



STRATEGIC PLAN 2017 - 2022





Dear Residents and Patrons of the Winnetka Park District,

It is my pleasure to present the Winnetka Park District's Strategic Plan for 2017–2022. The Strategic Plan will guide us to fulfill our mission statement. 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.

This plan was formulated over the year through:

- A Community-wide survey and leader-to-leader conversations
- Staff research and planning, Board visioning
- Board of Commissioners review and approval

This plan establishes direction for the Winnetka Park District over the next five years. Areas of focus include:

- Customer Engagement and Community Focus
- Collaborate and Leverage our Relationships
- Invest in the Future
- Engaged and Passionate Employees
- Operational Excellence

Thank you for taking the time to review this plan. If you have any questions please feel free to contact Mary Chervený our Communication/Marketing Manager at mchervený@winpark.org or (847) 501-2076.

Sincerely,

Ian Larkin, President

Winnetka Park District
Board of Commissioners



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WINNETKA PARK DISTRICT STRATEGIC PLAN 2017–2022

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WINNETKA PARK DISTRICT STRATEGIC PLAN 2017–2022

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WINNETKA PARK DISTRICT STRATEGIC PLAN 2017–2022

District Mission and Vision Statements

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.



Executive Summary

A few words about Winnetka...

Winnetka is a village in a natural setting committed to its tradition of residential neighborhoods, citizen involvement, local shops, and educational excellence. The area is surrounded by natural beauty that brought early settlers to the area and prompted its founders to name the community “Winnetka”, a Native American word meaning “beautiful land”.

The community covers 4.8 miles in Northern Cook County adjacent to Lake Michigan, approximately 17 miles north of downtown Chicago. Relative to other North Shore communities, Winnetka’s growth was slow prior to 1900. After 1900, the Village started to grow more rapidly. By 1920, the population had more than tripled to 6,694. Within the next ten years, the Village population doubled to today’s level – 12,187 (2010 Census)-*source Village of Winnetka.*



The Winnetka Park District...

The Winnetka Park District is a subdivision of the State of Illinois and is organized under the Park District Code of the State of Illinois.

February 4, 1904 marked the first meeting of the Park District Board of Commissioners. Today, the District manages **26 park sites** totalling 240 acres of park land within its boundaries. It is governed by a Board of seven elected Commissioners.

The Winnetka Park District offers a wide variety of year-round general interest programs, athletic programs, in-house and travel leagues, camps, and special events. Program listings are published four times a year in a seasonal brochure sent to all residents.

Park District facilities include the following:

- *AC Nielsen Tennis Center* – Established in 1962, it is one of the North Shore’s premier tennis centers. The Center is complete with eight indoor and 12 outdoor courts (five lit), a nursery, locker rooms, meeting room, and complete pro shop.
- *Winnetka Golf Club* – The 18-hole course is a challenging layout with a par of 71. There is also a 9-hole, par 3 golf course appealing to all skill levels.

- *Winnetka Ice Arena* – offers comprehensive community-based hockey, figure skating, and recreational skating programs conducted by Park District staff and affiliate organizations.
- *Winnetka Platform Tennis Facility* – The fast-growing sport of paddle tennis is played outdoors in fall, winter, and spring. Six courts are in top condition and complemented by a conveniently-located paddle hut.
- *Lloyd Beach* – On beautiful Lake Michigan, it is home to the Winnetka Park District’s Junior Sailing Program and is staffed with lifeguards one week prior to Memorial Day through Labor Day.
- *Skokie Playfield* – This recently renovated state-of-the-art outdoor sports center features highly sought after lighted natural and synthetic turf fields.



What the Winnetka Park District has done recently...

This past year

Over the past year, the Winnetka Park District has successfully accomplished:

- Hubbard Woods Park renovation which demonstrates the impact of collaborative planning with neighborhood residents and local businesses. Now a destination, new recreation opportunities and dynamic event programming activates this business district into a vibrant place to be.
- Adoption of the Waterfront 2030 plan is a commitment of the Winnetka Park District Board, staff, and residents to the responsible long term development of the five lakefront park sites with the priority of preserving natural elements of this valuable resource.
- Receipt of Illinois Department of Natural Resources grants totaling over \$67,000 in matching funds for the Waterfront 2030 plan will assist in implementation of the first phase of this long range community vision.
- Dwyer Park Master Plan and Renovation. Modeled after the success of Hubbard Woods Park, Dwyer Park will be a catalyst of activity for the Elm Street Business District.



- Skokie Playfield Service Center renovation is one of many leveraged investments that maximize utility of existing assets while ensuring the protection of the health and safety of our employees in the course of delivering support services to our operations.

- Review and update of Park District personnel policies ensures compliance with the most recent changes in employment law and best

management practices of personnel management.

- Review and update of Park District operational policies which are essential to efficient and effective administration of the Park District.

Other significant items:

- Developed and implemented formal service contract for food service at Golf, Ice, and Beaches, which demonstrates collaboration between the Park District and local private business enhancing service to our patrons.
- Developed and mentored new management teams at Golf, Tennis, and Ice operations that now incorporate solid business models and practices to ensure long term financial viability of these enterprises.
- Stress tested each department for staffing efficiencies and best management practices. Ongoing and cyclical, this practice will ensure that organizational structure, staffing, and practices will be updated to meet the needs in fulfilling the agency mission and efficient deployment of taxpayer resources.
- Updated all employee job descriptions and restructured staffing.
- Completed overhaul of agency Risk Management Program resulting in PDRMA evaluation score of 98.81% reflecting the agency's commitment to providing a safe environment for patrons of our parks, facilities, and programming.
- The new website design and rollout gives our agency refreshed presence and a more user friendly interaction with our customer. Now available to any Personal Data Assistant (PDA) allows customers direct interaction of our programs and facilities.
- With 48% of all agency revenue from fee paying customers, our annual district-wide marketing plan and regular marketing planning meetings now allows all enterprise facilities and recreation programming to be fully coordinated with cross-marketing opportunities to drive and grow this segment of our funding source.

Winnetka Park District Strategic Planning for 2017-2022...

In the fall of 2016, the Winnetka Park District Board and staff initiated a five-year strategic planning process for the years 2017-2022. There were three phases to this process:

- *Phase 1: Research and Issue Identification* – The Park District conducted stakeholder (Board, staff, and community) research to identify strategic issues, focusing on those items that were most important to the future success of the Park District over the next five years. A fundamental component of this research was the development of a consolidated SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis developed by the Park Board and staff.
- *Phase 2: Strategic Initiative Goal Development* – Park District Board members established a new vision statement and associated five-year goals for the Park District. The staff researched and further clarified the strategic goals as well as identified associated objectives, tasks and action timelines.
- *Phase 3: Review and approval* – The Winnetka Board of Park Commissioners approved the plan.



More details about the Winnetka Park District strategic planning process...

Between March-December 2016, the Park District utilized several approaches to solicit feedback and gather input for the Strategic Plan:

- A community-wide interest and attitude survey was conducted. This survey was sent to all Winnetka households. 1,137 surveys were completed and analyzed.
- Two workshops with Park Board members were conducted.

- An Executive Steering Committee (ESC) was formed. The ESC consisted of Board members and senior-level Park District leaders. Several ESC meetings/workshops were held to examine and clarify strategic goals.
- Leader-to-leader interviews were conducted by Park District Board and leadership team members with selected community leaders.
- A focus group with current Park Caucus members was held.

