



# STRATEGIC PLAN 2016-2020

## OUR MISSION & VALUES

The mission of the Wheaton Park District is to enrich the quality of community life through a diversity of healthy leisure pursuits and heightened appreciation for our natural world.

**VISION** - We, the Wheaton Park District team, commit to service excellence, financial stability, and an enriched quality of life for our stakeholders. We accomplish this through continuous improvement of people and systems while living our values.

**INTEGRITY | FUN | ADAPTABILITY & GROWTH | COMMITMENT | KINDNESS | SERVICE**



### 1 MEASUREMENT, SURVEY, & ANALYSIS

- Improve consistency and effective communication within measurement and analysis
- Develop a road map for collection, examination, and interpretation
- Develop a forum for gathering feedback
- Implement a strategy of disseminating information for the purpose of continuous improvement



### 2 BOARD, PARTNERSHIP, & COMMUNITY ENGAGEMENT

- Review communication and engagement strategies with the board, partners and community
- Create consistency with partnership levels, evaluate community outreach, and discuss ways to make park district more engaging



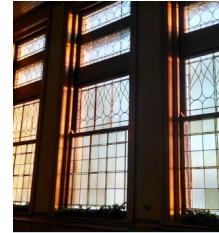
### 3 INTERNAL COMMUNICATION EXCELLENCE

- Aim for a workplace of consistency and distinctive excellence
- Improve and regularly update the Intranet, follow best communication practices, and enhance new employee orientation
- Seek to improve all types of communication



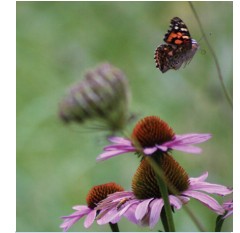
### 4 PROGRAM & RECREATION SERVICES

- Work to serve the entire community through programs, events, and services
- Align with the district's mission, vision, values, and community feedback
- Explore internal partnerships and cross marketing opportunities to expand our reach



### 5 FACILITY PLANNING FOR PROFIT & SUSTAINABILITY

- Seek opportunities for facilities to maximize profits in an effort to reduce dependency on property taxes
- Incorporate sustainability and profitability into facility missions and visions



### 6 GREENING YOUR PARK DISTRICT

- Ensure that our actions minimize our impact on the environment and that this message is communicated to those we serve
- Explore, educate, and implement practices and improvements that reduce our consumption and waste



#### MASTER PLAN | PARKS & OPEN SPACE

- Provide an environment for staff and community to be engaged and aware of the opportunities and amenities within the district
- Continuously seek to improve and develop our assets while improving environmental sustainability

## **MEASUREMENT, SURVEY AND ANALYSIS**

### **Avenues of Accountability**

Ensuring Excellence & Satisfaction  
Investing in People  
Doing Things Better & Smarter  
Sustainability Makes Sense

### **Strategic Direction**

Aim to make the Wheaton Park District more efficient and effective by implementing a consistent plan of information collection and distribution to continuously support the improvement process in all areas of the District including strategic planning teams (bubble groups).

### **Strategic Objective**

During 2016-2020, the framework set forth by the Measurement, Survey & Analysis Team will be implemented, data will be collected in a variety of vehicles, information will be processed and disseminated for internal use, and the process will be repeated as stipulated in the plan.

### **Approval Authority**

Executive Director

### **Project Sponsors**

Kristina Nemetz, Superintendent of Marketing & Special Events  
Bruce Stoller, Arrowhead Director of Golf

### **Opportunity Statement**

The district has embarked on a number of fact finding initiatives over the past several years in an attempt to identify areas of strength and weakness.

2007 | The University of Illinois was contracted to survey our residents  
2009 | An internal survey was done on organization culture  
2011 | The Denison Survey solicited feedback from employees to measure the organizational culture  
2012 | Focus groups were held to engage employees  
2013 | Focus group were held for members of the community  
2014 | A partnership was formed with UIC to establish an internal survey process  
2015 | Survey of employees and managers completed in January & March  
2016 | Surveys of employees and managers are in the process of being repeated

The effort to attain information from various Wheaton Park District stakeholders is important, however, the system has lacked consistency in measurement and analysis. Improving our ability to track progress in an ongoing and consistent manner will allow the staff, Executive Director, and Park Board Commissioners to better guide the district, respond to community input and plan more effectively.

