Project Leader
Greg Stopka, Strategy and Innovation Manager

Management Review Team
Jan Arnold, Executive Director
Paula Bickel, Director of HR & Risk Management
Kyle Cratty, Director of Finance
Chris Lindgren, Superintendent of Buildings & Grounds
Bill Hamilton, Superintendent of Revenue Facilities
Maureen McCarthy, Superintendent of Recreation
Diane Stanke, Director of Marketing & Customer Service
Patti Staley, Director of Horticulture and Conservatory Operations
Illiana De La Rosa, Finance Manager
Chad Drufke, Program Manager
Karen Gruszka, Executive Assistant
Jamie Lapke, Program & Operations Manager
Mike Loszach, Program Manager
Melissa Martinez, Communications and Marketing Manager
Kayla Fauria, Program and Operations Manager
Michael Elden, IT Manager
Kelsey Tumpane, HR Safety Risk Manager
Scott Sekulich, Customer Service Manager
Travis Stephen, Sports Field Manager
Susan Crane, Cheney Mansion Operations and Special Events Manager

Board of Commissioners
Victor Guarino, President
Sandy Lentz, Vice-President
David Wick, Treasurer
Kassie Porreca, Secretary
Paul Aeschleman, Commissioner
WHY MEASURE OUR PERFORMANCE?

Performance measurement provides an objective and quantifiable way in which to see successes and areas in need of improvement. The Park District’s progress is measured against data from previous years, targets set in planning documents, and benchmarks with other communities and organizations. The Park District of Oak Park’s performance measurement program allows us to:

- communicate priorities internally among employees, as well as externally to the Board of Commissioners, citizen committees, and the public
- learn how the Park District’s present state relates to past performance and future plans
- demonstrate progress towards meeting its mission, goals, and objectives
- determine which policies, programs, facilities, and services most effectively serve the community’s needs
- provide direction for allocation of funds, staff, and other resources,
- offer transparency and accountability to the public

Performance Measurement Program

In 2013, the Park District began efforts to develop an organizational performance measurement program. Specific performance indicators were selected centered around the Park District’s mission and strategic initiatives. In some cases, these data points had been tracked prior to the performance measurement program, but in most cases, the program resulted in the tracking and discovery of many new data points. Staff worked to pull this data directly from Park District databases whenever possible and display the results on live dashboards.

In January 2014, the performance measurement program was introduced to staff. The dashboards allow staff to easily assess the Park District’s success in meeting its performance measures at any time and respond immediately to any visible trends. The Park District’s management team meets on a quarterly basis to discuss the dashboard results and provide extra attention to any opportunities identified or areas of concern. Updates are then given to the Park District’s Board of Commissioners. In the coming year, we will focus on engaging staff throughout the organization to build more buy-in and support.

Performance Measurement Results & Report

In 2018, the Park District met 67% of its target measurements (23 out of 34). 18% of its measures fell within 10% of their targets and 15% fell outside. The District was slightly behind its performance from 2017 where we met 77% of our targets.

This report includes the results for each performance measure as well as any past history, when available. Each measure is designated with a color—green to indicate that the target was met, yellow to indicate that the final results were within 10% of the target, or red to indicate that the final results were more than 10% from the target. Narratives accompany the results to provide further explanation of the results. A definition for each individual measure is included at the end of the report.
MEETING OUR MISSION

