



2017 Strategic Plan

**TO ACHIEVE THE VISION, MISSION, AND PRIORITY RESULTS,
GIVEN BY THE BOARD OF COMMISSIONERS
ON BEHALF OF CITIZENS.**

Vision: To be the best urban parks and recreation system in North America,
as measured by national standards and the citizens we serve.

Mission: To help people enjoy life by providing an exceptional park and recreation system.

Global Priority Result

Park space and recreation are essential to the quality of life in the Rockford Park District,
contributing to the transformation of the region into a Top 25 community.

Priority Result I

Park space and recreational facilities meet the recreational needs of this and succeeding generations

- A. Park and facility maintenance, repair, cleanliness, appearance, and accessibility, meet or exceed citizen expectations
- B. Sustainability drives acquisition, development, construction, operation, and repair and replacement of parks and facilities
- C. Residents value the District's role in preservation, conservation, reforestation, and beautification
- D. Park land and facility acquisition and development priorities:
 - i. Meet community needs and are aligned to recreational trends
 - ii. Secure and allocate resources to cover costs of capital development, maintenance, and operational costs, and
 - iii. Link paths, trails, and parks, and provide neighborhood parks and riverfront improvements
- E. Obsolete, underutilized, or non-trending parks, facilities, and amenities are repurposed or retired

Priority Result II

Residents value and are involved in diverse, well-supported, safe recreational activities for their health, well-being, fun, and entertainment

- A. Highest priority for services is given to supporting the success of youth, teens, persons with disabilities, and families during summer and non-school times
- B. Residents experience activities that promote a healthy lifestyle at accessible times and locations utilizing recreational facilities and natural assets, including:
 - i. Introductory sports for lifetime recreation
 - ii. Active and passive recreation
 - iii. Nature and outdoor activities
 - iv. Cultural activities
- C. A safe and secure environment exists in parks, recreational facilities, services, and programs

Priority Result III

Residents have exceptional parks and recreational facilities, services, and programs that reflect a high return on available resources

- A. A broad array of free or low-fee recreational activities, facilities, and park land exist for the greatest community benefit
- B. District assets and resources are leveraged by strategic partnerships and collaborations to enhance and strengthen achievement of the Priority Results
- C. There is growth in non-tax revenue in support of District Priorities
- D. The community is engaged as volunteers, advisory committees, and friends groups

Governing Policy 1.0: Priority Results
Approved : 9/20/2016

Approved by Executive Director Tim Dimke on September 29, 2016.

Clerical revisions last made 10/11/2016.

NOTES:

This plan is available for download at www.rockfordparkdistrict.org > About Us > Governing Policies.

Management Limitations (ML) refer to associated Board Governing Policies by number.

CEO Interpretations provide internal clarity for operational alignment to Priority Results.

Critical Facts are listed as supplemental information provided on Page 15.

Evidence is the measure by which team members will be asked to report success; additional evidence is welcome, but may not be necessary.

Reported By suggests sources and/or central collection of data, but is not limited to these areas.

Operational Notes represent special considerations intended for team members in the development of operational plans.

Certain hyperlinks within this file may require users to be logged in to the District network.

****Send your corrections and suggestions to JuliaHalsted@RockfordParkDistrict.org all year round!****

Vision: To be the best urban parks and recreation system in North America, as measured by national standards and the citizens we serve.

CEO Interpretation: The District is perceived by its stakeholders and its peers as being best in class, and is proven to be so through recognition programs. Achievement is reported in the overall Organizational Performance report.

Critical Fact(s) Impacted: Value

Success Indicator 1

Advance the national accreditation application.

Evidenced by: Achieving Commission for Accreditation of Park and Recreation Agencies (CAPRA) accredited status.

Reported by: Accreditation Team – with participation by all areas

Success Indicator 2

Pursue recognition and awards that demonstrate excellence in all areas of operation.

Evidenced by: NRPA Gold Medal, GFOA, and Loss Control Review scores

Reported by: Director’s Office – with participation by all areas

Operational Notes: Report all planned nominations, applications, awards, and recognition to Director’s Office for central record-keeping

Mission: To help people enjoy life by providing an exceptional park and recreation system.