This collective research allowed the District to identify five, forward-looking strategic goals to be achieved in the 2017-2022 timeframe.

- 1. Customer Engagement and Community Focus**
- 2. Collaborate and Leverage our Relationships**
- 3. Invest in the Future**
- 4. Engaged and Passionate Employees**
- 5. Operational Excellence**



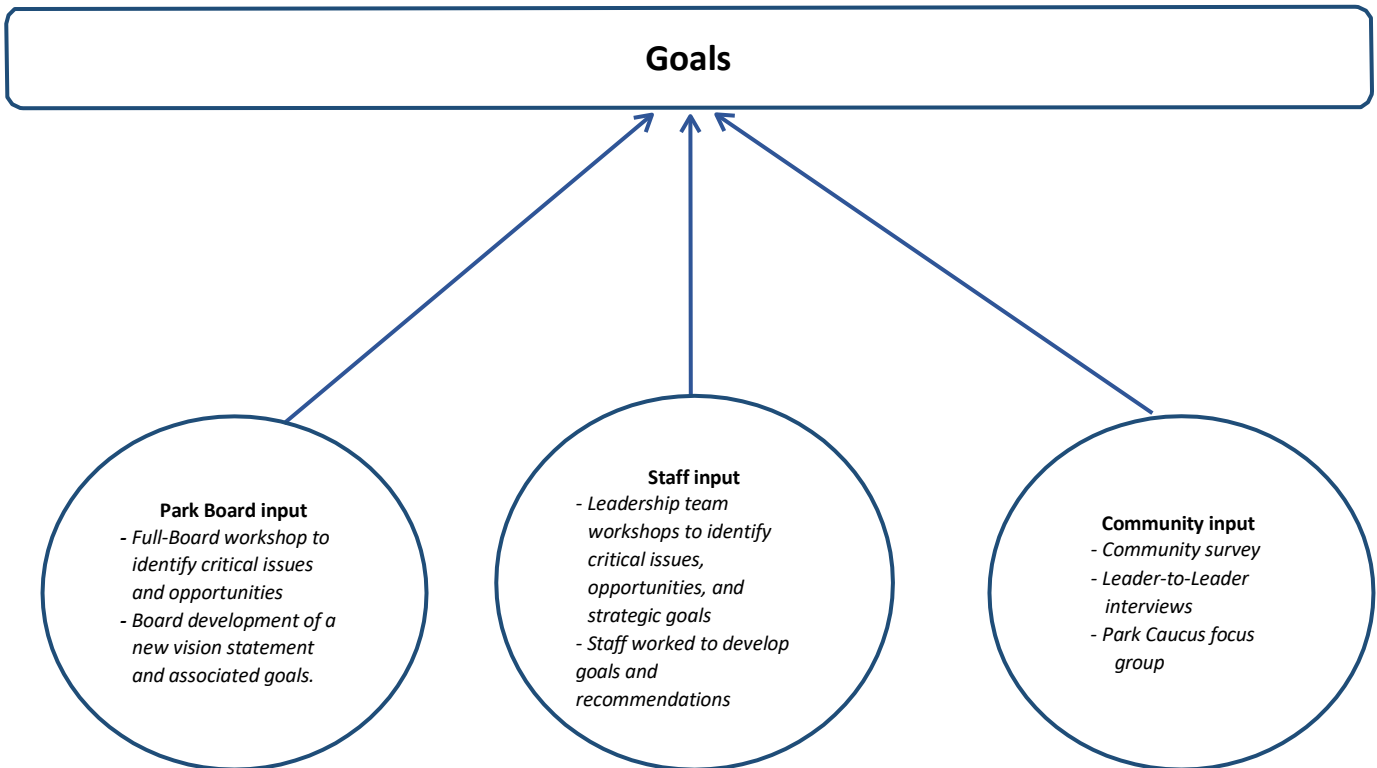
A team leader was assigned to each goal along with staff team members to:

- Study and analyze each goal.
- Clarify and define the goal.
- Identify internal and external factors that may impact the District’s ability to move forward on the goal.
- Develop recommendations with specific steps that must be taken to achieve the stated goal. The recommendations were turned into objectives with specific tasks and timelines.
- Define measures of success to monitor the progress towards attainment of the goal.

The illustration and text below summarizes the research input and resulting strategic goals

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.



The table below summarizes the recommended objectives to achieve each strategic goal.

Strategic Goals	Objectives
1. Customer Engagement and Community Focus	<ol style="list-style-type: none"> 1. Develop and implement district-wide customer service standards and communication plans. 2. Utilize technology to enhance the customer service experience. 3. Implement programming initiatives in Winnetka Waterfront 2030. 4. Utilize research, best practices, and benchmarking to better understand/anticipate our customers' needs. 5. Continue to provide a balance of recreation opportunities.
2. Collaborate and Leverage our Relationships	<ol style="list-style-type: none"> 1. Improve and leverage Park District properties/facilities in exchange for the usage of Winnetka Park District assets for Village storm water purposes. 2. Be a resource and clearinghouse for park and recreation services when services are not being directly provided by WPD. 3. Update all affiliate and intergovernmental partnership agreements and continue to develop and maintain excellent working relationships. 4. Develop and maintain an excellent working relationship with all governmental entities. 5. Explore collaboration efforts with local park districts to expand our services into communities with little or no impact to the WPD.
3. Invest in the Future	<ol style="list-style-type: none"> 1. Analyze, update, and implement the District's Long-Range Financial Plan. 2. Prioritize and implement Lakefront Master Plan goals. 3. Review and update financial strategies. 4. Update policies and procedures. 5. Expand employee knowledge of financial concepts.
4. Engaged and Passionate Employees	<ol style="list-style-type: none"> 1. Park Board - Ensure transparent governance. 2. Executive Director - Effective succession planning, staff transitions, employee development, and implementation of agency mission, culture, and vision. 3. Senior Management - Support effective management models and developing highly engaged leaders and employees at all levels. 4. Supervisory and full-time staff - Foster teamwork, training and the development of competent and creative professionals. 5. Seasonal and part-time staff - Retain competent, engaged, dedicated and caring employees. 6. Economic analysis – Efficiently manage personnel costs.
5. Operational Excellence	<ol style="list-style-type: none"> 1. Collect and analyze demographics information to drive better decision-making. 2. Create and implement a user-friendly, district-wide technology master plan. 3. Best practices in Parks and Recreation. 4. Proactive risk management. 5. Further develop our environmental and sustainable practices.

Note: Numbering of objectives does indicate anticipated order of priority

STRATEGIC PLAN GOALS 2017-2022

Goal #1: Customer Engagement and Community Focus

We will strive to know what our constituents want, with a keen focus on the desires and demands of past, present, and future customers.

We will remain customer-centered, anticipate user needs, and engage in thoughtful, frequent dialogue with the community at large to determine how best to utilize and enhance Park District assets.

BACKGROUND

The 2016 Winnetka Park District Community Needs Assessment Survey showed many positive satisfaction rates, including that 93% of responding residents would recommend Park District programs to a friend (*Source: 2016 Winnetka Park District Community Needs Assessment Survey*). This mark sets the standard not only statewide, but nationally. An endorsement of this nature can't be taken lightly and we must continue to focus outstanding efforts to maintain that high standard of expectation through customer engagement and community focus.