### **Goal Statement/Business Case**

To better serve and ensure satisfaction of our stakeholders, a system of measurement, survey, and analysis must be developed in which to obtain quantitative and qualitative feedback to continuously improve the long term operational and revenue sustainability of the Wheaton Park District.

By creating a format by which feedback can be gathered from internal stakeholders (employees and volunteers) and external stakeholders (resident users, resident non-users, nonresident users, nonresident non-users) on a regular basis, a baseline can be established and progress can more effectively be measured. Strategically approaching this process will allow for the appropriate action to be taken to enhance programs and services, strengthen organizational culture, address areas of concern, focus on future efforts, as well as reward excellence. By continually analyzing the results, changes will be made more quickly thus eliminating any weakness in the current process, and ensuring excellence in all we do.

### **Project Scope**

1. Develop a strategically sound plan the district can adopt moving forward which will depict a “road map” for the collection, examination, and interpretation of data.
2. Devise and execute a plan of periodic measurement (quantitative) to track organizational progress.
3. Develop an ongoing forum to gather internal and external feedback (qualitative) from stakeholders.
4. Implement a permanent mode of qualitative and quantitative statistical analysis and dissemination of information to important consumers of that data.

### **Team Members**

Diane Hirshberg, Human Resource Manager  
Michelle Podkova, Museum Curator & Manager  
Randy Tucker, Accounting Supervisor  
Trish Whelan, Website Developer

### **Project Plan**

#### **Objective #1 | Year 1**

- a) Interview the strategic planning teams and department heads to obtain information on what information is of importance to the viability of the district and the divisions.
- b) Create a flow chart of stakeholders within the district identifying important groups in which data should be collected.
- c) Research potential avenues in which information can be collected from stakeholder groups.
- d) Construct a timeline for survey and measurement which can be continued annually, as well as how information collected will be reviewed, organized, and disseminated to department heads and how progress will be tracked.
- e) Organize and budget for the costs associated with the generated “road map.” Seek approval from Executive Director and/or board of commissioners.
- f) Begin working the plan.

### **Year 1 Objectives - Completed**

- a) A partnership was formed with Dr. Donald Kluemper of UIC in late 2014 to provide the Wheaton Park District with an annual survey to measure employee satisfaction at no cost to the District.
- b) The initial employee survey took place in early 2015 with the first results distributed to managers during the summer.

### **Objective #2 | Year 2- continuous**

- a) Identify the appropriate format(s) and schedule for quantitative data collection as it is related to internal customers (employees and volunteers) and external customers (resident users and non-users, non-resident users and non-users).
- b) Identify the information which should be gathered district wide regardless of location and establish how the information would be best obtained.
- c) Create a timeline that will allow for accurate reporting of collected data in a timely manner.
- d) Execute data collection following the timeline established.
- e) Develop guidelines and a procedure for the collection of universal statistical information from departments. This format should be included in department annual reports submitted to the staff, Executive Director, and Board for review.
- f) Repeat process according to timeline established for both the collection, review, and reporting of information to staff, Executive Director, and Board (if applicable).

### **Year 2 Objectives - In Progress**

- a) The second annual survey was administered in early 2016.
- b) The University of Illinois has been contacted to create an updated survey of residents as a follow-up to the one performed in 2007.

### **Objective #3 | Year 2- continuous**

- a) Identify the appropriate format(s) and schedule for qualitative data collection as it is related to internal customers (employees and volunteers) and external customers (resident users and non-users, non-resident users and non-users).
- b) Identify the information which should be gathered district wide regardless of location and establish how the information would be best obtained.
- c) Create a timeline that will allow for accurate reporting of collected data in a timely manner.
- d) Develop guidelines and a procedure for the collection of feedback (survey, focus groups, and feedback forums).
- e) Execute surveys and collect feedback as indicated in the established timeline.
- f) Compile, sort, and review data for consumption.
- g) Repeat process according to timeline established for both the collection, review, and reporting of information to staff, Executive Director, and Board (if applicable).

**Objective #4 | Year 2 continuous**

- a) Review, analyze, and sort information collected both quantitatively (annual reports, statistical information) and qualitatively (participant surveys, focus groups, feedback forms).
- b) Organize information collected in a format in order to track progress of the district and its individual business units.
- c) Allow for proper dissemination of information to the stakeholders when appropriate (internal and external consumers).
- d) Continuously seek and develop strategies to increase the number of responses in data collection, feedback, and surveys.
- e) Develop strategies to create a better measurement and survey environment to allow for confidentiality, seek more accurate results and reporting, and continuously improve systems.
- f) Replicate process as new information is collected or the annual reporting process occurs.

