

**WILLIAM
SHORE
POOL**



William Shore Memorial Pool District



Five-Year Strategic Plan

(2015-2020)

William Shore Memorial Pool District Five-Year Strategic Plan (2015-2020)

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Table of Contents

EXECUTIVE SUMMARY..... 4

SECTION 1: INTRODUCTION 5

 INTRODUCTION 5

 PURPOSE OF THIS PLAN..... 5

 STRATEGIC PLAN DEVELOPMENT 5

 HIERARCHY OF STRATEGIC PLAN..... 8

 DEFINITION OF TERMS..... 9

SECTION 2: DISTRICT PROFILE..... 10

 DISTRICT MISSION STATEMENT 10

 DISTRICT VISION STATEMENT 10

 CORE VALUES STATEMENT..... 10

 EXISTING FACILITIES AND PROGRAMS 10

SECTION 3: STRATEGIC INITIATIVES..... 12

 STRATEGIC INITIATIVE #1: EXCEEDING CUSTOMER EXPECTATIONS..... 12

 STRATEGIC INITIATIVE #2: LONG TERM FINANCIAL STABILITY 13

 STRATEGIC INITIATIVE #3: SAFETY AND OPERATIONAL EXCELLENCE 14

SECTION 4: IMPLEMENTATION GUIDELINES AND REPORTING..... 16

 IMPLEMENTATION GUIDELINES..... 16

 PROGRESS REPORTING 16

Executive Summary

The Strategic Plan is composed of three strategic initiatives that address our core functional areas and maintain our strategic values. These initiatives are based upon work and input from the Citizens Advisory Committee, staff, customers and community. These strategic initiatives are core to the mission and vision of the District and do not change from year to year. They are areas that we will always continue to pursue and improve.

A critical piece of the process included input from the District Board of Commissioners, Advisory Committee members and staff. The input included assessing the District's strengths, weaknesses, opportunities, and threats (SWOT). Through roundtable discussions and SWOT analysis we refined our three strategic initiatives and developed the goals to be accomplished. The action items to accomplish the goals were developed using the Specific, Measurable, Attainable, Realistic, Timely (SMART) principles to identify specific actions plans and key performance indicators designed so the goals can be measureable, precise and able to be managed on an ongoing basis.

While this Strategic Plan represents a final product, it is a living document and the strategic planning process is ongoing. An evaluation of our strategic initiatives and goals relative to established metrics for achievement takes place annually during the budget process.

Strategic Initiative #1: Exceeding Customer Expectations

Goal #1: Increase the number of programs and events for all ages and socio-economic groups to increase the use of the District facility

Goal #2: Develop on-going training for customer service and financial transactions

Goal #3: Find opportunities to increase positive cooperative relationships and partnerships

Goal #4: Establish electronic and social media presence to distribute District information

Strategic Initiative #2: Long Term Financial Stability

Goal #1: Increase earned revenue to reduce reliance on tax revenue

Goal #2: Maintain adequate reserved balance fund levels

Goal #3: Create sinking fund to provide for long-term equipment replacement

Goal #4: Implement best practices in finance and accounting

Strategic Initiative #3: Safety and Operational Excellence

Goal #1: Provide the safest possible environment for the public and employees

Goal #2: Increase the use of certified instructors for programming

Goal #3: Increase compliance with accessibility and ADA standards with the facility

Goal #4: Increase staff retention for Instructors, Head Guards and Assistant Managers

Section 1: Introduction

INTRODUCTION

Strategic planning is intended to answer the following questions: ***“Where are we now, Where do we want to go, and How will we get there?”*** The William Shore Memorial Pool District Strategic Plan provides direction regarding major initiatives anticipated during a rolling five-year planning period. The Plan is written to address community and facility needs, and the goals established by the Board of Commissioners, Citizen’s Advisory Committee and staff to reflect the core values expressed in the District’s Mission and Values Statements.

The Strategic Plan is reviewed and revised each year during the budgeting process with discussions between the Board of Commissioners, Citizen’s Advisory Committee and staff. It influences the scheduling and funding of projects identified in the District’s Capital Improvement Plan (CIP) and guides the creation of the annual budget and goals set for each year.

PURPOSE OF THIS PLAN

The purpose of the plan is to have logical, consistent and purposeful approach to identify short and long-term goals that align operations, facility and programs to the vision of the District. It provides a framework to ensure that a balanced approach toward addressing goals of District residents, finances, internal processes and learning and growth of employees is integrated into the plan. The strategic planning process enables the District to plan and execute continuous improvements throughout the organization and is supplemented by the needs identified during the annual budget process.

