

2017 PERFORMANCE REPORT



PARK DISTRICT
of OAK PARK

Park District of Oak Park

218 Madison Street

Oak Park, Illinois 60302



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WHY MEASURE OUR PERFORMANCE?

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

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

Performance Measurement Program

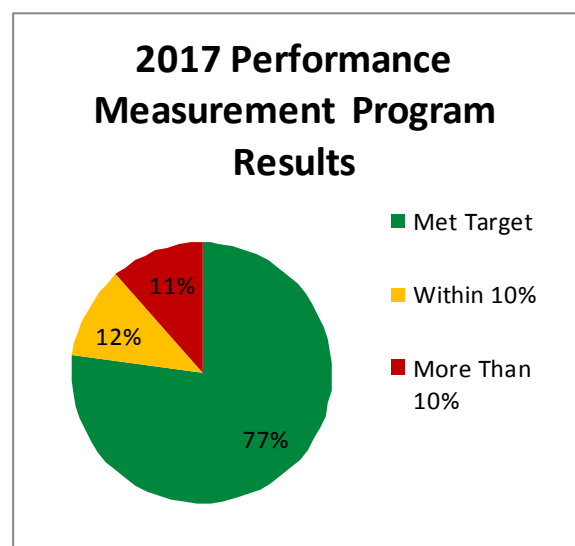
In 2013, the Park District began efforts to develop an organizational performance measurement program. Specific performance indicators were selected centered around the Park District’s mission and strategic initiatives. In some cases, these data points had been tracked prior to the performance measurement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

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

Performance Measurement Results & Report

In 2017, the Park District met 78% of its target measurements (27 out of 34). 12% of its measures fell within 10% of their targets and 11% fell outside. The District exceeded its performance from 2016 where we met 54% of our targets.

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



MEETING OUR MISSION

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

Measure	2014	2015	2016	2017 Target	2017
Program Registrations	30,128	31,158	31,730	31,000	34,087
Pass Sales	11,647	12,746	13,665	13,000	13,896
Program & Event Satisfaction:	8.32	8.39	8.45	≥ 8.00 (out of 10)	8.39
Park & Facility Visit Satisfaction:	N/A	N/A	N/A	≥ 8.00 (out of 10)	9.37
Refunds Issued	7,792	7,265	6,947	5,250	5,245
Refunds Applied to Household Account	54%	53%	49%	≥ 50%	30%

¹ The Parks and Facility survey was updated in 2017.

² RecTrac no longer allows us to track avoidable so we now measure all refunds issued.

³ Reference full dashboard: <http://www.pdop.org/about/performance/mission/>

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

HOW ARE WE DOING?

Program & Events

The Park District had a record-setting year in program registrations with 34,091 registrations, which is the highest program participation since the Park District began using its current registration system in 2007. Some of the increase was due to expanded program offerings with the recently opened Austin Garden Center and an additional after school site. Growth in most of our programming options especially around aquatics (13%), ice hockey (14%), nature (16%), youth athletics (20% increase), teens (24% increase) and seniors (31%) led to the increase.

Over 6,000 responses were received to the Park District’s Program & Event participant evaluation with the Park District receiving an average score of 8.39 out of 10 in “Overall Experience.” Park District programs scored highest in “Program Location (9.10 out of 10),” which may be a reflection of the convenience of program facilities located throughout the community as well as recent upgrades to Park District parks and facilities. The lowest score came in the area of “Price (7.57 out of 10)” but 89% indicated price was a “bargain” or just right.”

Parks & Facilities

The Park District saw a record number of passes purchased in 2017 with 13,899 sold, nearly a 2% increase from 2016. The growth was driven by an increase in pool pass sales, from 8815 to 9600, about an 8% increase helping overcome a decline in rink passes sold.

Near 800 responses were collected for the Park District's Park & Facility Visit evaluation, an increase of 66% from 2016. The growth in sample size is due to a new implemented policy where full-time staff members survey park attendees directly. With the additional surveys, the Park District received an average score of 9.37 out of 10 in "Overall Experience."

The Park District scored highest in the area of "Appearance," "Safety," "Access," "Appearance," and Staff Friendliness & Expertise" and lowest in "Field."

The highest rated parks and facilities were Conservatory, Euclid Park, Mills Park, and Randolph Park. Euclid and Conservatory have both recently completed redevelopment/construction projects. The lowest rate parks and facilities were Anderson Center/Park and Carroll Center/Park due to field conditions and appearance.

