

**PARK DISTRICT OF LA GRANGE  
SPECIAL MEETING  
BOARD MBO & BUDGET WORKSHOP  
MONDAY, MARCH 19, 2018 – 6:30 P.M.**

The Board of Commissioners of the Park District of La Grange will meet at 6:30 p.m. on Monday March 19, 2018 at the Park District's Administrative/Recreation Facility located at 536 East Avenue, La Grange, Illinois

**1.0 CONVENING THE MEETING**

- 1.1 Roll Call, President's Introduction, Announcements & Changes to the Agenda

**2.0 COMMUNICATIONS, PRESENTATIONS & DECLARATIONS**

- 2.1 Public Comments\Participation (Board Manual Section #152)

**3.0 ACTION ITEMS**

**4.0 BOARD BUSINESS**

- 4.1 Discussion of PDLG MBO's for Fiscal Year 2017-2018  
4.2 Discussion and the Development of MBO's for Fiscal Year 2018-2019  
4.3 Review of PDLG Master Plan  
4.4 Board and Staff Discussion on General Operations Budget for 2018-2019  
(A draft copy of the 2018-2019 General Operation Budget is currently on display as of March 6, 2018)  
4.5 Reminder of Public Hearing Meeting to be Held on April 9, 2018 at 7:00pm Prior to the April Board Meeting

**5.0 PUBLIC COMMENTS\PARTICIPATION (Board Manual Section #152)**

**6.0 BOARD COMMENTS**

**7.0 ADJOURNMENT**

3-16-2018  
Dean Bissias  
Board Secretary

*Parks & Recreation... The Benefits are Endless!*

Black = prior carry-over  
 Red = 2016-2017 carry-over  
 Blue = 2017-2018

Park District of La Grange MBO Objectives

2017-2018

Approved April 10, 2017

Status as of March 19, 2018

|                  |            |
|------------------|------------|
| Waiting to Start | Not Funded |
| In Progress      | Completed  |

Objective Classification A

Capital Projects Over \$2,000

|    | Legal   | Safety | Class | Points | Est. Cost/Hrs.                | Progress  | %         | Staff                |
|----|---|--------|-------|--------|-------------------------------|---|-----------|----------------------|
|    |   |        |       |        |                               | In progress   | 70%       | Dean/Chris           |
| 1  | Implement Recreation Center Phase I ADA transition plan       | Yes    | A     | 25     | \$92,000/150 hrs              | Budgeted for repairs as needed                          | As Needed | Chris                |
| 2  | Repair roof at Recreation Center                              | Yes    | A     | 31     | \$30,000                      | Working with their attorney for an agreement from NICOR |           | Dean                 |
| 3  | Seek to obtain NICOR property for additional parking          | Yes    | A     | 25     | unknown                       |   | 50%       | Dean                 |
| 4  | New fitness center construction                               |        | A     | 33     | \$1,815,417                   | Completed   | 100%      | Dean                 |
| 5  | Update PDLG master plan                                       |        | A     | 17     | \$3,000                       | In progress   | 25%       | Dean                 |
| 6  | Gordon Park ID sign   |        | A     | 14     | \$10,000                      | On hold   | 25%       | Dean                 |
| 7  | Gordon Park new entrance (Shawmut Ave.)                       | Yes    | A     | 31     |                               | On hold   |           | Dean                 |
| 8  | Redo path at Gilbert Park                                     |        | A     | 29     | \$90,000                      | On hold   | 50%       | Chris                |
| 9  | Gordon Park Veterans Memorial                                 | Yes    | A     | 27     | \$10,000                      | On hold   | 20%       | Dean                 |
| 10 | Playground installation/Meadowbrook Manor                     | Yes    | A     | 24     | \$75,000                      | Completed   | 100%      | Dean                 |
| 11 | Dog Park at Denning - Phase I                                 |        | A     | 24     |                               | Phase 1 Completed                                       | 100%      | Dean                 |
| 12 | Install new shelter at Sedgwick Park                          |        | A     | 23     | \$75,000                      | On hold   |           | Chris                |
| 13 | New park ID signs at all parks                                |        | A     | 15     | 30-50 hrs<br>\$3,000 per sign | On hold   | 20%       | Dean, Claudia, Chris |
| 1  | Implement Phase II ADA transition plan in parks               | Yes    | A     | 30     | \$80,000                      | In progress   | 10%       | Chris                |
|    | Fitness Center desks/computers/electronics                    | Yes    | A     | 25     | \$44,000                      | Completed   | 100%      | Chris                |
| 3  | Rec programming fitness equipment                             | Yes    | A     | 25     | \$18,075                      | Completed   | 100%      | Kevin                |
| 4  | Fitness Center furnishings (seating/tables/trash receptacles) | Yes    | A     | 22     | \$6,000                       | Completed   | 100%      | Chris                |
| 5  | Fitness Center security cameras                               | Yes    | A     | 22     | \$2,500                       | Completed   | 100%      | Chris                |
| 6  | Fitness Center electrical room data rack                      | Yes    | A     | 20     | \$18,000                      | Completed   | 100%      | Chris                |
| 7  | Sealcoat & stripe Denning parking lot                         | Yes    | A     | 19     | \$4,500                       | Completed   | 100%      | Chris                |

