned with the Strategic Themes and Objectives and provide greater specificity of how they will be implemented.

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

- Short Term Initiatives: Initiated and completed in FY18-19
- Mid Term Initiatives: Initiated and completed in FY19-20
- Long Term Initiatives: Initiated and completed in FY20-21
- Multi-year Initiatives will take longer than one fiscal year to complete
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1. Redesign the District's online and mobile customer portal presence for improved navigation, ease of transactions, branding, and customer engagement. *Short Term*
2. Identify underserved populations and develop strategies to create opportunities for their participation in programs, facilities, and services. *Short Term*
3. Align all rental operations under one set of uniform procedures, one central contact and sales strategy. *Short Term*
4. Complete a baseline customer satisfaction survey related to program services, registration and membership and measure after improvements are implemented. *Mid Term*
5. Identify future opportunities for programs and services, based on demographic changes, performance of existing programs and services, and industry trends. *Ongoing*

Financial: Financial Stewardship

1. Transform and reengineer our financial system to provide robust analysis of financial results as well as financial forecasting. *Begin Short Term and finish Mid Term*
2. Identify areas of internal competition and implement changes to reduce competition and improve overall net return. *Short Term*
3. Align bidding and selection of professional/contractual services with the budgeting process and seasonal timing for projects that allow for best and lowest pricing for full fiscal or multiple year contracts. *Mid Term*
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Internal Business Support: Operational Excellence

1. Transform our POS, Registration, Pass membership and Activity Software. *Mid Term*
2. Develop a process to measure and improve internal customer service satisfaction throughout all areas of the District and develop recommendations for improvement. *Mid Term*
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7. Identify and implement opportunities that will lead the District to zero preventable claims. *Long Term*

Learning and Growth: An Empowered Team

1. Revise and re-establish the Glenview Park District Internship program. *Short Term*
2. Create and implement a Peak Performance Management training program for all full time and part time employees (formally Principle and Practices). *Mid Term*
3. Create a process to transfer knowledge among employees. *Long Term*
4. Develop a system to connect all seasonal and part time employees, volunteers and program contractor staff with the mission, values and expectations of the Glenview Park District. *Long Term*

Sustainability Perspective: Environmental Sustainability and Preservation

1. Identify opportunities for storm water improvements at flood prone sites in conjunction with the Village of Glenview. *Short Term*
2. Evaluate purchasing, product use and selection of contractors that work to meet environmental sustainability objectives. *Long Term*
3. Collaborate with the Village to make multi-modal trails and work to enhance safe routes to parks that encourage walking and biking. *Ongoing*
4. Provide educational opportunities that showcase approaches residents can take to improve the environment within the Glenview community. *Ongoing*
5. Protect and conserve resources using preservation standards and best management practices for museums; maintain and strengthen preservation partnerships with other governmental agencies, support groups and local institutions. *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. 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. 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 just-in-time review of the Strategic Plan and document any changes to initiatives to reflect any changes in priorities. At the time of the Strategic Plan review, the Action Plan for the Comprehensive Master Plan should also be reviewed to determine if any priorities have changed or new strategies should be developed. These processes 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.
- 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 to the Park Board on a quarterly basis.
- The performance appraisal process should reflect the completion of the Strategic Plan Initiatives as an evaluation criterion. Also, performance criteria should be aligned with values 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.

Guiding Principles: 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. Glenview has added an additional perspective of Sustainability and Historical Preservation. 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, and in the case of Glenview, Sustainability and Preservation.

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.

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WHAT IS YOUR
BIGGEST
OBSTACLE IN

