



STRATEGIC PLAN 2011 - 2014

THE LAKE BLUFF PARK DISTRICT serves its residents by providing healthy recreational activities for people of all ages. The District owns and maintains eight neighborhood parks, three nature areas, the Lake Bluff Golf Course, Sunrise Beach and Park, Paddle Hut, and Recreation Center, encompassing the Fitness Center, gymnasium, and general, early childhood, and dance programs.

OUR MISSION: As responsible stewards of community resources, the District will enhance the community through recreational experiences in a fun, safe, and healthy environment.

OUR VISION: Strengthening the spirit of community

OUR VALUES: The values that define the internal culture of the Park District mirror the values and expectations of our community:

- **Continuous Improvement**—We are proactively moving forward to better the District.
- **Community**—Our activities bring people together to create a family environment.
- **Stewardship**—We will leave our community better than we found it.
- **Service Orientation**—We foster a “guest first” attitude through superior experiences and ongoing communication.
- **Excellence**—As leaders in the community, we strive to be the best we can be and aspire to pride, perfection and quality in all that we do.

OUR PLAN: The Park District's Strategic Plan 2011 - 2014 reflects its dedication to four overarching themes:

1. Customer satisfaction
2. Financial stability
3. Operational excellence
4. Continuous employee and board development





THEME 1: CUSTOMER SATISFACTION

Objective: Offer the right array of programs and services

- Develop a Recreation Program Master Plan
- Develop a process to utilize community survey results in programming decisions

Objective: Provide a quality product at a good value

- Create a standardized customer satisfaction measurement process for key programs, memberships, and other services including surveys, program evaluations, transactional surveys, customer interviews, mystery shopping, and lost customer research

Objective: Provide consistent service experiences

- Develop customer service standards
- Develop most important service encounters for each program/service area
- Create a cross-functional Voice of the Customer Team as part of the Staff Leadership Team that reviews processes, manuals, policies, and customer satisfaction results and implements improvements



THEME 2: FINANCIAL STABILITY

Objective: Provide dedicated funding for capital projects

- Identify capital needs through a comprehensive plan process, using the household survey results to assist in the development of priorities
- Initiate the community process for Sunrise Park and Beach master planning
- Develop a beach comprehensive plan
- Pursue alternative revenue opportunities including grants, donations, and sale of land

Objective: Improve financial performance

- Research and review how to redefine accounting funds and the utilization of tax receipts
- Establish levels of accountability for operations (board, executive director, staff, etc.)
- Set targets of performance for additional areas that can stand alone
- Develop categories of services to guide the operations of the Park District. Develop a revenue and fee policy with classifications for core, revenue-generating, and benefit (subsidized) services. Target a balanced budget annually and work within the limits of the budget
- Develop a formalized pricing strategy including the amount of overhead for operations and research a District-wide membership pass program
- Investigate alternate revenue sources
- Develop a five-year financial plan and communicate to the public
- Implement new financial software in order to track financial performance more easily
- Research a referendum and/or private funding for the capital plan, including the pool, skate park, parks, and beach



THEME 3: OPERATIONAL EXCELLENCE

Objective: *Strive for continuous improvement (parks, facilities, programming)*

- Institutionalize the Strategic Plan to ensure its successful deployment
- Establish park maintenance and design standards
- Create a technology-driven District through the creation of an overall technology plan
- Create a scorecard to measure organizational performance
- Research the ability to improve the guest experience through innovative equipment and the use of technology

Objective: *More effectively market programs and services*

- Develop a Marketing Plan
- Review the need for allocation of labor resources toward a dedicated marketing and communications staff person or contractor
- Develop an overall brand approach and sub-brands for major programs and services

Objective: *Form strategic community partnerships*

- Review existing agreements with partners to ensure the District receives appropriate benefits for the costs associated with each agreement

Objective: *Develop a sustainable culture*

- Develop a sustainability plan
- Develop a system-wide approach to recycling
- Plan to measure and reduce the District's carbon footprint
- Include responsibilities for sustainable practices within existing staff's scope of responsibilities



THEME 4: CONTINUOUS EMPLOYEE AND BOARD DEVELOPMENT

Objective: Foster a learning environment

- Develop an employee training development plan
- Develop a process to regularly evaluate performance through an assessment process
- Enhance expertise through ongoing training and review best practices of other districts

Objective: Develop a service orientation

- Develop a customer service training program

Objective: Build credibility with the community

- Enhance the transparency and communication of Board meetings
- Develop guidelines for ongoing communication with residents
- Develop an ongoing process to include community input on major capital projects and future plans



IMPLEMENTATION OF THE PLAN

A time-period priority has been assigned to each objective. The timeframes are as follows:

- Short-term goals are to be accomplished between January 2011 and December 2012.
- Midterm goals are to be accomplished between January and December 2013.
- Long-term goals are to be accomplished between January and December 2014.
- Continuous goals are repeated on an annual basis during the entire period.

For the Strategic Plan to be successfully implemented, it must be institutionalized. The following steps will help to ensure that the District maintains the commitment and discipline required to carry out the process.

- The Plan will be posted on the District's website, and results will be tracked on the site as well.
- Elements of the Strategic Plan will be incorporated into the orientation program.
- Staff will report regularly on the Plan's progress.
- The Park Board of Commissioners will review the Strategic Plan progress quarterly. At the end of the year, each initiative will undergo an annual review and update of the completed initiatives.
- Major stakeholders will be updated annually on the Plan's implementation and results.
- The measurement system will be tracked on a quarterly basis. Some of the measures will be calculated annually. An annual narrative about the results will be provided. The inventory of measures will be reviewed annually and adjusted as necessary to ensure the measures continuously add value to decision making. Both lagging and leading indicators will be included.
- After the Plan's first year and baseline results have been quantified, targets will be set for future measurements.
- There will be an annual just-in-time review of the next year's Initiatives to determine whether priorities have changed. Initiatives will tie into the budget process.





ACKNOWLEDGMENTS

The Lake Bluff Park District's Strategic Plan 2011 - 2014 was developed to provide a future direction for the District, taking into account results of the previously completed community input process and the Leisure Vision household survey results.

In addition, the Plan provides Board members and staff with the opportunity to understand roles, relationships, and future direction, facilitating organizational alignment as a result of the development of strategy. Another outcome of the Plan is to provide the District with a commitment to best practices.

The Lake Bluff Park District hired PROS Consulting, LLC, to facilitate and develop this strategic plan in collaboration with Board members and staff.

Park Board Members

Kurt Gronau, *Board President*
Sandy Hart, *Board Vice President*
Doug Nickels, *Board Treasurer*
Kevin Considine
Rob Douglass
Susan Ehrhard
Kauri McKendry

Key Staff

Ron Salski, *Executive Director*
Dave Peterson, *Director of Facilities and Recreation Services*
Rob Foster, *Director of Golf and Park Maintenance*

Staff Leadership Team

Christie Carey	Ed Heiser
Micah Kamin	Peggy Kolber
Noah Mach	Mary Quilty
Jeff Spillman	Andy Thurman