The Park District’s mission is “In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.” The first set of measures reflects this mission, measuring both the number of people served through the Park District’s programs, parks, and facilities as well as customers’ satisfaction with their experiences.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2016</th>
<th>2017</th>
<th>2018 Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Registrations</td>
<td>31,738</td>
<td>34,012</td>
<td>35,000</td>
<td>36,728</td>
</tr>
<tr>
<td>Pass Sales</td>
<td>13,662</td>
<td>13,873</td>
<td>14,000</td>
<td>16,463</td>
</tr>
<tr>
<td>Program &amp; Event Satisfaction:</td>
<td></td>
<td></td>
<td>≥ 8.00 (out of 10)</td>
<td></td>
</tr>
<tr>
<td>Overall Experience</td>
<td>8.45</td>
<td>8.40</td>
<td></td>
<td>8.55</td>
</tr>
<tr>
<td>Park &amp; Facility Visit Satisfaction:</td>
<td></td>
<td></td>
<td>≥ 8.00 (out of 10)</td>
<td></td>
</tr>
<tr>
<td>Overall Experience</td>
<td>N/A</td>
<td>9.37</td>
<td></td>
<td>9.32</td>
</tr>
<tr>
<td>Refunds Issued for Avoidable Reasons:</td>
<td>1,115</td>
<td>879</td>
<td>&lt;1,000</td>
<td>922</td>
</tr>
<tr>
<td>Refunds Applied to Household</td>
<td>49%</td>
<td>30%</td>
<td>≥ 50%</td>
<td>35%</td>
</tr>
</tbody>
</table>

1 The Parks and Facility survey was updated in 2017.
2 We are now pulling a manual report from RecTrac quarterly to determine refunds issued for avoidable reasons.
3 Reference full dashboard: http://www.pdop.org/about/performance/mission/

HOW ARE WE DOING?

Program & Events
The number of people served through program sales and registrations reflects our mission and drives our ability to maintain the percentage of non-tax revenue to at least a ratio of 50/50. The Park District had a record setting year in program registrations growing more than 7% from 2017, which is the highest program participation since the Park District began using its current registration system in 2007. Our largest areas of growth for 2018 were youth sports, dance, and nature and adventure programming. Growth was driven by increased offerings at the rink, youth sports, and community programs. These changes came from better listening to residents and identify unmet needs. The result has been steady growth in registration and increased revenue.

The Park District strives to have satisfied customers. Over 749 responses were received to the Park District’s Program & Event participant evaluation in 2018 down 52% from last year. Staff are investigating why the total
surveys were down. The average score for “Overall Experience” was up about 2% from 2017. Results have been driven by expanding offerings and analyzing the survey data to identify problems. The results have been happier program participants. Park District programs scored highest in “Program Location (9.18 out of 10),” which may be a reflection of the convenience of program facilities located throughout the community as well as recent upgrades to Park District parks and facilities. The lowest score came in the area of “Price(7.74 out of 10).”

**Parks & Facilities**
The number of people served through passes sold reflects our mission and drives our ability to maintain the percentage of non-tax revenue to at least a ratio of 50/50. The Park District had a record-setting year in passes sold, growing nearly 16% from 2017. The growth can be attributed to new features in the pool, target marketing and expanding swim pass options. The growth was driven by an increase in monthly fitness and pool pass sales, growing 52% and 13% from 2017 respectively. The result has been steady growth in pass sales and increased revenue.

The Park District strives to have satisfied patrons in its parks and facilities. 514 responses were collected for the Park District’s Park & Facility Visit evaluation, down 54% from 2017. Staff are investigating reasons for the decline. The average score for “Overall Experience” was equal to 2017. The continuing positive scores have led to happier users of the parks and facilities. The highest rated parks and facilities were Mills Park, Taylor Park and Randolph Park. The lowest rate parks and facilities were Anderson Center/Park and the dog parks due mostly to appearance.

**Cancellations & Refunds**
The Park District focuses on decreasing refunds for avoidable reasons (wait-list, low enrollment dissatisfaction). Although avoidable refunds increased by nearly 5% from 2017, staff feel that the increase is a result of record growth in registration and pass sales.

Staff also strive to apply any potential refunds to existing household accounts to encourage customer retention and satisfaction. Although, the Park District saw a slight increase in refunds applied growing 15% from 2017, the number is still below where we used to be in 2014 (54%), 2015 (53%), and 2016 (49%). Staff identified that the customer service team with aquatics does well with encouraging refunds to be applied to accounts. Recreation and Special Facilities will work to identify best practices from the aquatics team to improve the ratio of refunds applied vs. returned.

