

Adopted June 2, 2016

River Trails Park District Strategic Plan for 2017-2021



ACKNOWLEDGEMENTS

River Trails Park District Board of Commissioners

Ed Rechner	President
James Murphy	Vice President
Lois Hauge	Treasurer
Jack Cerniglia	Commissioner
Gail Dieterich	Commissioner



Park District Administrative Team Members

Administration

Bret Fahnstrom, CPRP	Executive Director
Sharon Rose	Superintendent of Finance
Michael Posch	Information Technology Manager
Moiria Zale	Accounting & Administrative Assistant

Parks and Recreation Services

Thomas Pope	Superintendent of Parks
Patricia Mitchell, CPRP	Superintendent of Recreation
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Project Support

Ron Vine	Leisure Vision, 2013 Parks and Recreation Needs Assessment Survey
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RIVER TRAILS PARK DISTRICT STRATEGIC PLAN

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INTRODUCTION

The River Trails Park District has worked to develop the Park District 2017-2021 Strategic Plan. This Plan will be aligned with the start of the budget year, beginning January 2017 and continuing through December 2021. The Strategic Plan's intent is to:

- Establish direction for the District
- Fulfillment of the District's mission
- Align the organization around a common vision
- Reinforce the culture, demonstrated through values
- Create action toward accomplishment, including measurement of progress
- Provide priorities for resource allocation
- Continuous improvement of operations
- Strengthen organizational competencies related to management of change and innovation

An important part of the process consisted of a review of past organizational performance. This included a review of the 2009 Comprehensive Park and Recreation Master Plan and 2013 Community Survey results. In addition, Board members and key community leaders provided input towards their visions of the future of the District. Furthermore, the District engaged employees in the strategy development and implementation process, resulting in a meaningful document for the staff. The District, through its Vision Statement " **To become the Recreational Choice through excellence in everything we do**" will align its efforts around the key tenets of the statement, including Innovation, Team Work, and Sustainability. These words are repeated throughout the rest of this document. This document is intended to create a highly engaged and innovative agency committed toward continuously providing the highest level of service opportunities to our communities and being the choice recreational service provider to our and other surrounding communities. The process began with the redevelopment of the Organizational Mission statement and adopting the newly created Organizational Vision and Value statements. The new developed Initiatives include:

- **Maintaining Financial Strength and Sustainability**
- **Improvements in the Internal Processes and Systems**
- **Developing and Maintaining Community Relationships**
- **Employee Excellence through Learning and Growth Opportunities**

MISSION

To enrich the lives of our diverse community by providing quality parks, facilities and programs for recreation, education and wellness

*Adopted by the board in August 2015



VISION

To become the Recreational Choice through excellence in everything we do

*Adopted by the board in September 2015

ORGANIZATIONAL VALUES

Team Work

We strive to develop lifelong partnerships through the collaboration with team members, community stakeholders and organizations.

Sustainability

Dedicating ourselves to the stewardship of the district's material, financial and personnel resources as well as the conservation of our natural environment.

Ethical

Ensuring a high level of trust and respect within the community and our team by exhibiting integrity, reliability, honesty, accountability and compassion at all times.

Innovation

Progressing towards new ideas through creative and critical thinking while endorsing fun

Continued Learning

Recognizing the importance for the agency's team to have opportunities for professional growth, continued learning, mentoring and internal empowerment in order to offer quality services

Service Oriented

Providing the highest level of service in our parks, facilities and programs through timely communication, accessibility and safety

* Adopted by the board in November 2015



STRATEGIC PLAN DEVELOPMENT PROCESS

2013 SURVEY FINDINGS

Overview of the Methodology

Leisure Vision conducted a Parks and Recreation Needs Assessment Survey between October and November of 2013 to help establish usage and satisfaction for current parks and facilities and to determine priorities for the future development of parks and recreation facilities, programs and services of River Trails Park District. The survey was designed to obtain statistically valid results from households throughout the River Trails Park District. The survey was administered by mail and by phone.

Leisure Vision worked extensively with River Trails Park District officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system. A seven-page survey was mailed to a random sample of 2000 households within the River Trails Park District boundaries. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who had indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 400 completed surveys. ETC/Leisure Vision obtained a total of 423 completed surveys completed. The results of the random sample of 423 households have a 95% level of confidence with a precision rate of at least $\pm 4.7\%$.