Cancellations & Refunds

In 2017, the Park District updated its recreation management software RecTrac. Unfortunately, RecTrac no longer allows us to measure refund requests for avoidable reasons or percent of cancellations transferred to other/program/service.

We still can keep track of percent of refunds applied to household account to be used for other program and passes. There has been a noticeable trend in transfers falling from 54% in 2014 to 53% in 2015 to 49% in 2016 and 30% in 2017. One of the reasons is we no longer have a paid waitlist policy which could result in less opportunities transfers. Recreation continues to push customers to apply refunds to their accounts.



Euclid Square Park reopened in the Fall with new amenities such as a new playground, tennis/pickle ball courts and walking path. Customer facility satisfaction survey responses have been extremely positive.

CUSTOMER FOCUSED

As stewards of public resources, it is important that the Park District remains focused on the current and future needs of all Oak Park residents. The second set of measures demonstrates the Park District's reach to the community, as well as customers' satisfaction with service provided by the Park District which is key to developing customer loyalty.

Measure	2014	2015	2016	2017 Target	2017	
Active Oak Park Households	30%	29%	31%	32%	32%	
Oak Park Participation in Registered Programs & Passes by Age Group	Infant/Pre-K (0-4)	50%	52%	55%	55%	52%
	Youth (5-11)	83%	85%	87%	85%	90%
	Teens (12-17)	34%	36%	37%	38%	46%
	Adults	16%	18%	18%	19%	19%
	Seniors	7%	9%	11%	11%	9%
Oak Park Households Receiving Scholarships	143	140	127	145	177	
Service Satisfaction	8.05	9.07	8.63	≥ 8.00 (out of 10)	8.38	

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

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

HOW ARE WE DOING?

Resident Involvement with the Park District

In 2014, the Park District completed a Community Needs Assessment in which 93.9% of respondents indicated that they or a member of their household has visited a park during the past year. The Park District also tracks household participation by monitoring households that have completed a transaction (linked to their household account) with the Park District. Through a concerted effort by staff to increase this number, the Park District served an additional 60 households in 2017 versus 2016, bringing total Oak Park household participation to 32%, meeting our goal.

The Park District distributed scholarships to 177 Oak Park households in 2017, a 28% increase over the previous year and far exceeding our 2017 goal of 145. Success can be attributed to increasing the maximum funding from \$200 to \$300 for each qualified family member, eliminating the household maximum of funds awarded, removing seasonal restriction, and increasing the awareness of the program by engaging new partners.

The Park District does an excellent job of serving the youth of Oak Park

through its programs and facility passes. Approximately 52% of infants/ early childhood-aged children (down 3% from 2016) participated in 2017; and 90% of youth (up 5% from 2016); and 46% (up 9% from 2016) of teens participated. Participation is measured based on resident being involved in at least one Park District program or having at least one Park District pass in 2017. In 2017, new programs and marketing targeted for adults help increase adult participation to 19 (up 1% from 2016). However, senior involvement fell to 9% (down 2% from 2016).

Demographic changes in Oak Park could be impacting our numbers. The percent of infants in Oak Park has declined from 7.5% in 2009 to below 5.9% today. In turn the senior population in Oak Park has increased from 9.9% in 2009 to approximately 12.1% in 2016 (American Community Survey 5 Year Estimates).

Customer Service

In 2017, customers gave the Park District an average score of 8.38 out of 10 in five service areas. The Park District rated highest in the area of “Responsive.” Overall, the Park District received good ratings (8.0 and above) for all of its service areas with the highest rating in the area of “Responsive” (8.53).



The Park District saw an increase in adult participation focusing on programming such as Yoga in the Park.

FINANCIALLY STRONG

The Park District works to continuously address the needs of the community and improve the quality of services, parks, and facilities provided without relying solely on taxes to support these efforts. The fourth set of measures shows the Park District's success in maximizing alternative funding, efficiently aligning resources, and managing funds and debt in a sustainable manner.