In 2018, the Park District survey 514 residents to determine their satisfaction with the parks and facilities such as Taylor Park, which received one of the highest overall scores.
As stewards of public resources, it is important that the Park District remains focused on the current and future needs of all Oak Park residents. The second set of measures demonstrates the Park District’s reach to the community, as well as customers’ satisfaction with service provided by the Park District which is key to developing customer loyalty.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2016</th>
<th>2017</th>
<th>2018 Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Oak Park Households</td>
<td>27%</td>
<td>29%</td>
<td>32%</td>
<td>31%</td>
</tr>
<tr>
<td>Oak Park Participation in Registered Programs &amp; Passes by Age Group</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infant/Pre-K (0-4)</td>
<td>55%</td>
<td>52%</td>
<td>55%</td>
<td>51%</td>
</tr>
<tr>
<td>Youth (5-11)</td>
<td>87%</td>
<td>90%</td>
<td>90%</td>
<td>92%</td>
</tr>
<tr>
<td>Teens (12-17)</td>
<td>37%</td>
<td>46%</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>Adults</td>
<td>18%</td>
<td>19%</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>Seniors</td>
<td>11%</td>
<td>9%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Oak Park Households Receiving Scholarships</td>
<td>127</td>
<td>177</td>
<td>180</td>
<td>190</td>
</tr>
<tr>
<td>Service Satisfaction</td>
<td>8.63</td>
<td>8.38</td>
<td>≥ 8.00 (out of 10)</td>
<td>8.28</td>
</tr>
</tbody>
</table>

1 See full dashboard: http://www.pdop.org/about/performance/customer/

● = at or better than target, ○ = within 10% of target, ◆ = more than 10% from target

HOW ARE WE DOING?

To increase customer loyalty:
The Park District should work to develop relationships with customers so they will participate in Park District services year after year, resulting in increased community support, better word-of-mouth advertising, and higher revenues.

Household Participation
In 2014, the Park District completed a Community Needs Assessment in which 93.9% of respondents indicated that they or a member of their household had visited a park during the past year. The Park District also tracks household participation by monitoring households that completed a transaction (linked to their household account) with the Park District. In 2018, the Park District saw a slight decline in participation from 31% to 32%. To better serve more households, staff plan to engage new and existing groups, expand social media, and leverage more partnerships, bringing total Oak Park household participation to 32%, meeting our goal.
To anticipate future needs:
*The Park District should analyze its customer base and identify industry trends and evolving customer preferences to anticipate and prepare for future customer and community needs.*

Serving Low Income Households
The Park District increased the amount of scholarships distributed by nearly 7% from 2017. Staff recognized in 2016 that we needed to diversify participation and increase marketing outreach to improve our numbers. As a result, we engaged D97 to have them educate and refer families. We also allow more options for seniors to qualify. As a result, we have seen more non-youth users, more partnerships, and more participation.

Individual Residents Served
The Park District strives to serve all age groups in Oak Park. Teens, Adults, and Seniors were equal to 2017’s numbers. Youth numbers were up 2% and Infants-PreK were slightly down 1%. According to staff, the mostly positive results were achieved by expanding service offerings, restructuring fitness classes to meet customer preference, expanding swim passes to include all swim options, adding Stevenson indoor playground, target marketing, and adding new features to the pools. The results have been growth in program registration and pass sales and increased revenue.

Demographic changes in Oak Park could be impacting our numbers. The percent of infants in Oak Park has declined from 8.5% in 2009 to an estimate of 6.4% in 2017. In turn the senior population in Oak Park has increased from 9.9% in 2009 to approximately 13.6% in 2017 (American Community Survey 5 Year Estimates).

To create memorable experiences:
*Beyond providing quality customer service, the Park District should look for new opportunities to provide memorable experiences for program and event participants as well as visitors to parks and facilities.*

Customer Service Satisfaction
In 2018, the average customer service score was about the same as 2017. The Park District rated highest in the area of “Customer Confidence” and lowest in “Customer Care.” Staff plan to analyzed comments from the surveys in 2019 to identify areas for improvement.