Black = prior carry-over  
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Park District of La Grange MBO Objectives  
 2017-2018

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Status as of March 19, 2018

|                  |            |
|------------------|------------|
| Waiting to Start | Not Funded |
| In Progress      | Completed  |

Objective Classification A

Capital Projects Over \$2,000

|    | Legal | Safety | Class | Points | Est. Cost/Hrs. | Progress  | %    | Staff  |
|----|-------|--------|-------|--------|----------------|-----------|------|--------|
| 8  |       | Yes    | A     | 19     | \$2,500        | Completed | 100% | Chris  |
| 9  |       |        | A     | 30     | \$20,000       | Completed | 100% | Kevin  |
| 10 |       |        | A     | 20     | \$9,500        | Completed | 100% | Chris  |
| 11 |       |        | A     | 15     | TBD            | Completed | 100% | Chris  |
| 12 |       |        | A     | 14     | \$10,000       | Completed | 100% | Teresa |

Objective Classification B

Operational Costs Under \$2,000

N/A

Objective Classification C

Projects requiring time but no money

|   |     |  |   |    |        |           |      |      |
|---|-----|--|---|----|--------|-----------|------|------|
| 1 | Yes |  | C | 17 | 25 hrs | Completed | 100% | Dean |
|---|-----|--|---|----|--------|-----------|------|------|

Objective Classification D

Operational Budgetary Costs Over \$2,000

|   |     |  |   |    |                  |  |     |                   |
|---|-----|--|---|----|------------------|--|-----|-------------------|
| 1 | Yes |  | D | 24 | \$5,000/100 hrs+ | Waiting for the State Division to review   | 75% | Dean/staff        |
| 2 |     |  | D | 17 | \$7,500/60 hrs   | Installation scheduled for 6/18/18. This MBO will be moved to capital for next FY. | 50% | Dean/ Linda/Staff |

**Park District of La Grange**  
**MBO'S for 2017-2018**  
**Dashboard Narrative March 19, 2018**

**Objective Classification A**

**Capital Projects Over \$2,000/Prior to FY 2017-2018**

**1. Implement Recreation Center Phase I ADA transition plan**

This MBO will be carried over to next FY and it will be a priority to complete as much as possible. The fitness center meets ADA requirements. Phase I of the ADA plan included interior work on projects at the Recreation Center.

**2. Repair roof at Recreation Center**

This MBO will be carried over to next FY. Some work may be done this spring on the roof over the lobby area when the weather breaks. This MBO is for emergency repairs to the roof funded at \$30,000 per year.

**3. Seek to obtain NICOR property for additional parking**

We continue to work with attorneys to acquire this property and are waiting to receive a letter of intent from Nicor. This MBO will be carried over to next FY.

**4. New fitness center construction**

Construction of the fitness center is complete and the facility opened on 9/11/17.

**5. Update PDLG master plan**

This MBO is on hold pending the Board's decision on a community survey and will be carried over to next FY.

**6. Gordon Park ID sign**

This MBO was not funded and staff recommends that it be carried over to next FY.

**7. Gordon Park new entrance (Shawmut Ave.)**

This MBO has been on hold and staff recommends that it be carried over to next year.

**8. Redo path at Gilbert Park**

This MBO has been on hold and staff recommends that it be carried over to next year.

**9. Gordon Park veterans memorial**

This MBO has been on hold and staff recommends that it be carried over to next year.

**10. Playground installation at Meadowbrook Manor**

This MBO is complete. The playground has been installed and is open to the public.

**11. Dog park at Denning – Phase I**

Phase I of this MBO is complete. After considerable research and review it has been determined that Denning Park would be the only location suitable for a potential dog park.

**12. Install new shelter at Sedgwick Park**

This MBO was not funded and staff recommends that it be carried over to next FY.

**13. New park ID signs at all parks**

This MBO was not funded and staff recommends that it be carried over to next FY.

**Objective Classification A**

**Capital Projects Over \$2,000/FY 2017-2018**

**1. Implement Phase II ADA transition plan in parks**

This MBO is in progress and should be carried over to next year. Phase II of the ADA plan includes projects at our satellite buildings and parks.

**2. Fitness Center desks/computers/electronics**

This MBO is complete.

**3. Rec programming fitness equipment**

This MBO is complete.

**4. Fitness Center furnishings (seating/tables/trash receptacles)**

This MBO is complete.

**5. Fitness Center security cameras**

This MBO is complete.

**6. Fitness Center electrical room data rack**

This MBO is complete.

**7. Sealcoat and stripe Denning parking lot**

This MBO is complete.

**8. Sealcoat and stripe Gilbert parking lot**

This MBO is complete.

**9. Class equipment for Fitness Center**

This MBO is complete.

**10. Fitness Center sound system for aerobics rooms**

This MBO is complete.

**11. Replace carpet in Rec Center admin areas**

This MBO is complete.