Visiting Park District parks: Forty-eight percent (48%) of respondents have visited the Burning Bush Park over the past year. Other parks respondents have visited within the District over the past year include: Woodland Park (38%), Sycamore Park (25%), Aspen Park (9%), Tamarack (6%), Willow Park (4%), Maple Park (3%) and Evergreen Park (2%).

Of the respondents who have visited the parks, Ninety-One (91%) percent of respondents rate the overall physical condition of District parks they have visited as “good” (56%) or “excellent” (35%). Only (9%) of respondents rate the overall physical condition of District parks they have visited as “fair.”

Organizations Used for Indoor and Outdoor Recreation Activities: Sixty-one percent (61%) of respondents have used the District for their indoor and outdoor recreation activities. Other organizations that respondents have used for their indoor and outdoor recreation activities include: Libraries (57%), Churches (33%), Forest Preserve District (31%), neighboring cities, counties or state parks (30%) and other Park Districts (30%).

Participation in Park District Programs: Thirty-five percent (35%) of respondents have participated in District programs over the past 12 months. Based on respondent top three choices, the most predominant reasons **why respondents participate** in programs include: Location of the programs (79%), times program is offered (41%), fees charged for class (40%), friends participate in the program (29%), quality of program (25%) and instructor knowledge (23%).

Fifty-eight percent (58%) of those respondents have participated in the same program for more than one session. Respondent rating of the overall quality of District programs include: “Excellent” (53%), “good” (42%) and “fair” (5%).

Based on the sum or respondent choices who have participated in programs, (49%) of respondents have participated in 1 program, (37%) 2 to 3 programs, (11%) 4 to 6 programs, (1%) 7 to 10 programs and (1%) 11 or more programs.

Ways Respondents Learn About Programs and Activities: Eighty-eight percent (88%) of respondents learn about District programs and activities through the District brochure. Other ways respondents learn about District programs and activities include: Newspaper articles and advertisements (26%), from friends and neighbors (23%) and from the Park District website (22%).

Need for District Programs: Forty-nine percent (49%) of households have a need for adult fitness and wellness programs. Other respondents need for District programs include: Water fitness programs (30%), District special events (28%), nature programs (24%), senior adult programs (23%) and trips (20%).

Most Important Recreation Programs: Forty-Two percent (42%) of respondents feel that Adult fitness and wellness programs are the most important to their households. Other important programs to respondent households include: Water fitness programs (21%), Park District special events (15%), adult sports programs (13%), senior adult programs (13%), trips (13%) and golf lessons (12%).



Recreation Programs Most Used at District Facilities: Based on the sum of respondent top four choices, (24%) of respondents currently participate in adult fitness and wellness programs the most often at District facilities. Other programs that respondents currently participate in the most often at District facilities include: Water fitness programs (10%) and Park District special events (10%).

Use of Park District Facilities: Fifty-seven percent (57%) of respondents use the Marvin S. Weiss Community Center. Other facilities that respondents use include: Woodlands Trail Outdoor Pool (39%), Rob Roy Golf Course (31%), Miniature Golf Course (29%) and the Golf Driving Range (28%).

Respondent Rating of the Condition of the Park District Facilities They Use: Ninety-Five percent (95%) of respondents who use Woodlands Trail Outdoor Pool rate the condition as either “excellent” or “good.” Other similar ratings include: Rob Roy Golf Course (90%), Rob Roy Banquet Facilities (90%) and the Marvin S. Weiss Community Center (87%).

Reasons Preventing Households From Using Parks, Recreation Facilities or Programs: Thirty-nine percent (39%) of respondents are prevented from using District parks, recreation facilities or programs more often because **they are too busy**. Other reasons that prevent respondent households from utilizing parks, recreation facilities or programs more often include: We are not interested (22%), program times are not convenient (20%), fees are too high (16%) and program is not offered (16%).

Need for Park District Facilities: Fifty-seven percent (57%) of respondents have a need for walking and biking trails. Other respondent needs include: Indoor fitness and exercise facilities (49%), outdoor swimming pools and water parks (45%), indoor running and walking track (41%), miniature golf course (37%), golf course driving range (36%), 9-hole golf course (36%), playground equipment (35%) and sledding hills (33%).