The benefits of strategic planning include:

- Focusing the District’s resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing taxpayer value and achieving measurable outcomes.
- Creating a planning and implementation system that is responsive, flexible and disciplined.
- Reinforcing the continuous improvement environment in the District.
- Empowering managers and employees by providing them with the authority to fulfill planned activities.
- Identifying and eliminating activities not in line with our mission and vision.
- Providing for more seamless internal and external customer service.
- Defining and describing the District’s core initiatives. As a result, employees and residents know where the District is headed.
- Maintaining the District’s eligibility for state and federal grant funds

STRATEGIC PLAN DEVELOPMENT

The primary approach used in the development, preparation and periodic evaluation of this Strategic Plan involves the incorporation of continual participation, assessment, input and public opinion from the community at large, District participants, stakeholder groups, affiliate organizations, and Board and staff.

The initial process was started from input from the District Board of Commissioners, Advisory Committee and staff. The input assisted in evaluating our mission, vision and core values, to ensure it

reflected our priorities, aspirations, market and customers to better understand how we best serve those customers and determine what activities and capabilities needed investment.

The S.W.O.T. Analysis

S.W.O.T. is a planning tool used to understand the Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) involved in a project, program or organization. The information collected in the SWOT analysis will enable us to focus on strengths, minimize weaknesses, address threats, and take the greatest possible advantage of opportunities available. It is an important piece of the up front process of strategic planning and the results are as follows:

STRENGTHS: This seeks to answer questions such as: What do we do exceptionally well? What advantages do we have? What valuable assets and resources do we have? What do members/customers identify as our strengths? These items are positive characteristics, attributes, and are internal and within our control. These are the things that should be maintained, built upon or leveraged.

Strengths:

- *Location and visibility*
- *Staff*
- *Board*
- *Financial Position*
- *Partnerships*
- *Residential support*
- *Reputation*
- *Condition of facility and equipment*
- *Sustainability, efficiency and reliability*

WEAKNESSES: This seeks to answer questions such as: What could we do better? What are we criticized for or receive complaints about? Where are we vulnerable? What feels broken or what do others say needs to be fixed? These items are factors or attributes that are internal and within our control that detract from its ability to attain the desired goal. May include things our customers and members highlight as problems or areas they identify for improvement.

Weaknesses

- *Parking*
- *ADA accessibility*
- *Condition of locker rooms*
- *Ability to do multiple programming*
- *Temperature – independent bodies of water*
- *Flexible programming*
- *Kids area focus*
- *Classroom for rentals and instruction*
- *Hot tub*
- *Size of facility*
- *Therapy class flexibility*

OPPORTUNITIES: This seeks to answer questions such as: What opportunities do we know about, but have not been able to address? What trends could we take advantage of? These are opportunities that exist in the social, physical and business environments, which can propel the organization in a positive direction. Eventually these opportunities need to be prioritized, built on and optimized.

Opportunities:

- *Room to expand facility and parking*
- *Partnerships (hospital, therapy groups, special education)*
- *Diverse voter groups in support*
- *Afterschool programming*
- *Innovative Programming*

THREATS: This seeks to answer questions such as: Are any of our weaknesses likely to make us critically vulnerable? What trends pose potential harm? What external roadblocks exist that block our progress? Are our competitors or quasi-competitors doing anything different? Are economic conditions affecting our financial viability? These items are external factors that are beyond our control which could place the District or its sustained operation at risk. These are things that need to be countered or minimized and managed. The District may benefit by having contingency plans to address them if they should occur.

Threats:

- *Grant funding*
- *Economy*
- *Competition for leisure time*
- *Rising costs of power*

District Core Functions

The District Strategic Plan uses our five core function areas as a framework for developing our District Strategic Plan. This enables us to concentrate on what really matters, and focuses on the key drivers of success that fuel strategy and lead to the achievement of the District mission and preservation of District values. The District's core functions are:

- *Customer Service*
- *Financial Stewardship*
- *Programming*
- *Facilities and Safety*
- *Employees*

The Strategic Planning Committee took the results of the SWOT analysis along with the five core functional areas of the District and identified three Strategic Initiatives, which align with the District's core values. These Strategic Initiatives form the backbone of the Strategic Plan. The Initiatives are then broken down into achievable goals and action plans using the S.M.A.R.T. process.

