

# Oak Lawn Park District Comprehensive Plan

## Recreation Programming Plan

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## **Introduction**

Many factors influence the demand for recreational opportunities in a community. Total population and population characteristics, such as age distribution and income levels are particularly important factors. Changes in the rates of participation in various types of recreational pursuits can significantly impact the demand for services.

The current challenge is to continue to meet the diverse and changing needs of the citizens of Oak Lawn while identifying future recreational trends and needs. This Recreation Plan has been developed to identify the recreation needs, evaluate the current delivery of services and establish the necessary steps to meet these needs in the future.

The primary purpose of the Recreation Plan is to provide the Oak Lawn Park District with an overview of community needs and an analysis of how the Park District can meet the recreation needs of the community. The plan is a companion document to the Comprehensive Master Plan as well as the Strategic Plan. It provides a guide to the orderly development of programs and services. It pulls information from various sources such as demographic information, program trends, patron surveys etc. After gathering and analyzing available data, current program needs are assessed and an action plan on ways to meet those needs is formed. The planning process also provides the foundation for the setting of staff yearly goals and objectives which sets the plan for the following year and ultimately goals and plans for the future.

This plan is reviewed and updated by the Recreation Staff as well as being reviewed by the Executive Director and approved by the Park District Board of Commissioners.

### **i. Mission Statement**

The Oak Lawn Park District promotes a strong sense of community by providing leisure opportunities and the preservation of natural resources that enhances the quality of life and wellness for everyone.

### **ii. Vision Statement**

The vision of the Oak Lawn Park District is to create an environment that promotes happiness among staff and patrons.

### **iii. Core Goals**

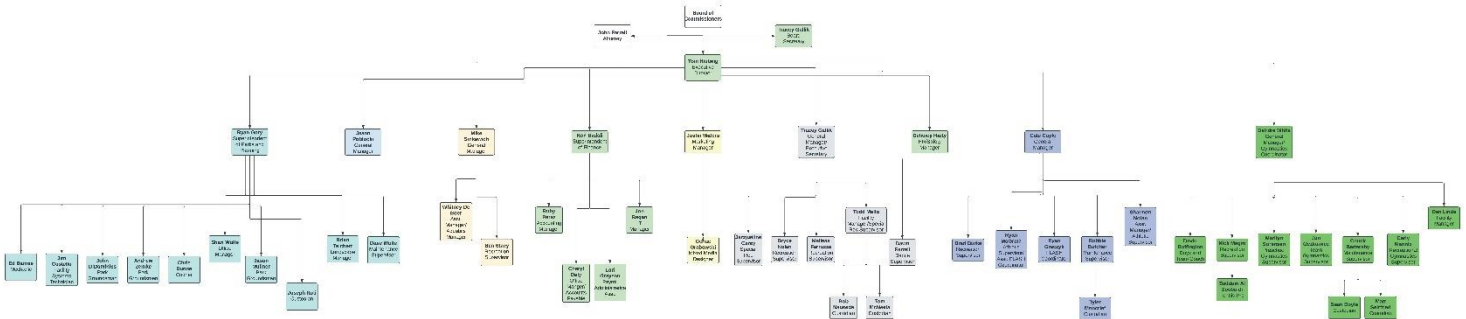
1. Stewardship: Effectively administer environmental policies and programs to expand open space and conserve natural resources for present and future populations
2. Integrity: Develop and maintain recreational facilities and parks to meet current and future needs and adhere to a standard of values
3. Respect: Provide staff with a working environment that promotes dignity and fosters personal and professional growth.
4. Honesty: Be ethical and principled in providing excellent recreational programs that will enhance our patrons quality of life.

5. Ethical: Effectively administer the revenues and expenditures to maximize

## vi. Organizational Chart



Executive Director Approval: \_\_\_\_\_  
 Signature: \_\_\_\_\_  
 Date: 02/05/2022



See appendix i. for agency organizational charts.

## Program Planning Model and Framework

### **i. Program and Services Determinants:**

The Oak Lawn Park District measure all new and existing programs against the following five (5) determinants:

*Does the program fall within the conceptual foundations of play, recreation and leisure?*

Oak Lawn Park District programs utilize the concepts of play, recreation and leisure in planning recreation and leisure activities for the residents of the community. Ever mindful of the benefits of playful activities for children and adults in stimulating creativity, interaction, and exploration, the district offer programs for tots such as "Messy Fingers", "Kids Can Cook", "Learning For Learning" and "Jr. Scientists", youth programs such as holiday break activities, after school programs and recreational athletics, up to adults programs such as crafts, dance, fitness, art, etc.

All of our programs are geared to provide healthy recreational opportunities including our athletic programs, which stress recreation over competition. Integral to the planning of all of our programs is the opportunity for participants of all ages and abilities to make constructive use of leisure time by participating now and developing interest and skills that they can utilize in the future.

*Does the program meet the needs of the participant/resident/visitor?*

Constituent's needs are considered and met in a variety of ways, Surveys and evaluation forms are used in facilities and programs regularly to gauge the satisfaction level of our customers and provide opportunity for citizen input. This data is analyzed and recommendations are used to enhance programs and services. Advisory Boards meet regularly with staff to act as sounding

boards throughout the community to improve and expand park and recreation services. Feedback is also received from residents through the park district website, email and social media.