Most Important Facilities: Forty-Six percent (46%) of respondents agree that the most important facility is walking and biking trails. Other important facilities to respondent households include: Indoor fitness and exercise facilities (38%), outdoor swimming pools and water parks (32%) and indoor running and walking track (28%).

Program Space / Activities Participated at the Marvin S. Weiss Community Center: Twenty-seven percent (27%) of respondents have used the exercise room at the Weiss Community Center over the past 12 months. Other program space or activities respondents have used at the Weiss Community Center over the past 12 months include: Cardiovascular Equipment (21%), weights (18%), classes (13%) and the gym (13%).

Improvements or Expansions at the Marvin S. Weiss Community Center: Twenty-Eight percent (28%) of respondents would most like to see improvements or expansion made to exercise rooms. Other improvements or expansion respondents would most like to see improved or expanded upon in the Weiss Community Center include: Cardiovascular equipment (22%), weights (14%), classes (10%) and gym (9%).

The Benefits Provided by the District: Ninety-one percent (91%) of respondents either “strongly agree” or “agree” with the statement makes it a more desirable place to live. Other similar levels of agreement include: Improve physical health and fitness (89%), preserves open space and the environment (85%) and increases property values (83%).

Most Important Benefits Provided by the District: Fifty-Two percent (52%) of respondents agree that the most important benefit to their household is the improvement of physical health and fitness. Other benefits that are the most important to respondent households include: Create a more desirable place to live (48%), increase property values (35%), preserves the environment and open space (26%) and helps to reduce crime (24%).

Level of Satisfaction with the Friendliness and Professional of District Staff: Eighty percent (80%) of respondents are either “very satisfied” (50%) or “somewhat satisfied” (30%) with the friendliness and the professional of District Staff. Other respondent levels of satisfaction include: “neutral” (12%), “somewhat dissatisfied” (6%) and “very dissatisfied” (1%).

How Respondents Would Vote if a Tax Referendum Was Held to Fund Improvements: Thirty-four percent (34%) of respondents are “not sure” how they would vote if a tax referendum was held to fund the types of facilities most important to them. Twenty-three percent (23%) of respondents “might vote in favor”, (23%) of respondents would “vote against” and (20%) of respondents would “vote in favor.”

How Would Residents Allocate Funds (\$100) to Improving Parks and Recreation Facilities: Respondents would allocate (\$31) to improve or maintain parks, pools, sports and recreation facilities. Other facilities respondents would allocate funds to in order to improve or maintain them include: Marvin S. Weiss Community Center (\$20), Golf Driving Range and Miniature Golf (\$7), Rob Roy Golf Course (\$5) and the Burning Bush Community Center (\$5).



How Much are Residents Willing to Pay for the Development and Operations of Facilities: Forty-six percent (46%) of respondents are not willing to pay any additional property taxes annually for the development and operations of facilities most important to them. Twenty-three percent (23%) of respondents are willing to pay an additional \$11-\$30 per year in annual property taxes. Fourteen percent (14%) of respondents are willing to pay an additional \$31-\$50 per year in additional property taxes. Nine percent (9%) of respondents are willing to pay an additional \$51-\$70 per year and (8%) are willing to pay an additional \$71-\$90 per year in property taxes.

Respondent Level of Satisfaction with the Overall Value They Receive from the River Trails Park District: Sixty-Three percent (63%) of respondents were either “somewhat satisfied” (35%) or “Very satisfied” (28%) with the overall value they receive from the District. Other respondent levels of satisfaction include: “neutral” (17%), “somewhat dissatisfied” (5%), “very dissatisfied” (3%) and “don’t know” (13%).

Board Visioning Meeting

In 2015 the Board of Commissioners (5 members) participated in a short Visioning Meeting in preparation for an upcoming Comprehensive Master Plan.

Do you feel the park district is providing adequate recreation opportunities for your community?

Five (5) responded Yes with one (1) also checking No. Notes: Can always be better, room for improvement.

Do you think that the recreation facilities are being used to their fullest capacity?

Five (5) responded No. Notes: 550 building. One underlined “fullest”

Should the recreation facilities be renovated to reflect the changing needs of the users?

Five (5) responded Yes. Notes: If financially affordable

Would you support a tax increase to try to accomplish larger facility upgrades/renovations?