Measure	2014	2015	2016	2017 Target	2017	
Revenue from Non-Tax Sources	44%	47%	49%	48%	49%	
Debt Ratio	38%	36%	33%	35%	31%	
Fund Balances	Audit	18%	30%	33%	Above 0%	56%
	Corporate	46%	39%	46%		47%
	Health Insurance	30%	42%	48%		44%
	IMRF	39%	29%	21%		46%
	Liability	34%	40%	33%		35%
	Special Recreation	23%	12%	14%		12%
	Recreation	43%	42%	39%		38%
	Revenue Facilities	27%	34%	41%		34%
	Cheney Mansion	-58%	-25%	25%		46%
	Museum	284%	397%	284%		75%
Fund Performance (Actual to Budgeted)	Corporate	+125%	+70%	+607%	+10%	+2695%
	Recreation	+406%	+337%	+91%		+19%
	Revenue Facilities	+17%	+34%	-10%		+40%
	Cheney Mansion	+84%	-35%	+22%		+67%
Volunteer Hours Worked	9,321	10,161	10,110	10,000	9,134	

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

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

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HOW ARE WE DOING?

Revenue

The Park District of Oak Park actively searches for non-tax revenue sources to aid in the day to day operations of the district. The Park District's overall

goal is to reach 50% in this area by 2020. The District % of revenue from non-tax levy sources continues to grow reaching 49% in 2017.

Debt

The Park District issued \$30 million in debt from 2011-2013, leading to an overall 39% increase in the debt ratio. The 2017 debt ratio is 31% a decline of 2% which can be attributed to the debt service continuing to be paid off.

Fund Performances

The fund balances of most of the Park District's 10 funds continues to be strong. All funds performed positively in 2017.

All major funds performed better than budgeted in 2017. The Cheney Mansion fund continued to perform well increasing its fund balance from 22% to 67%. Revenue facilities increase from -10% to 40% driven by organizational focus on increasing revenue.

Volunteers

The number of volunteer hours donated to the Park District in 2017 fell to 9,134 (down 11% from 2016). 86.2% of the hours were from the Oak Park Conservatory with another 13.8 coming from youth sports. Conservatory saw volunteer hours increase from 7,053 to 7,236 (up 3%). However, youth sports fell to 1070 from 1790 (a 62% decrease). The primary reason for the decline is that scheduling changes have much of the hours being accounted for at the beginning of 2018. For example, youth sports volunteer hours are already at 966. Overall, the Park District saved \$95,670 due to the work of our volunteers.



Due to volunteers such as the ones at Conservatory, the Park District saved \$95,670 in 2017.

INFRASTRUCTURE PRESERVATION & DEVELOPMENT

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

Measure	2014	2015	2016	2017 Target	2017	
Overall Park System Grade	83 (B)	85 (B)	84 (B)	85 (B)	88 (B)	
Planned Improvements Completed	Capital Improvement Plan	53%	58%	79%	90%	100%
	ADA Transition Plan	58%	93%	87%	90%	97%
Days to Complete Maintenance Request	3.90	3.00	3.00	≤ 3.0	3.00	
Trees Quality	N/A	3.09	3.08	≥ 3.10	3.07	
Utility Usage	Electric	N/A	N/A	TBD	1,938,764 kW	TBD
	Gas	N/A	N/A	TBD	112,097 therms	TBD
	Water	N/A	N/A	TBD	191,991 kgal	TBD
	Trash	N/A	N/A	TBD	TBD	TBD
	Fuel	N/A	N/A	TBD	TBD	TBD

¹ See full dashboard: <http://www.pdop.org/about/performance/infrastructure/>

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HOW ARE WE DOING?

Park Development & Maintenance

The Park District has completed master plans for each of its parks as well as ADA Transition Plan. These documents have outlined the specific improvements planned for each of the Park District’s parks and facilities. Many improvements were made in 2017, including major improvements at Euclid Square Park, building improvements at Conservatory, Fox Park, Longfellow Park, and Stevenson Park and Center and sustainability improvement at Taylor Park (Fen/Wetland expansion) and Field Park (underground Cistern). Overall the Park District completed 97% of its ADA planned improvement and 100% of its improvements through the Capital Improvement Plan.

In 2014, the Park District initiated an evaluation tool to rate the quality of the infrastructure and maintenance of each park (facilities and pools are not included). In 2017, the Park District scored a record high with a B+ (88). The highest score was Cheney Mansion and Maple Park with A's. The lowest score was Stevenson due to a poor landscaping issues and a playground that needs renovation.

In 2017, the average tree condition in Oak Park fell to 3.07/5. from 3.08 in 2016. 174 trees were removed due to disease, age and construction projects compared to 106 in 2016. However, with the planting of new trees, the Park District has a total of 2556 trees compared to 2524 in 2016.