"To improve is to change; to be perfect is to change often." – Winston Churchill

The Community Needs Assessment Survey is full of additional information that needs to be a starting point, not the final decision in our research and execution as we anticipate user's needs. In the future, in an effort to better meet our residents ever changing needs, the District must continually anticipate, plan for, and solicit feedback. This will be done by better utilization of program metrics, best practices, monitoring trends, and by listening to our customers' feedback – followed up by action plans to identify opportunities for growth and enhanced service to our residents. District-wide customer service standards and an employee engagement committee will be established. These efforts will help provide consistency and hopefully differentiate the Winnetka Park District through exceptional customer service.

The District has a need to invest more resources in technology to better accommodate our patrons. Technology will be a major factor going forward in how we engage and communicate with our residents and customers.

To remain focused on the customer, our internal and external communication processes will also need to be examined. When communication breaks down, it can cause disruption within the organization.

We need to examine, analyze, establish, educate, maintain, and revisit our internal and external communication. Through the development of processes, our community engagement will be enhanced. Excellence in customer service starts the moment a potential participant receives a park brochure, views our website, signs up for a class, and enters a facility, and the caring they receive by the various park employees along the way. Therefore, it is vital to continually attract and retain quality employees who are highly engaged.

Collectively we serve the same mission, *“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”* with different roles. Our focus must be centered on this premise so that meaningful communication and consistent employee collaboration can take place.

“Alone we can do so little; together we can do so much.” – Helen Keller

INTERNAL FACTORS

What things within the organization, both positive and negative, will affect our ability to move forward on this Goal?

- Upward communication (*subordinates to supervisors*)
- Downward communication (*supervisor to subordinates*)
- Communication to our residents/customers (*key stakeholders*)
- Board/staff communication
- Active listening
- Personal responsibility and commitment
- Sharing information, resources, and knowledge
- Integration of a technology plan
- Facilities with different processes and software needs
- Eliminating barriers for registration
- Better focus on marketing/communication that produce desired results
- Strategic program scheduling for maximum utilization

EXTERNAL FACTORS

What things outside the control of the organization, both positive and negative, will affect our ability to move forward on this Goal?

- Public perceptions
- Bureaucracy, politics, single-minded issues
- Public engagement process
- Resident/customer trust
- Reliable sources for information (*neighbors or social media – open platforms*)
- Segmented audience – need to communicate differently
- Customer service experience
- Instant gratification – ‘always connected’ culture
- Past experiences
- Affiliate relationships
- Ever changing technology
- Past District practices reflected in present day operation

It is often hard to overcome bad customer service perceptions. It is important to develop and implement systems that encourage proactive versus reactive customer service.

RECOMMENDATIONS

	<u>Objective</u>
1.1	Objective 1.1: Develop and implement district-wide customer service standards and communication plans.
1.1.1	Establish a District-wide employee engagement committee to head up internal and external communication review and Goals.
1.1.2	Collectively answer this question: What does good customer service look like? Identify standards for excellent customer service; in accordance with quality for public services: "equal to the best practices in the business."
1.1.3	Develop and implement an on-going reporting system for objective results of our customer service ratings.
1.1.4	Utilize technology to engage customers (i.e. feedback, program updates, marketing).
1.1.5	Research and implement various survey methods based on demographics (children, teens, adults, seniors).
1.1.6	Develop a plan to eliminate barriers for customer information, access to staff, registration and rentals.
1.1.7	Investigate, develop, and implement recommended District-wide standards for integrated registration and refund processes.
1.1.8	Develop a standard engagement plan for park project and initiatives.
1.1.9	Continue to develop marketing plan efforts.
1.2	Objective 1.2: Utilize technology to enhance the customer service experience.
1.2.1	Develop universal registration kiosk portals at all facilities (encouraging online registration).

1.2.2	Investigate and implement incentives to encourage online registration.
1.2.3	Educate residents and customers on how to utilize resources (i.e. instruction/video on navigating online registration).
1.3	Objective 1.3: Implement programming initiatives in Winnetka Waterfront 2030.
1.3.1	Work with local rowing clubs to offer programs at Lloyd Beach.
1.3.2	Work with local sailing clubs to offer additional sailing programs.
1.3.3	Work with environmental agencies to offer educational classes at Elder Lane Beach.
1.3.4	Pursue and secure alternate funding and sponsorships.
1.4	Objective 1.4: Utilize research, best practices, and benchmarking to better understand/anticipate customer needs.
1.4.1	Access and utilize demographics (external – census, village, school resource and internal – profile of current participants) <ul style="list-style-type: none"> • Utilize 2016 Community Needs Assessment Survey data as starting point for perceived community needs • Identify, engage, and activate new households annually • How many people move each year • Average number of years a family stays in Winnetka • Understand participation rates per demographic • Know our current customer • Establish look-alike potential customers based on current participants
1.4.2	Establish program matrix to show program opportunities by demographics.
1.4.3	Use data, demographics, and customer analytics to adjust programming and introduce new opportunities.
1.4.4	Identify new markets within Winnetka and create programs for these markets.
1.4.5	Conduct more onsite survey collections to get better feedback.
1.5	Objective 1.5: Continue to provide a balance of recreation opportunities.
1.5.1	Project implementation of programming that will have greatest effect on community (i.e. non-motorized boating at Elder Lane Beach, etc.).

	1.5.2	Develop a plan to help optimize the use of parks and facilities by addressing unmet program needs of the community in reference to the 2016 Community-wide Survey. This plan will guide in the priority of physical asset needs and use.
	1.5.3	Review the 2016 Community-wide Survey and identify program gaps. I. Programming (camps, birthday parties, educational learning, etc.) II. Sports (basketball, soccer, hockey, volleyball, etc.) III. Fitness (classes, workout facility)
	1.5.4	Review notes from “Leader-to-Leader” interviews as well as focus groups from previous master planning goals for potential program improvements.

MEASURES OF SUCCESS

- Positive *overall customer satisfaction (customer survey results)*
- Reduced customer barriers for program/facility participation (*customer focus groups*)
- Positive internal and external feedback regarding technology usage (through surveying)
- Increased collaboration among departments (*established annual goals*)
- Increased program opportunities and participation

Goal #2: Collaborate and Leverage our Relationships

We will expand our impact by working closely with governmental entities and other organizations.

We will draw on personal relationships and partnerships to help achieve optimal results before investing in assets, acquisitions, or personnel.

BACKGROUND

The Winnetka Park District has traditionally established positive relationships and strategic partnerships with local businesses, local organizations, and school districts whose purposes are to serve and enhance recreational opportunities for Park District residents. These organizations are separate and independent from the Park District and provide for their own leadership, organizational, and operational structure. Although stated missions of the organizations may differ, public investment in public recreational facilities and programs creates a mutually beneficial environment in providing quality recreational opportunities for the Winnetka residents we all serve.

Park District residents benefit through better quality of programs and services from these intergovernmental and affiliate agreements. Internally the Park District has not taken these agreements for granted. Going forward it will take a continuing commitment and investment of time to foster, build, develop, enhance and expand these relationships, which have been a key factor in offering a high level of programs and services for Park District residents.

In addition to intergovernmental and affiliate agreements, the Park District cooperates with the Winnetka business districts by being a member of the Winnetka-Northfield Chamber of Commerce and offering sponsorship opportunities. Also, the Winnetka Park District works together with area park districts to expand our current offerings and services. These opportunities continue to benefit the businesses, Winnetka Park District, area park districts, and Park District residents.