**12. Purchase event stage**

This MBO is complete.

**Objective Classification B**

**Operational Costs Under \$2,000**

None

**Objective Classification C**

**Projects requiring time but no money/Prior to Fiscal Year 2017-2018**

**1. Playground design (location TBD by Meadowbrook Manor)**

This MBO is complete and the playground has been installed.

**Objective Classification D**

**Operational Budgetary Costs Over \$2,000/Prior to Fiscal Year 2017-2018**

**1. Update and implement records retention program**

We are still waiting for the State to review and will carry this MBO over to next year.

**2. Upgrade RecTrac software**

This MBO is in progress and staff has been busy setting up the program and learning how to use the software. This upgrade is a complete change from our current program. Our demo database was updated in February with our current data. We are scheduled for the live migration on 6/18/18 and the MBO will be carried over to next year with updated fees.



Park District of La Grange

# PDLG Goals and “Management By Objectives (MBO)” Process



Version 7/6/12

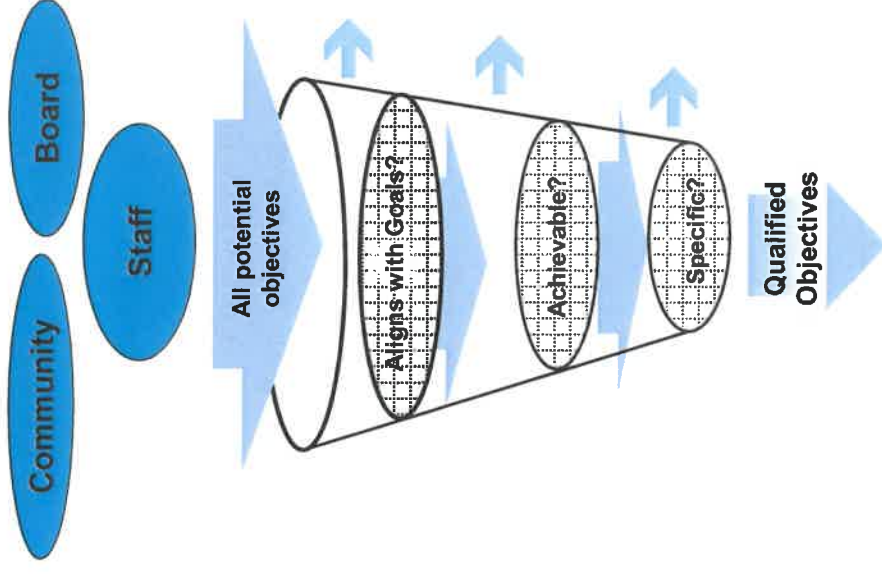




## MBO Process Steps – Gathering and Filtering

### GATHERING IDEAS

- This is done at the staff level with input from Board, community, outside organizations.
- Staff should determine the best way to keep a running list of ideas to be considered each year.



### FILTERING THE IDEAS

- This should be done at a staff level first, and then done at a board level.
- Does the objective meet one or more of our goals? If not, revise or remove. If so, define which goal it meets.
- Is the objective realistic? If yes, continue. If not, revise or take off list.
- Is it possible to complete the objective (as stated) in the next 12 months? If yes, continue. If not, revise, provide alternate completion date or take off list.
- Are there actionable steps defined that are understandable by the staff and board? If yes, continue. If not, revise or take off list.