CEO Interpretation: All priorities and resources of the District are aligned to achieve the District’s mission. Board affirmation of achievement of the Priority Results constitutes fulfillment of the mission.

Critical Fact(s) Impacted: Value

Global Priority Result: Park space and recreation are essential to the quality of life in the Rockford Park District, contributing to the transformation of the region into a Top 25 Community.

CEO Interpretation: Parks, open space, and recreational amenities are used, valued, and enjoyed by residents and visitors. The community attracts and retains a population that contributes to its stability and well-being. The District has a multi-faceted role in helping the community achieve its vision of becoming a Top 25 Community, which extends beyond recreation to being an overall “Best Region to Live” with a “Strong Economy” as defined by [Transform Rockford](#). Affirmation by the Board of achievement of Priority Result I-III constitutes achievement of the Global Priority Result.

Critical Fact(s) Impacted: Value

Success Indicator 3 The District contributes to community revitalization through participation in community advancement and alignment initiatives.

Evidenced by: Staff hours served in Transform Rockford, and other contributions.

Reported by: All areas

Operational notes: Provide participating team members support and parameters for participation

Success Indicator 4 Contribute to retention and growth in District population, equalized assessed value (EAV), and overall economic prosperity.

Evidenced by: Year-over-year change in EAV, other sources of economic data, and results of participation in economic development initiatives

Reported by: All areas

Priority Result I.: Park space and recreational facilities meet the recreational needs of this and succeeding generations.

CEO Interpretation: The District will take a long-term sustainable view, including assessment of population trends, economic viability, and geographic distribution to ensure that both the array and proximity of amenities make park space and recreation essential to quality of life throughout the District. Achievement of Priority Result I sub-priorities A-E constitutes achievement of Priority Result I.

Critical Fact(s) Impacted: Youth, Value, Infrastructure

Success Indicator 5 A District-wide master plan exists to guide the use of parks and facilities (ML 2.5B.)

Evidenced by: Master plan development progress and/or completion

Reported by: Capital – with participation in affected areas

Success Indicator 6 Completion of major capital projects to meet community need and recreational trends (ML 2.9.)

Evidenced by: Completion of Mercy Sportscore 2, Jefferson Street Pedestrian Bridge, Magic Waters improvements, Sinnissippi Music Shell Sound/Lighting, Atwood Trails Development, Sabrooke playground

Reported by: Capital, Marketing – with input from all areas

Priority Result I.A.: Park and facility maintenance, repair, cleanliness, appearance, and accessibility meet or exceed citizen expectations.

CEO Interpretation: District facilities and assets are well-maintained, clean and attractive, and in good repair. Maintenance includes cleaning and appearance standards for indoor and outdoor spaces that are pleasant, inviting, welcoming, clean, and free of debris, clutter, graffiti, and litter. Every park and recreation asset is of high quality regardless of its age or physical location, without real or perceived disparity by residents. District amenities are accessible and adaptable for people of all ages, abilities, and backgrounds. Diversity includes but is not limited to gender, race, ethnicity, personal interests and beliefs, language, and economic status. The District will maintain parks and facilities in a balanced geographical manner, at times and locations convenient to customers.

Critical Fact(s) Impacted: Infrastructure

- Success Indicator 7** **95% of customers and 80% of owners rate maintenance and cleanliness as good to excellent.**
Evidenced by: Customer and citizen survey ratings
Reported by: Customer Experience (customers) – with participation by all areas; Director’s Office (citizens); Marketing (other)
Operational Notes: Verify that customer and facility survey core questions correlate
- Success Indicator 8** **A long-range repair and replacement plan identifies all capital assets, liabilities, and lifecycles to include preventative and ongoing maintenance requirements.**
Evidenced by: Playgrounds, trees, rolling stock, signage, Museums (ML 2.13.B.), etc.
Reported by: Capital, Maintenance, Finance – with participation by all areas
Operational Notes: Incorporate Capital Maintenance Management System (CMMS)
- Success Indicator 9** **Total deferred capital repair and replacement needs are reduced.**
Evidenced by: Year-over-year amount deferred; actual rate of CIP budget application to repair and replacement; at least 90% of Capital funds are applied to repair and replacement of existing assets (ML 2.5B)
Operational Notes: Verify that customer and facility survey core questions correlate; include all District-owned facilities, museums, partner playgrounds, etc.
Reported by: Capital, Operations, Foundation – with input from all affected areas
- Success Indicator 10** **All areas of the District achieve 100% Americans with Disabilities Act (ADA) compliance.**
Evidenced by: ADA transition plan implementation; year-over-year percentage point increase
Reported by: Capital, ADA coordinator – with input from affected areas