*Does the program provide for and/or coordinate with community opportunities?*

Various organizations throughout the community provide services in addition to or that complement the programs offered by the park district to meet the recreational needs of the citizens of Oak Lawn. Baseball, volleyball, basketball, soccer and football are some of the programs offered through the school system and other community organizations such as West Side Baseball and the Oak Lawn Baseball Association.

Park district facilities are used for various clubs and organizations such as the Beverly Hills Embroidery club, Oak Lawn Senior Citizens programs, the Gold Club, Bridge Club, Oak View Table Tennis and the Girl and Boy Scouts of America.

The park district also partners with other organizations to provide services to the community. Examples of this are the StoryWalk which is a partnership with the Oak Lawn Library that allows families to enjoy physical activity and the outdoors while reading a story together; the Community Garden which is managed in partnership between the Park District, School District 123, and the Village of Oak Lawn; and Sunshine through Golf.

*Does the program align with the agency's goals and objectives?*

Our Mission is to promote a strong sense of community by providing leisure opportunities and the preservation of natural resources that enhances the quality of life and wellness for everyone.

Recreation programs promote a sense of community through district wide special events and individual, group and family activities that foster interaction and participation among all members of the community and the surrounding area. One of the key benefits of public recreation is the opportunity for individuals of all ages, abilities and cultural backgrounds to come together and pursue leisure interests in a healthy, fun and safe environment.

Our strong commitment to the belief that positive recreation experiences enhance the quality of life for those involved compels us to offer activities that create new experiences and develop skills and interest in a variety of areas. These experiences contribute to the physical and/or mental health of all those involved.

As urban development continues to reduce the amount of open space available, the challenge is to provide and maintain as many attractive parks and recreational facilities as we can and to make the most of the open space that we do have to provide opportunities for recreation, nature experiences and wholesome leisure pursuits. In the last 5 years we have renovated 3 parks and 8 playgrounds!

*Is the experience desirable for participant/resident/visitor?*

Through participants in conferences, workshops and through community input, the district strives to keep up with recreational trends to meet the community's ever-changing needs and desires. Programs and events are consistently evaluated to determine the needs and desires of the participants and are adapted accordingly. Programs are offered in cultural arts, fitness, athletics,

dance, etc. At the community center, programs are offered for special interest groups in nature, cooking, art, language, self-improvement, etc. The interests of even the smallest groups are considered and programs are planned accordingly whenever possible. Special recreation services are provided for both inclusion opportunities and specialized programs. Specialized programs are provided in day camps, trips, social clubs and athletics.

Beyond the 5 (five) determinants, a wide variety of recreational opportunities are made available to the community from the youngest tot to the senior citizen. The opportunities vary from the physical to the serene, cultural arts to athletics, structured programs to special events. The goal is to provide leisure opportunities to meet the needs and interests of the entire community.

Priorities for the development of programs and services within the Oak Lawn community, and neighboring areas, are provided based on:

- Statistical Data (trends analysis, demographic info)
- Survey review
- Evaluation forms and summaries
- Requests received from the public
- Citizen needs assessment
- Networking with local, state and national recreational organizations
- Advisory Groups
- Community Involvement

## **ii. Program Goals**

### A. Recreation Department Goals

The Recreation Department sets more specific goals and objectives annually for their department. Staff goals are reviewed with the supervisor bi-annually to analyze progress and determine responsibility.

See appendix ii for Department Goals and Objectives.

### B. Program Objectives

Program objectives are developed by the Recreation Supervisor for each program and evaluated after each program session.

**Adult Athletics:** To offer adults the opportunity to be active, participate in leagues with friends and experience camaraderie. We want our leagues to be competitive in nature, but enjoyable.

**Adult Interests:** To provide adults with the opportunity to continue to recreate and gain knowledge through educational, cultural, and art-based programs.

**Aquatics:** To teach swimming skills to patrons in a positive, happy, and safe environment by emphasizing logical skill progressions, water-safety awareness, endurance, and fun.

**Dance:** To offer participants the opportunity to learn the art of dance, gain confidence, have fun, be active, and make new friends.

**Day Camps:** To develop self-confident leaders through participation in new recreational activities and leisure experiences in a safe, positive, and friendly environment.

**Dog Obedience:** To educate and instruct participants how to properly train and care for their dogs so that those dogs grow up well-behaved and safe for both their families and community.

**Fitness:** To promote a healthy lifestyle for our community by providing participants with opportunities to improve their physical and mental health in a fun and social environment.

**FLASH:** To provide a safe, fun, and enriching environment through various recreational activities for children in a Before and After School program.

**Golf:** To create awareness of all the unique activities and services Stony Creek has to offer.

**Gymnastics:** To create a fitness experience for all participants and provide gymnastics skill development in a safe and fun environment for learning.

**Ice Skating:** To offer a positive, fun and healthy environment for skaters of all ages and abilities to achieve a sense of personal accomplishment and life-long passion for skating.

**Martial Arts:** To provide martial arts programs that exemplify the core principals of all martial arts: technique, spirit, harmony, respect, discipline, physical fitness, social awareness, and execution of sport.

**Preschool:** To provide a balance of structured and unstructured activities, enhancing growth in the child's independence while stimulating children mentally, physically, emotionally, and socially in a safe, positive and friendly environment.

**Music and Drama:** To offer participants of all ages the opportunity to learn, improve their skills, and gain confidence in a variety of musical art forms.

**Pre-teen and Teen:** To offer participants the opportunity to try new activities and recreate with their friends and peers in a fun, safe, and social environment.

