

2017-2022 Strategic Plan Bi-Annual Update

February 8, 2018

Mission

The Winnetka Park District's mission is to provide a balance of quality recreation and leisure opportunities, while protecting assets, natural resources, and open space for the benefit of present and future generations.

Vision

The Winnetka Park District is the driving force behind our community's recreational, leisure, and active lifestyle. By building vital community partnerships, we will continue to offer an array of programs to meet the needs of all ages, stages, and abilities. We will strive to be a model government agency through responsible management and enhancement of our parks and facilities.



STRATEGIC PLAN 2017 - 2022



Background

1

5 Year Plan

2

**Strategic Plan adopted during the
Executive Director/staff transition** (March 2017)

3

**Focus on Staff “Ownership”- Priority Direction
& Practical Application**

Today's Agenda & Process Overview

1

Review of 2017 Progress
SP Direction/Priority -1st Half of 2018

2

Dedicated Time (during LST & huddles)

3

Bi-Annual Review (moving forward July & January)

Goal #1

Customer
Engagement
and Community
Focus

2017
Progress



Goal # 1: Customer Engagement and Community Focus



Expanding Hubbard Woods events

Overall attendance of special events

Goal # 1: Customer Engagement and Community Focus



Technology/Customer Service (1.2)

Initiative: Part of the Systems Administrator transition plan.

Status: On-going

Waterfront Programming (1.3)

Initiative: Added Winnetka Water Explorers Camp in 2017.

110 participants with no adverse affect on sailing.

Status: On-going

Goal #1: Customer Engagement and Community Focus



Better Understand customer demographics (1.4)

Initiative: Initiated with Marketing Brand Manager transition.

Status: In-progress

Marketing – not in original plan (1.6)

Initiative: Hired new Marketing Brand Manager and developed a set of initiatives.

Status: Completed

Goal #2

Collaborate and
Leverage our
Relationships

2017

Progress



Goal #2: Collaborate and Leverage our Relationships



Winnetka Music Fest

**Renewed NSCD Agreement,
added Golf & Tennis**

Goal #2: Collaborate and Leverage our Relationships



Stormwater (2.1)

Initiative: Developed background/consideration(s) platform. Executive Director met with all Board members individually.

Status: Completed

Affiliate Relationships (2.3)

Initiative: All agreements up-to-date on internal master calendar for review and updates.

Status: Completed

Goal #2: Collaborate and Leverage our Relationships



Governmental Relationships (2.4)

Initiative: Continue dialogue with School District #36.

Status: On-going

Governmental Relationships (2.4)

Initiative: Due Diligence on proposed Village TIF and agency impact.

Status: On-going

Goal #3

Invest in the
Future

2017

Progress



Goal #3: Invest in the Future



Dwyer Park

**Golf Service Center
& Bar**

**LFMP
Improvements**

**Outdoor Court
Donation**

Goal #3: Invest in the Future



Long Range Plan (3.1)

Initiative: Developed and presented 5-year capital plan with 2018 budget.

Status: Completed (yet on-going)

Lakefront Master Plan (3.2)

Initiative: Developed and presented 5-year plan with 2018 budget.

Status: On-going

Goal #3: Invest in the Future



Financial Strategies (3.3)

Initiative:

- Developed 5-year forecasts
- Reduced capital expenses
 - Improved overall NOI

Status: Completed (yet on-going)

Financial Policies and Procedures (3.4)

Initiative: Initiated through Superintendent of Finance transition.

Status: on-going

Goal #3: Invest in the Future



Employee Financial Knowledge (3.5)

Initiative: Initiated through Leadership Staff Team (LST) staff development program (team teachables).

Status: On-going

Employee Financial Knowledge (3.5)

Initiative: Expanded education & responsibility for operating budget impact on long range financial forecasting.

Status: On-going

Goal #4

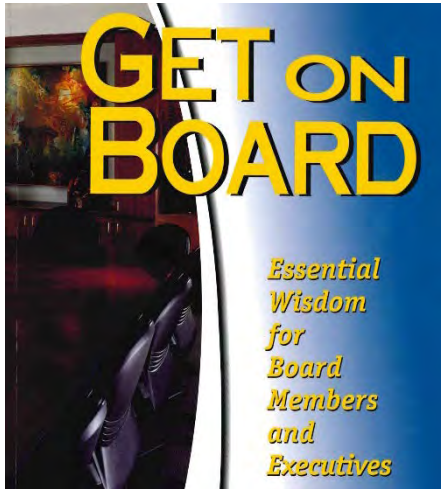
Engaged and
Passionate
Employees

2017

Progress



Goal #4: Engaged and Passionate Employees



Park Board Governance (4.1)

Initiative:

- Executive Director held one on ones with new Board members
 - New board members attended IAPD Boot Camp.

Status: Completed

Park Board Governance (4.1)

Initiative: Board development in-service held with park attorney, Steve Adams.

Status: Completed (yet on-going)

Goal #4: Engaged and Passionate Employees



Park Board Governance (4.1)

Initiative:

- Open Meetings Act (OMA) training completed for new board members, ED and ASM.
- ED and ASM also received FOIA training.