## **FACILITY PLANNING FOR PROFIT & SUSTAINABILITY**

### **Avenue of Accountability**

Sustainability Makes Sense

Doing Things Better and Smarter

### **Strategic Direction**

Aim the Wheaton Park District facilities towards maximizing profits overall operational sustainability

### **Strategic Objective**

From fiscal year 2016 through fiscal year end 2020 reduce the dependency on the property taxes through the use of innovative revenue stream and earned operational profit.

### **Approval Authority**

Executive Director

### **Project Sponsors**

Dan Novak, Superintendent of Special Facilities

Andy Bendy, Director of Special Facilities

### **Opportunity Statement**

To ensure maximum profits and long term sustainability of the Wheaton Park District through the evaluation of the productivity of each of the district's facilities.

### **Goal Statement/ Business Case**

To ensure long-term sustainability of the Wheaton Park District facilities by maximizing profits and improving efficiency while continuing exceptional customer service and maintaining our facilities vision & missions.

### **Team Members**

-John Vires, Park Board Commissioner

-Andy Bendy, Director of Special Facilities

-Dan Novak, Superintendent of Special Facilities

-Andrea Chiappetta, Superintendent of Finance

-Mark Gartland, Athletic Manager

-Brian Morrow, Parks Department

-Cathy Marino, Parks Department

-Sue Wahlgren, Cosley Zoo Director

### **Project Plan Year 1: 2016**

- I. Institute and continue the facility planning for profit and sustainability culture thought-out departments/district
  - a. Create a consistent message while educating departments and facilities on the history and importance of sustainability.
    - Attend and participate in department staff meetings.
    - Present & Educate
  - b. Task departments & facilities to identify ways they currently help reduce the districts reliance on property taxes.
    - Develop questionnaire to obtain and record practices.
  - c. Task department & facilities to identify ways they can improve or implement new ideas to help reduce the reliance on the property taxes.
- II. Incorporate a universal planning for profit & sustainability statement that can be incorporated into the current facility specific vision and mission statement.

Project Plan Years 2-5 (2017-2020)

- III. Implement department & facilities findings on how they can help reduce the reliance on the property taxes.
- IV. Per department / facility, identify the impact and importance of district global expenses.
- V. Evaluate traditional revenue streams and fee/rate structure.
- VI. Maintain and/or reduce facility expense on an annual basis. Explore an incentive program to energize staff ownership.
- VII. Establish a district wide program to reduce facility expenses through department joint purchasing.

## **INTERNAL COMMUNICATION EXCELLENCE**

### **Avenue of Accountability**

Investing in People

Ensuring Excellence and Satisfaction

Doing Things Better and Smarter

### **Strategic Direction**

Aim the Wheaton Park District towards becoming a workplace where consistency and distinctive excellence in internal agency wide communication are practiced.

### **Strategic Objective**

The effectiveness of internal communication strategies will be measured through multiple opinion gathering methods annually. We will achieve improved rating with each measurement.

### **Approval Authority**

Executive Director

### **Project Sponsors**

Michael Benard, Executive Director

Deborah Seymour, Superintendent of Parks

### **Opportunity Statement**

Recent data through advisory meetings the Denison survey and UIC ongoing surveys have indicated inconsistency and a lack of communication within the WPD. Ineffective communication outlets and inadequate internal communication has affected trust within the agency. Improved communication protocols will ensure consistent messages across the agency for engagement, providing a forum for feedback and communication across all departments which improve trust, productivity, and efficiency and employee satisfaction.

### **Business Case**

Develop methods and policies which will improve communication and follow up in the district

Investigate position for an internal communication specialist which will assist in the spread of all departments' productivity agency-wide.

Implement new employee orientation practices and follow up interviews which will enhance trust, consistency employee satisfaction in the district.

Assess all digital communication areas to allow easier and more widespread access to district information.

Have convenient surveys and interview employees' agency wide to ensure improved feedback of identified concerns.

### **Goal Statement**

Working together to provide focused and concise communication for all employees to be heard and being an agency role model of positive behavior and attitudes.