**Special Events:** To provide members of the community with the opportunity to come together and participate in a family friendly recreational experience and to create awareness of the many park district opportunities.

**Special Recreation:** To offer programs for individuals with disabilities of all ages to boost socialization, maintain fitness goals, and assist with personal growth.

**Tennis:** To create a fitness experience that provides tennis skill development, lessons in tennis etiquette, and sportsmanship in a fun, challenging environment while emphasizing tennis is a lifetime sport that can be enjoyed by all ages.



**Theatre:** To provide an entertaining and professional theatre experience in an affordable, community setting.

**Tot Athletics:** To provide instructional programs where children can learn a variety of athletic skills in a fun, safe and structured environment.

**Tot Interests:** To provide a balance of structured and unstructured activities, enhancing growth in the child's independence while stimulating children mentally, physically, emotionally, and socially in a safe positive and friendly environment.

**Trips:** To provide opportunities to explore different places and experience events while socializing in a fun, safe, relaxed environment.

**Veteran Services:** To provide veterans with disabilities a fitness-based program that will allow for growth within their personal goals as well as providing a social outlet to meet other local veterans.

**Youth Athletics:** To provide youth athletic instruction based on fundamentals and sportsmanship while participating in a fun and safe environment.

**Youth Interests:** To provide youth with the opportunity to grow their knowledge and skill sets through educational and cultural recreation in a fun, safe, and social environment.

### C. Program Priorities and Long-Range Goals

District wide and staff goals are analyzed yearly and priorities are set for the following year and 3-5 years.

### D. Agency Wide Goals

Goal setting begins with the Agency wide setting of goals during the strategic plan meeting. All professional staff has input into the development of these goals and objectives as they direct the course of the agency for the next 2-3 years. The goals are reviewed quarterly by the supervisors, managers and the director.

### E. Strategic Plan

- Strategic Initiative: To ensure the opportunity of recreation for all through the scope of diversity, equity, and inclusion.
- Strategic Initiative: To improve internal communication
- Strategic Initiative: To drive people to the Oak Lawn Park District website
- Strategic Initiative: To Invest in New and Continuing Staff Culture and Success
- Strategic Initiative: Program Service Evaluations

### F. Trends Analysis

In order to consistently meet the needs of the customer in our ever-changing field of recreation, current trends are analyzed and programs evaluated to ensure that the park district is keeping current with these trends.

The following list the trends identified through community surveys, program evaluations and as part of the strategic plan initiatives and programming plans to address them.

1. Programming for the active senior
  - a. Walking club
  - b. Trips where more physical activity is involved
  - c. Pickleball
  - d. Community gardening
  - e. Lap swim and water aerobics
  - f. Early morning tennis drills
  - g. 90+ Club at Racquet Center
  - h. Square dancing
  
2. Activities to increase leisure skills and hobbies
  - a. Sewing for adults and youth
  - b. Gardening
  - c. Crochet, quilting, etc.
  - d. Adult interest seminars and workshops
  - e. Photography
  - f. Birding
  
3. Outdoor fitness opportunities
  - a. Yoga in the park
  - b. Walking club/ walking paths
  - c. Wearable technology challenge programs
  - d. Outdoor fitness equipment
  - e. Outdoor ninja equipment
  - f. Pickleball courts
  
4. Increased nature programming opportunities
  - a. Unplug IL
  - b. Expand nature camps to offer for older kids
  - c. Community gardening
  - d. Teen outdoor camp out
  
5. Increase physical activities for special recreation and youth population
  - a. Special Recreation fitness programs
  - b. Yoga for Kids
  - c. Technology fitness challenges
  - d. Special Recreation mini-golf day
  
6. Pickleball
  - a. Add more opportunities to play pickleball
  - b. Add nets and lines to outdoor tennis courts
  - c. Drop in play

- d. Adding 6 designated outdoor courts at Wolfe Wildlife
- 7. Ninja warriors
  - a. Gym Ninja class offering mental and physical fitness challenges
  - b. Jr. Ninja program
  - c. Outdoor ninja equipment
- 8. Parks and Recreation is becoming more prominent in patrons health care plan
  - a. Work with physicians and health care providers in prescribing use of parks and recreation services as part of a wellness plan
    - i. Prime, Silver Sneakers, Silver & Fit, Renew Active, Advocate Aurora
- 9. Increased need for lifeguards
  - a. Partner with local schools
  - b. Set up lifeguard-in-training classes to promote the position and develop future lifeguards for the district
  - c. Host district wide job fair
- 10. Inter-generational programming
  - a. Grandparent /grandchild events
  - b. Family trips and events
- 11. Home School and Hybrid classes
  - a. Classes during the school day to accommodate increasing number of parents choosing a home school option during the pandemic
  - b. Special recreation virtual programs
- 12. Expansion of Special Events
  - a. Offer cost-friendly recreation opportunities
- 13. Focus on Inclusivity, Diversity and Equality
  - a. Social awareness as part of program curriculum
  - b. Strategic Plan initiative
  - c. Diversity training for staff
- 14. Expansion of Day Camp
  - a. Helps to accommodate for working families
  - b. Add additional site locations
- 15. Digital Platforms
  - a. Use of QR codes
  - b. Digital brochure
  - c. Digitizing district wide files
  - d. Electronic performance and program evaluations

### **iii. Program and Service Statistics**

The Oak Lawn Park District has several methods of data collection that we use to make decisions for future programs. These include head counts, attendance reports, registration records, budget reports, surveys, and evaluations. Data received from these various sources is analyzed and recommendations are made to implement the suggestions obtained from patrons and staff.