Priority Result I.B.: Sustainability drives acquisition, development, construction, operation, and repair and replacement of parks and facilities.

CEO Interpretation: The incorporation of sustainability into the Board's Priority Results demonstrates accountable stewardship of public assets. The District engages in environmentally responsible practices, including but not limited to the economic, social, and environmental strategies coordinated by the District's Sustainability Team. Sustainability as applied broadly takes into consideration current and future programs, operations, maintenance, energy, and repair costs. Projects are sustainable and cost-efficient (as in less costly to operate, and not a burden to taxpayers) in their design, construction, and maintenance practices, meeting present needs without compromising future care of the asset.

Critical Fact(s) Impacted: Safety, Infrastructure, Financial, Systems, Technology, Workload

Success Indicator 11 Sustainability practices are incorporated into programs, operations, and maintenance.

Evidenced by: Implementation results of [Sustainability Team](#) and other departmental programs, operations, and maintenance

Reported by: All areas

Success Indicator 12 Sustainability best practices and specifications are incorporated into capital planning and design.

Evidenced by: Specific practices and specifications incorporated – and the benefits/outcomes of such

Reported by: Capital, Maintenance – with input from affected areas

Priority Result I.C.: Residents value the District's role in preservation, conservation, reforestation, and beautification.

CEO Interpretation: District initiatives instill an awareness of the human connection to nature, and promote responsibility for maintaining a sustainable environment by conserving resources, and preserving and caring for the natural world. Where feasible, passive space will be converted into natural areas such as prairies, woodland, waterways, etc. to meet residents' current and future needs for passive recreation. In the long term, this will increase sustainability and provide access for citizens to enjoy natural areas while providing wildlife habitat. Residents appreciate and support conservation efforts, reforestation initiatives, and beautification. Initiatives include conserving energy, preserving natural resources for future generations, planting new trees, caring for aging trees, creating sustainable landscapes for minimal future maintenance costs, and land and water conservation efforts. Citizens who contribute to the care of these improvements take greater ownership of parks and other neighborhood assets.

Critical Fact(s) Impacted: Value, Infrastructure, Financial, Workload

Success Indicator 13 The public is informed of and participates in preservation, conservation, reforestation, and beautification efforts, and cost-saving benefits.

Evidenced by: New and updated interpretive signage in new and existing natural areas; volunteer participation in specific areas

Reported by: Capital, Maintenance, Marketing, Programming – with input from other participating areas

Priority Result I.D.: Park and land facility acquisition and development priorities:

- i. Meet community needs and are aligned to recreational trends**
- ii. Secure and allocate resources to cover costs of capital development, maintenance, and operational costs, and**
- iii. Link paths, trails, and parks, and provide neighborhood parks and riverfront improvement**

CEO Interpretation: The District only pursues land and development opportunities that meet the criteria of this Priority Result.

- i. Acquisition and development is driven by the District’s purpose, mission, and priorities. Therefore, recommendations for acquisition and development are based on commonwealth, recreational patterns, and forecasts.*
- ii. Park land acquisition may be accomplished through a variety of methods, including by purchase, donation, land/cash ordinance, grant funding, partnership with municipalities, etc. (ML 2.10.) Any new land acquired through donation, may be preserved for future development, and may require its development and perpetual maintenance to be completely funded with non-tax resources. Any donation of land or recreation facilities not meeting the criteria of this policy may be subject to sale through the District’s Foundation, which will not require the Foundation to hold, develop, or use it.*
- iii. Priority areas for expansion include properties adjacent to existing parks and facilities to connect multi-use paths and trails with the potential to serve as alternative transportation. Neighborhood parks are those available for use by the public, whether or not owned or maintained by the District. They are free of major barriers, located within one mile in densely populated areas free of barriers such as high-traffic streets that block or impede safe pedestrian access, especially for children. The District is involved in planning, acquiring, enhancing, and developing riverfront property and amenities to enhance recreational access to the river.*