The Park District saw an increase in youth participation to a record 92% focusing on programming such as soccer.
The Park District works to continuously address the needs of the community and improve the quality of services, parks, and facilities provided without relying solely on taxes to support these efforts. The fourth set of measures shows the Park District’s success in maximizing alternative funding, efficiently aligning resources, and managing funds and debt in a sustainable manner.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2016</th>
<th>2017</th>
<th>2018 Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from Non-Tax Sources</td>
<td>49%</td>
<td>49%</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>Debt Ratio</td>
<td>33%</td>
<td>31%</td>
<td>Replacing measure with % of Oak Park Tax Bill</td>
<td>TBD</td>
</tr>
<tr>
<td>Audit</td>
<td>33%</td>
<td>56%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Corporate</td>
<td>46%</td>
<td>47%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>48%</td>
<td>44%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>IMRF</td>
<td>21%</td>
<td>46%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Liability</td>
<td>33%</td>
<td>35%</td>
<td>Above 0%</td>
<td>TBD</td>
</tr>
<tr>
<td>Special Recreation</td>
<td>14%</td>
<td>12%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Recreation</td>
<td>39%</td>
<td>38%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Special Facilities</td>
<td>41%</td>
<td>34%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Cheney Mansion</td>
<td>25%</td>
<td>46%</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Museum</td>
<td>284%</td>
<td>165%</td>
<td>75%</td>
<td>TBD</td>
</tr>
<tr>
<td>Corporate</td>
<td>607%</td>
<td>2695%</td>
<td>30%</td>
<td>1088%</td>
</tr>
<tr>
<td>Recreation</td>
<td>91%</td>
<td>19%</td>
<td>+10%</td>
<td>TBD</td>
</tr>
<tr>
<td>Special Facilities</td>
<td>-10%</td>
<td>40%</td>
<td>30%</td>
<td>TBD</td>
</tr>
<tr>
<td>Cheney Mansion</td>
<td>22%</td>
<td>67%</td>
<td>642%</td>
<td>TBD</td>
</tr>
<tr>
<td>Volunteer Hours Worked</td>
<td>10,110</td>
<td>10,004</td>
<td>10,000</td>
<td>10,744</td>
</tr>
</tbody>
</table>

1 Results for several measures are not available until the Park District’s annual audit has been completed. The results provided are current results as of February 20, 2018. When current results are not available, best estimates are used.

2 See full dashboard: http://www.pdop.org/about/performance/infrastructure/

○ = at or better than target, ● = within 10% of target, ●● = more than 10% from target

HOW ARE WE DOING?

To align resources efficiently
The Park District should continuously evaluate and improve processes to maximize efficiencies related to purchasing, staff, storage, training, etc.

Revenue from Non-Tax Sources
The Park District of Oak Park actively searches for non-tax revenue sources to aid in the day to day operations of the district. The Park District’s overall
goal is to reach 50% in this area by 2020. Current estimates for 2018 suggest the Park District achieved its goal with 51% earned revenue vs. 49% from taxes.

**Volunteers**
The number of volunteer hours at the Park District in 2018 increased by nearly 7% from 2017. 65% of the hours were from the Oak Park Conservatory, which declined by 3%. The primary reason for the decline was Conservatory did not hold a auction event as they have in previous years and a large amount of the volunteers came from this event. However, youth sports, representing 27% of the hours, increased by 63%. Overall, the Park District savings from volunteers increased by nearly 7%.

**To develop sustainable financial plans**
*When creating or updating plans, the Park District should evaluate the short- and long-term impacts to ensure the agency’s financial sustainability*

**Debt**
The Park District issued $30 million in debt from 2011-2013, leading to an overall 39% increase in the debt ratio. The 2017 debt ratio was 31%, a decline of 2% which can be attributed to the debt service continuing to be paid off. Final numbers were not available for 2018 at the time of this report.

**Fund Performances**
The fund balances of most of the Park District’s 10 funds continue to be strong. All funds performed positively in 2018. All major funds performed better than budgeted in 2017. The Cheney Mansion fund continues to perform well increasing its fund balance from 25% to 46% from 2016 to 2017. Final numbers were not available for 2018 at the time of this report.