### **vi. Recreation and Leisure Trends Analysis**

In order to consistently meet the needs of the customer in our ever-changing field of recreation, current trends are analyzed and programs evaluated to ensure that the park district is keeping current with these trends.

### **v. Community Inventory**

In order to ensure that we are providing a variety of services conducive to the needs of all members of the community, the Oak Lawn Park District keeps an inventory of facilities and services offered within the district as well as those offered by providers within the community and surrounding areas. Representation from the Park District in groups such as the Oak Lawn Chamber and the Oak Lawn Community Partnership enables us to keep current on services and providers in the community. These groups meet monthly to share information and updates on programs and services. This information is used when planning seasonal programs, events and long-term projects and allows for cooperation rather than competition with other service providers forming partnerships when appropriate.

### **vi. Fees and charges policy and schedules**

#### **A. Fees And Recreation Program Policy**

##### *1. General Statement*

It has been found to be necessary and desirable for the District to make certain charges for recreation programs. General practices have been followed in establishing these charges but a basic written philosophy and guidelines have not been established. This policy is designed to serve as a guide in establishing fees for recreation programs, and it is not intended as a consideration for determining admission charges to facilities or areas.

##### *2. Guiding Principles*

A. Relation to Tax Funds - Recreation is recognized as a basic human need, and the meeting of this need is a shared responsibility of the District with private enterprise, individual pursuits, and other recreation and community agencies and organizations. Under the present Park Code of Illinois, a legal limitation of .075% is placed on the recreation fund tax levy. With the increased leisure and the greater needs for recreation by the residents, this limitation has made tax funds most inadequate if the District is to attempt to meet the recreation responsibilities it has. The charging of certain fees is necessary in order to supplement available tax funds.

B. Prohibiting Participation: For recreation to be public, it would be most unwise to establish fees that would cause any large number of residents to be unable to participate because of lack of financial resources. Regardless of the amount of fees that are charged, however, it may encourage them to make a free choice of the activity that they can best afford to participate. In the event that certain families or individuals are in dire financial difficulty, it would be

reasonable to provide a means for them to still take part in some program or programs at a reduced fee or no fee, or payment of the fee on an installment plan. The determination of eligibility may be delegated to the Director of Parks and Recreation.

C. Expression of Interest: It is accepted by the District that a nominal charge does not only assist in paying a portion of a certain program cost but can also secure a sincere expression of interest by the person registering. Many of the District's programs are operated on a small group or limited registration basis, and it is important that each registrant take part to provide the best experience for the group and the leader. In addition, certain activities are organized on a so-called "club" basis, and it becomes an integral part of this activity to pay dues to become a "member".

D. Expendable or Consumable Materials: Many programs make use of materials that are expendable and become the property of the participants. It is reasonable to include a fee for the cost of these materials that are either expended by the participant or become the property of the participant. Materials, which remain the property of the District and only receive what would be termed normal wear through use, should not be charged against the participant.

E. Service Charges: When a participant or resident receives exclusive use of certain equipment or supplies even though these items of equipment or supplies may be returned to and remain the property of the District, it is reasonable to make a service charge to assist in eventually replacing the equipment, material or supplies.

F. Specialized Instructional Programs: These programs are an important part of the over-all program of the District. Generally, these programs have a limited number in the class in order to provide a high quality of instruction to each individual and in addition, require a leader or instructor of specialized training and/or ability. These two factors result in a relatively expensive program to operate. It is considered that this type of program is beyond what should be considered as a basic general interest recreation program and therefore, it is desirable that the user or participant be charged a fee to offset all or a portion of the direct costs to the District of that program.

G. Non-Resident Participation - The recreation program of the District is financially supported by the taxes of the District and therefore, the residents and/or taxpayers of the District shall be given preference over non-residents. The District may, in certain programs, determine that there is an overall advantage to include non-residents. The including of non-residents may be necessary to increase the numbers in a certain program to make it financially feasible or to get enough people to maintain a program. In programs where fees are charged, in no case are the standard fees sufficient to make the program totally self-supporting. Therefore, it is reasonable and proper that the non-resident should pay more since the resident is supporting the program through taxes in addition to any fees that are charged.

### *3. Fees and Charges*

A. Review of Charges: The Board of Park Commissioners shall annually review and authorize registration charges for each program where a fee is to be charged. The Director of

Parks and Recreation shall have the authority, subject to review by the Board, to establish service charges 53 and administrative charges for expendable and/or consumable materials.

B. Specialized Instructional Programs: It shall be the policy of the District to charge a fee for what shall be classified as special services or special privileges. Generally, the fee shall be established to enable the District to recover all or the majority of the cost of direct leadership and expendable materials or supplies. Costs of planning, administration, office services, publicity, general supervision or leadership, and facility costs shall not necessarily be included in the charge to the participant but shall instead be considered the general services of the District.

C. Expression of Interest: It shall be the policy of the District that a nominal registration charge may be made if the activity has a requirement for a certain number to make the program feasible. Further, where a limitation is placed on the number, which can be registered in a certain program, a nominal fee may be charged as an indication of the individual's sincere interest in the program. In addition, for activities organized on a "club" basis and where dues, therefore, become an integral part of the program, a nominal charge may be made.