At the same time, the Park District has acted as a service provider to many of the local organizations and outside groups that provide services to the community. Often, this assistance has stretched the capacity of our workforce past its limits. The Park District needs to examine and better define its role and level of support, recouping of costs and/or exchanging service in assisting outside groups while still providing the necessary resources to ensure an exceptional customer service experience to the users of its programs, facilities, and special events. Further defining responsibilities and roles will help eliminate duplication of effort and services.

Historically, village projects and community issues have been successfully handled through cooperation developed through staff-to-staff relationships with various public agencies. With the current community-wide issues, the need to proactively focus on fostering the culture of intergovernmental and affiliate partnerships to efficiently use limited resources is essential. To successfully handle these issues going forward, the Park District and local organizations need to focus more on the community as a

whole. Leveraging and re-balancing the cost /public benefit derived from each partnership will need to be a priority as agreements are updated.

While the Park District currently has positive relationships with local government agencies, the school districts, civic organizations, local business, and community organizations; changes in leadership within the various organizations, the economic challenges facing the various groups, and changing philosophies, will require consistent efforts to continue these partnerships to the benefit of the residents we all serve, through either an affiliate and/or an intergovernmental agreement.

These two partnerships might be described as the following:

1. **Intergovernmental:** Under this arrangement, one unit of local government contracts with another to provide one or more services for a stated amount. The terms of the contract are negotiated and formalized in a written agreement. One entity is the supplier of the service and the other pays for the service or exchanges services.
2. **Affiliate:** The Park District works with an outside organization in coordinating, integrating, and consolidating the planning and provision of recreation facilities and programs when basic functions are compatible and a public benefit may be derived. Through working relationships with outside organizations and joint efforts, each party can contribute to greater public service without relinquishing their separate identities or any of their individual responsibilities.

INTERNAL FACTORS

What things within the Park District (both positive and negative) will affect our ability to move forward on this Goal?

- Winnetka Park District indoor facility (recreation/gymnasium) space limitations
- The ownership and control of Winnetka Park District assets
- Winnetka Park District historical understanding and updated philosophical position on the breadth and scope of WPD program, event, and facility services in relation to all other community providers:
 - Collaborative, competitive or recognized as serving the community needs
 - Extent of staff and/or funding subsidy
- Better education/communication of history and current approach to affiliate group involvement. It is a right not an entitlement:
 - Standard “level/scope” of services compared to increased levels expected
- Strongly consider our ability to increase non-resident participation through comprehensive marketing strategies
- Number of staff and budget resources
- Recent turnover in leadership

EXTERNAL FACTORS

What things outside of the control of the Park District (both positive and negative) will affect our ability to move forward on this Goal?

- History and nature of good working relationships between the Park District and all intergovernmental and affiliate groups (staff, elected officials, volunteer leadership boards)

- Political climate and elected official attitudes and approaches (Village, SD 36, NTHS)
- Numerous organizations and groups that provide some services and/or facilities can be construed as duplicate or even compete or conflict with Winnetka Park District’s mission
- Changes in leadership at various organizations that may not have same philosophy or understanding of formal or informal agreements
 - Special interest user groups “attitude and approach” towards levels of service expected in exchange for fees to be provided by agreement
- Expectations of basic services provided for resident taxpayer sources of revenue vs. user fees
- The “buy-in” from partners depending on the potential impact or value they perceive

RECOMMENDATIONS

	<u>Objective</u>
2.1	Objective 2.1: Improve and leverage Winnetka Park District properties/facilities in exchange for the usage of Winnetka Park District assets for Village storm water purposes.
2.1.1	Survey other park districts for best practices regarding surface water drainage and develop a recommended policy.
2.1.2	Attend public hearings regarding Crow Island Woods and storm water management.
2.2.3	Lead Crow Island agenda with close collaboration with the Village and Public Works.
2.1.4	Provide clear and mutually beneficial exchanges (cash, land, or other park improvements) in exchange for community storm water management solutions that diminish the use of Winnetka Park District properties.
2.2	Objective 2.2: Be a resource and clearinghouse for park and recreation services when services are not being directly provided by the Winnetka Park District.
2.2.1	Establish a clearer identification of the Winnetka Park District role and responsibility in relation to all community recreation-related service providers.
2.2.2	Develop a master calendar/list of recreation facilities, related programs/events by all community groups and organizations; outlying parks and recreation related facilities and services provided by community organizations.
2.2.3	Determine and acknowledge opportunities with service provision and programming to determine the level of WPD involvement: <ul style="list-style-type: none"> • Partnership • Collaboration • Acknowledgement of outside service(s) provided as either a supplement to Winnetka Park District services or; serves the need in lieu of the Winnetka Park District services.

2.3	Objective 2.3: Update all affiliate and intergovernmental partnership agreements, and continue to develop and maintain excellent working relationships.
2.3.1	Survey other north shore park districts for best practices and current trends in affiliate relations and agreements.
2.3.2	Update a summary of all intergovernmental and affiliate agreements with revisions for next cycle.
2.3.3	Conduct informal ongoing communication and attend annual meetings with each intergovernmental/affiliate group to identify and discuss areas of agreement that can clarify roles, responsibilities, charge-backs for services rendered, and expectations between both parties. Proactively create opportunities based on community input.
2.3.4	Develop a clearer philosophical position and then provide an educational component to each agreement that more clearly defines the Winnetka Park District mission, role, and responsibility for the levels and/or standards of service to be provided relative to the fees or services exchanged.
2.3.5	More responsive and ongoing dialogue focused on relationship building which includes informal leadership gatherings
2.3.6	Develop a tool to measure and evaluate each affiliate and intergovernmental relationship.
2.3.7	Review leader-to-leader comments for productive suggestions and set up a follow up meeting to review.
2.3.8	Conduct an annual survey/evaluation to be conducted by the affiliate and intergovernmental board members and/or participants.
2.4	Objective 2.4: Develop and maintain an excellent working relationship with all governmental entities.
2.4.1	More formal staff “huddle”-type of meetings specific to an event or issue.
2.4.2	Establish an annual calendar of events and annual key leadership staff meetings.
2.4.3	Review the annual calendar of events with Village staff on a quarterly basis.
2.5	Objective 2.5: Explore collaboration efforts with local park districts to expand our services into communities with little or no negative impact to the Winnetka Park District.
2.5.1	Identify what the WPD has that other park districts do not have. Determine if we can mutually benefit from shared usage.

		Conversely, identify what other park districts have that the WPD does not have. Determine if we can mutually benefit from shared usage.
	2.5.2	Explore more cross marketing, joint purchasing, and consolidation of duplicated service/efforts between organizations.

MEASURES OF SUCCESS

- Results of community surveys and feedback (Village, Caucus, Winnetka Park District)
- A policy designed to best identify the Winnetka Park District’s role, in relation to storm water management
- A more comprehensive (research supported) approach and clear philosophies/strategies related to facilities, programs, events, and services
- Improved relationships based on feedback from annual meetings, leader-to-leader interviews, and results from annual surveys/evaluations from affiliates, intergovernmental agencies, and community organizations
- Established key performance indicators of non-resident participation and memberships
- Improved affiliate and increased business partnership relations (*regular written and face-to-face communication*)

Goal #3: Invest in the Future

We will provide recreational experiences, programs, and asset development based on current customer interest and in consideration of future opportunities. While mindful of our fiduciary duties, we will not allow our thinking to be limited by financial constraints.