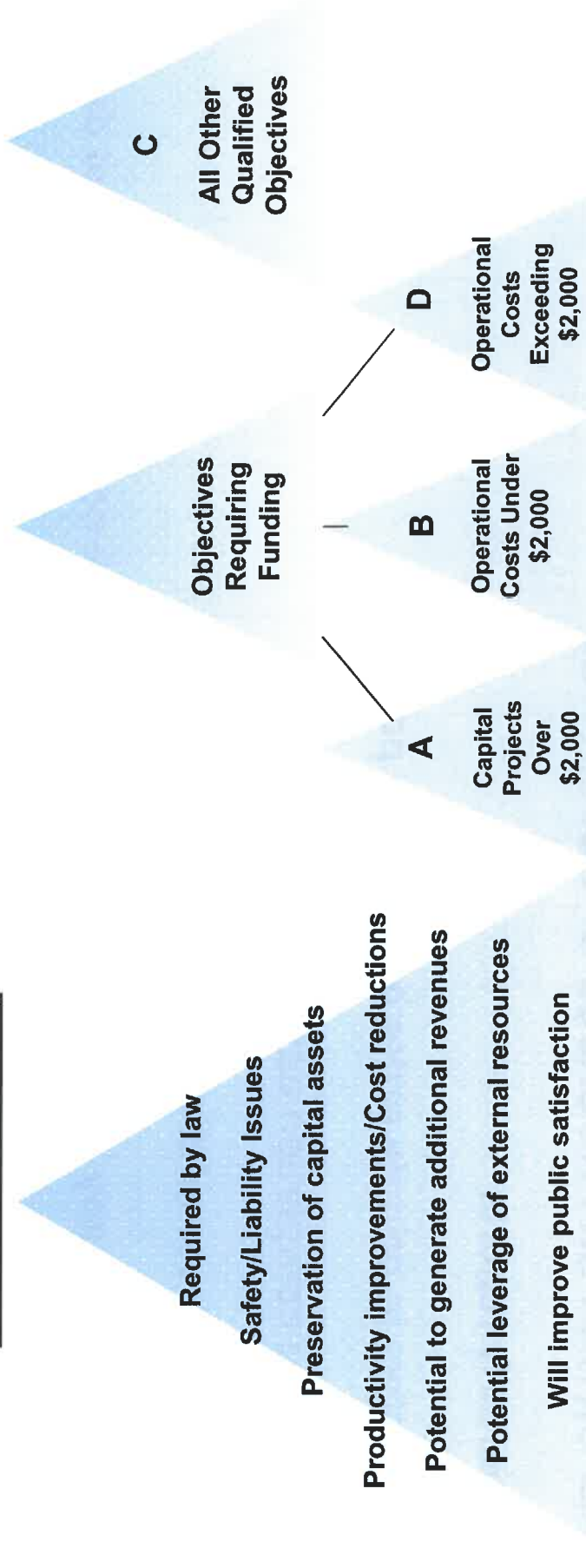




## MBO Process Steps – Prioritizing

Prioritize objectives with costs relative to one another

### Prioritization Hierarchy





## PDLG Goals

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**Our goals are consistent with our mission statement and establish a concise, actionable structure for organizational objectives**

**PDLG mission statement:**

*"Our mission is to provide quality recreation programs, facilities, and parks that enhance the health, happiness, and quality of life of park district residents and program participants"*

### **Goals for 2012-2013**

- Provide clean, safe, attractive parks and facilities
- Provide programs that improve the health and quality of life of our community
- Maximize the benefits to our residents with the funds we receive
- Provide a work environment which maximizes the productivity and enthusiasm of our professional staff



## **Open Space Master Plan Status of Goals and Accomplishments As of March 2018**

The Park District of La Grange created and enacted a 10-year Master Plan encompassing the years 2011-2021. It was anticipated that the District would review the goals and objectives after 5 years and denote which objectives and goals have been completed or achieved by the staff and Board. While this status report is being written in year eight, the number of achievements noted highlight that the District has been very busy and successful in achieving its goals.

This report is separated into General Goals, Facility Goals, Parks Goals, Staff Visioning, Board Visioning, and Goals and Objectives. Several goals are duplicated in an additional section of this report because they are relevant to more than one segment.

### **General Goals**

- 1) Continue to improve the relationship between the Board and the staff.
  - ✓ In light of the various changes in Board and staff members, this goal is constantly ongoing.
- 2) Maintain all facilities and parks in the best possible condition.
  - ✓ Staff has maintained the facilities and parks the best they can given the financial resources available. The proceeds from the land sale will help to fund some deferred maintenance.
- 3) Develop a system for boosting program participation levels and lowering class cancellations, by careful program planning, increased marketing, and frequent solicitation of customer feedback.
  - ✓ This goal is achieved on an ongoing basis with targeted marketing, increased social media marketing, and the development of a new website, electronic surveys and the Neighborhood Network pricing options.
- 4) Develop strategic alliances and partnerships with local governments, businesses, affiliates, school districts and neighboring park districts for the effective use and leverage of Park District resources.
  - ✓ We have an agreement with School District 102 to operate a before and after school program (BASE).
  - ✓ We also operate a BASE program at St. Francis Xavier.
  - ✓ We entered into a 30 year intergovernmental agreement with the City of Countryside allowing the Park District to use their parks and athletic fields to generate revenue. In return we grant resident rates for all recreational programs, rentals and memberships to City of Countryside residents.
  - ✓ We collaborate with LGBA on La Grange Endless Summerfest each year.
  - ✓ We assist LGBA with the Pet Parade and West End Art Festival.
  - ✓ We continue to utilize Lyons Township South High School for gymnastics programing and Spring Avenue School for summer day camps.

- ✓ We continue to operate under co-op program agreements with the Community Park District of La Grange Park and Western Springs Recreation Department.
- 5) Build out a fitness center in the undeveloped area of the recreation center to fill the needs of the residents and provide an additional revenue source for the operations of the Park District.
    - ✓ This project was completed and La Grange Fitness opened on September 15, 2017.
  - 6) Continue to seek out public and private grants for the funding of major capital projects.
    - ✓ Staff continues to look for all possible grants and avenues to fund as many capital projects as possible and will continue to do so.
  - 7) Seek to sell the 2.82 acres of underutilized land in the northwest corner of Gordon Park and use the proceeds to fund capital improvements, increase capital reserves, and possibly purchase other land for more immediate park purposes.
    - ✓ Closing expected in April 2018.
  - 8) Continue to investigate opportunities to provide a community pool option in La Grange.
    - ✓ This goal requires work or review.
  - 9) Become our residents' primary source of fitness and programming.
    - ✓ With the new fitness center (La Grange Fitness) up and running this is the number one objective.
  - 10) Reduce the percentage of revenue attributable to real estate taxes to 65% in the first five years.
    - ✓ We have continually reduced this percentage. From fiscal years ending in 2013 through 2017 this percentage has been reduced from 55% to 51%.