D. Service Charges: Certain service charges shall be made to cover the costs when an exclusive service is contracted for or performed when an individual is given exclusive privilege of use of certain materials, equipment or supplies. The charge shall be established on the basis of actual cost to the District or as nearly as can be determined

E. Expendable and/or Consumable Supplies and Materials Charge: A charge will be made to an individual for other than ordinary supplies and materials which, after use, become the property of the individual. In addition, when the District supplies food, beverages or other consumable materials to be used by the participant, these materials shall be charged to the participant on a direct cost basis.

F. Non-Resident Charges: When an individual who does not reside in the corporate boundaries of the District is enrolled in a specialized instructional program, which has a limited enrollment, a fee of fifty percent higher will be charged. A nonresident shall not be registered in a limited enrollment program until a reasonable time has been given for residents to first enroll. However, the Board reserves the right to establish the non-resident rates. Non-resident fees may be charged for programs, which are offered either at no charge or at a nominal expression of interest charge if the Board deems that the non-resident entering the program may cause additional expense to the District or if the program should become less effective due to this enrollment of the nonresident.

G. Waiver of Fees: The Board authorizes, upon the recommendation of either the President or the Director on an individual basis, to either completely waive or to lower a registration fee as established such as in the case of a youth under seventeen years of age who cannot or whose family cannot reasonably afford the fee because of financial difficulties and who has expressed an interest or desire to be enrolled in a certain program.

**vii. Measurement, evaluation with data collection**

The Oak Lawn Park District utilizes a variety of methods and procedures that are used for tracking and monitoring data trends. We believe that by doing so it will help forecast what our future may hold. These methods are also used for benchmarking us to other agencies and services.

See appendix iii. for the copy of program evaluation form.

**Programs and Services Management Matrix**

**i. Program Scope/Types, Genders, and Facilities**

Program	Group							Type of Program				Skill Level		
	Male	Female	Tot	Youth	Teen	Adult	Senior	Special Rec	League	Family	Special Event	Beginner	Intermediate	Advanced
<b>Adult Athletics</b>														
Men's Softball	X					X			X			X	X	X
Women's Softball		X				X			X			X	X	X
Co-Rec Softball	X					X			X			X	X	X
Women's Volleyball		X				X			X			X	X	X
Co-Rec Volleyball	X	X				X			X			X	X	X
Men's Basketball League	X					X			X			X	X	X
Men's Flag Football	X					X			X			X	X	X
Adult Ball Hockey	X	X				X			X			X	X	X
Adult Wallyball League	X	X				X			X			X	X	X
Adult Dodgeball	X	X				X			X			X	X	X
Adult Futsal	X	X				X			X			X	X	X
Adult Skating Lessons	X	X				X			X			X	X	X
<b>Adult Interests</b>														
Heartsaver CPR	X	X			X	X	X							
Family & Friends CPR Course	X	X		X	X	X	X			X				
BIS for Healthcare Providers	X	X			X	X	X							
French Club	X	X			X	X	X					X	X	X
<b>Aquatics</b>														
Learn to Swim Levels 1-5	X	X	X	X	X	X	X					X	X	X
Tiny Tots	X	X	X											
Splash Splash	X	X	X	X										
Lap Swim	X	X			X	X	X							
Water Aerobics	X	X			X	X	X					X	X	X
Adult Swim Lessons; 1 & 2	X	X			X	X						X	X	X
Lifeguard Training	X	X			X	X								
Diving Lessons	X	X		X	X	X								X
<b>Arts &amp; Crafts</b>														
Private Art Lessons	X	X		X	X	X	X					X	X	
Mixed Media Art	X	X				X	X					X	X	X
Watercolor & Ink Workshops	X	X			X	X	X					X	X	X
Meditative Dotilism Painting	X	X				X	X					X	X	
Knots & Knits: Crochet Club	X	X			X	X	X					X	X	X
Graphite Charcoal & Ink Draw	X	X				X	X					X	X	X
Easy Acrylic Painting	X	X				X	X					X	X	X
<b>Clubs</b>														
Embroiderers' Club	X	X		X	X	X	X					X		X
Bridge Club	X	X		X	X	X	X						X	
Camera Club	X	X				X	X						X	
Chess Club	X	X				X	X						X	
Garden Club	X	X		X	X	X	X						X	
Table Tennis	X	X				X	X							