We will honor our inheritance of Park District assets, maximize alternative funding, and prudently invest in the Park District resources for the future.

BACKGROUND

The Winnetka Park District has always looked to the future to assert itself as the premier leader in Parks and Recreation for the Village of Winnetka. As part of this investment, staff is constantly evaluating facilities, programs, and events for its customers to improve on these different stages. We will continue to provide quality facilities and parks through multi-year financial planning and the optimization of our resources around our customers' needs.

Parks and recreational facilities are the very foundation that the Park District is built on. These physical assets provide the outlet for programming, events, services, and all other types of active/passive recreational interests for the community. It's important to make sure that the maintenance and upkeep of these very facilities is kept to the highest level possible and seek to make the necessary enhancements, updates, and when feasible, additions to these facilities, to make sure they are operating at peak levels. With a few exceptions, the Winnetka Park District has done just that. Parks and facilities are operating in excellent condition and can sustain that same standard with continued planned maintenance and repair of major components for years to come.

The greatest physical investment that the District has is in its aging infrastructure. This poses a challenge due to the cost and required maintenance, replacement, and significant renovations to its parks and facilities. The latest examples of this are the A.C. Nielsen Tennis Facility remodeling, Skokie Playfield reconstruction, and the renovation of Hubbard Woods Park. These three projects have had profound effects on the community and helped reaffirm the commitment that the Winnetka Park District has to its customers. This is the catalyst that will allow for new ideas and opportunities, and consider new facilities which would broaden the reach and development of what the District can offer.

The 2016 Winnetka Park District Community Needs Assessment Survey and focus groups provided us with important feedback on how to improve the level of service to our residents. With over 240 total acres that consist of 26 different park sites that offer a variety of different recreational activities; the Park District is always looking to improve the level of service that we can provide to the community. Some of those services include playgrounds, beaches, bike trails, nature walks, wooded nature areas, park pavilions, bocce courts, and sports fields, not to mention the enterprise facilities like tennis, golf, ice, and paddle, which round out some of the offerings that the District gives to the community.

The Park District is mindful of opportunities when possible to improve or enhance its parks and facilities. Whether the opportunity is brought forward by outside funding or completed with Park District resources and patience, the end results will enhance the final asset for the community to enjoy.

The Winnetka Park District's overall fiscal position remains strong considering the current challenging economic conditions. While the economy hopefully continues to improve, staff will focus on economic strategies to keep the Park District finances healthy. Fiscal responsibility is a key element of the Park District's core values and thus the District adheres to the policy of a balanced operating budget.

While the District continues to hold its own during this period of slow economic growth, the District must remain diligent in monitoring participation levels and financial performance, strengthen internal controls and processes, and continue to update long term financial plans. One of the challenges is to develop plans to meet both the ongoing operational needs of the District and the desire for new investment in capital items or increased services described above. Costs in some areas such as utilities and insurance are increasing faster than the Consumer Price Index and taking a larger percentage of our limited tax dollars. Competition is a key factor in our ability to increase user fees, particularly in oversaturated markets like golf courses and ice centers. In addition, the District assets such as parks and open space that provide many public benefits; however, have a limited ability to generate user fees and therefore will require a larger portion of available tax revenue as costs of operations increase. Until the current debt is paid down, major investments in capital will require identifying a payment stream to finance the projects or require a referendum.

The majority of the Park District revenues are generated through property taxes (46%) and fees and charges for services (48%). This diversification of revenue is important to the financial strength of the Park District. Tax revenues are allocated to various facilities based upon needs identified during the budget process. Under the tax cap, the District is limited in its ability to increase taxes without a referendum.

User fees are the other major source of operating revenue and are viewed as a barrier at times to some families to signing up. However, we continue to see a high level of participation in our programs and use of Park District services. Surveys of user fees are conducted on a regular basis to assure that we remain competitive in the marketplace. In addition, the District strives to return value to our residents by enhancing property values and meeting the recreational needs of the community by providing quality parks, facilities, and programs. The 2016 Winnetka Park District Needs Assessment survey showed an 84% satisfaction rating with the overall value received from the Winnetka Park District. This is 15% higher nationally and 13% higher statewide when compared to other parks and recreation departments (*Source: 2016 Winnetka Park District Community Needs Assessment Survey*).

The Winnetka Park District has historically taken a conservative and long-term approach to managing the District's finances. The District has several important components in place that contribute to our financial stability.

INTERNAL FACTORS

What things within the Park District (both positive and negative) will affect our ability to move forward with this Goal?

- Business model of planning, programming, and operations
- Shortage of non-referendum bonding power to assist in funding for larger Goals
- Shortage of space to take on larger projects/facilities
- Long-term effect on new projects/facilities on Long Range Plan funding
- Impact of current projects/facilities and the potential loss of green space in the community
- Communication practice to inform staff and community on projects
- The capability and skill sets to manage and maintain the District's current projects/facilities
- Integrate the newest technology into new/current facility and park design
- Continuation of a financially conservative approach
- Age of infrastructure
- Expense control

EXTERNAL FACTORS

What things outside of the control of the District (both positive and negative) will affect our ability to move forward with this Goal?

- Environmental concerns for projects/facilities and how that affects the end goal
- Building construction and renovation standards of the Village
- Stakeholder support and participation for all projects
- Potential funding from third parties or legacy funding
- Ability to complete projects in a timely and practical manner
- Village review process for Special Use Permit
- Project support from residents, special interest groups, affiliates
- Current economy and escalating operating costs (local and national)
- Partnership opportunities both public and private for future development
- Regulatory agencies (State and Federal) – unfunded mandates
- Competition from both public, private sector, and internal factors
- Tax Cap limits to CPI for all goods and services while the district's primary expenses are in the areas of personal services and contractual services
- Public's desire to keep taxes and fees to a minimum
- Market and inflationary factors

RECOMMENDATIONS

	<u>Objective</u>
3.1	Objective 3.1: Analyze, update, and implement the District’s Long Range Financial Plan (LRP).
3.1.1	Conduct a review of the current LRP and identify/prioritize needs vs. wants.
3.1.2	Update and review Long Range Capital Replacement Plan which will allow for budgeting over the next ten years.
3.1.3	Consider/identify safety practices and new technology in the LRP.
3.1.4	Maintain/Enhance current facilities to help sustain and increase revenues for enterprise groups.
3.1.5	Optimize park space by investigating the need for restrooms in the District per park site.
3.1.6	Review 2010 Aquatic Feasibility Study.
3.2	Objective 3.2: Prioritize and implement Lakefront Master Plan goals.
3.2.1	Prioritize capital dollars and where they should be spent over the next five years. <ul style="list-style-type: none"> i. Use goals set forth by the Lakefront Master Plan (LFMP) and determine what can be completed within the next five years and complete any “low hanging fruit.” ii. Review current state of the lake issues and see how that can be crossed with Goals set forth by the LFMP.
3.2.3	Conduct research and gather information. <ul style="list-style-type: none"> i. Investigate all current facilities and programs within the Park District to compare the actual need in the community vs. a want.
3.3	Objective 3.3: Review and update financial strategies
3.3.1	Incorporate the long-term plan for capital projects and park services operations in the long range financial plan.
3.3.2	Annually review and update the long-term plans.
3.3.3	Maintain adequate fund balance levels.