Critical Fact(s) Impacted: Value, Partnerships, Safety, Infrastructure, Financial, Workload

Success Indicator 14 Community needs and trends are assessed to guide acquisition and development.

Evidenced by: Actions taken as a result of completing and evaluating a comprehensive community recreation inventory

Reported by: Marketing, Maintenance, Capital, Operations – with input from all areas

Operational Notes: Includes relevant data from research previously conducted by other agencies; includes playground gap analysis, and CMMS development

Success Indicator 15 Park and facility acquisition and development meet all sub-priority criteria for acquisition and development.

Evidenced by: Evidence of community need, recreational trends, funding resources, and qualifying type; rec path connections, RPS205 neighborhood park acquisition, and the like

Reported by: Capital, Operations – with input from affected areas

Priority Result I.E.: Obsolete, underutilized, or non-trending parks, facilities, and amenities are repurposed or retired.

CEO Interpretation: The Board will consider options and opportunities to sell or lease existing buildings and land that are not useable for recreational activities, within legal restraints. The cost, benefit, and usage of all parks and facilities are routinely evaluated for their efficiency, and must effectively meet the active and passive recreational needs of citizens.

The National Recreation and Parks Association standard of 1-2 acres of active recreational space and 0.5-0.8 acres passive recreational space per 1,000 of population shall serve as the District's standards. The land holdings of other public and not-for-profit agencies contribute to meeting this standard so long as they are in close proximity, and accessible for public use and enjoyment (described in PR I.D.).

Critical Fact(s) Impacted: Value, Partnerships, Infrastructure, Financial, Workload

Success Indicator 16 **Underutilized assets are repurposed to minimize costs, generate revenue, and/or maximize recreational use.**

Evidenced by: Sand Park remediation, Midway Village land lease; other assets that are repurposed, lease, sold, or retired; Transform Tennis results

Reported by: All areas

Priority Result II.: Residents value and are involved in diverse, well-supported, safe, and recreational activities for their health, well-being, fun, and entertainment.

CEO Interpretation: Research shows usage of parks and facilities improves perceived value of parks and recreation services provided by the District. Therefore, the District will engage all residents as customers. Residents participate in a broad variety of active and passive recreational activities. District programs will be diverse and innovative, responsive to citizens' interests and trends. The District collaborates with partners to grow participation in recreational programs, reduce costs, leverage resources, and expand reach (ML 2.10.). In service areas where the District does not directly offer a program, support may be provided to a partner that aligns with the District's Priority Results (ML 2.9.3.).

Critical Fact(s) Impacted: Youth, Value, Safety

Success Indicator 17 **District-wide overall user visits increase by three percentage points.**

Evidenced by: Year-over-year user visits

Reported by: Operations

Success Indicator 18 **95% of customers and 80% of owners agree the District provides access to diverse, well-supported, and safe recreational activities for their health, well-being, fun, and entertainment.**

Evidenced by: Program and facility customer survey results for each named category

Reported by: Customer Experience, Director's Office - based on participation by all areas

Operational Notes: Align core survey questions; surveys are administered for all programs and facilities; implement standards for program excellence to achieve high customer ratings

Success Indicator 19 **District programs are innovative, set recreational trends, and are responsive to citizen and customer input. (ML 2.1.)**

Evidenced by: Actions taken as a result of feedback and other engagement initiatives

Reported by: All areas

Success Indicator 20 **The District promotes the importance of parks and recreation.**

Evidenced by: Public relations outreach, internships, scholarships, recruitment, participation rates

Reported by: All areas

Priority Result II.A.: Highest priority for services is given to supporting the success of youth, teens, people with disabilities, and families, during summer and non-school times.