## **Park Improvements**

Our general goal is to advance park improvements throughout the Park District, making renovations or improvements to all 10 parks in the next 10 years. The following is a breakdown of what has been accomplished so far:

### **Gordon Park**

Complete the OSLAD grant improvements at Gordon Park.

- ✓ This project was completed and the grand opening of the renovated park was celebrated on Friday, August 1, 2014.
- ✓ New soccer/football field
- ✓ New concession stand
- ✓ New pavilion
- ✓ New playground
- ✓ New splash pad
- ✓ New skate spot
- ✓ New butterfly garden
- ✓ New drainage system

- ✓ New pathway with workout stations along the way
- ✓ Elimination of two baseball fields, two tennis courts and two basketball courts

Phase 2 of redevelopment plan not yet completed includes:

- Additional pathway with workout stations
- Replacement of ball field lights

Both these items are on Phase 2 of the Gordon Park renovation plan. Currently Phase 2 is on the PDLG capital replacement plan and awaiting funding.

### **Denning Park**

Complete the Township grant improvements at Denning Park.

- ✓ This was completed and the grand opening of the renovated park was celebrated in July 2012.
- ✓ The Park District applied for a local Township grant to address drainage problems, add additional pathways, improve accessibility, new playground and surface, new shelter and parking lot work.
- ✓ Replaced activity building exterior doors
- ✓ Replaced the roof on the activity building (asphalt shingles)
- ✓ Created a community garden
- ✓ Shelter was installed with LED lights in 2017
- ✓ Trees have gone through a major tree trimming schedule
- ✓ New furnace installed December 2015
- ✓ Flooring replaced in 2015

Not yet completed:

- Activity building bathroom renovation
- Replace HVAC units

### **Community Center**

Projects completed at the Community Center include:

- ✓ Resurface the inside floors
- ✓ Resurface and color-coat basketball court
- ✓ Replacement of fencing around play area
- ✓ Replace drinking fountains
- ✓ Replacement of chairs
- ✓ Replacement of north exterior doors of facility
- ✓ Replacement of fence surrounding the park

Not yet completed:

- Sidewalk replacement on east side of the park  
This is an ongoing project as we work with the Village as funds are available to repair or replace sections. The sidewalk which is on the east side of the park is owned by the Village.
- Replacement of playground  
This is on the capital replacement plan and is scheduled for discussion in this year's capital budget proposal.
- Replace activity building flooring (resurfaced in 2011)

- Replace activity building interior doors  
This item is currently on the capital replacement plan.
- Replace activity building roof  
This item is currently on the capital replacement plan
- New LED lights on and around the building
- New LED light on basketball courts

### **Gilbert Park**

#### **Items completed:**

- ✓ Addition of second ice rink
- ✓ Remove and replace parking lot and stripe  
This was accomplished in 2012, seal coated in 2017
- ✓ Replace preschool play equipment
- ✓ Replace roof on the activity building (asphalt shingles)
- ✓ Patch, reseal, and stripe tennis courts
- ✓ Regrade turf area where ice rinks are located
- ✓ Replace drinking fountains
- ✓ New water hydrant used for filling and maintaining ice rinks in 2016

#### **Not yet completed:**

- Repave pathway
- Replace walking path around the park  
This is in the capital replacement plan and is scheduled for discussion in this year's capital budget proposal.
- Patch, seal, color and stripe basketball shoot-around  
This is in the capital replacement plan.
- Replace exterior doors
- Replace HVAC system  
This is scheduled for this year's capital budget.
- Bathroom upgrades in activity building
- Replace pathway and ice rink lights
- Replace playground

### **Recreation Center**

#### **Items completed:**

- ✓ Remodel banquet room
- ✓ Roof replacement (2 sections)
- ✓ Patch, reseal, and stripe parking lot
- ✓ Paint murals on the walls in the playground
- ✓ Renovate social area (carpet and furniture)
- ✓ Expand speaker system into areas that do not currently have any speakers
- ✓ Replace hanging heaters in maintenance area and parking garage
- ✓ New garbage and recycling receptacles throughout building inside and outside
- ✓ Investigate renovation of kitchen
- ✓ Apply for a grant for a fitness center in the recreation center
- ✓ Remove and replace parking lot and stripe
- ✓ Development of southwest storage area
- ✓ Replace copy machine



- ✓ Replace flooring in front office area
- ✓ Develop storage area between recreation center and maintenance department into a fitness center

Not yet completed:

- Replace roof
  - This is in the capital replacement plan since we still have two sections to re-roof and the maintenance and parking area
- Install a golf simulator (area to be determined)
- Replace HVAC for park foreman's office

**Sedgwick Park**

Items completed:

- ✓ Replace playground & surface
- ✓ Replace volleyball standards & nets all three courts & add new sand to south court
- ✓ Replace light heads on volleyball ball courts
- ✓ Improve soccer field turf main north field & East Ave. field
- ✓ Replacement of main entrance doors (west)
- ✓ Replacement of drinking fountain by Little League, Prep, & Senior fields
- ✓ Replace flooring in the activity building

Not yet completed:

- Replace or move basketball courts
- Bathroom upgrades in activity building
- Replace activity building HVAC units
- Patch, reseal, and stripe parking lots
  - This is on the capital replacement plan and is scheduled for discussion in this year's capital budget proposal.
- Replace fence surrounding prep and senior field
- Replace athletic field lights on prep and senior fields
- Renovate turf and field on senior, prep, & Little League fields
  - This was accomplished by both the Little League and Babe Ruth organizations.
- Reseeding of the prep field storage building
  - This was eliminated by Babe Ruth.
- Patch, reseal, and stripe tennis courts

**Waiola Park**

Items completed:

- ✓ Resurface and color coat basketball court
- ✓ Restoration of T-ball field on southwest side of park
- ✓ Repave pathway around park

Not yet completed:

- Sidewalk replacement surrounding park
- Replace basketball standards
- Tuck point small storage building

- Replace drinking fountains

### **Elm Park**

#### **Items completed:**

- ✓ Remodel and improve Nadine Troy Memorial Garden
- ✓ Improve turf conditions on sled hill
- ✓ Address weeds in playground area
- ✓ Repave and color coat basketball shoot-around 2011
- ✓ Replace playground (playground was replaced in 2012 due to it being vandalized by fire)

#### **Not yet completed:**

- Replace basketball standards
- Replace drinking fountains

### **La Grange Rotary Centennial Park**

#### **Items completed:**

#### **Not yet completed:**

- New pavilion
- New Pathway

### **Stone Park**

#### **Items completed:**

#### **Not yet completed:**

- Patch, seal, color, and stripe basketball shoot around
- Replace playground and surface

### **Spring Park**

#### **Items completed:**

- ✓ Fix/upgrade retaining wall
- ✓ Landscape improvements

This is an ongoing project that is addressed yearly in the general operating budget.

#### **Not yet completed:**

- Replace Fence
- Replacement of playground and surface
- Replacement of shelter

### **Vehicles**

#### **Items completed:**

- ✓ Replace recreation department 1995 Ford passenger van with an ADA 14 passenger bus
- ✓ Replace 1996 Ford F-150 pick-up with a F-250 with a snow plow
- ✓ Replace 2005 Ford Explorer
- ✓ Replace 1998 Ford Econoline maintenance van
- ✓ Replace 1995 Ford F-150 pick-up

**Not yet completed:**

- Replace grey 24' landscape trailer
- Replace large Ford dump truck
- Replace small Ford dump truck
- Replace 2002 Ford F-250 Crew Cab pick-up

This item is currently on the capital replacement schedule and to be discussed in this year's capital budget

- Replace 1995 Ford F-150 pick-up

**Equipment**

**Items completed:**

- ✓ Replace John Deere riding mower

**Not yet completed:**

- Replace John Deere riding mower cabbed (2)  
    Scheduled for this year's 2018-2019 capital budget
- Replace Smithco diesel
- Replace Smithco gas
- Replace electric generator
- Replace two way radio system
- Replace gas welder

**Administrative Goals**

**Items completed:**

- ✓ Hold annual Board retreats for the purpose of establishing annual MBO's which inform the operating budget and the capital budget.
- ✓ Create and implement an MBO reporting process which provides quarterly updates on the progress of the MBO's.
- ✓ Hold annual meetings to discuss the Comprehensive Annual Financial Report.
- ✓ Revise the park board meeting process, permitting a second opportunity for public comments and questions.
- ✓ Invite staff to participate at board meetings on a regular basis.
- ✓ Revise the organizational structure which clarifies lines or reporting.
- ✓ Compare the organizational structure of other park districts to PDLG. Consider if personnel revisions or salary adjustments are warranted (reviewed yearly Executive Director).
- ✓ Continue to improve upon relationships with affiliate organizations for the cooperative sharing of resources, and potential strategic alliances.  
    This goal is achieved annually by meeting with the affiliate groups to schedule use of the fields.
- ✓ Aim to reduce the percentage of the District's revenues that are attributable to real estate taxes to 65% in the next 10 years.
- ✓ Make long term commitment to help the environment by reducing our paper use throughout the District.
- ✓ Restructure the recreation fund, creating department categories that provide greater accountability on the part of department heads.