3.3.4	<p>Research and identify potential outside funding beyond the normal channels.</p> <ol style="list-style-type: none"> i. Investigate potential funding through third parties who can help capture those dollars. ii. Research and identify potential partners (neighboring districts/communities, private partners, support groups) that might help fund some projects/facilities. iii. Review and submit for potential grant funding where possible. iv. Re-involve Winnetka Parks Foundation with specific missions to help fund the LFMP (i.e. fundraising goals and potential legacy funding).
3.3.5	<p>Revitalize Winnetka Parks Foundation.</p> <ol style="list-style-type: none"> i. Hire outside consultant on a commission basis to show how to tap hidden funding sources; either individual or business sources. ii. Naming rights iii. Annual appeal iv. Sponsorships v. Miscellaneous public relations events
3.3.6	<p>Evaluate operational philosophy of business model versus social service model by developing and annually reviewing “Categories for Park District Services”.</p>
3.3.7	<p>Analyze the financial impact of independent contractor agreements versus hiring employees to optimize the value of the Park District.</p>
3.3.8	<p>Re-evaluate and update affiliate agreements.</p> <ol style="list-style-type: none"> i. Clarify what is being provided by Park District. ii. Capital improvements
3.4	<p>Objective 3.4: Update policies and procedures</p>
3.4.1	<p>Update financial policies and procedures:</p> <ul style="list-style-type: none"> • Re-evaluate the policy on resident/non-resident rates and make recommendation to maximize participation. • Strengthen the procedures for following up on outstanding balances. • Strengthen internal controls and increase internal operational audits. • Develop a policy on assessing the cost/benefit of evaluating environmental goals.

3.5	<p>Objective 3.5: Expand employee knowledge of financial concepts.</p>
3.5.1	<p>Conduct training for senior and supervisory staff on financial concepts:</p> <ul style="list-style-type: none"> • Accounting terms • Income statement • Balance sheet • Cash flow • Expand alternate revenue sources • Grants • Sponsorships • Public and private partnerships

MEASURES OF SUCCESS

- Development of a capital repair and replacement program and setting aside funds annually to support the upkeep of existing facilities
- Completion and implementation of a Long-Range Capital Replacement Plan for next ten years
- Completion and implementation of capital improvements to the lakefront as outlined in the Lakefront Master Plan
- Fund balance goals that are at target or greater
- Annual increase in donations
- Ensure that multi-year financial planning will be in place and closely monitored so the Park District can be proactive and adapt to changing economic conditions.

Goal #4: Engaged and Passionate Employees

We will continue to strengthen the Park District workforce through teamwork, training, and development opportunities.

We will support effective leadership and management models, making the Park District work environment one for which competent and creative professionals are proud to work.

BACKGROUND

The Winnetka Park District, as a service provider, is dependent on a talented team of employees that integrate a broad spectrum of skill sets to meet the mission statement of the agency. Under the direction of progressive leadership, productivity and effectiveness of staff at each level must exhibit a consistent high level of quality parks, facilities, and services. With this understanding, the Winnetka Park District needs to have in place the plans, means, and methods to ensure seamless transitions at each level of staffing. Such plans are not limited to elected Board officials or senior management of the agency but, shall include progressive training, development, and mentoring of all staff positions.

Identifying five main levels of staffing, each level is addressed separately with an emphasis on the need for succession planning. The staffing levels include Elected Leadership – Park Board, Appointed Leadership – Executive Director, Senior Staff – Department Managers, Supervisory and Full Time Staff, and lastly, Part Time and Seasonal Staff. Each level of staffing is unique, which dictates different means and methods of training, mentoring and preparation for planned or unexpected transitions.

Elected Leadership – Park Board Ensures a Responsive and Transparent Governance Slated and endorsed by The Village Caucus Parks Committee, commissioners of the Winnetka Park District are elected by majority vote of the residents within the special district boundaries. The Park District includes the Villages of Winnetka as a whole with partial overlap of the boundaries of the Village of Northfield, Kenilworth, and Glencoe. The seven-member Park Board is charged with the development of policies and oversight of all fiscal resources. Individually, no Park Board member is allowed to serve more than two consecutive four-year terms. Terms are staggered so no more than two commissioners will “term out” at the same time. However, any Board position is subject to change with any given election or in the case of unplanned vacancy. In 2016, two commissioner seats were filled by new members. Looking forward, anticipated transition at the Elected Leadership Level is as follows:

Warren James 2017-2021 (eligible new term) 2021-2025 (term out)	Ian Larkin 2011-2015 2015-2019 (term out)	Arthur “Mickey” Archambault 2015-2019 (eligible new term) 2019-2023 (term out)
Eric Lussen 2017-2021 (eligible new term) 2021-2025 (term out)	John Thomas 2011-2015 2015-2019 (term out)	John Peterson 2015-2019 (eligible new term) 2019-2023 (term out)
	Teresa Claybrook 2013-2017 (Eligible new term) 2017-2021 (term out)	

In anticipation of the transition listed above and recognizing that to maintain an effective and high functioning Elected Leadership, an orientation and training plan must be developed and implemented.

The Board of Park Commissioners role and responsibilities with a new director is to:

- establish a culture that leads to a strong collaboration between the Board and the Executive Director
- provide the Executive Director with clear direction, goals, and objectives
- provide training and coaching for the Executive Director to contribute to his long-term success
- support an interactive on-boarding experience for the new director
- provide the Executive Director with the tools and resources needed to be successful

Appointed Leadership – Executive Director – Effective, succession planning, staff transitions, employee development, and implementation of agency mission, culture, and vision

The Executive Director, appointed by the Park Board, is responsible for all operational elements of the agency. The district’s success is dependent on the leadership and passion of the Director. This overarching responsibility makes this position the keystone to lead and energize all staff in the delivery of recreational services to the residents and patrons of the Winnetka Park District. Based on the responsibility of the position alone, a succession plan must exist for the transition of this position whether anticipated or unplanned. Such a plan should be in force at all times. This continuous forward motion would include mentoring of senior staff, logical organization of information, high level of documentation, timely management of systems, and communication of the transition plan among key staff. All elements discussed above are needed to ensure a seamless transition of this position to maintain continuity of effective and progressive leadership of the agency. This leadership position is also key in developing the necessary teamwork between the community, Board and staff - continually creating a thriving organization, making sure there is a compelling vision for the District, clear performance goals and processes that include stakeholders. Failure to develop, implement or maintain such a plan, risks that the agency, reliant on human resources, will be exposed to inefficient delivery of services (externally) and potential loss of confidence in the agency leadership among staff (internally).

Senior Staff Leadership – Department Managers – Support effective management models and highly engaged leaders and employees at all levels

Under the direction of the Executive Director, six managers are responsible for developing the District's current and future leadership and values as well as standards on how employees are treated and how team members treat each other. They are also responsible for oversight to various departments of the agency operations. Each department relies on technical skill sets of the staff members to fulfill the focused service of the particular department. The expectation of each senior staff is that, in addition to strong leadership and management abilities, they possess the technical knowledge and experience of those they manage. It is this linchpin between technical knowledge and the other management aspects such as personnel administration, financial management, and forward planning, that mandates that a transition plan be in place and actively implemented. To ensure a "deep bench" of talent within each individual team (departments), the plan must implement systems for progressive skill development, cross training, and a formal mentoring program. In addition to staff development within each individual department, each senior manager must conduct a Development Plan for each staff member.