CEO Interpretation: Activities are made available for all ages of residents throughout the District, a greater proportion of resources allocated to services for the named participant groups. As specified by Citizen Survey responses, these groups are the highest priority groups to receive tax-supported recreation programs and services.

Critical Fact(s) Impacted: Youth, Value

Success Indicator 21 **Comprehensive life skills and character development is incorporated in all programs.**

Evidenced by: Implementation of standards for code of conduct, behavior expectations, partners' programs

Reported by: Operations

Success Indicator 22 **There is an increase by three percentage points participation in programs serving priority groups including youth, teens, people with disabilities, and families.**

Evidenced by: Year-over-year user visits and/or registrations of each demographic; elimination or reduction of programs during school hours

Reported by: Operations

Operational Notes: Record-keeping/Rec Trac to identify participant age groups such as youth = 5-12; teen = 13-18; adult = 19+

Success Indicator 23 **Youth leader, mentorship, volunteer, and employment programs exist throughout the District.**

Evidenced by: Participation/enrollment rates in programs offered

Reported by: All areas

Priority Result II.B.: Residents experience activities that promote a healthy lifestyle at accessible times and locations utilizing recreational facilities and natural assets, including:

- i. Introductory sports for lifetime recreation**
- ii. Active and passive recreation**
- iii. Nature and outdoor activities, and**
- iv. Cultural activities**

CEO Interpretation: Direct programming will focus on service areas with existing major parks and recreation facilities to support with user fees, where there is adequate demand demonstrated, where financial resources exist, and where the District has the ability to provide the program.

- i. Lifelong recreational skills provide competencies for enjoyment of basic recreational activities today and into the future, and provide residents avenues for positive, productive use of their leisure time. Coaching and instruction at the introductory level is offered for considerable community benefit, representing services that begin to provide skill development. They are generally beginner instruction to equip residents with lifelong recreational skills, which means those activities that can be enjoyed for a lifetime while using District facilities. It is the District’s responsibility to “grow” the next generation of golfers, hockey players, swimmers, etc., and keep facilities relevant and well used.*
- ii. Recreational offerings are enjoyable for participants, but may or may not result in physical exercise.*
- iii. District programs create an awareness of and appreciation for the natural world and the responsibility of stewardship for the environment by participation in nature education and by being outdoors.*
- iv. The District’s support of museums, as well as support for public, fine, and cultural arts, and entertainment events constitute cultural activities. (ML 2.13.)*

Critical Fact(s) Impacted: Youth, Value, Partnerships, Financial, Systems

Success Indicator 24

There is an overall increase of three percentage points in user visits for programs and facilities representing sub-priorities i-iv.

Evidenced by: Fewer customers state location, times, and transportation as a reason for not participating; year-over-year increase in user visits and/or registrations; community health risk measurements improve

Reported by: Operations, Marketing, Customer Experience

Operational Notes: Categorize user visits into four categories; consider record-keeping/RecTrac options

Success Indicator 25

Customers participate in comprehensive skill development progression to develop lifelong recreational skills utilizing park district facilities.

Evidenced by: Skill development lesson progression, including partner programs

Operational Notes: Develop record-keeping/Rec Trac modifications to track progression

Reported by: Operations, Information Services – with input from affected areas

Priority Result II.C. A safe and secure environment exists in parks, recreational facilities, services, and programs.

CEO Interpretation: Safety and security measures are taken to protect and preserve District facilities and physical assets, citizens, customers, and staff through programs, services, and equipment. All staff participate in and are trained to ensure safety.