- ✓ Evaluate the fee structure of the recreational activities offered by the Park District and develop a general philosophy of profitability.
- ✓ Direct the Supt. of Finance to provide a program analysis of general program profitability.
- ✓ Revise personnel policy manual to update changes in the law.  
This goal was achieved on an annual basis by our attorneys. Now the board manual is going through a complete review of all sections.
- ✓ Provide the Board with monthly financial reports which clearly identify the self-sustainability of each program category.
- ✓ The organizational chart should be updated to clarify the lines of authority, and job descriptions and evaluation forms should be revised to more accurately fit the actual job being performed. Salaries should be compared to market to make sure that full-time staff is being compensated fairly. The recommendation of Design Perspectives is that the job descriptions and evaluation forms be accomplished during the first year. That would allow the policy manual and organizational chart to be accomplished in the second year and the evaluation of pay for salaried positions to be achieved in the third year accordingly.
- ✓ A number of administrative goals will be accomplished and leadership improved by implementing initiatives for board retreats, updating the MBO process, revising the board meeting process, and inviting staff to meetings.
- ✓ Based on the self-sustainability of the recreation programs being offered, develop a board policy about which percentages of administrative, maintenance and support costs should be covered by each program category. A 60/40 split between tax revenue and program fees should be a target to be obtained to the extent that we are able to add additional revenue generators, such as a fitness center.
- ✓ Continue to review the CRP and move projects up or down in priority based on continued resident feedback and park board/staff interaction.
- ✓ Develop grant applications where possible to assist in offsetting capital costs (PARC Grant).
- ✓ Finalize master plans with opportunity for public viewing and potential timelines.
- ✓ Evaluate life span of park elements, issues/concerns from the public, etc.

Not yet completed:

- Achieve Distinguished Agency Award within the next 10 years.  
This was not achieved. The District doesn't have enough resources to allocate towards achieving this goal.
- Direct the Supt. of Recreation to review the analysis and present the Executive Director with recommendations about which programs should sustain fee increases or the adjustments in expenditures that should be made to provide the opportunity for each program category to be self-sustaining.  
The goal, as written, has not been achieved. However, the Superintendent of Recreation and Executive Director have ongoing discussions pertaining to recreation programs, revenue and expenses each season.
- Ensure compliance with Records Retention and Destruction Policy, destroying all outdated documents in compliance with state law.  
Currently the District is waiting for the State to perform an assessment of the Park District's records.

- Advance the capital improvement plan by developing structured review meetings, discussing the conceptual site plans for each park and associated improvements.
- Develop a PDLG video for promotional purposes to be shown on local access cable.

### **Recreation Program Goals & Objectives**

The ability to program effective course offerings while providing a variety of options is a challenge for every recreation agency. The need to base program decisions on the needs of the community is paramount for improvement in class offerings. Developing new and creative classes is commended but the high cancellation rate and classes running at less than capacity are issues that need to be addressed. Follow-up research is needed to define the obstacles to these classes and to maximize the Park District's core recreation offerings. The immediate short term goal is to re-visit financial and performance based criteria to bolster the success of the recreation department. A focus on family based and senior programming might be a good test to see what level of interest is generated.

#### **Items completed:**

- ✓ Strive to become our resident's primary source of fitness and programming in the next 5 years.
- ✓ Increase the number of programs for families that are more focused on health and wellness including exercise, environmental education, computer camps and cultural day trips.
- ✓ Experiment by changing class times and days to see if participation increases.
- ✓ Develop a 12 month long special event program with an activity for each month of the year. Establish a strong corporate sponsorship program as a significant revenue stream to generate income for these programs.
- ✓ Develop improved decision making for recreation programming income and attendance potential.
- ✓ Establish a competitive pricing strategy which tracks pricing policies for both internal use and external competitors.
- ✓ Make decisions as to the short term direction of programs and take action to stop unsuccessful endeavors where and when possible.
- ✓ Develop performance standards for each recreation course grouping:
- ✓ Set specific performance standards and develop matrix indicators to gauge outcomes.
- ✓ Develop continuous market based research as to class offerings to identify strengths and weaknesses and set criteria to correct imbalanced performance.
- ✓ Craft and/or update use agreements with affiliate groups on a yearly basis:
- ✓ Appoint a board member to act as liaison between affiliate groups and District (working with Supt. of Facilities).
- ✓ Hold yearly meetings with affiliate groups to coordinate schedules and understand groups' needs.
- ✓ Develop agreements that are fair for all parties involved and enforce terms of the individual agreements.
- ✓ Consider the development of a fitness center within the Recreation Center with plans for programs that could be supported with a new facility.
- ✓ Utilize feedback from mail and telephone surveys created by this comprehensive plan as a basis for new programs and facilities.
- ✓ Coordinate the development of plans for new fitness programs within the feasibility study done for facility planning.

- ✓ Evaluate fee structure for recreational activities, developing a general philosophy of profitability. The process would begin with the financial manager providing an analysis of recreation program profitability. Then, the recreation superintendent needs to meet with the executive director and establish parameters for the financial self-sustainability of all recreation programs. With the provision of monthly reports to the Board and staff that clearly identify the level to which recreation programs are sustainable, the Board would set policy goals for program profitability.
- ✓ Having achieved sustainability of recreation services allows the Park District of La Grange to proceed to its third goal, of ultimately expanding the recreation center. That process begins by conducting a feasibility study to drill deeper into the research findings from this plan. A feasibility study would consider competing services from other providers and the levels of probability that an expanded Recreation Center would be successful.
- ✓ Contact the Village of La Grange about distributing PDLG material through various media outlets that the Village can access for little or no cost.
- ✓ Frequent press releases sent out to local media outlets covering the Park District, including special events and program offerings.
- ✓ Develop a constant contact media campaign with a focus on pass holders and regular program patrons.
- ✓ A special emphasis should be on the retention of program users. Continued use of the parks, programs and facilities only lead to better outcomes.
- ✓ Target special months to encourage program sales. Two key months would be May and October. This goal has been achieved regarding summer day camps and the fitness center. However, the months of May and October have not been targeted regarding other program areas.
- ✓ Invest in paid advertising when appropriate.
- ✓ Work with local businesses and affiliate organizations to spread news about Park District offerings to their customer base.