The S.M.A.R.T. Process

The S.M.A.R.T. process transforms an organization's strategic plan from a passive document into an action plan for the organization on a consistent, measurable basis. It provides a framework that not only provides performance measurements, but also helps leaders identify what should be done and measured. The framework of S.M.A.R.T. involves

- **Specific:** *Target a specific area for improvement;*
- **Measurable:** *Concrete criteria for measuring progress toward the attainment of the goal;*
- **Achievable:** *Can the goals be accomplished?;*
- **Relevant:** *Choosing goals that matter;*
- **Time-bound:** *grounding goals within a time frame, giving them a target date.*

HIERARCHY OF STRATEGIC PLAN

The framework for the Strategic Plan includes a hierarchy of elements that starts 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 core values. The review is to ensure it continues to effectively define the organization’s purpose. The Strategic Initiatives were then developed with the understanding of our core values and functional areas. Subsequent to the development of organizational values and strategic initiatives, agency goals were developed in support of the initiatives. District goals describe what the organization, as a whole, needs to do well in support of the initiatives.



STRATEGIC INITIATIVE OUTCOMES



DEFINITION OF TERMS

Several important terms are used throughout the Strategic Plan, which may not always have universally accepted definitions. The following definitions are provided so readers may better understand the intent of the terms used in the plan:

- **Mission Statement:** A concise statement of the District's reason for being. It defines the business that the District is in.
- **Vision Statement:** Describes the desired future of the District and what it seeks to become. It is an audacious goal that is tangible, energizing and highly focused.
- **Core Values:** A set of guiding principles that the District stands for and believes. Values are principles to be observed in meeting the vision.
- **Strategic Initiatives:** Timeless, unbounded statements describing the conditions or attributes to be attained. They are aligned with the core functions and values.
- **Goals:** Means to achieve the Strategic Initiatives. Goals are usually few (4 to 6) and define what key success factors the District must pursue.
- **Action Tasks:** Turning goals into action; the goals must be broken apart and translated into successively smaller and specific plans. The action tasks must have measurable, attainable milestones to achieve on the way to accomplishing the goal and are specific and measurable.
- **Measurements or Metrics:** A quantitative and qualitative evaluation of progress

Section 2: District Profile

DISTRICT MISSION STATEMENT

District Mission Statement

To provide high quality, safe, and accessible aquatic programs, services, and facilities that enhances the quality of life for all ages, cultures, and abilities, which encourage health, wellness, learning and fun.

DISTRICT VISION STATEMENT

District Vision Statement

To provide a well-functioning and well-maintained aquatic center that enhances quality of life by offering a diversity of recreational opportunities for people of all ages and needs.

CORE VALUES STATEMENT

District Core Values Statement

People Focused: *Provide the aquatic recreational needs of our community that strengthens the body, sharpens the mind, and renews the spirit of current and future generations.*

Sustainable Excellence: *Deliver the highest quality sustainable product, service, facility and experience financially possible.*

Integrity: *Operate with an objective, honest, and balanced perspective.*

Collaborative: *Work in cooperation with all stakeholders including residents, communities, public and private organizations, and policymakers.*

Diversity: *Support the public we serve, and offer suitable programs, activities, and services that are accessible.*

Dedication: *Commit to getting the job done the right way, no matter what it takes.*

Fun: *Provide fun and enjoyable activities for all ages and abilities.*

EXISTING FACILITIES AND PROGRAMS

Existing Facility

The current facility, which houses the William Shore Pool and District administration, is 50 years old. The facility was built in 1961 by the City of Port Angeles. It has one body of water, which incorporates:

- Six sanctioned competitive swim lanes
- A hopper style dive tank with a one meter spring board.
- A shallow area for recreation for young children and non-swimmers

There is an outside deck area, which is fenced and has a play pool that was decommissioned over 15 years ago. The building is comprised of:

- Both men and women's locker rooms
- Coed dry sauna
- One family change room
- Office for District operations

- Mechanical room which houses the pool equipment and electrical service for the building
- Electrical transformer room and chemical containment room
- An outside concession stand

Existing Programs

The District currently offers programs in four areas:

1. Swim Lessons and Instructions: currently 49 swim classes are programmed
2. Lap Swimming: 3 lanes are offered during open hours
3. Open Swim: currently 4 hours of open/family swim are programmed
4. Facility Rentals: We have 4 contracted user groups and private rental options
5. Aerobic and therapy classes: currently 29 classes are programmed each week
6. Competitive Swim Meets: currently 30 meets are programmed yearly
7. Special Events: currently 7 events are programmed each year.