Two (2) responded Yes; Two (2) responded No. Notes: I don't like to see an increase in taxes, but yes. Within boundaries.

Should the recreation facilities be a profit center for the park district?

Two (2) responded Yes; Two (2) responded no; One (1) did not answer. Notes: But it should not be a big loss either. To the extent of balancing our budget.

Do you think that the parks are being used to their fullest capacity?

Five (5) responded No

Do you feel that the staff of the park district is doing a good job?

Five (5) responded Yes

Do you think that the park district is on good terms with other intergovernmental agencies?

Five (5) responded Yes

Are you comfortable with the financial position of the district?

Four (4) responded Yes; One (1) responded No. Notes: Currently

Do you think the park district has a vision for the future?

Four (4) responded Yes; One (1) responded No. Notes: Getting better all the time

Do you think the park district is moving forward to community expectations?

Five (5) responded Yes Notes: On-going

Do you feel you have adequate policies and procedures in place to operate the agency?

Five (5) responded Yes Notes: Working on it

Do you think residents are leaving the park district and going elsewhere for recreational services?

Three (3) responded Yes; One (1) responded no; One (1) did not know

What would you like to see come out of the Comprehensive Master Plan?

- A solid vision for our future
- Meeting changing needs of our community
- A procedure for obtaining resident's comments and wishes
- An annual "To Do" list and timetable
- Plans for 550 (other than sale)
- A Vision of the future
- Plan which supports and prioritizes for that vision
- ADA compliance
- A plan to address resident survey results
- Marketing and financial survey results
- Technology plan for staff and residents
- Concrete plans for renovation of facilities
- Plans to incorporate commissioner wishes



SWOT Analysis

In 2015, the entire team participated in a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). The following is a group list of a majority of the results. A full list of results is in the Appendix

Strengths

High Quality Staff
Financial Position
Parks and Amenities
Support of the Community
Diverse, High Quality Programs

Weaknesses

Need more skilled staff
Lack of Capital Investment opportunities
Aging facilities
Small, land locked Community
Programming Deficits
Public Awareness

Opportunities

Updating Parks & Facilities
Reengaging the 550 Building
Cooperative Programs / Partnerships
Marketing / Sponsorships
Diverse Community
Information Technology

Threats

Competition Programming
Public Funding Challenges
Changing Demographics
Absence of Grant Opportunities
Change / Loss of Leadership / Organizational Knowledge
Diminished Leisure Time Available

Community Stakeholder Questionnaire

In 2016, a questionnaire was sent to similar community organizations in order to evaluate how to work together as we move forward as a community leader. There were two respondents.

How can the Park District align its strategic plan with yours?

- There is a possibility that D26 will need a partner in making the desire for an early education center a reality
- The mission of the Prospect Heights Public Library District is "Linking the Community to the World of Ideas." We strive to achieve this mission by providing a wide range of materials, services and programs. We recognize that other area agencies may offer similar types of services and we will work cooperatively to avoid any duplication.

What are the examples of organizational strengths that we need to make sure we build on for the development of a strategic plan?

- Maintaining our mutually beneficial intergovernmental agreement
- The River Trails Park District has a large presence in the community, especially at community events such as Prospect Heights's annual Community Days, 4th of July Parade and more. These efforts show that the PD is working to be an integral part of the community.

What opportunities are there for improvements or areas of weakness the District needs to strengthen in order to effectively implement a strategic plan?

- Strong communication with respect to sharing/scheduling facilities for events and/or maintenance

Are there any specific facility/park/program service ideas that you consider to be strength or an opportunity for improvement?

- Partnering with us to offer before and after care in the form of structured activities

What do you consider to be the three (3) major issues facing the Park District in the future? How would you prioritize the District's efforts to tackle the issue?

- From my vantage point, the biggest issue is an increasing number of children entering the community and reaching out early to those families

Any ideas how the District can strengthen and build new partnerships?

- We have already started a conversation about an exciting possibility
- The Library coordinates well with the Prospect Heights Park District but does not as much with River Trails. We would welcome the opportunity to address and rectify this situation, we can start having supplies of the other's newsletter/brochures.