Due to volunteers such as the ones at Conservatory, the Park District saved $118,184 in 2018.
QUALITY INFRASTRUCTURE MANAGEMENT

The Park District has invested $63 million dollars in improvements of its parks, facilities, and equipment since the passing of the 2005 “Renew Our Parks” referendum. It is vital that the Park District incorporate preventative and sustainable operational measures in order to maintain these investments. The fourth set of performance measures tracks the current quality of its parks and maintenance as well as how consistently the Park District has implemented planned improvements.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2016</th>
<th>2017</th>
<th>2018 Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Park System Grade</td>
<td>84 (B)</td>
<td>88 (B)</td>
<td>90 (A-)</td>
<td>90 (A-)</td>
</tr>
<tr>
<td>Planned Improvements</td>
<td>Capital Improvement Plan</td>
<td>79%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ADA Transition Plan</td>
<td>87%</td>
<td>97%</td>
<td>100%</td>
</tr>
<tr>
<td>Days to Complete Maintenance Request</td>
<td>3.00</td>
<td>3.00</td>
<td>≤ 3.0</td>
<td>6.00 (only includes April-December)</td>
</tr>
<tr>
<td>Trees Quality</td>
<td>3.08</td>
<td>3.07</td>
<td>≥ 3.10</td>
<td>3.04</td>
</tr>
</tbody>
</table>

Utility Usage

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Gas</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Water</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Trash</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Fuel</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

1 The Park District is looking at alternatives to how it measures utility usage
2 See full dashboard: http://www.pdop.org/about/performance/infrastructure/

HOW ARE WE DOING?

To use systematic approaches
The Park District should strategically make decisions for the greater good of the community that will result in a purposeful approach to maintaining the agency’s infrastructure.

Park Development & Maintenance
The Park District has completed master plans for each of its parks as well as an ADA Transition Plan. These documents have outlined the specific improvements planned for each of the Park District’s parks and facilities. Many improvements were made in 2018, including major improvements at Andersen Park, Pleasant Home, and Rehm Park and Pool and Maple Park.
Overall the Park District completed 86% of its ADA planned improvement and 100% of its improvements through the Capital Improvement Plan.

**Maintenance Operations**
In 2014, the Park District initiated an evaluation tool to rate the quality of the infrastructure and maintenance of each park (facilities and pools are not included). In 2018, the Park District scored a record high with a A- (90). The highest scores were Ridgeland Common, Wenonah Park, Andersen Park, Field Park, Fox Park, and Euclid Square. The lowest scores were at Rehm Park (surface issues), Cheney Mansion (surface issues), and Stevenson Park (landscaping).

In 2018, the Park District adopted a new work order management system. As a result, data was only available from April-December, resulting in only 385 requests. The averages days to complete a work order increased by about 63% from 2017. One of the primary reasons for the increase is the transition and training challenges that arose with learning a new system. Staff is confident the data will be more aligned with previous years as the system is more fully implemented.

**To incorporate sustainable practices:**
*Park District capital improvements, maintenance, and operational practices should incorporate and encourage sustainable practices in terms of environmental, financial, and operational impacts.*

**Tree Quality**
In 2018, the average tree condition in Oak Park rose to 3.04 from 3.07 (on a rating scale of 1-5 with 1 being the highest) in 2017. 242 trees were removed due to disease, age and construction projects compared to 174 in 2017, a 28% increase. However, with the planting of new trees, the Park District has a maintain a total of 2,563 trees similar to the number in 2017.

The Park District lost 28% of its trees in 2018 such as the ones at Austin Gardens, but replaced all of them to maintain a healthy total of 2,563.
The Park District strives to be model government organization both in the Oak Park community as well as in the field of parks and recreation. The fifth set of measures reflects the Park District’s efforts regarding risk management, environmental sustainability, operations, and in accomplishing goals and completing plan objectives.