Section 3: Strategic Initiatives

The District developed three strategic initiatives that are our long-term organizational priorities that provide direction for our Strategic Plan. They are:

1. **Exceeding Customer Expectations**
2. **Long Term Financial Stability**
3. **Safety and Operational Excellence**

Each strategic initiative establishes goals and action tasks with specific measurements to help determine the District's progress in completing the goals within each strategic initiative. These measurements also can be used to monitor organizational performance in our core function areas.

This Strategic Plan identifies 12 goals under our three strategic initiatives. To accomplish these goals, 49 action tasks have been established that the District will be undertaking to accomplish the 12 goals. To evaluate the progress and effectiveness over 50 specific measurements are used to evaluate the action tasks and if those tasks are accomplishing the 12 goals.

STRATEGIC INITIATIVE #1: EXCEEDING CUSTOMER EXPECTATIONS

Goal #1: *Increase the number of programs and events for all ages and socio-economic groups to increase the use of the District facility.*

Action Tasks:

1. Conduct audit of existing programs and classes to determine
 - 1.1. Public interests and accessibility
 - 1.2. Age range and fitness level
 - 1.3. Public needs
 - 1.4. Financial viability
 - 1.5. Program lifecycles, to determine whether programs are growing, maturing, or declining
2. Develop specialized programs and events that target groups which are not currently utilizing the facility.
3. Expand the use of scholarship and grant funding for programs to increase opportunities and inclusion for the economically disadvantaged
4. Identify specific programs that can be run during under utilized time periods.
5. Expand our rental options including our Party Area rental program or our full facility rental program which will increase use of these programs

Measurements:

1. Completion of programing audit
2. Development of new and innovative programs
3. Grant money received
4. Increase in program revenue
5. Increase in rental use

Goal #2: *Develop on-going training for customer service and financial transactions.*

Action Tasks:

1. Set customer service standards and protocols for all staff and programs.
2. Create a customer service training program.

3. Train staff on new and easy ways to process transactions and program registrations.

Measurements:

1. Establishment of standards and protocols for staff functions
2. Customer Feedback
3. Reduced need for help on transactions and registrations

Goal #3: *Find opportunities to increase positive cooperative relationships and partnerships.***Action Tasks:**

1. Develop and implement expanded program partnerships with Olympic Medical Center
2. Enhance Port Angeles School District partnerships and communications through collaboration of program planning and facility use
3. Develop partnerships tailored programming for special events
4. Expand collaboration with major user groups in facility planning and design in consideration of their programming needs
5. Establish cost sharing for equipment major partners utilize

Measurements:

1. Development of new partner programs
2. Increase in special events
3. Reduces equipment expenses

Goal #4: *Establish electronic and Social Media presence to distribute District information.***Action Tasks:**

1. Establish a consistent printed and electronic monthly newsletter
2. Establish a seasonal programming guide for print and electronic distribution
3. Produce a District Annual Report and [Annual Budget Report](#)
4. Ensure the District website is comprehensive, graphically enhanced, and includes timely information easily accessible by customers.
5. Increase the followers of the District Facebook page and Twitter Account
6. Increase use of online registration system by customers
7. Create opportunities for the public to provide input in programming and facility improvements and customer satisfaction.

Measurements:

1. Consistent newsletter publishing
2. Increase in newsletter signups
3. Website visits, Facebook followers
4. Surveys for Customer Feedback
5. Increase use in online registration

STRATEGIC INITIATIVE #2: LONG TERM FINANCIAL STABILITY

Goal #1: *Increase earned revenue to reduce reliance on tax revenue.***Action Tasks:**

1. Review fee structure for admissions and programming to reflect inflationary costs, program costs and market comparisons.
 2. Determine appropriate levy amounts and increases in light of facility and program costs
 3. Seek alternative funding such as grants, donations, sponsorships and advertising for facility improvements and programming
 4. Identify new opportunities for revenue generation through programs and special events
-

Measurements:

1. Improved fee structure
2. Increase revenue from programming and facility use
3. Receipt of grants and alternative funding