Supervisory and Full Time Staff – Foster teamwork, training and the development of competent and creative professionals

Accounting for 28 of the 35 full time staff positions within the agency, this group is the most diverse in experience and skill sets. They range from customer service as front desk attendants, to recreation programming supervisors to the trade skills of the maintenance personnel. Execution of the agency mission is heavily dependent on this group of individuals. The absence of any one staff member leaves a void which needs to be backfilled by a passionate, competent, and skilled individual on a temporary or permanent basis. Three types of succession planning are applicable to this group. First, the development of progressive skill sets. This entails identifying specific talents or technical needs of the department or agency which is not currently possessed within the organization. Second, update training of staff in existing skills sets to maintain full utilization and awareness of technology, best management practices and compliance with the regulatory environment. Third, cross training. This level of succession planning often requires staff to staff instruction, hands on training and at times, formal education.

Part Time Staff and Seasonal Staff – Retain competent, engaged, dedicated, and caring employees

The largest section of the agency staffing profile, this group accounts for 237 of the agency's staffing total of 272 employees at the peak of the summer season. Approximately one third (94 staff) of this group are year round part time staff. Tennis programming, ice facility staff, and maintenance positions make up a majority of the part-time staff classification. As expected, the balance of this group (143 staff) consists of recreation staff, which is recruited for summer programming. Lifeguards, athletic field supervisors, rangers, beach attendants, camp counselors and directors round out the duties of this group.

With the highest degree of engagement with residents and patrons of the Winnetka Park District, this group receives the most intense training in the shortest period of time in preparation for their short term assignments. This challenge is compounded due to the fact that turnover of this group is very high. Mainly consisting of high school and college students, individual tenure in this group ranges from a few months to three or four years.

Because of the group's size and limited tenure coupled with the agency's heavy reliance on them to provide service, a progressive system of staff evaluation and training is a necessity to fill vacancies of exiting staff that essentially "age out". Beyond the standard training received by all individuals of this group, an evaluation process must be developed to identify capable staff to replace others nearing the

end of their tenure with the Park District. Based on the staff evaluation, a formal training process will be required to ensure skill sets are in place once the transition scenario is presented.

INTERNAL FACTORS

What things within the Park District (both positive and negative) will affect our ability to move forward on this Goal?

- Commitment of all parties to plan, implement, and follow through with succession plan
- Expressed support by Board, Executive Director, and senior staff, that succession planning is a priority
- Sufficient allocation of resources: time, funding, equipment, etc.
- Hiring practices need to ensure employee commitment to skill and career development
- Selection of staff with core competencies - reading, writing, and research
- Integration of succession planning as a Best Management Practice (BMP)
- Develop and implement systems to compensate for language barriers for staff development, e.g. license testing.

EXTERNAL FACTORS

What things outside of the control of the District (both positive and negative) will affect our ability to move forward on this Goal?

- Potential outside expertise of a consultant to develop and implement a formal mentoring program
- Mentorship opportunities beyond the agency limit - other professionals within or outside the profession
- Train the trainer concept
- Higher degree of expertise and skill sets than currently exist internally. External recruitment opportunity.
- Impact or influence of regulatory agencies - FOIA, DOL, EPA...etc.
- Competition with the private sector for the same labor pool demographics

RECOMMENDATIONS

	<u>Objective</u>
4.1	Objective 4.1: Park Board - Ensure transparent governance.
4.1.1	Adopt a policy requiring all new Board members to complete an in-house orientation with the Executive Director and senior staff.
4.1.2	Policy to mandate full Board training.
4.1.3	In a timely manner, complete mandated training for OMA and FOIA.
4.1.4	Develop and routinely update a Board Orientation Manual and checklist.

4.1.5	Develop and routinely update a Parks Caucus Committee Orientation Manual and Checklist. Distribute annually via Parks Caucus Liaison.
4.1.6	Assignment of a sitting Board member (two years or more) to a new Board member as coach and mentor.
4.2	Objective 4.2: Executive Director - Effective succession planning, staff transitions, employee development, and implementation of agency mission, culture, and vision.
4.2.1	Develop a vision and core values for the Park District - getting input from all stakeholders to provide direction and purpose to employees.
4.2.2	Development of transition plan and general timeline – Exit.
4.2.3	Development of standard action plan for new directors – On boarding.
4.2.4	Assessment of senior staff to training and practical mentoring
4.2.5	Assessment of senior staff
4.2.6	Based upon development planning and career path assessment, create individual development plans with specific timeline.
4.2.7	Continue advanced training to maintain existing skill sets and knowledge base.
4.3	Objective 4.3: Senior Management - Support effective management models and developing highly engaged leaders and employees at all levels.
4.3.1	Each department to establish a formal written practice of staff assessment and development consisting of core skill sets and basic credentials, progressive training, and advanced professional development.
4.3.2	Develop and conduct a career assessment profile for each supervisor with a direct report to any senior staff member.
4.3.3	Based upon individual skill set evaluation and career assessment, implement a mentoring or training program in conjunction with specific performance timelines.
4.3.4	Develop annual program which progressively cross trains direct supervisory reports to essential skill sets of senior staff members.
4.4	Objective 4.4: Supervisory and full-time staff - Foster teamwork, training, and the development of competent and creative professionals.
4.4.1	Develop and conduct a career assessment profile for each supervisor and full time staff member. Assessment to be conducted by the direct report of senior staff member.

4.4.2	In collaboration with each staff member, create a custom professional development plan. Skill set development, training programs, formal education and timelines must be included as part of the plan.
4.4.3	Based on the development plan and training needs, identify candidates who may benefit from a formal mentoring program.
4.4.4	Develop and implement a mutually beneficial mentoring program between senior and junior staff members.
4.5	Objective 4.5: Seasonal and part-time staff -Retain competent, engaged, dedicated, and caring employees.
4.5.1	Supervisory and full time staff to develop an annual profile of both part time and seasonal positions subject to transition. Identify staff nearing the end of employment tenure and potential candidates for replacement.
4.5.2	Timing of this analysis should be undertaken no later than the first quarter of the seasonal employment to allow implementation of a training program for the replacement staff.
4.5.3	Supervisors to develop a formal training program for replacement staff to successfully undertake the new responsibilities once they are presented.
4.5.4	The training program is to include identification of necessary skill sets, a checklist to monitor progress and timelines to meet the anticipated transition.
4.5.5	Based upon profiles of regular part time staff; identify, train, and mentor selected staff members to transfer to new or vacated full time positions.
4.6	Objective 4.6: Economic Analysis - Efficiently and effectively manage personnel costs.
4.6.1	Long range analysis of potential cost savings. ERI (Early Retirement Incentive) analysis, and in some cases, retention agreements
4.6.2	Realignment of staff to organization needs resulting in potential cost savings. Responsibility analysis, workload analysis, and organizational restructuring
4.6.3	Remain competitive by updating compensation and benefits survey. (five year intervals) <ul style="list-style-type: none"> ○ Market analysis ○ Compensation analysis
4.6.4	ROI of staff development in the implementation of higher utilization of tools of technology and evolving skill sets improving staff efficiencies resulting in containment of labor cost and time.