### HOW ARE WE DOING?

#### Measure | 2016 | 2017 | 2018 Target | 2018
---|---|---|---|---
Internal Service Satisfaction: Overall Quality | 8.30 | 8.23 | 8.00 (out of 10) | 9.24
Accident/Incident Claims Submitted | 34 | 21 | < 40 | 16
Goals Met | | | | |
  - Departmental | 98% | 100% | 100% | 81%
  - Strategic Plan | 100% | 100% | 100% | 100%
  - Comprehensive Plan | 100% | 100% | 100% | No goals in 2018
Environmental Scorecard Results | N/A | 91% | N/A | N/A
Launch Pad Ideas Implemented | 14 | 21 | 21 | 38

1 The Environmental Scorecard is completed every other year.

2 See full dashboard: [http://www.pdop.org/about/performance/organization/](http://www.pdop.org/about/performance/organization/)

○ = at or better than target, ● = within 10% of target, ●● = more than 10% from target

### TO STRIVE FOR OPERATIONAL EXCELLENCE

The Park District should research and adopt operational best practices and process improvements from the public and private sector and seek to share new innovations with the park and recreation industry.

#### Launch Pad Ideas Implemented

As part of its effort to foster a culture of innovation, the Park District maintains an idea management system called Launch Pad. Each year, ideas are reviewed based on feasibility to implement, connectivity to the rest of the organization, and effectiveness of potential idea. In 2018, the Park District saw an increase in nearly 45% of new ideas planned from 2017. In 2018, the Innovation Team, that oversees Launch Pad, implemented a new engagement strategy that includes recognizing staff that have ideas launched and monthly department meetings with department heads to build buy-in around the ideas. The result was a 37% increase in overall participation. The Park District plans to present on the success they have experienced at the 2019 Alliance for Innovation Transforming Local Government Conference.
As a result of its successful Launch Pad program, the Park District will present at the Alliance for Innovation Transforming Local Government Conference in April.

Internal Service Satisfaction
The Park District tracks employee’s satisfaction with the service provided by other departments. The Park District average score in the 12 areas covered by the evaluation was up 11% from 2017. The highest scores were in “professional and discrete” and the lowest were in “communication” and “reliability.” The highest rated department for the second year in a row was risk management with an average score of 9.79.

Accident/Incidents Reports
In order to strive for innovation operational excellence, the Park District seeks to limit the amount of accidents/incidents. In 2018, we saw a 31% decrease in incidents. One reason for the drop is staff requiring helmet use for our skating programs. We also updated the vehicle inspections forms, allowing for more detail and training. Finally, the Risk Manager is proactive about checking and fixing deficiencies found.

To strategically align organizational efforts
As the Park District increases its planning efforts and strives for sustainability, it should work to ensure that individual efforts are aligned to move the organization forward in the most efficient and effective manner possible.

Goals & Objectives
We have several sets of goals and objectives that staff work to meet each year through a variety of sources. The Park District met each of its objectives outlined for 2018 in the Park District’s 2016-2018 Strategic Plan. This included many new initiatives, such as the development of:

- Evaluate current pricing strategies as well as possible additional alternatives including coupon codes, surge pricing, variable pricing, etc. to create new program and pricing guidelines for staff.
- Offer “Neighborhood Nights” events at various neighborhood parks that aren’t normally used for Park District events to engage and thank the community and offer the opportunities for residents to get to know their neighbors.

Individual departments also create their own goals each year as part of the budget development process. Staff were successful in accomplishing 81% of these goals by the end of the year. The only budget goal not completed was creating incentives to sell dog passes. Since the Park District is no longer selling dog passes in 2019, staff ceased working on this initiative. Since some of the goals are budget related, completion cannot be confirmed until April 2019. Staff anticipate full completion at this time.
The most important asset of any organization is its staff. The Park District strives to develop an excellent leadership system and encourages staff development at all levels of the organization. This set of measures reflects staff satisfaction as an employee of the Park District and with its training opportunities as well as employee turnover and staff wellness.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2016</th>
<th>2017</th>
<th>2018 Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Job Satisfaction</td>
<td>N/A</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Months with Staff Turnover of &lt; 2.0%</td>
<td>6</td>
<td>4</td>
<td>≤3</td>
<td>5</td>
</tr>
<tr>
<td>Sick Days Used by Full-Time Staff</td>
<td>329</td>
<td>428</td>
<td>≤294</td>
<td>285</td>
</tr>
<tr>
<td>Participation in Wellness Programs</td>
<td>166</td>
<td>137</td>
<td>145</td>
<td>180</td>
</tr>
<tr>
<td>Training Satisfaction: Overall Quality</td>
<td>8.58</td>
<td>8.08</td>
<td>8.00 (out of 10)</td>
<td>7.60</td>
</tr>
</tbody>
</table>