Critical Fact(s) Impacted: Youth, Value, Safety, Infrastructure, Financial, Systems, Technology, Workload

- Success Indicator 26** **Parks and facilities are safe, secure, and compliant with all safety standards. (ML 2.1.2.)**
Evidenced by: Crime statistics, operational and risk management measures and interventions such as incidents, patterns, response times, etc.
Reported by: Operations, Risk Management, Police – with input from all areas affected
- Success Indicator 27** **Residents are actively engaged to deter negative activity in parks.**
Evidenced by: Park Watch group activity and formation, reduction in crime stats at locations with active neighborhood network involvement; reduction in juvenile and overall crime
Reported by: Police, Operations - with others involved
- Success Indicator 28** **The collection, storage, security, and integrity of electronic data and other District assets are protected against compromise while ensuring appropriate access. (ML 2.1.)**
Evidenced by: Systems, strategies, and operational tactics in place that safeguard data and manage access
Reported by: Finance – IS, Purchasing, Risk Management, Customer Experience – other areas involved

Priority Result III. Residents have exceptional parks and recreational facilities, services, and programs that reflect a high return on available resources.

CEO Interpretation: The District is regarded by residents as a good return on their investment of taxes and fees paid, resulting in citizen confidence, support, and trust. Every park, facility, service, and program offered is of the highest quality possible within resources, as measured by our citizens and customers. Available resources include those within the District budget as grants, gifts, and other government organizations.

Critical Fact(s) Impacted: Value, Financial

- Success Indicator 29** **90% of customers and 75% of owners agree they receive a good return on their tax investment and value for fees paid for services.**
Evidenced by: Year-over-year customer and citizen survey results; compelling evidence and communication of such in publications and promotions
Reported by: Customer Experience, Director’s Office, Marketing – with participation by all areas
Operational Notes: Verify that customer and facility survey core questions correlate
- Success Indicator 30** **90% of customers agree they receive a high value of return on fees paid for programs.**
Evidenced by: Year-over-year customer and citizen survey results
Reported by: Customer Experience, Director’s Office, Marketing – with participation by all areas
Operational Notes: Verify that customer and facility survey core questions correlate.

Priority Result III.A. A broad array of free and low-fee recreational activities, facilities, and park land exist for the greatest community benefit.

CEO Interpretation: Parks and amenities are accessible to property tax payers at no additional cost for their use and enjoyment as prioritized in Priority Result II. Low-fee activities are defined as \$25 or less for a family of four. Services and programs are consistent with the parameters of the [Cost Recovery Model](#).

Critical Fact(s) Impacted: Youth, Value, Partnerships, Financial

Success Indicator 31 **Free and low-fee programs to meet community needs are provided throughout the District.**

Evidenced by: Free and low-fee program availability and promotion

Reported by: Operations, Marketing

Success Indicator 32 **Citizens are provided the opportunity to participate in fee-based programs throughout the District despite economic obstacles.**

Evidenced by: Adequately funded Help Me Play (HMP) program; year-over-year number of HMP applicants, amount awarded vs. available; HMP participation at facilities and in programs at all levels of Cost Recovery

Reported by: Foundation, Customer Experience, Grants – others involved

Priority Result III.B. District assets and resources are leveraged by strategic partnerships and collaborations to enhance and strengthen achievement of the Priority Results.

CEO Interpretation: The District seeks to leverage public dollars from various sources to provide services in the most cost-effective way. Partnerships achieve the Priority Results, and comply with the parameters established by the Board in Governing Policy 2.9. Furthermore, the District inherently plays an important role in economic vitality by providing quality of life and recreational amenities that attract and retain residents and generate tourism. Therefore, the District is committed to partner and collaborate with governmental, quasi-governmental, civic, philanthropic, and private entities to contribute to economic growth and stability.

Critical Fact(s) Impacted: Value, Partnerships, Financial

Success Indicator 33 **Engage in partnerships that are mutually beneficial, leverage resources, and help achieve Priority Results. (ML 2.9.)**

Evidenced by: Intergovernmental agreements, joint purchases, etc.; adoption and application of a District-wide standard for partnerships ensuring Priority-alignment, return on investment of the District's contributions

Reported by: All areas

Operational Notes: Move toward partnership agreements with ongoing partners

Success Indicator 34 **Local elected officials and community leaders understand and help achieve District priorities that contribute to the local economy and quality of life.**

Evidenced by: Acts of public support, investment, and advocacy and partnership

Reported by: Director's Office, Marketing – with input from all areas

Priority Result III.C. There is growth in non-tax revenue in support of District priorities.