**Not yet completed:**

- Review profit/loss statement as well as attendance numbers for each recreation program at the end of each session, in light of a 3 to 5 year history to set programming direction.  
This goal has not been achieved, however, staff does review each program and determine its feasibility moving forward. A formalized process is not currently in place.
- Develop a structured review of park and facility plans to discuss potential recreation needs for new and improved spaces for program activities.  
This goal has not been achieved, however, this is an ongoing, informal process among staff.

**Staff Visioning**

The data from the meetings was gathered using “brainstorming” techniques, where staff members were provided a topic and permitted to throw out any ideas they had on the topics. Note that the ideas are ones that staff believe warrant consideration and investigation, not necessarily implementation. The comments made by the staff can be summarized in the following categories of discussion topics.



Items completed:

- ✓ Expand early childhood programs
- ✓ Expand fitness classes
- ✓ Expand senior programming
- ✓ Expand teen activities
- ✓ Reintroduce gymnastics classes
- ✓ Expand and revise tennis programs
- ✓ Offer archery instruction
- ✓ Offer new dance classes
- ✓ Concerts in the park
- ✓ Add a fitness facility to the Recreation Center
- ✓ Add a yoga studio to the Recreation Center
- ✓ Expand preschool facilities
- ✓ Acquire additional land  
Achieved by the agreement with the City of Countryside. We are allowed to use their land for programs which generates revenue while allowing their residents to use our facilities and to be members at resident rates.
- ✓ Improve the banquet room at the Recreation Center
- ✓ Add additional multi-purpose rooms at the Recreation Center
- ✓ Improve the social area at the Recreation Center
- ✓ Add a youth fitness area
- ✓ Install a splash pad
- ✓ Build more picnic shelters
- ✓ Build a skate park (accomplished with agreement with Countryside)

Not yet completed:

- ✓ Offer all-day daycare
- ✓ Offer an adult outdoor boot camp program
- ✓ Offer ecology classes
- ✓ Install a climbing wall at the recreation center
- ✓ Develop an indoor ice or roller hockey facility

**Board Visioning**

Items completed:

- ✓ The Board of Commissioners conducts regular monthly meetings and annual special meetings for the purpose of reviewing goals and objectives, and prioritizing items for the operating and capital budgets.
- ✓ The Board was genuinely concerned with making meetings more open and productive, with improving its interactions with the staff, and with participation of the public at meetings when policy decisions are made and communication with the public after policy.
- ✓ Keep deliberations away from minutiae
- ✓ Encourage members to be more prepared for the meetings
- ✓ Clearly identify methodologies and processes before discussions
- ✓ Be more open to interacting with the public at meetings
- ✓ Have the staff attend more monthly board meetings
- ✓ Make sure staff participation at meetings is clearly defined and efficient

- ✓ Filter all Board requests and directives through the Executive Director rather than asking staff to drop everything to address individual board members' concerns
- ✓ Return to more open communication with the public through email blasts and other social media outlets
- ✓ Be proactive rather than reactive on communication
- ✓ Ask ourselves "if we do this, who needs to know?"
- ✓ Consider the media within which we communicate to the public (i.e., press releases, advertisement, social media, board packets, minutes, etc.)
- ✓ Make sure the Board and staff agree on the level and medium of communication

## **Goals & Objectives**

### **Items completed:**

- ✓ Provide clean, safe and attractive parks and facilities
- ✓ Provide programs that improve the health and quality of life in our community
- ✓ Maximize benefits to taxpayers for the funds we receive
- ✓ Provide a work environment which maximizes the productivity and enthusiasm of our professional staff
- ✓ Generating and collecting potential objectives
- ✓ Screening/filtering potential objectives
- ✓ Defining, categorizing and quantifying qualified objectives
- ✓ Prioritizing qualified objectives
- ✓ Reporting on objective status
- ✓ Fitness Center: Perform a feasibility study for a fitness center within the recreation center
- ✓ Obtain competitive fitness center market data
- ✓ Prepare a pro-forma of the build out costs and the costs to operate a fitness center
- ✓ Master plans have been completed for each of the larger and older parks
- ✓ Engage Boy Scouts and other volunteer groups to help with smaller projects in the parks
- ✓ Institute a tree donation program

### **Not yet completed:**

- Complete build out of recreation center into revenue generating operations. Would include fitness center and additional program rooms if resources are available.
- Investigate the possibility of a community pool and/or water park in next 10 years.