Maintenance Operations

In 2017, 2,416 work order were completed compared to 3,131 in 2016. When a maintenance order was requested by the public or a staff member, on average, it took 3 days to complete the work order equal to 2016. The top activities completed during work orders include trash pick up (828 total hours compared to 865 in 2016) and parks (626 hours compared to 1213 in 2016) The top operation activities by frequency include parks (3,447 activities compared to 2,783 in 2016) and building inspections (2, 288 activities compared to 2,046 in 2016).

Utility Usage

In 2017, the Park District began keeping track of utilities usage including trash, water, electric, fuel, and gas. 2017 data is unknown at the publishing of this report. In 2018, the Park District will begin to track energy savings through sustainability efforts at facilities such as Austin Gardens.



Workers install new trees at Lindberg Park as part of the 2014 renovation.

ORGANIZATIONAL EXCELLENCE

The Park District strives to be model government organization both in the Oak Park community as well as in the field of parks and recreation. The fifth set of measures reflects the Park District’s efforts regarding risk management, environmental sustainability, operations, and in accomplishing goals and completing plan objectives.

Measure	2014	2015	2016	2017 Target	2017	
Internal Service Satisfaction : Overall Quality	8.62	8.35	8.30	8.00 (out of 10)	8.23	
Accident/Incident Claims Submitted	62	35	34	< 48	21	
Goals Met	Departmental	81%	61%	98%	90%	100%
	Strategic Plan	100%	82%	100%	90%	100%
	Comprehensive Plan		100%	100%	90%	100%
Environmental Scorecard Results	N/A	92%	N/A	90%	91%	
Launch Pad Ideas Implemented		8	14	12	21	

¹ The Environmental Scorecard is completed every other year.

² See full dashboard: <http://www.pdop.org/about/performance/organization/>

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HOW ARE WE DOING?

Operations

The Park District tracks employee’s satisfaction with the service provided by other departments. The Park District scored an average of 8.23 out of 10 in the 12 areas covered by the evaluation, slightly down from 8.30 in 2016. Park District internal service departments scored highest in the area of “courteous and helpful” and “working in the best interest of the district” and lowest in the area of “convenient and easy to use forms, technology, and processes.” The highest rated department was risk management with an average score of 9.25.

Risk Management tracks all accident and incident reports submitted throughout the year on behalf of the public and staff in order to identify trends and put into place preventative measures to avoid similar accidents and incidents in the future. Some of these reports are sent to the Park District’s risk management association, which received a total of 21, a 62% drop from 2016. The success was driven by a drop in vehicle claims from 17

to 5, a 240% drop. It is largely attributed to a focus on training and a new element introduced in the annual drivers challenge.

The Park District also measures how well we do as environmental leaders through the Illinois Parks and Recreation Association Environmental Scorecard, a bi-annual self-assessment. We received a 91% down 1% from 2015. To improve, we could apply for more environmental grants, educate the public, build partnerships to promote environmental stewardship, and develop staff training such as energy conservation.

Goals & Objectives

We have several sets of goals and objectives that staff work to meet each year through a variety of sources. The Park District met each of its objectives outlined for 2017 in the Park District's 2016-2018 Strategic Plan. This included many new initiatives, such as the development of:

- A community wide wellness campaign called Activate Oak Park
- Expand upon the Recycling & Zero-Waste Plan to create a full Sustainability Plan with goals that also includes the tracking of key metrics including energy usage.
- Institute a "secret shopper" program
- Host "Dinnovations" (discussions regarding innovation topics held over dinner)

Individual departments also create their own goals each year as part of the budget development process. Staff were successful in accomplishing 100% of these goals by the end of the year.



Environmental Scorecard Results: The score received on the IPRA Environmental Scorecard self-assessment, completed on a bi-annual basis. In 2017, the Park District received a score of 91% close to its score of 92% in 2015.

Launch Pad Ideas Implemented

The Park District began keeping track of ideas implemented through Launch Pad in 2015. Each year, ideas are reviewed based on feasibility to implement, connectivity to the rest of the organization, and effectiveness of potential idea. In 2017, we implemented a record 21 ideas up from 14 in 2016. In 2017, the Innovation Team, that oversee Launch Pad, implemented a new engagement strategy including activities at all-staff meetings and awards. The Park District received the Alliance for Innovation's Robert J Havlick Award for Innovation in Local Government for our submission on Launch Pad.