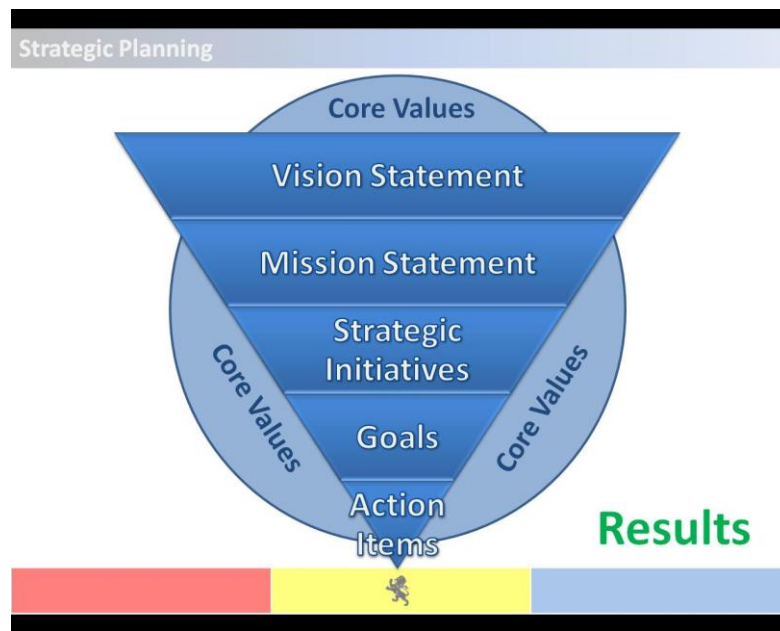


How would you assess the District's efforts in communicating with its residents? Any ideas for improvement? How would you assess the District's brand and image?

- From my vantage point, it is difficult to assess

STRATEGIC PLAN HIERARCHY

The framework for the plan includes a hierarchy of elements that start with the most macro level of strategy to a more micro level (moving from strategic to tactical). The starting point for any strategic planning process is the review of the mission, vision and organizational values. In 2015 the mission statement was changed from its origin and now effectively defines the organizations current purpose. The Vision Statement and Organizational Values were also developed towards the end of 2015. Subsequent to the development of agency goals and objectives, the Strategic Initiatives were developed. The agency goals describe what the organization as a whole needs to do well in support of the initiatives and offer direction for the individual goals and objectives.



STRATEGIC INITIATIVES AND GOALS 2017-2021

The following are the Park District's Strategic Initiatives, Goals and Objectives for the years January 2017 - December 2021. Time period priorities will be assigned to each objective as follows though this document is about defining the framework of the goals and objectives:

- Short-Term Goals (S): To be accomplished between January 2017 and December 2018
- Mid-Term Goals (M): To be accomplished between January 2019 and December 2020
- Long-Term Goals (L): To be accomplished between January 2021 and December 2021
- Ongoing goals (O): Goals which are always engaged and repeated during the entire time period

Dedicated staff time will be required to complete the goals. Before each year begins, the list of short-, mid-, and long-term goals will be evaluated according to current workload demands to ensure realistic pursuit in the number of goals and objectives attempted and completed.

Each year, staff will present, for board approval, Agency goals that are derived from the Strategic Plan. Included in the annual goals may be specific programs, activities, projects, and financial targets the organization will undertake through action plans, in an effort to execute what was established in the strategic Plan.

Maintaining Financial Strength and Sustainability

- **Create and Maintain a Sustainable Operations Plan:**
 - Review and improve the overall financial model. (S)
 - Develop green initiatives in programs and services which lesson future environmental impact. (M)
 - Operate facilities and programs in a financially positive and an environmentally friendly manner. (O)
 - Revenue facilities should strive to maintain a net return allowing those operations to continue with minimal property tax support. (O)
- **Align Resources with Community Needs / Desires:**
 - Review financial allocation of resources and align with community needs. (S)
 - Develop and maintain a Capital Replacement and Improvement Plan. (M)
 - Transfer positive fund balances to capital projects as available. (O)
- **Maximize Regular and Alternative Funding Sources:**
 - Develop a Cost of Recovery Model in order to optimize the Return on Investment (ROI) for programs and services to be re-offered and provide additional funding for staff and capital. (S)
 - Evaluate and maintain effective pricing of services. (S)
 - Develop a strategy to target alternative funding sources. (M)
 - Provide programs and services that reinforce the mission. (O)
 - Continually seek opportunities to grow revenues from non-tax sources such as grants, foundations, corporate contributions and sponsorships. (O)