# Oak Lawn Park District's Parks and Facilities



Oak Lawn Park District 708-857-2200 www.olparks.com info@olparks.com	Acres	ADA Accessible	Badminton	Ball Fields	Basketball Courts	Batting Cages	Fitness Center	Pickleball Courts	Picnic Area	Playground	Pond	Rentals: Shelter/rooms	Restrooms (Public)	Seasonal Ice Rink	Skating	Soccer	Spray/Splash Pad	Swimming Pool	Tennis Courts	Tot Lots	Volleyball Courts	Walking Path
<b>Administrative Office &amp; Central Pool</b> 9400 S Kenton Ave	0.4	X															X					
<b>Bailey's Crossing Dog Park</b> 9910 S Melvina Ave	17.3												X									
<b>Brandt Park</b> 89th St & Tulley	0.6	X	2	1 {outdoor}					X			X										X
<b>Centennial Park</b> 93rd St & Nashville Ave	38	X	4	1 {outdoor}					X	X		X	X			X	X				3 (sand)	X
<b>Columbus Manor</b> 99th St & Moody	15	X	1	1 {outdoor}					X	X		X					X			X		X
<b>Commissioner's Park</b> 89th St & 52nd Ave	2	X																				X
<b>Community Pavilion</b> 9401 S Oak Park Ave		X		4 {indoor}		X						X	X	inline	1 {indoor}						8 {indoor}	Indoor
<b>David Johnston Center</b> 9400 S Oak Park Ave	1.5	X										X										
<b>Dillon Park</b> 101st St & Oak Center Dr	2.5	X		1 {outdoor}						X							X					X
<b>Dream Center</b> 9610 East Shore Dr		X																				
<b>Eagle Ridge Tot Lot</b> 5200 Tomcin Trail	0.3																			X		X
<b>Harker Park</b> 104th St & Minnick	1.5	X		1 {outdoor}						X												
<b>Ice Arena</b> 9320 S Kenton Ave		X										X	X	Ice								
<b>Keeler Park</b> 93rd St & Keeler	3.5	X	1							X						X						X
<b>Lake Shore Park</b> 9610 East Shore Dr	7	X		1 {outdoor}						X	X							2 {outdoor}	X			X
<b>Lawn Manor Park</b> 108th St & Kostner	7	X	2	2 {outdoor}				1 {outdoor}	X	X		X					X	2 {outdoor}			1 (sand)	X
<b>Lewandowski Arboretum</b> 89th St & 49th Ct	4																					
<b>McVicker's Park</b> 95th St & McVicker	0.3	X																		X		
<b>Memorial Park</b> 102nd St & Major	9.1	X		3 {outdoor}					X	X	X	X	X				X	3 {outdoor}			1 (sand)	X
<b>Menard Center</b> 5814 W 90th St	0.4	X																				
<b>Oak Lawn Prairie</b> 105th St & Menard Ave		X																				X
<b>Oak Meadows Park</b> 99th St & 51st Ave	4.3	X	1	1 {outdoor}						X										X		X
<b>Oak View Center</b> 4625 W 110th St	4.5	X	1						X			X	X			X				X	1 (sand)	
<b>Pacetti Field</b> 9400 S Oak Park Ave		X	1																			
<b>Phillips Park</b> 53rd Ct & Alexander Ave	0.5	X								X							X					X
<b>Racquet, Fitness &amp; Gymnastics Center</b> 10555 S Central Ave	3.2	X	2	3		X		6 {outdoor}					X					5 {indoor}			3 (wally-ball)	
<b>Shubert Park</b> 90th St & Mayfield	0.7	X								X												
<b>Simmons Park</b> 93rd St & Natchez	5	X											X									X
<b>Stony Creek Golf Complex</b> 5850 W 103rd St	101	X										X	X									
<b>Sullivan Park</b> 99th St & Kostner	5	X	2						X	X		X				X	X	2 {outdoor}			1 (sand)	X
<b>Williams Place Park</b> 102nd St & Kostner Ave	3.6		1																			
<b>Wolfe Wildlife Refuge</b> 109th St & Laramie	45	X								X	X	X										X
<b>Wolfe (Little) Park</b> 107th St & Laramie		X		1 {outdoor}					X	X		X					X					X
<b>Worthbrook Park</b> 89th Pl & Ridgeland	8.8	X	2	2 {outdoor}					X	X		X	X	inline/ Skateboard	X	X					1 (sand)	X

## **ii. Outreach to diverse and underserved populations**

The Oak Lawn Park District provides a variety of leisure services to persons of all races, ages and gender regardless of physical or mental disability or economic level. The following examples illustrate the efforts of the park district to provide a wide range of recreational programs and facilities to ensure access to all patrons.

### Financial

Senior Citizens receive a 25% discount on most programs.

### Recreational Cooperative

The Oak Lawn Park District has an Intergovernmental Agreement with the City of Hometown which abuts Oak Lawn's northeast border. Because of its small number of residents, the City of Hometown can not support its own recreation department. Therefore, under the intergovernmental agreement, the Oak Lawn Park District provides recreational opportunities for the residents of Hometown at Oak Lawn resident rates.

### Accessibility

The Oak Lawn District complies with all states and federal regulations regarding accessibility for individuals with disabilities. The ADA transition plan is reviewed and updated regularly. Transportation services are provided to and from our special recreation social outings when needed.

### Veterans

The Oak Lawn Park District works with VFW posts, veteran's hospitals and other organizations to reach out to veterans and offer the Salute to Health Program. Through this program the Oak Lawn Park District serves veterans with disabilities (10% disability rating or higher) from Oak Lawn and our cooperative districts. The eligible veteran received the following benefits: one-year membership in our fitness facility for themselves and a guest, a 15 hours long personal training session and invitation to the monthly socials. The program is free to qualifying veterans of all ages and branches of the military.

### Military Fee Waiver

The Oak Lawn Park District offers fee waivers to the families of military personnel deployed or on active duty. The program was begun in 2005 and provides free programs and memberships to active duty troops and their immediate families.

### Disabilities

The park district serves patrons of all ability levels through inclusive opportunities as well as special recreation programming. The park district currently hosts 9 local community park districts in special recreation in cooperative agreement. The agreement between these communities and the Oak Lawn Park District allows residents with disabilities of the member districts to participate in the OLPD Special Recreation program at resident rates. The member district then pays the OLPD the difference in cost between the resident and non-resident rate. The current OLPD Program Guide shows the current program offerings. To individuals with disabilities that prefer to participate in general recreation programs, the OLPD provide inclusive

service. These services can include staff training, program adaptations and modifications and inclusion aides that work 1 on 1 with the participant.

