

NAPERVILLE PARK DISTRICT

STRATEGIC PLAN – 2010-2015

PRESENTED BY ROBERT OBERWISE | NOVEMBER, 2009



EXECUTIVE PARTNERS
EXPERT STRATEGY. EXECUTED. EMBRACED.

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THE PROCESS

In the Spring of 2009, after a new Park District Board was selected and approximately six months after hiring new Executive Director, Ray McGury, the Naperville Park District leadership realized the culmination of these events presented the perfect opportunity to design and commit to a long-term direction for the Park District. This led to a decision to undertake a structured strategic planning process with the stated goal to have a plan in place by the end of 2009. Executive Partners, Rob Oberwise, was selected to manage and facilitate the process and plan development.

In order to create a breadth of thinking and ideas for the Park District's long-term direction, the Naperville Park District chose to involve community partners and stakeholders in the process. In addition, the full Board of the Naperville Park District, department heads, and the Executive Director all participated and provided leadership.

The process began with the staff identifying critical issues and opportunities which needed to be addressed as a part of the strategic plan. Further, the staff developed important pieces of data about the Park District and its operation which was utilized as a foundational point for the planning effort.

In July, August, and September 2009, the whole strategic planning committee came together in three workshops designed to develop the direction of the strategic plan.

Naperville Park District Strategic Planning Workshops:

July 23, 2009	Where Are We?
August 20, 2009	Where Do We Want To Go?
September 15, 2009	Priorities, Goals, and Objectives To Get Us There

The vision, mission, and values were also reviewed as a part of these sessions.

Subsequent to these workshops, the staff participated in an all day planning session on October 5, 2009 creating action plans for implementation of the strategic plan. The Board approved the final strategic plan direction in December 2009. The content of the strategic plan follows.



THE PLANNING TEAM

The 2009 Naperville Park District Strategic Planning Committee:

NAME	ORGANIZATION	NAME	ORGANIZATION
Kathy Birkett	School District 204	Kenn Miller	City of Naperville
Jim Brown	St. Raphael Football	Mark Mitrovich	School District 203
Doug Dallmer	Naperville Citizen	Mindy Munn	Naperville Park District
Kevin Finnegan	Naperville Park District	Sue Omanson	Naperville Park District
Mary Gardocki	Naperville Park District	Ron Ory	Naperville Park District Commissioner
Sharon Gedvilas	Western DuPage Special Recreation Assoc.	Barry Poll	Naperville Chamber of Commerce
Larry Gentile	Wheatland Athletic Association	Mike Popp	School District 204
Kenneth Hannah	North Central College	Ed Provow	Naperville Park District
Suzanne Hart	Naperville Park District Commissioner	Mike Reilly	Naperville Park District President
Chere Hayes	Conservation Foundation	Andrew Schaffner	Naperville Park District Commissioner
Gerry Heide	Naperville Park District Vice President	John Schmitt	Naperville Chamber of Commerce
Jane Hodgkinson	Western DuPage Special Recreation Assoc.	Ralph Schultz	Will County Forest Preserve
Andrea Hoyt	DuPage County Forest Preserve District	Katie Sepe	Naperville Park District
Rich Janor	Wheatland Athletic Association	Eric Shutes	Naperville Park District
Christine Jeffries	Naperville Development Partnership	Mike Squire	North Central College
John Lomas	Naperville Park District	Jacki Stern	Naperville Park District
Sameera Luthman	Naperville Park District	Brett Strang	Galaxy Soccer Club
Bob Marshall	City of Naperville	Richard Strang	Naperville Little League
Brook McDonald	Conservation Foundation	Marie Todd	Naperville Park District Commissioner
Ray McGury	Naperville Park District Executive Director	Craig Williams	School District 203
Erin McNulty	Naperville Park District	Brad Wilson	Naperville Park District
Mark Menis	Naperville Citizen	Rob Wysocki	Naperville Park District
John Mesarchik	Naperville Homeowners Confederation	Kirsten Young	Naperville Park District Commissioner



VISION STATEMENT

The Naperville Park District's broad vision for the future – our vision statement:

**TO BE A NATIONAL LEADER IN PARKS AND
RECREATION PROVIDING AND PROMOTING
HIGH QUALITY EXPERIENCES AND FACILITIES
AT A GREAT VALUE TO OUR COMMUNITY**



MISSION STATEMENT

What we do at the Naperville Park District – our mission statement:

**TO PROVIDE RECREATION AND PARK
EXPERIENCES THAT ENRICH THE QUALITY OF
LIFE OF OUR COMMUNITY**



DESIRED FUTURE IMAGE

Our desired future image for the Naperville Park District:

- A value to our residents
- Destination community to non-residents
- A leading example for other Park Districts
- A leader in the industry – a benchmark
- Customer focused
- A great service provider
- A steward of the tax payer's money
- A good listener – good communicator – value to society – flexible – willing to change
- Nationally/locally recognized as a leader for having enhanced the quality of community life by working with others to provide high value leisure and recreational experiences
- Know where we are going – know how we'll get there - buy-in from stakeholders
- Maintain and enhance what we already have
- Consensus builder in the community
- Do what we do best - with a defined set of core programs
- Top of mind when people ask why Naperville is a great place to live
- Pride in being the best
- Inspire community involvement
- Proactive vs. reactive in our approach
- Environmental stewards
- A community and government partner
- Promote health and active life style



OUR VISION

The following statements reflect our 5-year thinking and vision in eight specific categories that represent the work of the Naperville Park District:

LAND

- The following land has been Stewarded by the Naperville Park District
 - 2,500 acres (owned and leased)
 - 1,400 maintained
 - 1,100 mowed
 - 1,100 woodland and prairie
 - Additional land North of 75th street
- We have a bike trail under BNSF
- We have developed a joint master plan with the forest preserve district
- Opportunities have been reviewed to improve infrastructure on current land holdings to meet resident demand for sports fields
- Cost recovery policies have been put in place to reimburse the NPD for the use of facilities; athletic facilities are a source of supplemental revenue
- Synthetic fields are utilized to meet field demand and also create revenue opportunities
- We have promoted a passive outdoor experience in partnership with the forest preserve
- We have funded an improved maintenance level of our existing parks to NPD standards

FACILITIES & EQUIPMENT

- Facilities and equipment have been upgraded and strategically located
- Parks and facilities are safe and well maintained
- A long-term plan to fund indoor space has been determined with feasibility to build and staff outlined
- We have priority scheduling with IGAS
- We have renovated existing space (the barn!!)
- We have space that is flexible for multiple needs
- We have reviewed the field house concept
- We have maintenance equipment that meets and/or exceeds current efficiency and green standards
- We have implemented new user fees to provide additional revenue/ capital
- We have depreciation funding

IMAGE

- We have been recognized as a national leader in parks and recreation
- We have been considered a benchmark city
- We have reached out for and been receptive to change
- We have been considered a great place to work and volunteer
- We have a reputation for diversity, inclusion, cooperation and innovation
- We are perceived as a high value to the community
- We know where we are going and how to get there
- We have managed our image effectively
- We have appropriate funding of communication and promotion of the NPD image

FINANCIALS

- We have maintained our AAA bond rating
- We have maximized alternative revenue
- We have maintained fund balances at healthy levels
- We are perceived as a good value to the community – tax rate vs. return
- We have leveraged funding sources to maintain and/or increase service levels
- We have maintained fees for services at a fair/reasonable level that reflects good business practices
- We have formed a foundation



OUR VISION *(continued)*

PROGRAMS

- We have established a set of core programs that play to our strengths
- We have a set process for determining the life cycle of a program and either refreshing it or phasing it out
- We understand the residents' needs regarding programs
- We have determined an effective way to measure the community's needs/ demands with regard to program offerings on an ongoing basis
- We have enhanced our website to facilitate increased online registration
- We are less dependent on the program guide in favor of online searching and registration
- We have provided an innovative core set of high quality programs at a good value while striving for continuous improvement and adapting to residents' needs

PARTNERSHIPS

- We have partnerships that are of mutual interest, financially rewarding, and meet community needs
- We have an open dialog with our partners
- We have partnerships that are growing for the community
- We have partnerships that are based on abundance
- We have partnerships that include corporate and civic organizations
- We partner for facilities which create dollars, communications and relationships
- We have spelled out our needs for operational partnerships
- We have partnering occurring at many levels
- We have shared resources with our partners

OPERATIONAL EXCELLENCE

- We have a well established relationship with our partners (i.e., city, forest, sp, north/central)
- We have expanded alternate revenue opportunities
- We have assessed and recognized other recreational providers (i.e., WDSRA, private providers)
- We have adequate staff levels to achieve identified standards
- The Park District is recognized nationally and the staff is certified
- We have systems in place (i.e., evaluation of program offerings, allocation and utilization of resources)
- We have a niche defined
- We have self-sustaining golf courses
- We have streamlined and continuously improved operation processes
- We have retained quality staff

PEOPLE & CULTURE

- We have interactive communications and feedback at all levels
- We have a holistic perspective on community organizations
- We have a succession plan in place
- We have a culture of continuous improvement
- We have cross-training in place
- We have continuing education of staff and board
- We have a positive work environment
- Everyone has ownership in our mission and vision
- We have a mentor program in place for staff and board
- We take leadership responsibility – “Walk the walk – Talk the talk”
- We have a recognition program in place
- We have positive relationships between board and staff
- The board is in touch with our assets



KEY PRIORITIES

The following are key areas of focus for the Naperville Park District:

- Maintain financial integrity
- Develop new revenue sources
- Find additional alternative revenue
- Focus on partnering to reduce cost and create opportunity
- Enhance/focus on technology to facilitate more effective communications and operational efficiency
- Clearly define our niche – what we do well
- Break strategic plan down to the operational level
- Stick to our plans – follow up on strategic plan progress and align resources
- Create stability in the Executive Director and leadership team of the Park District
- Develop a self sustaining golf business
- Provide overall employee development and growth
- Position ourselves in the industry and the community as a top asset with a strong brand
- Drive sustainability and a green approach
- Maximize utilization of our scarce resources



The following are the Naperville Park Districts five year goals. The objectives are shorter-term steps to be accomplished in the next 24 months.