The Park District of Oak Park received the Alliance for Innovation's J. Robert Havlick Award for Innovation in Local Government at the Transforming Local Government Conference in April.

STAFF EXCELLENCE

The most important asset of any organization is its staff. The Park District strives to develop an excellent leadership system and encourages staff development at all levels of the organization. This set of measures reflects staff satisfaction as an employee of the Park District and with its training opportunities as well as employee turnover and staff wellness.

Measure	2014	2015	2016	2017 Target	2017
Employee Job Satisfaction	N/A	N/A	N/A	95%	95%
Months with Staff Turnover of < 2.0%	4	Results not available due to software change	6	≤3	4
Sick Days Used by Full-Time Staff	333	212	329	< 294	428
Participation in Wellness Programs	106	88	166	165	137
Training Satisfaction: Overall Quality	7.55	7.99	8.58	8.00 (out of 10)	8.08

¹ See full dashboard: <http://www.pdop.org/about/performance/staff/>

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HOW ARE WE DOING?

Staff Job Satisfaction

On an annual basis, the Park District asks its staff to complete a satisfaction survey. The Park District implemented a new survey in 2017. 45% of full-time and 36% of part-time employees participated.

Overall, employees gave a 95 rating out of 100. The highest ratings were satisfaction with “senior leadership”(97%) and “my job,”(96%) and “customer services”(96%). Areas where we could improve are satisfaction with “communication”(92%) and “immediate supervisor”(93%).

Employee Turnover

The Park District tracks voluntary turnover rate. Because many Park District operations are based on seasonal schedules, it is expected that the Park District will a high level of turnover at certain parts of the year, especially the summer. This year was no exception with monthly turnover peaking in August and September after summer seasonal staff separated from the Park District. May and June also saw slightly higher turnover rates with 2.53% and 3.79% respectively.

Staff Wellness

Employees have access to several wellness benefits through the Park District and its risk management and insurance provider, PDRMA. Overall,

participation dropped slightly falling to 137 in 2017 from 166 in 2016. The Park District provided less wellness program opportunities as PDRMA increased their offerings. PDRMA participation grew from 36 to 42. The Park District reimbursement plan remained steady growing to 26 from 23 in 2016.

The Park District also tracks the number of “sick days” used by full-time staff. Sick time includes time taken off by an employee for personal illness as well as to care for a qualified family member or for absences qualified under the Family & Medical Leave Act. The amount of sick days used by staff in 2017 was high with 428 sick days used compared to 329 in 2016. This number is partially due to a larger number of FMLA qualified-leaves than in years past.

Staff Training

The Park District measures overall quality of internal and external training opportunities to gauge staff satisfaction with offerings. On average, staff rated the overall quality of their trainings at a 8.08 out of 10, slightly lower than the 8.58 in 2016 but above our goal of 8.0.

In 2017, all staff that request participating in a training fill out a form, allowing us to more accurately capture all training opportunities. Also, because internal live training and e-learning has limited opportunities to meet new people, the measurement of networking will be restricted to external training only.

PERFORMANCE MEASURE DEFINITIONS

Meeting Our Mission

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

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

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

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

Avoidable Program Cancellations: TBD

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

Community and Customer Focused

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

Oak Park Participation in Registered Programs & Passes by Age Group: The number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's

facilities or programs processed through the Park District's RecTrac software system in the current year divided by the number of residents in Oak Park in that age group as indicated by the most recent Census data. This measure does not include undocumented household activity (attending an event that does not require registration such as a summer concert) or other types of activity such as renting a facility.

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

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

Financially Strong

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

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

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

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

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

Maintaining and Improving Our Infrastructure

Overall Park System Grade: The average score of all parks, on a scale of 0 to 100, from the Park District's Park Report Card

from the current year indicating quality and maintenance of park system. This measure does not include Park District buildings or pools.

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

Days to Complete a Maintenance Request: The average number of days between issuing and completing a "Demand" work order by staff in the Park District's MicroMain software in the current year.

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

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

Organizational Excellence

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

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

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

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

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

Staff Excellence

Full-Time and Part-Time Staff Job Satisfaction: The average percent of part-time and full-time employees

who agree or strongly agree in the areas of Vision, Leadership, Communication, Customer Service, Immediate Supervisor, Team Values, Senior Leadership and My Job.

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

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

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

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