### All Inclusive Playground

Realizing that accessibility and inclusivity mean more than ADA compliance, the Oak Lawn Park District completed an all-inclusive playground project in 2017. With support of a matching grant and contributions from the community this playground provides recreation opportunities and interactive play for all regardless of disability.

### Geographical

The town of Oak Lawn has population of over 56,000 people. In addition the town spans 8.571 miles. While the park district facilities are spread out through the community, it is common that individuals frequent the facilities closest to where they reside. The park district's map of their parks spans most communities throughout the town. All residents have access to local playgrounds, regardless of where they reside in Oak Lawn.

### Diversity

Through trainings and keeping up on trends in the community, staff continually strives to be aware of the needs of our diverse population and develop innovative methods to reach out to underserved populations to stimulate involvement in programs and events.

The Oak Lawn Park District strives to keep programs available, accessible and affordable throughout the community. Staff work to remove as many barriers as possible in order to promote participation and inclusion for all cultures, special populations, citizens and visitors. The Park District offers as many programs as possible at local elementary schools or facilities close to home, and at various facilities across the Park District. By offering programs at a variety of parks and facilities, patrons have greater access to programs at a variety of areas. The Oak Lawn Park District provides low-cost and affordable programming for the community. Fee waivers are available by application process for Oak Lawn residents. The Park District also offers a variety of free programs throughout the year.

### **iii. Health and Wellness Promotion**

The Oak Lawn Park District works to educate and promote health and wellness in the community. The Park District provides a wide variety of active programs in each seasonal program guide. In the activity guides, the Park District offered various activities that encouraged the community to be more active through sports, martial arts, fitness, and other wellness-related programs.

Through using parks, trails, and facilities, the Park District also promoted self-guided physical fitness. For example, Oak Lawn Park District provides more than 79 miles of paved and unpaved recreational trails to the public for walking, running, and biking. Additionally, on-path fitness equipment is provided on several trails through parks.

The staff educates the public with booths at several health and wellness related community events. Being a part of these health, wellness and community events gives staff members a

chance to talk about the wellness benefits of Oak Lawn Park District programs, facilities, parks and trails.

## **vi. Program Promotion**

The Oak Lawn Park District's seasonal Program Guides, which is published four times per year on our website, provides the public with a list of activities within the Park District, along with information from many of our partner organizations.

Oak Lawn Park District seeks to continually publicize and promote parks, programs, facilities, services, and events through flyers, posters, and social media.

The Oak Lawn Park District Community Relations & Marketing Plan provides a marketing statement, objectives, goals, marketing methods, evaluation criteria and methods, OLPD's marketing philosophy and research plans.

### *A. Marketing Plan*

Defining the Brand

*What does it feel like to be here. How do we describe our staff.*

Brand Promise/Mission Statement:

The Oak Lawn Park District promotes a strong sense of community by providing leisure opportunities and the preservation of natural resources that enhances the quality of life and wellness for everyone.

Positioning Statement / Slogan:

Dating back to the 1970's, this slogan has been part of Park District's across Illinois as part of a state-wide initiative. It has stood the test of time and continues to be a slogan Oak Lawn Park District uses to encourage our residents to make sure they make time in their busy schedules for fun.

*Take Time for Fun!*

Strategic Initiatives:

TBD

2021 Review:

Staff changes:

Justin Waters took as Marketing Manager in August of 2021 and Genae Grabowski was hired as Graphic Designer in May of 2022. We feel we have a foundation built within our new team to take this district to places it has never seen from a marketing strategy and design standpoint.

Major accomplishments:

- Mailed out a postcard for the Community Needs Survey in September to all 23,000 Oak Lawn resident households

- Completely redesigned and Moved the Digital Program Guide to joomag.com starting with the Winter 2021 Digital Program Guide to better track and analyze statistics, while providing a better user experience.
- Sent out a Summer Day Camp Mailer in April 2022 to households in Oak Lawn with kids ages 3-14 and cross-referenced with a list of campers that have participated in camps in the last 3 years.
- Re-constructed and built website pages for rentals, aquatics, gymnastics, art, dance, and events.

#### Social Media Statistics (*started tracking August 23, 2021*)

##### Facebook Likes:

- Jan 1, 2021: 7,209
- December 31, 2021: 7,815

##### Engagement Rates (began tracking August 23, 2021):

- The average engagement rate for all your posts, calculated as the sum of engagement rates for each post divided by the number of posts. The engagement rate for a post counts the percentage of engagements (clicks, likes, shares, and comments) on the post out of the number of people who viewed it
- Facebook: 7.61%
- Instagram: 4.09%

##### Page Engagement:

- The total number of interactions (reactions, comments, and shares) received by your Pages' posts as well as by other posts on Facebook that mention your Pages (that is, reactions to user check-ins, event responses, mentions, likes of your Pages, and more)
- Facebook: 7,255
- Instagram: 1,085

##### Page Content Clicks:

- Facebook: 18,872

##### 2021 Website Statistics:

- Total Unique Users: 135,549
- Percent New Users: 80.4%
- Percent Returning Users: 19.6%
- Unique Page Views: 508,433
- Bounce Rate: 53.60%

##### Most page visits:

- Home 99,627
- Community Pavilion 46,172
- Program Guide 32,633
- Calendar 25,069