Improvements in the Internal Processes and Systems

- **Develop and maintain Sustainable Practices:**
 - Evaluate for the need of renewal, maintenance, stewardship, and stability in all operational aspects. (M)
 - Develop and maintain sustainability in all District operations. (L)
 - Review and identify all systems for potential cost savings (O)
- **Maintain a Pro-active and Systematic Approach:**
 - Develop a systematic way to make innovative and inclusive decisions for the greater good of the community that will result in a purposeful approach to maintaining the District's infrastructure. (S)
- **Evaluation of Systems:**
 - Evaluate the lifecycles of District assets through a complete and up to date asset inventory. (S)
 - Continually evaluate and improve processes in order to maximize productivity. (O)

Developing and Maintaining Community Relationships

- **Innovative Operational Excellence:**
 - Identify and adopt best practices in all areas of operations. Create the ability to manage and improve critical processes. (S)
 - Develop an improvement model and metrics to measure both organizational and departmental performance in order to streamline processes. (M)
 - Identify, achieve and maintain agency accreditations which may include but not limited to; PDRMA Loss Control Review, Distinguished Agency, NRPA CAPRA, NRPA Gold Medal and IGFOA. (M)
 - Strive to emphasize learning contemporary practices from other recreational, governmental or other agencies as well as interdepartmentally through information sharing. (O)
 - Routinely identify and integrate unique program opportunities into the offerings (O)
- **Leverage Technology to improve systems:**
 - Identify and plan for technology improvements to be used to improve District services and operations and to improve communication. (L)
 - Use technology to continually drive innovation. (O)
- **Maintain harmony with the community:**
 - Continue building and strengthening partnerships, and use a collaborative approach within the organization, to become the recreational choice within the community. (O)



Employee Excellence through Learning and Growth Opportunities

- **Foster a Culture of Innovation:**
 - Maintain a work culture that challenges the status quo and finds new ways of doing business, based on industry trends, staff involvement, and management sophistication, all in support of improving services. (O)
- **Foster a Culture of Continuous Learning:**
 - Develop opportunities for staff and Board members to continuously learn about the District, the community, and about areas of importance to successfully perform their jobs. (S)
 - Develop and maintain innovative practices, use of technology, recreation and park trends, leadership, sustainable practices, and becoming a strategy focused organization. (M)
- **Leadership and Development of Staff:**
 - Create internal opportunities to gain important experiences in order to further professional development. (S)
 - Develop a defined leadership system and allocate resources in support of staff development. (M)
 - Encourage learning at all levels of the organization and will strategically develop learning opportunities for staff, in concert with organizational strategy. (O)

IMPLEMENTATION GUIDELINES

The following is a list of suggestions for successful implementation of the Strategic Plan. It represents the commitment and discipline required to properly engage the process.

- All employees will receive a copy of the Strategic Plan or electronic access to the Plan
- A summary of the Strategic Plan will be available on the District's website
- A summary may be included in the End-of-Year annual report and distributed to interested community parties
- Elements of the Strategic Plan will be incorporated into the District's New Employee and Board Member orientation process
- Every employee will use the Plan as a guiding tool while developing their individual goals
- Every Department Head will use the Plan as a guiding tool while developing the departmental goals
- The staff and board will review the Plan annually to update and/or improve the goals or processes
- The District will conduct meetings on a quarterly or semi-annual basis to review the Plan's progress and report results annually to the board or sooner if there are significant developments or changes
- The Plan will be separated into individual fiscal years and reported upon annually as an ongoing work plan. Each objective should include a list of tactics which support's the goal's completion.
- The District will update major stakeholders on the Plan's implementation and results on an annual basis.
- The performance appraisal process should reflect completion of Strategic Plan Initiatives as criterion. These should be aligned with the Organization Values.
- Completion of objectives should be included in the All-Staff meetings as a way to show the importance of the Plan to the achievement of the Organization goals.
- Toward the end of each year, there should be a review of the Plan and to "re-tool" any parts which may need to be improved.



SUMMARY

The 2017-2021 Strategic Plan is a commitment by the River Trails Park District board and team members towards creating and maintaining an organizational plan of action as well as an atmosphere of excellence in every aspect of the District. The mission statement speaks directly towards enriching the lives of our community through many direct and indirect methods. This plan will work directly at advancing that mission.