Goal #2: *Maintain adequate reserved balance fund levels.***Action Tasks:**

1. Review Cash Flow for determining appropriate reserve balance fund levels
2. Develop policy for establishing minimum fund levels
3. Incorporate policy into Annual Budgets

Measurements:

1. Cash flow report
2. New policy for minimum reserved balance fund levels
3. Annual Budget documents reserved fund levels

Goal #3: *Create sinking fund to provide for long-term equipment replacement.***Action Tasks:**

1. Conduct comprehensive facility audit to identify and develop a long-term capital replacement plan to meet future needs
2. Develop a Equipment Replacement Plan and budget
3. Develop a five year rolling Capital Improvement Plan

Measurements:

1. Complete facility audit
2. Annual Budget documents and budgeted funds for the Equipment Replacement Fund
3. Updated Capital Improvement Plan

Goal #4: *Implement Best Practices in Finance and Accounting.***Action Tasks:**

1. Develop and prepare an Annual Budget based upon the criteria established by the Washington Finance Officers Association and the Government Finance Officers Association
2. Prepare and publish an Annual Report on the financial condition of District

Measurements:

1. Budget Awards
2. Annual Report

STRATEGIC INITIATIVE #3: SAFETY AND OPERATIONAL EXCELLENCE

Goal #1: *Provide the safest possible environment for the public and employees.***Action Tasks:**

1. Conduct a District-wide safety audit of existing facilities, features, programs and special events, to determine compliance with safety standards
2. Conduct an independent surprise review of lifeguard and rescue protocols
3. Research, develop and implement updated Emergency Action Plans (EAP) for facility
4. Maintain Park District Risk Management Agency level A with WCIA
5. Develop and implement the NRPA Commission on National Accreditation Standards from the NRPA to become a National Accredited Recreation and Parks Agency.

Measurements:

1. Reduced staff accidents and injuries
2. Results from independent audit
3. Updated Emergency Action Plan
4. Reduced Insurance risk level
5. Accreditation with NRPA

Goal #2: Increase the use of Certified Instructors for programming.**Action Tasks:**

1. Identify existing certification programs for instructors relevant to each area of programming
2. Provide training for instructors to be certified in their specific areas.
3. Identify certification programs which we can train and certify our own District instructors

Measurements:

1. Increase in certified staff
2. Increase in-service training

Goal #3: Increase compliance with Accessibility and ADA Standards with the facility.**Action Tasks:**

1. Conduct evaluation of ADA Compliance in locker rooms and family changing rooms
2. Identify accessibility issues in facility
3. Create with the Capital Improvement Plan a priority to address the issues discovered

Measurements:

1. Report on ADA Compliance
2. ADA and Accessibility issues documented and prioritized in the Capital Improvement Plan

Goal #4: Increase Staff Retention for Instructors, Head Guards and Assistant Managers**Action Tasks:**

1. Create merit and time based wage increases
2. Identify program certifications which can be offered to employees who teach and instruct in those programs
3. Expand an employee recognition program that reinforces the mission and vision of the District
4. Provide professional development and training opportunities through the National and State Recreation and Park Association and other professional associations
5. Evaluate our compensation and benefit package with other Aquatic Centers

Measurements:

1. Increase time on job for each targeted job description
2. Identify Wage and salary increase policy
3. District ranking in compensation and benefits with other Aquatic Centers
4. Increase in staff certifications and training days

Section 4: Implementation Guidelines and Reporting

IMPLEMENTATION GUIDELINES

In order to successfully deploy the Strategic Plan, the following steps will be followed:

- All managers will receive a copy of the plan or electronic access to the Strategic Plan.
- Have staff meetings on a quarterly or semi-annual basis to review the Strategic Plan's progress and results.
- Track the measurements on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures reflect the SMART process and add value to the decision-making.
- There should be an annual just-in-time review of the next year's goals to determine if priorities have changed during the budget process.
- The Strategic Plan should be posted on the District's website
- After each year of the Strategic Plan, the staff and board should review the Strategic Plan process and re-tool any parts of the process that need improvement.

PROGRESS REPORTING

To ensure that the Strategic Plan is being implemented and is progressing in a timely manner, the District will provide reporting of the Plan's progress annually. The progress report will include:

- Goals and action items completed and measurements used
- Status of goals and Action items in progress
- Any obstacles effecting implementation of goals and action items
- Changes to any initiatives, goals and action items.