## **Project Scope**

1. Intranet update and regular maintenance
2. Use of digital communication practices
3. Improvement and consistency in new employee welcome and orientation practices
4. Use of division and department meetings to improve consistency in communication
5. Face to face communication improvement tips
6. Explore creation of internal communication specialist within the agency

## **Team Selection**

Vinnie Gaynor, Program Coordinator/Leadership Academy

Nicole Kapala, Marketing & Events Coordinator

Becky Mendenhall, Human Resource Associate

Ryan Miller, Parks Plus Fitness Center Manager

Rick Napier, Community Center Supervisor

Sandra Simpson, Accounts Receivable Manager

Beth Slager, Community Center Front Desk

Jenny Theuman, Lead Zoo Keeper

Rafael Zavala, Trim Crew Leader

## **Project Plan**

Year 1

- I. UIC Survey
- II. Internal advisory meetings
- III. Staff on the street interviews
- IV. New employee case studies including:
  - a. Welcome/Orientation survey
  - b. Implement Microsoft One Note use district wide

Year 2

- I. One Note follow-up on usefulness and create workshops to develop best execution for each department
- II. New employee annual follow-up survey 2015-2019
- III. Continue evaluating employee yearly surveys for opportunities and engage new employees with interviews of "how are we doing?"
- IV. Develop new employee facility/park tour as part of new on-boarding process
- V. Develop process for intranet communication with appropriate updates as related to overall district policies, reports
- VI. Implement and execute leadership development training for 78 identified personnel

Year 3

- I. New employee annual follow-up survey 2015-2019
- II. TBD by survey analysis sub-group to evaluate needs based on UIC employee survey outcomes as they relate to communication strengths and shortfalls

Year 4

- I. New employee annual follow-up survey 2015-2019
- II. TBD by survey analysis sub-group to evaluate needs based on UIC employee survey outcomes as they relate to communication strengths and shortfalls

## **Avenue of Accountability**

Ensuring Excellence and Satisfaction

## **Strategic Direction**

Aim the Wheaton Park District towards becoming an agency that cultivates external stakeholders for life by providing programs, events, and services that reach all age groups and interest and align with our mission, vision, values and community feedback.

## **Strategic Objective**

From year end 2016 through 2020, the Program and Recreation Services Strategic Planning Team will evaluate and optimize programming opportunities to ultimately reduce the agency-wide cancellation rate to 25% or less.

## **Approval Authority**

Executive Director

## **Project Sponsor**

Vicki Beyer, Director of Recreation

## **Opportunity Statement**

To create and market programs, events, and services which promote lifelong leisure and align with community needs. This requires an on-going commitment to creating stakeholder satisfaction and loyalty.

## **Business Case**

Improve and or expand programs, events, and participation

Encourage collaboration and support among all departments/divisions

Increase the ration of programs offered to programs executed

Identify program and service gaps

Optimize space

## **Goal Statement:**

To improve our programming reach, balance, and frequency of use in ways that benefit, encourage, and promote lifelong leisure.

## **Project Scope**

Ensure all demographics are served

Optimize available facility space

Develop program standards and benefits for excellence in ways that increase awareness, satisfaction, and utilization

Develop a competitive pricing strategy

Create programs, events, and services that promote lifelong leisure and maximize participation

Reduce cancellation rate

## **Team Members**

Michelle Artis, Parks Plus Assistant Manager  
Linda Dolan, Mary Lubko Center Manager  
Becky Egan, Lincoln Marsh Program Administrator  
Cristin Handlon, Cultural Arts & Teen Supervisor  
Terra Johnson, Lincoln Marsh Program Manager  
Dana Mitchell, Data Administrative Coordinator  
Tami Romejko, Cosley Zoo Education & Guest Experiences Manager  
Sheri Rovanseck, Kids Kingdom Coordinator

## **Project Plan**

- I. Year 1
  - a. Analyze program offerings for 2014 & 2015
  - b. Identify program and service gaps through analysis
  - c. Examine program/overlap/duplication agency-wide
  - d. Research internal pricing policy/structure and compare agency-wide
  - e. Evaluate program life expectancies
  - f. Evaluate program offerings to guarantee they incorporate current leisure trends and population demographics.
  - g. Form a process to review external market to determine duplication/pricing
  - h. Develop a model to forecast and respond to trends
  