1 See full dashboard: http://www.pdop.org/about/performance/staff/
● = at or better than target, ○ = within 10% of target, ● = more than 10% from target

HOW ARE WE DOING?

To lead and develop staff
Park District should develop an excellent leadership system and allocate resources to and create opportunities for staff development and professional growth.

Staff Job Satisfaction
On an annual basis, the Park District asks its staff to complete a satisfaction survey. The Park District implemented a new survey in 2017. 45% of full-time and 36% of part-time employees participated. Employee gave a 95 out of 100 rating equal to 2017. The highest ratings were satisfaction with “customer service” (98%) and “my job,” (97%) and “senior leadership” (97%). Areas where we could improve are satisfaction with “communication” (94%) and “vision” (95%).

Employee Turnover
The Park District tracks voluntary turnover rate. Because many Park District operations are based on seasonal schedules, it is expected that the Park District will have a high level of turnover at certain parts of the year, especially the summer. This year was no exception with monthly turnover peaking in August and September after summer seasonal staff separated from the Park District. May and June also saw slightly higher turnover rates with 4.21% and 4.00% respectively, which is due to the preschool afterschool program ending.
Staff Wellness
Employees have access to several wellness benefits through the Park District and its risk management and insurance provider, PDRMA. Overall, participation increased by nearly 24% from 2017. The increase was driven by an increase in participation in internal wellness programs such as wellness workshops and walking challenges.

The Park District also tracks the number of “sick days” used by full-time staff. Sick time includes time taken off by an employee for personal illness as well as to care for a qualified family member or for absences qualified under the Family & Medical Leave Act. The amount of sick days used by staff in 2018 was down 33% compared to 2017. One reason for the decrease could be an increase in participation in wellness programs.

To foster a culture of continuous learning
*Staff and board members should have opportunities to continuously learn about the agency, the community, and areas of importance needed to successfully perform their jobs, including innovative practices, use of technology, trends, leadership, sustainability, and strategy through contemporary learning practices and information sharing.*

Staff Training
The Park District measures overall quality of internal and external training opportunities to gauge staff satisfaction with offerings. Satisfaction is down 6% from 2017. At this time, staff is evaluating the responses to make training decisions for 2019.
Meeting Our Mission

Program Registrations: The total number of program and event registrations sold in the current year through the Park District’s RecTrac software, after any cancellations or refunds have been processed. This measure does not include participation in drop-in programs not requiring registration, including special events. Additionally, registration for adult sports leagues counts as one registration per team.

Pass Sales: The total number of passes and punch cards sold in the current year through the Park District’s RecTrac software. This measure does not include replacement passes sold for a lost ID card.

Program & Event Satisfaction: The average “Overall Experience” score, on a scale of 0-10, given by respondents to the Park District’s Program & Event Evaluation from the current year.

Park & Facility Satisfaction: The average “Overall Experience” score, on a scale of 0-10, given by respondents to the Park District’s Park & Facility Evaluation from the current year.

Avoidable Program Cancellations: TBD

Refunds Applied to Household Account: The percent of refunds processed through the Park District’s RecTrac software where the customer chose to apply the refund to their household account instead of returning the funds to the customer by credit or check.

Community and Customer Focused

Oak Park Households Completing a Transaction: The percent of unique resident household accounts that have completed a transaction of any kind processed through the Park District’s RecTrac software system in the current year divided by the total number of households in Oak Park as indicated by the most recent Census data. This measure does not include undocumented household activity (visiting a park or attending an event that does not require registration such as a summer concert).

