



# 2018 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**  
Board Approved : 8/22/2017

Approved by Executive Director Jay Sandine on 8/30/17.

**NOTES:**

This plan is available for download at [www.rockfordparkdistrict.org](http://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 17.

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 [jennyjohnson@RockfordParkDistrict.org](mailto:jennyjohnson@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**

**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 2**      **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 3**      **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 4**      **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 5**      **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 6**      **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 7**      **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 8**      **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 9**      **All areas of the District progress toward achieving 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 10 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 11 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 12 The public is informed of and participates in preservation, conservation, reforestation, 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. Acceptance of new land, acquisitions, and development opportunities are driven by the District’s purpose, mission, and priorities, and require minimal to no additional tax subsidy or support. If development opportunities or new land require additional tax support, the District may reduce other property to maintain overall funding and maintenance support to ensure quality standards. Land or property purchased or acquired through donations will be budget relieving. If a donation results in a new asset for the District, the donation must provide for maintenance funds to cover all future repair and replacement cost. Any donation of land or recreation facilities not meeting the criteria developed for this policy may be subject to sale through the District’s Foundation, which will not require the Foundation to hold, develop, or use it.*

*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, 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 13      Community and recreational needs, as defined by citizens and RPD staff, 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 14      Park and facility acquisition and development meet the following criteria for acquisition and development: A. Identifies needs or trends as a priority with citizen approval/input; B. Ensures the asset is sustainable once built or purchased by a well-supported funding source; C. Capital funding is identified, (i.e., bond sale, donation, sponsorship, etc.**

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, or where excess capacity exists within the market or community, based on good business decisions, and meeting the required criteria developed 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. Criteria will direct staff regarding determination and the eventual sale, trade, leasing, repurposing or disposal of obsolete, underutilized or non-trending parks and facilities

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

**Success Indicator 15** In 2018 the Park Board approves a comprehensive plan which identifies all District assets, and includes obsolete or underutilized assets for repurposing, retiring, or reinvesting based on recreational trends and community needs, and addresses the financial constraints of the District.

Evidenced by: Development of the Comprehensive Plan

Operational Notes: appraisal of District land, recommendations by citizens advisory group, National Park and Recreation Standards,

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 16** District-wide overall user visits increase by three percentage points.

Evidenced by: Year-over-year user visits

Reported by: Operations

**Success Indicator 17** 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 administrated for all programs and facilities; implement standards for program excellence to achieve high customer ratings

**Success Indicator 18** 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 19** 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 20**      **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 21**      **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 22**      **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 23**

**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 24**

**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. Collaborative efforts with other law enforcement agencies will be utilized to improve knowledge; to provide access to tools, training, and resources; and to improve safety and security throughout the Rockford Park District.*

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

- Success Indicator 25 Collaborative efforts with other law enforcement and other agencies will be utilized to improve overall public safety and security. (ML 2.1.2.)**  
Evidenced by: Crime statistics, operational and risk management measures and interventions such as incidents, patterns, and response times. Police attendance at community events; documented by joint investigations; community patrols; joint training  
Reported by: Operations, Risk Management, Police – with input from all areas affected
- Success Indicator 26 Parks and facilities are safe, secure, and compliant with all safety standards. Risks to the District are proactively mitigated to ensure a safer environment.**  
Evidenced by: Advisory committees, involvement with community and industry experts and agencies, utilization of proper tools and resources for job tasks, team members are actively engaged in risk mitigation as part of daily operations. Participation in offering solutions to and reporting safety risks, reduced worker’s comp, ERP adoption and training at all locations, reduced response times, up-to-date inspections and results, decrease in calls for police service.
- 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. Partnerships help the District address risk factors faced by our citizens such as juvenile crime, childhood obesity, and help to promote a healthy lifestyle for our citizens. 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

The District will seek to partner with private and non-profit recreation-providing agencies. Staff in all areas will be directed to establish partnerships that align with services supporting achievement of the District's Priority Results, and those that provide cooperation and collaborations that fill gaps in programming, and leverage limited resources to provide opportunities for the community.

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

### **Success Indicator 33** Engage in partnerships with organizations serving youth to strengthen the delivery of community recreation services 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, decrease in juvenile crime, and increase in youth achievement

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: Residents understand the value of parks and recreation in their lives, which is evidenced by increased financial support and volunteerism. Citizens advocate to gain public support for the District through collaborative efforts. Non-tax support for priority areas is provided through sales, fee revenues, 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, with a focus on priority areas of youth, replacement of trees and repair and refurbishing of playgrounds.**  
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 with a focus on priority areas of youth, trees and playgrounds.**  
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 with a focus on youth, trees and playgrounds.**  
Evidenced by: Year-over-year increases  
Reported by: Foundation

**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 and Wellness

**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

## One Team, One Goal Commitment Advancement

*CEO Interpretation: One Team, One Goal (OTOG) unifies and inspires team members to work together to achieve the vision, mission and priorities of the Rockford Park District. Further defined, all actions, decisions, policies, etc. will be made with an effort to advance the One Team One Goal commitment. All team members believe that we are stronger together, working across department lines for the good of the team and in support of our community.*

**Success Indicator 45**      **Team members collaborate to increase the connectedness and the impact of District programs and services. An OTOG component is incorporated into each department operational plan. Team members engage in cross departmental activities.**  
Evidenced by:  
Employees will display OTOG characteristics and share key messages with staff to promote OTOG engagement. Every employee is strongly encouraged to engage in a variety of cross-departmental activities such as:

- Participation in RPD events utilizing the event worker policy
- Participation in Committees
- Participation in Parkifest opportunities
- Team outreach and networking with other departments
- Cross-departmental collaboration and efficiency projects

Reported by: All  
Documented in performance appraisals

## Systems and Processes

### Success Indicator 46

**Technology and formal methodologies are utilized throughout the District to streamline processes, ensure better data driven decisions and to eliminate waste throughout the District.**

Evidenced by: Advancement of Lean practices, intergovernmental collaborations, SOPs and best practices, eforms, IDashboards, Data Repository, CRM, and CMMS. Team members are actively engaged in the data driven decision making process taking inventory of data needs, collecting and regularly reviewing data, which results in action taken on trends/analysis.

Reported by: all areas affected

Operational Notes: Increase competitive bidding and joint purchasing; implementation of a District-wide project management standard

### Success Indicator 47

**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 48

**All team members are empowered and educated to achieve their performance goals and enhance professional development(ML 2.2.)**

Evidenced by:

- Creation of an individual development plan for each employee
- Job specific and enhancement skills training are completed through RPDed and/or other resources
- Job specific certifications and/or licenses are obtained and renewed
- Department orientations and training plans are created and implemented
- Completion of required Supervisor training

Reported by: Human Resources and documented by managers in employee performance appraisals.

Operational Notes: Leadership as well as management competencies incorporated into Cornerstone

### Success Indicator 49

**The morale of the work environment fosters open communication, facilitates collaboration, and recognizes employee efforts and contributions that lead to increased employee engagement, and retention (ML 2.2.6.)**

Evidenced by:

- Attendance of supervisors at training to develop and implement employee feedback
- Regular department meetings occur that encourage employee feedback, ideas, and/or suggestions to improve efficiency and effectiveness of the workplace
- Cornerstone Information is regularly and timely shared with all staff
- Department team building activities are implemented that support these objectives
- Annual internal department surveys and Employee Engagement surveys occur every 3 years

Reported by: All and documented in regular meeting minutes

Human Resources – documented in regular employee surveys

**Success Indicator 50**

**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 in life

**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 capitalize 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