The District's vision of becoming the choice for recreation in our area and working at the highest level in all areas to attain this vision, will be supported by the Strategic Initiatives.

- **Maintaining Financial Strength and Sustainability**
- **Improvements in the Internal Processes and Systems**
- **Developing and Maintaining Community Relationships**
- **Employee Excellence through Learning and Growth Opportunities**

The Strategic plan will help identify and exemplify the strengths of the organization as well as identify the opportunities for growth and improvement. Going forward, the Strategic Plan will assist in the development and implementation of the Comprehensive Master Plan as the district identifies, with the community, what to develop and improve in an effort to maximize the Benefits of Recreation for the River Trails communities of Prospect Heights and Mount Prospect.

Strengths

Staff relationships (7)	Flexible programming
Relationship with community (6)	Continuing Education for staff
Work environment (6)	Unique programming (bags leagues)
Cleanliness of parks and facilities (4)	Preschool
Park amenity variety / National standards (4)	Vehicles (owned)
Talented employees that can do many things (3)	Communication
Maintenance support (3)	Internal opportunities (staff)
P/T staff retention (3)	Safety
Employees (3)	Pool has fenced zero depth area
Desire to change/improve strong categories (3)	Quality of parks system
New Leadership (2)	Skate Park
Customer service (2)	Sled hill
Staff flexibility with patrons (2)	Banquet facility
Use of all facilities (2)	Rentable/usable school space
Park facility centrally located (2)	Futsal spaces
Smaller PD – less facilities to maintain (1)	Woods / Nature area
9 hole golf course (1)	Fenced in PS area
Staff thinks beyond department (1)	Supportive board – facilities + \$\$
Core program brands (1)	Lit ball field, range and tennis
Extension of core programs (1)	Mini golf
Ice Rink (1)	Driving range
Kid Squad (1)	Trails
Restructuring (1)	Ice Rink
Willing to change (1)	Kiosks
Good Financial position (1)	RR clubhouse
Supportive / engaged Admin / board (1)	Rental spaces
Accommodating customers (1)	Tenure plus knowledge of out F/P staff
Work at home (1)	Work great together
Multiple communities	Residents love what we offer/have
Bonding with community	Small size / interaction
District size	Specialized departments
Low F/T turnover	Community involvement
Bilingual staff	Internal customer service
New trends	Security
Local staff	Networking
Cooperative programming	Staff experience (# years)
Reasonable fees	Frugal
EC and Youth programs	Banding / marketing
Participant retention	Pool staff scheduling application / software
Cross training	

(#) indicates the number of team members who voted for these to be prioritized. Each member had 5 votes after the initial list was created

Weaknesses

Inconsistent customer service (standards) (8)

Aging facilities and amenities (6)

Storage space (5)

Adult Rec [seniors fitness, active, wellness] (4)

Lack of program space (4)

Lack of identity (3)

Capital project \$\$ (3)

Recreation software (3)

Driving range / mini golf needed??? (3)

Weiss too small (2)

Minimal athletic field lights (2)

Small fitness center / outdated (2)

Land locked (2)

Registration after hours (2)

Aging equipment (2)

Communication to P/T staff (2)

Competition with other districts (2)

Small Vs other districts (2)

Signage (park, digital, info status) (2)

Small # of skilled park staff (1)

Willow closed off to the community (1)

Fee increase justifications (1)

Last minute registration/too flexible (1)

Red tape (1)

Teen programs (1)

Marketing resources (1)

Adults – regionally (1)

Sponsorship program (1)

Wifi at BB / pool (1)

Too many forms (1)

Not everything registered online (1)

Internal communications (1)

Skate park – no programming

Environmental education

Meetings without agendas

Turning over old programs

Office hours

No golf “materials” bin area

550

Infrastructure

NIMBY – neighborhood parks

Minimal open turf

Tree disease

Weiss gym seating

9 hole golf course – minimal golf outings

Weight room equipment

Parking spaces @ Woodland pool dangerous

Ice rink location

Too much tennis

Lack of horticulture / pretty things

Compensatory storage

Need more staff?