Oak Park Participation in Registered Programs & Passes by Age Group: The number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District’s facilities or programs processed through the Park District’s RecTrac software system in the current year divided by the number of residents in Oak Park in that age group as indicated by the most recent Census data. This measure does not include undocumented household activity (attending an event that does not require registration such as a summer concert) or other types of activity such as renting a facility.

Households Receiving Program/Pass Scholarships: The number of unique resident household accounts that have received and have used scholarship funds to register for a program or pass in the current year.

Service Satisfaction: The average score, on a scale of 0-10, from the current year, from the Park District’s Service Satisfaction Survey indicating customer satisfaction with the service provided by the Park District in the areas of Facilities & Tangibles, Reliability, Responsiveness, Customer Confidence, and Customer Care.

Financially Strong

Revenue from Non-Tax Sources: The percent of revenue collected in the current year by the Park District that does not come from the local tax levy, such as program revenue, fees and charges, sponsorships and donation, intergovernmental revenue, rental income, and other miscellaneous revenue (including non-resident fees, vending machine revenue, rebates, etc.) and other financing sources (including debt service proceeds and transfers).

Debt Ratio: The ratio of total Park District debt to total Park District assets for the current year.

Fund Balances: The ratio of total fund assets to total fund expenditures.

Fund Performance (Actual to Budgeted): The difference between the actual total fund expenses and revenues to fund budget for the current year.

Volunteer Hours Worked and Dollars Saved: The number of volunteer hours reported by Park District supervisors at facilities, special events, citizen committees, and other efforts and the dollars saved based on current minimum wage.
Maintaining and Improving Our Infrastructure

**Overall Park System Grade:** The average score of all parks, on a scale of 0 to 100, from the Park District’s Park Report Card from the current year indicating quality and maintenance of park system. This measure does not include Park District buildings or pools.

**Planned Improvements Completed:** The percentage of projects that were completed as scheduled in the current year as outlined in the Park District’s Capital Improvement Plan and ADA Transition Plan.

**Days to Complete a Maintenance Request:** The average number of days between issuing and completing a “Service” work order by staff in the Park District’s work order software in the current year.

**Annual System-wide Utility Usage:** The measurement of utilities used based on billing invoices.

**Trees Condition:** The quality of the trees in our system based on a survey from GrafTree Care.

Organizational Excellence

**Internal Service Satisfaction:** The average score, on a scale of 0-10, given by staff in the current year in the areas of Communication, Skills & Knowledge, Approachable & Available, Courteous & Helpful, Reliable Responsive, Understanding, Professional & Discrete, Forms, Technology, & Processes, Working in the Best Interest of the District, and Enables Me to Be More Effective.

**Accident/Incident Claims Submitted:** The number of accident and/or incident reports of a serious nature submitted to the Park District’s risk management association in the current year as reported by Park District staff.

**Goals Met:** The percent of Park District goals met and/or objectives completed as scheduled in the current year as outlined in the Park District Budget and Strategic Plan.

**Environmental Scorecard Results:** The score received on the IPRA Environmental Scorecard self-assessment, completed on a bi-annual basis.

**Launch Pad Ideas Implemented:** The number of ideas implemented through the Park District’s innovation management system.

Staff Excellence

**Full-Time and Part-Time Staff Job Satisfaction:** The average percent of part-time and full-time employees who agree or strongly agree in the areas of Vision, Leadership, Communication, Customer Service, Immediate Supervisor, Team Values, Senior Leadership and My Job.

**Months with Staff Turnover of Less Than 2.0%:** The number of months in the current year where overall staff turnover is less than 2.0%. Turnover includes separation for any reason and staff at all levels (full-time, part-time, and seasonal).

**Sick Days Used by Full-Time Staff:** The total number of sick days used by full-time staff in the current year. This measure includes time off taken by full-time staff for personal illnesses, to care for a family member’s illness, and FMLA leave.

**Participation in Wellness Programs:** The total number of participants in Park District employee wellness programs.

**Training Satisfaction:** The average “Overall Quality” score, on a scale of 0-10, given by staff through the Park District’s Training Evaluation from the current year.