GOALS AND OBJECTIVES

Five year goals. Objectives to be accomplished in the next 24 months.

~~FACILITIES AND EQUIPMENT~~

GOAL:

1. Develop a policy, process, and 3 year plan for NPD capital projects.

OBJECTIVES:

- 1A. Review existing facilities, community needs, and develop a business plan.
- 1B. Determine funding mechanisms and alternatives.
- 1C. Adopt policy, process, and 3 year plan for capital projects.
- 1D. Enhance communication strategy.

FINANCIALS

GOAL:

2. Maintain the financial health of the Park District.

OBJECTIVES:

- 2A. Budget and maintain fund balances at recommended levels.
- 2B. Follow auditor recommendations to support and maintain AAA bond rating.
- 2C. Develop a 3-year operating plan that supports a balanced budget while accounting for rising healthcare and pension costs (updated annually).

FINANCIALS

GOAL:

3. Maximize non-tax revenue.

OBJECTIVES:

- 3A. Evaluate existing facilities for opportunities to increase revenue potential.
- 3B. Develop a non-tax revenue model and plan.

IMAGE

GOAL:

4. Be recognized as a national leader in parks and recreation with a reputation for diverse programs, inclusion and innovation.

OBJECTIVES:

- 4A. Develop a plan and timetable to achieve national recognition by 2015.
- 4B. Become a benchmark park district as defined by local survey, audits, and national recognition.
- 4C. Top quality leadership team and staff as determined by local survey, audits, and participation at state and national levels.



GOALS AND OBJECTIVES *(continued)*

IMAGE

GOAL:

5. Be perceived as a high value to residents.

OBJECTIVES:

- 5A. Maintain and build high volunteer base.
5B. Build a strong brand supported by effective use of technology (i.e., website, social media), measured by local survey.

PARTNERSHIPS

GOAL:

6. Proactively create resource sharing and cost savings opportunities for the Park District through community partnerships.

OBJECTIVES:

- 6A. Identify key projects and initiatives that may be advanced through partnerships.
6B. Engage leaders within identified groups and assess potential for collaboration.

OPERATIONAL EXCELLENCE

GOAL:

7. Create self-sustaining golf program and apply this business plan approach across the Park District.

OBJECTIVE:

- 7A. Develop business plan for golf ("mini" strategic plan)
- Financial
 - Marketing/pricing
 - Management
 - Course maintenance
 - Staff/compensation
 - Technology

OPERATIONAL EXCELLENCE

GOAL:

8. Drive continuous operational improvement.

OBJECTIVE:

- 8A. Analyze/streamline processes yearly within each department
- Emphasis on technology



GOALS AND OBJECTIVES *(continued)*

PROGRAMS

GOAL:

9. Refine a core set of programs that play to our strengths, meet current trends, and benefit the community.

OBJECTIVES:

- 9A. Establish a philosophy for the provision of core services and facilities.
- 9B. Define our niche for program offerings, services, and facilities.
- 9B. Determine the success and the life cycle of programs.

CUSTOMER SERVICE AND PROGRAMS

GOAL:

10. Increase customer satisfaction through continuous service improvement.

OBJECTIVE:

- 10A. Measure community satisfaction and needs and adapt program offerings accordingly.
- 10B. Measure service specific customer satisfaction.

LAND

GOAL:

11. Analyze opportunities and develop a plan to meet demands for parks and facilities using current land holdings, thus optimizing our existing resources.

OBJECTIVES:

- 11A. Present a cost recovery policy to the board for reimbursing the NPD for field usage.
- 11B. Develop business plans to support and justify expenditures for revenue producing facilities.
- 11C. Present a plan to the board for approval for how the NPD will meet resident demand for facilities using existing resources or the acquisition of new resources.
- 11D. Implement the trail's master plan as approved by the Park board in 2009.

PEOPLE AND CULTURE

GOAL:

12. Create a formal development and succession plan for staff and board officers and committees.

OBJECTIVES:

- 12A. Cross-training plan developed for staff.
- 12B. Continuing education plan developed for board and staff.
- 12C. Conduct an employee opinion survey.
- 12D. Develop a culture of continuous improvement.