Status: Completed

Park Board Governance (4.1)

Initiative: Provided new and existing board members with revised/updated orientation manual.

Status: Completed (will revisit in 2019)

Goal #4: Engaged and Passionate Employees



Succession Planning/Leadership Development (4.2)

Initiative:

- Created a leadership team (LST).
- Developed a culture of staff excellence leadership training

Status: Completed & On-going

Senior Management Support (4.3)

Initiative: Staff transition of Superintendent of Finance, Marketing Brand Manager and Administrative Services Manager.

Status: Completed

Goal #4: Engaged and Passionate Employees



Foster Teamwork & Training (4.4)

Initiative: Revised and implemented annual performance review to include on-going coaching development program.

Status: Completed

Foster Teamwork & Training (4.4)

Initiative: Initiated organizational chart position assessments.

Status: In-progress

Goal #4: Engaged and Passionate Employees



Foster Teamwork & Training (4.4)

Initiative: Incorporated additional team-building/engagement opportunities through the year.

Status: On-going

Manage Personnel Costs (4.6)

Initiative: Did not fill open Superintendent of Facilities position (2017-18)

Status: Completed (will be re-evaluated)

Goal #4: Engaged and Passionate Employees

WINNETKA PARK DISTRICT 2017 COMPENSATION PLAN		
Winnetka Park District recognizes the need to provide a merit system to reward employees. The annual wage adjustments are based upon responsibility, accountability, productivity, contribution and overall performance.		
The Employee Coaching/Develop Plan Annual Performance Review along with Supervisor's recommendation will be the tools utilized to make the final determination for annual wage adjustment.		
OVERALL RATING	CRITERIA	Recommended WAGE ADJUSTMENT Range
Exceeds Expectations	<ul style="list-style-type: none"> Majority of performance skills factors rate "exceeds expectations" Completed a majority of 2017 goals Measurably improved position, department, WPD Meets or exceeded expected revenue (if applicable) Saved expenses/cut costs (if applicable) 	4.0% or greater
Meets Expectations	<ul style="list-style-type: none"> Majority of performance skills factors rate "meets expectations" Completed some of 2017 goals Meet expected revenue (if applicable) <i>(coaching plan required if any performance skill factor rate "improvement needed")</i>	2.0% - 3.0%
Improvement Needed	<ul style="list-style-type: none"> Majority of performance skills factors rate "improvement needed" <i>(requires coaching plan and/or potentially disciplinary action per policy)</i>	0.0% - 1.0%



Manage Personnel Costs (4.6)

Initiative: Developed and implemented performance merit compensation system.

Status: Completed

Manage Personnel Costs (4.6)

Initiative: Worked with insurance broker to see no insurance premium increases.

Status: Completed

Goal #5

Operational
Excellence

2017

Progress



Goal #5: Operational Excellence

Roles & Responsibilities Assessment Flow Chart



Technology Master Plan (5.2)

Initiative: Initiated Systems Administrator transition by reviewing position, responsibilities, contracted services.

Status: In-progress

Technology Master Plan (5.2)

Initiative: Inventoried hardware and software for Long Range Plan.

Status: Completed

Goal #5: Operational Excellence



Parks and Recreation Best Practices (5.3)

Initiative: Received Certificate of Achievement for Excellence in Financial Reporting.

Status: Completed (apply annually)

Proactive Risk Management (5.4)

Initiative: Shifted safety responsibilities to the committee level, led by chairperson John Barrett.

Status: Completed

Goal #5: Operational Excellence



Proactive Risk Management (5.4)

Initiative: Maintained accredited standard with PDRMA for loss control program.

Status: Completed (on-going commitment)

Environmental Practices (5.5)

Initiative: Responded to/on-going dialogue with community members inquires about agency recycling and pesticide practices.

Status: On-going

through June 2018



Goal # 1

Customer Engagement and Community Focus

- Develop customer service standards and plan (committee)
- Website enhancements
- Brand standards
- Collaboration & coordination of WPD special events/programs (cross marketing & package opportunities)

through June 2018

Goal #2

Collaborate & Leverage Relationships

- Stormwater
- Master calendar of recreation opportunities
- TIF
- Northfield Park District reciprocal agreement
- School District #36 Forward Ready
- Updated affiliate agreement (AYSO, Jr. Trevians & WPTC)





Goal #3

Invest in the Future

- Long Range Plan development (2023-2032 operating capital needs)
- Lakefront Master Plan development/priorities (Lloyd project)
- Internal funding options and expanded LRP opportunities
- Financial concepts training for staff

through June 2018

Goal #4

Engaged & Passionate Employees

- Continue board training
- Develop culture of (LST) staff excellence training (vision & core values)
- Comprehensive staff training/ team building program
- Improve performance coaching/annual review & merit based compensation
- Compare IPRA salary/benefits survey





Goal #5

Operational Excellence

- Technology Master Plan with IT transition plan
- Pro-active risk management – 6 month review
- Environmental practices
(research best practice vs. practical application
- recycling & pesticides)
- Revenue Facility-KPI (Key Performance Indicators)

Next Board Update
July 26, 2018