CEO Interpretation: Increased fee revenue and financial support demonstrate that residents value recreation in their lives. Citizens advocate to gain public support for the District. Sales, donations and donors, capital and program grants, and private and corporate sponsorships increase the District's ability to meet community needs. (ML 2.12.)

Critical Fact(s) Impacted: Youth, Value, Partnerships, Infrastructure, Financial, Systems, Technology, Workload

- Success Indicator 35** **The Foundation secures funding for District programs and projects.**
Evidenced by: Number and value of gifts; year-over-year donor retention and acquisition rates
Reported by: Foundation
- Success Indicator 36** **Grants are secured to support programs and infrastructure.**
Evidenced by: Year-over-year increase in each grant category
Reported by: Capital
- Success Indicator 37** **Naming rights and sponsorships are secured for District assets and programs.**
Evidenced by: Year-over-year increases
Reported by: Marketing
- Success Indicator 38** **Sales are increased for District assets and programs.**
Evidenced by: Year-over-year increases in revenue-generating programs
Reported by: Sales

Priority Result III.D. The community is engaged as volunteers, advisory committees, and friends groups.

CEO Interpretation: Every area of operation provides opportunities for citizens to participate in a wide variety of volunteer opportunities that reduce costs, increase resident ownership, provide philanthropic outlets, and stretch the District's resources and deliver services in an efficient, effective manner. Increased support is given by customers to advance both District and partner programs and facilities. Citizen involvement enhances communication and responsiveness to community needs. The District fosters, cultivates, and is actively engaged in promoting a culture of growing diversity and inclusion throughout the community as well as within the organization through staff, internship and volunteer recruitment, advocacy, and program offerings.

Critical Fact(s) Impacted: Youth, Value, Partnerships, Infrastructure, Financial, Systems, Workload

- Success Indicator 39** **A comprehensive volunteerism program engages the community to achieve the Priority Results throughout the District.**
Evidenced by: Identified projects; develop system to attract and retain volunteers, and measure hours and areas served
Reported by: All areas
Operational Notes: Conduct a needs analysis and develop system to collect and measure progress (develop a benchmark)
- Success Indicator 40** **Friends and advisory groups are engaged to provide input, recommendations, support, and advocacy for District programs, services, and operations.**
Evidenced by: All areas of operation have active friends and advisory groups – number of hours served, recommendations made and implemented
Reported by: All areas

Organizational Performance

CEO Interpretation: In order to achieve our vision, mission, and priorities, the District must operate effectively and efficiently. Therefore, all staff are aligned for achievement and live by the Leadership System for Maximum Success.

In addition to directly helping achieve Priority Results, efficient operations, systems, and processes within, are necessary to deliver exceptional services to customers, resulting in optimal delivery of the highest quality parks and programs.

Critical Fact(s) Impacted: Value, Safety, Financial, Systems, Technology, Workload

Governing Policy Standards

Success Indicator 41 **Achievement of Board-stated Priority Results and compliance with Management Limitations demonstrates organizational performance. (ML 3.3-4.)**
Evidenced by: Board affirmation of Priority Result and Management Limitation reports
Reported by: Director's Office – with participation by all areas

Financial

Success Indicator 42 **Financial Advisory Committee recommendations are implemented. (ML 2.4.15)**
Evidenced by: Board affirmation of monitoring report given according to schedule 3.4
Reported by: Finance, Director's Office – with participation by all areas

Success Indicator 43 **All operations meet or exceed budget revenue, expenses, and cost recovery standards. (ML 2.4.)**
Evidenced by: Departmental budget outcomes; cost recovery profit and loss statements
Reported by: Budget managers, Finance
Operational Notes: Budget outcomes reported using year-end operations analysis format

Health, Wellness, and Safety

Success Indicator 44 **Employee programs contribute to employee health, and minimize healthcare expenses.**
Evidenced by: Wellness program participation and results, year-over-year Interactive Health scores and healthcare expenses; increased Health Risk Assessment (HRA) participation; paid time off utilization
Reported by: Human Resources, Finance – all others contributing