MEASURES OF SUCCESS

- Measurement of staff retention rate within a department and the agency as a whole
- Financial - Measurement of cost savings to recruit, train, and retain staff
- Service - Ability to maintain and/or improve quality of services during major Board and staff transitions. Routine community satisfaction surveys.
- Efficiencies - Implementing progressive skill sets and cross training of staff to take advantage of new organizational opportunities
- Career tracking of staff
 - Internal progress of completing staff development plan
 - Internal promotions
 - External career advancements of staff
- Certificates of training: (CPA) Certified Public Accountant (CPRP) Certified Park and Recreation Professional)

Goal #5: Operational Excellence

We will efficiently and effectively manage our resources to create long-lasting value for the residents we serve.

We will deliver quality recreational experiences, programs, and resources to our stakeholders by applying principles, systems, and tools that achieve sustainable improvement.

BACKGROUND

The National Recreation and Park Association (NRPA) has conducted research indicating that parks and recreation agencies not only have a huge influence on the culture of health and wellness of individuals in a community, but also play a major role in economic development and home values in a community. By continually striving for excellence in Park District operations, the District is helping to make Winnetka a great place to live and raise a family. The District must continually strive for excellence by seeking opportunities to create long-lasting value through the delivery of benefits that are equal to or greater than the cost to the residents and customers.

This goal is intended to drive agency excellence through District-wide processes and practices. For example, in general people are looking for the Park District to provide clean, safe, reliable, beautiful, convenient, and enriching parks, programs and facilities.

The Park District team will focus on five major and very important areas of operational excellence over the next five years:

1. User-friendly technology
 - a. Technology use at full capability
 - b. Obsolete or underutilized technology
 - c. System integration
 - d. Assessment and thoughtful application of new developments in technology
 - e. Automation – self serve application
 - f. Staff engagement and continuous training

2. Proactive risk management
 - a. Effective Safety Committee
 - b. Park District Risk Management (PDRMA) audits. Successful and consistent high ratings on annual reviews
 - c. Increase in safety training
 - d. Effective employee wellness initiative

3. Further developing our environmental and sustainable practices
 - a. Establishing new District-wide Environmental Committee
 - b. Update to environmental policy
 - c. Pesticide use program – Integrated Pest Management Program (IPM)
 - d. Habitat restoration program. Woodland, wetland, shoreline, and bluff restoration
 - e. Improve storm water management and related quality standards
 - f. Develop environmental partnerships. Coordinate with Goal #2
 - g. Community outreach and education. Coordinate with Goal #1

4. Recreation program development, assessment, and refinement
 - a. Quality and customer satisfaction rates of current programs
 - b. Analyze current demographics
 - c. Explore new markets and create new programs

5. Best Management Practices (BMP) in Parks and Recreation. The National Recreation and Park Association, Illinois Park & Recreation Association and other related recognized industry leadership associations have high standards and criteria by which the District aims to operate with excellence and in accordance with:
 - a. NRPA Recreation, Park, and Open Space Standards and Guidelines
 - b. Renew IAPD Distinguished Agency accreditation
 - c. Apply for (GFOA) Government Finance Officers Association) award for “Excellence in Financial Reporting”.
 - d. Prepare, apply for, and secure the National Gold Medal Award in 2022.

INTERNAL FACTORS

What things within the organization, both positive and negative, will affect our ability to move forward on this Goal?

- Existing open space limitations
- LRP capital improvement and funding ability
- Human resource allocations and staff training programs
- Time constraints and daily workload pressures

EXTERNAL FACTORS

What things outside the control of the organization, both positive and negative, will affect our ability to move forward on this Goal?

- Special interest group pressures
- Updated criteria and standards
- Objective results able to be ascertained
- Outdated or inapplicable guidelines, standards, or policies/ordinances

RECOMMENDATIONS

	<u>Objective</u>
5.1	Objective 5.1: Collect and analyze demographics information to drive better decision-making.
5.1.1	Analyze District 36 Enrollment Report.
5.1.2	Take into consideration NSCD, Faith Hope, and Sacred Heart Enrollment Report.
5.1.3	Analyze District 36's Full Day Kindergarten and how to rearrange programming to meet the new schedule for this age group/ market.
5.2	Objective 5.2: Create and implement a user-friendly, District-wide technology master plan.
5.2.1	Utilize outside IT consultant to help review our systems, provide recommendations, and guide our plan.
5.2.2	Develop an infrastructure with emphasis on efficiency, integration, automation, and security, while eliminating internal and external customer access barriers.
5.2.3	Evaluate opportunities for shared resources with other governmental agencies (i.e. Wi-Fi).
5.2.4	Review and establish necessary policies and procedures related to technology.
5.2.5	Hardware inventory, replacement program, long-term investments - IT Plan
5.2.6	Continuous software inventory, evaluation, recommendations
5.2.7	Develop and communicate IT transition plans with staff and community (i.e. temporary system adjustments).
5.2.8	Bring technology advancements to the Lakefront.
5.2.9	Look for grants and alternative funding opportunities to assist with advancing technology.
5.3	Objective 5.3 Best practices in Parks and Recreation
5.3.1	Compare existing assets to NRPA Recreation, Park, and Open Space Standards and Guidelines. Identify, determine, and report on the results of this analysis.
5.3.2	Renew IAPD Distinguished Agency accreditation – to become recognized as an industry leading agency.

5.3.3	Submit and obtain (GFOA) Certificate of Achievement for Excellence in Financial Reporting award.
5.3.4	Update and/or develop all WPD ordinances; in collaboration with Village regulations, rules and laws.
5.3.5	Apply for and obtain National Gold Medal Award by 2022.
5.4	Objective 5.4: Proactive risk management
5.4.1	Comprehensive review and update of all risk management policies, practices, and recordkeeping
5.4.2	Development of an agency wide safety program that details required individual training requirements and schedules for compliance and/or retraining.
5.4.3	Semiannual internal audit process to monitor agency risk management compliance. Safety Committee process.
5.4.4	Establishment, implementation, and promotion of an employee wellness program.
5.5	Objective 5.5: Further develop our environmental and sustainable practices
5.5.1	Research BMP related to effective environmental policies. Update, adopt, and implement.
5.5.2	Develop a written Integrated Pest Management program for all parks and facilities.
5.5.3	Develop restoration and stewardship program for all natural habitats, woodlands, wetlands, and lakeshore environments. Utilize Crow Island Woods program as a model.
5.5.4	Coordinate initiatives in environment policy development and implementation with other public and private partners.

MEASURES OF SUCCESS

- Report identifying satisfaction or deficiencies in NRPA standards
- Successful achievement of Distinguished Agency certification
- Annual recognition by securing the GFOA-Certificate of Excellence in Financial Reporting award
- Increase levels of customer satisfaction
- Updated policies and ordinances. Recognition as a finalist for the National Golf Medal Award
- Significant reduction in overall PDRMA loss experience by 2022
- Identify trends in the reduction of staff time off due to injury (workers compensation) and Illness (wellness/lifestyle)
- Excellence in PDRMA Safety Audits

ATTACHMENTS

2016 Community Assessment Survey Links

Community-wide Survey

<https://www.winpark.org/wp-content/uploads/community-survey-final-report.pdf>

Community-wide Survey Cross-Tabular Analysis

<https://www.winpark.org/wp-content/uploads/survey-appx-crosstabular-analysis.pdf>

Winnetka Waterfront 2030 Plan

<http://www.winpark.org/wp-content/uploads/lakefront-WW2030-master-plan.pdf>