- II. Year 2
  - a. Focus on providing programs, events, and services with the greatest unmet need
  - b. Develop methods to engage underserved population
  - c. Strategically identify and secure viable site partnerships to support a full range of offerings.
  - d. Produce a list of available programming space within the Wheaton Park District
  
- III. Year 3
  - a. Conduct facility space studies and determine underused space/time
  - b. Survey program managers to identify challenges related to securing appropriate programming space/time.
  - c. Produce a list of available programming space within the Wheaton Park District
  
- IV. Year 4
  - a. Recommend based on research, the implementation of a pricing structure/protocol
  - b. Examine the feasibility of eliminating nonresident barriers in adult programming
  - c. Develop, align, and market program standards
  - d. Explore internal partnerships to increase program value and cross marketing opportunities
  - e. Create processes to measure and improve stakeholder satisfaction
  - f. Develop loyalty through stakeholder satisfaction

- g. Plan and market program development and/or expansion using data from participant feedback, surveys etc.

V. Year 5

- a. Continue to analyze, evaluate, expand, and improve programs, services and events.

## **BOARD, PARTNERSHIP, STAFF AND COMMUNITY ENGAGEMENT**

### **Avenues of Accountability**

Communicating with everyone the Wheaton Park District impacts

Ensuring Excellence and Satisfaction

Doing Things efficiently and effectively of Accountability

### **Strategic Direction(s)**

Investing in people

Doing things smarter and better

Ensuring excellence and satisfaction

Sustainability makes sense

### **Strategic Objectives**

Create and maintain efficiency and consistency with communicating and engaging the board community and partners of the Wheaton Park District.

### **Approval Authority**

Executive Director

### **Project Sponsor**

Donna Siciliano, Executive Assistant

### **Opportunity Statement**

It is important that we concentrate on engaging the board, community and partners in the great works of the Wheaton Park District. Through this effort, we will review and strengthen our current partnership programs and extend our resources to improve our communication to these stakeholders.

### **Business Case**

This plan for engagement will allow us to review and improve our communication and involvement with our partners, board members and the community. The plan will be a three tiered approach. The first tier will focus on partners and ensuring consistency in what we are offering. The second tier will include staff and our board and foundation board members. The third tier will promote Wheaton Park District and streamline the outreach to the community and partners. It is important that we utilize efficiencies in place for communicating important information to our residents and utilizing the resources and technology available to us now and in the future.

### **Goal Statement**

The goal is to draft a plan that will produce results in improving the communication and engagement with board, partners, and the community. This plan will include the development of a formal template for partnerships, extension of recreational opportunities for residents "Leisureship Program", and a proactive approach for improving communication.

## **Project Scope**

To engage partners in a new way

Include the necessary steps to reach our goals

Be consistent and continue to utilize resources that will allow us to be successful

## **Team Members**

Deb Ditchman, Environmental Education Supervisor

Matthew Nations, Assistant Golf Professional

Sally Oppenheim, Recreation Operations Manager

Brett Peto, Marketing & Communications Assistant

Wendy Russell, Aquatic/Safety Manager

Donna Siciliano, Executive Assistant

Rob Sperl, Director of Parks & Planning

Margie Wilhelmi, Director of Marketing

Matthew Wrobel, Adult Education Supervisor

## **Project Plan**

### I. Year One

- a. Evaluate current practices in place and organize a plan for consistent partner engagement
- b. Research non-partner groups and deepen relationships for the benefit of the district. Make contacts and keep track of how many new partners we get. Set a minimum for year one, two , etc
- c. Communicate with board members to develop an effective reporting system
- d. Communicate with the residents by putting staff reports online, and adding a “what happened at the board meeting” link on the monthly eblast.
- e. Involve staff in the engagement process.
- f. Identify resources for communicating effectively with the community (tell our story). This includes technology, program guide, newspapers, internet, etc.
- g. Draft a plan (including budget requirement) and present to approval authority
- h. Assign responsibilities to charter team for completion
- i. Build a subcommittee base to assist with planning process
- j. Create a master partnership offering plan

### II. Year Two

- a. Finalize and begin to execute the plan for engagement
- b. Evaluate progress and report to strategic planning team on a quarterly basis. Prepare an annual report.
- c. Review partnership offerings with staff and provide training if necessary. Keep track of staff input or support, comments or suggestions.