Success Indicator 45 **All team members proactively ensure a safe and secure environment throughout the District.**
Evidenced by: Participation in offering solutions to and reporting safety risks, reduced workers comp, ERP adoption and training at all locations, reduced response times, up-to-date inspections, decrease in calls for police service
Reported by: All areas
Operational Notes: Incorporate safety performance metrics into all operation plans

One Team, One Goal Commitment Advancement

Success Indicator 46 **Team members collaborate to increase the connectedness and the impact of District programs and services**
Evidenced by: Cross-departmental cooperation (committees, event workers, Parkiefest participation, etc.), improved employee engagement scores, peer recognition
Reported by: All

Systems and Processes

- Success Indicator 47** **Technology is utilized to improve customer and staff access to information as well as increase effectiveness and efficiency of business functions.**
Evidenced by: Use of programs and tools such as website, intranet, DocuShare, CRM, field technologies, and other results
Reported by: Finance – with participation by all areas affected
- Success Indicator 48** **Formal methodologies are utilized to streamline business processes and eliminate waste throughout all aspects of business, including customer experience, operations, and administration (ML 2.4.15.)**
Evidenced by: Advancement of Lean practices, intergovernmental collaboration, establishment and implementation of industry best practices and standard operating procedures
Reported by: All areas
Operational Notes: Increase competitive bidding and joint purchasing; implementation of a District-wide project management standard
- Success Indicator 49** **Consistent customer experience philosophies and systems are established and implemented in every department of the District.**
Evidenced by: Standardized training, systems, customer feedback, resources aligned to meet customer needs
Reported by: Customer Experience – and all others participating

Training and Empowerment

- Success Indicator 50** **All team members are equipped, empowered, and educated to advance organizational achievement. (ML 2.2.)**
Evidenced by: certifications, training, degrees, CEUs completed to improve skills and talents; RPDed course offering alignment to Priorities and core competencies, participation rates, resource needs communicated and fulfilled; improved related employee engagement scores
Reported by: Human Resources, Operations – with input from all participating areas
Operational Notes: Leadership as well as management competencies incorporated into Cornerstone
- Success Indicator 51** **The work environment is enriched and balanced to increase employee satisfaction and retention (ML 2.2.6.)**
Evidenced by: Comparative employee engagement results, employee recognition occurrences, and development, alignment for achievement, Rec Committee event participation, vacation utilization, other human resource metrics
Reported by: Human Resources – with participation by all areas
- Success Indicator 52** **The District is involved in and promotes further education, training, and relationships with industry associations.**
Evidenced by: Agency and staff participation, especially those that provide staff with skills to perform their responsibilities at a high level of proficiency
Reported by: Human Resources, Director’s Office – and all participating areas and team members
Operational Notes: Report all certifications, degrees, training, etc. participation to Human Resources for central record-keeping

Supplemental Information

Critical Facts: Defined as significant challenges and opportunities that the District has the ability to impact, and that affect the District's ability to achieve the mission, priorities, and objectives. Cumulative results (summarized below) reflect the input of 27 groups or 220 participants including staff, volunteers, and advisors who completed the activity.

YOUTH: young people need to be engaged to ensure they overcome risk factors and achieve

VALUE: the District's reputation must be sustained and advanced to maintain value, support, and involvement in our community and region

PARTNERSHIPS: redefine and communicate partnership strategies to enhance and advance the mutual benefit

SAFETY: thoroughly evaluate and address the overt-to-underlying community and industry threats to customer and staff safety and security

INFRASTRUCTURE: focus on facility, equipment, vehicle, tree, park, playground, capital repair and replacement, deferred and preventative maintenance

FINANCIAL: allocate resources to capitalizing on opportunities for non-tax revenues such as fees, sponsorships, naming rights, volunteerism, and budget-relieving gifts

SYSTEMS: utilize systems (such as Lean, cost recovery, standard operating procedures, District-wide protocols) to improve consistency and overcome weaknesses in District-wide application of business best practices

TECHNOLOGY: opportunities exist to employ updated and new technologies (hardware, software, and equipment) to improve effectiveness and efficiency

WORKLOAD: the District's footprint has grown, while the workforce and resources have diminished, causing challenges in work/life balance and integration