Custodian after 3 pm in summer months

Lack of Registration at BB

Lack of automated payroll

Lack within front office (knowledge/cross training)

Financial software

No athletic website

Lack of surveying options

Website

Online applications

District marketing campaign

Digital media

Opportunities

New / bigger fitness center (7)

Enhance customer service delivery (4)

Use of technology in programming (4)

Expanding programming (3)

New fitness center (3)

Sponsorships (3)

Willow Trails Park (3)

550 (2)

Turf athletic field (2)

Update our facilities (2)

Add pool amenities / slides (2)

550 programming (2)

Continue with BCG (2)

Driving range space (2)

Grow trailblazers (2)

Reduce open gym hours (2)

Trendy programming (2)

Fine tune 2nd tier programs (2)

Master Plan (2)

Need to expand marketing outside of RTPD (2)

Customer Service training program (2)

Work closely with MP / PH – maintenance (1)

Update our parks (1)

Expand space for Early Ed (1)

Reorganize field space (park facility) (1)

Commercial cooperatives (1)

Another gym (1)

Environmental Ed signage/program (1)

Differentiate programming (1)

Fitness stations / trail (1)

Hosting events to showcase our facilities (1)

Mini golf space (1)

Semi to travel athletics (1)

Changing board members (1)

Update maintenance network connection (1)

Redevelop Weiss reception area (1)

New Registration software (1)

New website (1)

Marketing plan (1)

RR is 9 holes

More field lights

Bilingual staff

Futsal (Kuba/National/Sponsor)

Expand golf programs

More access to school gyms

Polish language

Local contractors available

Adult Recreation

Coop programs with other districts

Intergenerational programming

Outdoor space programming

New website

Complete a facility / time analysis

H.S. relations

Attracting more partner residents

STEM classes

Diverse population

Increase event participation

B-Day party wows

Community involvement

Teen programming

Boomer programming

HS feeder programs

Camp willow / Camp Champs

Consolidate Reg. forms

Change in board / staff leadership

Hispanic language

Lighted playground

Update shelter building

Concession stand @ Willow

Running track

Concession at Weiss

Local scout troops / opportunities

Add seating @ Weiss gym

Speed bumps

Digital sign

Add smart TV

Intergovernmental cooperatives

Wifi @ BB

Customer loyalty program

Online surveys

Update policies

Mac Computers

Internal Advancement opportunities

Financial strengths

Sports website

AppliTrac

Investing in IT

Advertisements

Identifying new target markets

Training / Cont. Education Opps

Social media / vines

Direct marketing piece

Threats

Commercial recreation competition (6)
Library / school district programming (5)
Lack of public funding / Tax caps (5)
Competitive pay (4)
Decline in golf (3)
Diminishing leisure time (3)
NIMBY (3)
Surrounding park districts (3)
Lack of grants / OSLAD (3)
Fitness competition (2)
Legislation / laws (2)
Tax freeze (2)
Changing demographics (2)
Change in board / staff leadership (2)
Government funding / taxes (2)
Other 18 hole golf courses (1)
Tree disease (1)
Aging population (1)
Angry patrons (1)
No marketing plans in place (1)

District facilities (dealing/partner districts) (1)
Shifting interests in wellness/athletics (1)
Technology changes fast (1)
Resistance to change (1)
Inflation (1)
Liabilities (1)
Lack of cooperation with school district
Retaining p/t staff
Travel programs
Other driving ranges
Forest Preserve district – trails
Youth entertainment facilities
District identity
Pool not a water park
River Trails Nature Center
Malware
Severe weather
Outsourcing / Sales pressure
Tech tardiness / change
Loss of history / tenure

2015 SWOT: Sacred Cows

Spring It On (4)
550 (5)
Too many reg forms (4)
Kiosks (4)
Lobby sculpture (4)
Driving Range (4)
Ice Rink (3)
Lap Swim (3)
Mini golf course (3)
Labor Day (2)
Sell golf course (2)
Current cost per hour chart (2) (be more flexible)
Maintenance yard location (1)
Camp Willow (1)

Painting classes (1)
PAYS (1)
Brochure (1)
Newsletter (1)
Facility name changes (1)
Park name changes (1)
Turtle race
Monster Bash
Senior Friendship Club
Flex Card
Men's Sunday Basketball
Swim team
Skate Park
Some tennis courts