### III. Year Three

- a. Evaluate, and if needed, make adjustments to the plan.
- b. Evaluate the effectiveness in engagement and communication process.
- c. Evaluate current partnership offerings for consistency throughout district and update where necessary
- d. Measure partner satisfaction with received partner benefits (return on investment)

IV. Year Four & Five

- a. Repeat processes and report successes back to strategic planning team and board
- b. Evaluate steps to grow and/or revise the plan



## **GREENING YOUR PARK DISTRICT**

### **Avenues of Accountability**

Sustainability makes sense  
Doing things better and smarter

### **Strategic Direction**

Aim the Wheaton Park District toward exploring and implementing practices that minimize our environmental impact while educating our stakeholders.

### **Strategic Objective**

From year 2016-2020, the Greening Your Park District Strategic Planning Team will explore, educate, and implement practices and improvements that reduce/improve our use of green products and services.

### **Approval Authority**

Executive Director

### **Project Sponsors**

Angie Dosch, Cosley Zoo Lead Zookeeper  
Terra Johnson, Lincoln Marsh Program Manager

### **Opportunity Statement**

The Wheaton Park District mission statement includes “appreciation for our natural world.” In keeping with our mission, we need to ensure that our actions minimize our impact on the environment and that this message is communicated to those we serve.

### **Business Case**

Increasing the efficiency of equipment, educating staff and patrons, and limiting use of resources can reduce our costs.

Increased efficiency and greener technologies can reduce the pollution we create and the associated impacts on the environment and health.

### **Goal Statement**

Explore, educate, and implement practices and improvements that reduce/improve our use of green products and services.

### **Project Scope**

1. Evaluate our existing utility systems (HVAC, lights, plumbing, etc.) to assess their efficiency and identify alternatives.
2. Assess alternative fuels for our vehicles (maintenance fleet and AGC golf) such as compressed natural gas or electric.
3. Look at reducing our waste stream at facilities and events through increased recycling and composting.
4. Create an educational outreach component for staff and patrons to encourage greener living practices at home and work.

5. Evaluate products/services currently used at outdoor spaces (parks, ball fields, Lincoln Marsh, etc.) to assess green viability.

### **Team Members**

Terra Johnson, Lincoln Marsh Program Manager  
Angie Dosch, Lead Zookeeper  
Ed Berndt, Parks Plus Front Desk Attendant  
Tom Fota, Executive Sous Chef  
Darrell Houston, Athletic Supervisor  
Justin Kirtland, Arrowhead Superintendent of Golf Course  
Val Lorimer, Graphic Manager  
Sally Oppenheim, Recreation Operations Manager  
Cathy Stablein, Parks Plus Front Desk Attendant  
Paul Stanczak, Superintendent of Facilities  
Joe Themel, Assistant Mechanic  
Rita Trainor, Director of Finance  
Jamie Martinson, Preschool & Camps Manager

### **Project Plan**

- I. Year 1
  - a. Analyze existing green initiatives that have been implemented.
  - b. Identify green initiatives to explore by applying for the Earth Flag Certification Program developed by SCARCE (School & Community Assistance for Recycling and Composting Education).
  - c. Develop staff and patron educational components
- II. Year 2
  - a. Evaluate opportunities and green initiatives to explore the advancement of district and community wide green initiatives using the SCARCE recommended suggestions to further green our park district.
  - b. Develop staff and patron educational components.
  - c. Earn the SCARCE Water Quality Flag.
- III. Year 3
  - a. Continue to Identify and gather any remaining information needed to advance green initiative.
  - b. Calculate costs of implementation and estimated return on investment.
  - c. Determine whether or not to advance initiative
  - d. Obtain appropriate approval based on level of expenditure.
  - e. Develop staff and patron educational components.
- IV. Year 4

- a. Continue to identify and gather any remaining information needed to advance green initiative.
- b. Calculate costs of implementation and estimated return on investment.
- c. Determine whether or not to advance initiative.
- d. Obtain appropriate approval based on level of expenditure.
- e. Develop staff and patron educational components.

V. Year 5

- a. Continue to identify and gather any remaining information needed to advance green initiative.
- b. Calculate costs of implementation and estimated return on investment.
- c. Determine whether or not to advance initiative.
- d. Obtain appropriate approval based on level of expenditure.
- e. Develop staff and patron educational components.