- Ice Arena 22,283
- Aquatics 17,629
- Racquet/Fitness 14,187
- Athletics 13,753

#### 2021 Traffic

- Mobile: 70.23%
- Desktop: 28.12%
- Tablet: 1.65%

#### 2021 Acquisition

- Organic 70.5%
- Direct 18.6%
- Social 4.8%
- Referral 3%
- Paid Search >1%
- Top Searches through Google
  - oak lawn park district
  - oak lawn pavilion
  - oak lawn ice arena
  - oaklawn park district
  - oak lawn racquet club
  - oak lawn gymnastics
  - oak lawn park district programs
  - oak lawn pool
  - oak lawn park district registration
  - olparks

#### Top Referral

1. Facebook
2. patch.com
3. baidu.com
4. mommypoppins.com
5. Yelp

#### Village of Oak Lawn Demographic Breakdown:

Est. Population (2019): 55,022

- Males: 26,942 (49.0%)
- Females: 28,080 (51.0%)

Median resident age: 41.2 years

Illinois median age: 38.6 years

Zip codes: 60453

Estimated median household income in 2019: \$69,231 (it was \$47,585 in 2000)

State of IL: \$69,187

Estimated per capita income in 2019: \$34,479 (it was \$23,877 in 2000)

Races in Oak Lawn:

White 36,279 (65%)

Hispanic 12,363 (22.3%)

Black 3,789 (6.6%)

Asian 2,195 (4%)

RecTrac Global Demographics Report:

- Residents: 72.21%
- Non-Residents: 27.70%
  
- Male: 47%
- Female: 50.55%
- (unknown): 2.45%

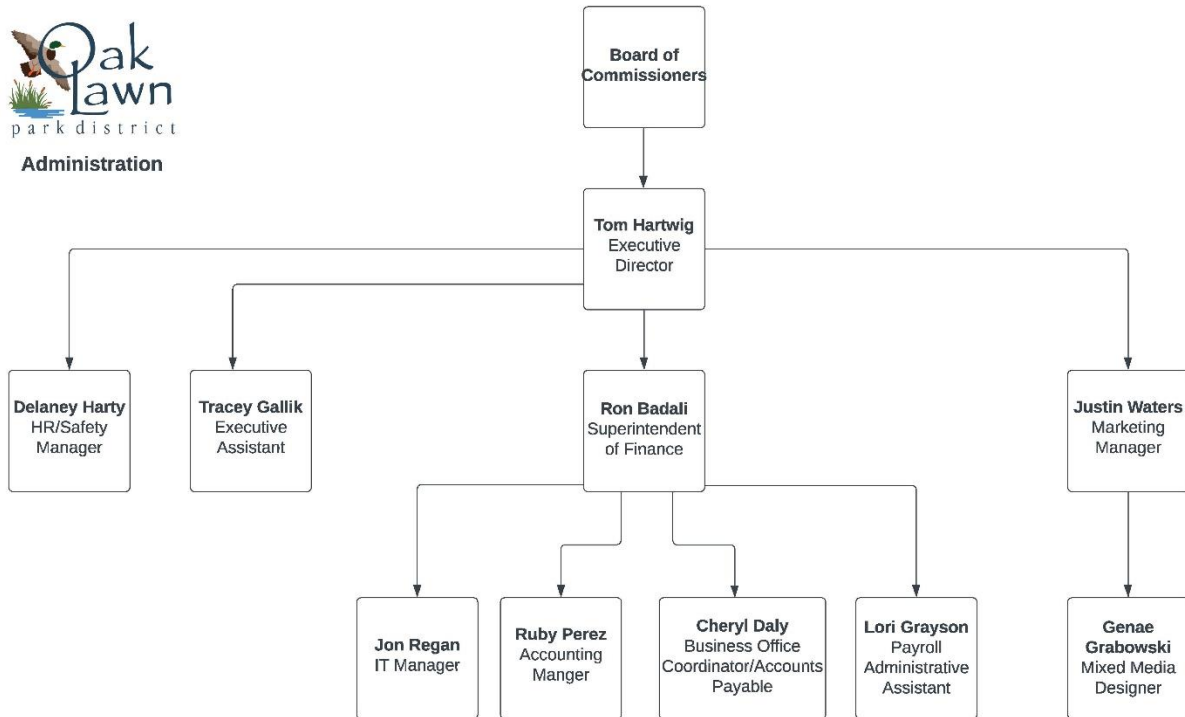
2022 Goals – Building the Foundation:

- Develop Marketing Plan – 2<sup>nd</sup> quarter
- Develop Branding Manual with new “House of Brands” – 3<sup>rd</sup> Quarter
- Send out postcard to all resident households with release of new program guide
- Add/update all content to [www.olparks.com](http://www.olparks.com) – ongoing
- Develop plan for staff to review content once per month – 3<sup>rd</sup> quarter
- Get 5 new sponsors/partners – ongoing
- Develop market segmentation for Oak Lawn Park District – 3<sup>rd</sup> quarter
- Develop social media and website analytics template to track year-over-year, month-over-month, and quarterly – 3<sup>rd</sup> quarter
- Develop mailing list for e-newsletter and send out newsletters one per month
- Re-brand our major events:
  - Monarch Festival
  - Howl-O-Ween
  - Easter Egg Hunt
  - August '22 New Event
- Apply for Agency Showcase Awards at IPRA/IAPD Soaring to New Heights Conference – 4<sup>th</sup> quarter
- Build photo library across the board
- New facility Pictures
- Staff headshots
- Program pictures
- Park Pictures

## Appendices

### i. Agency Organizational Charts

#### Administration Building



Executive Director Approval: Thomas Hartwig

Signature: *Tom Hartwig*

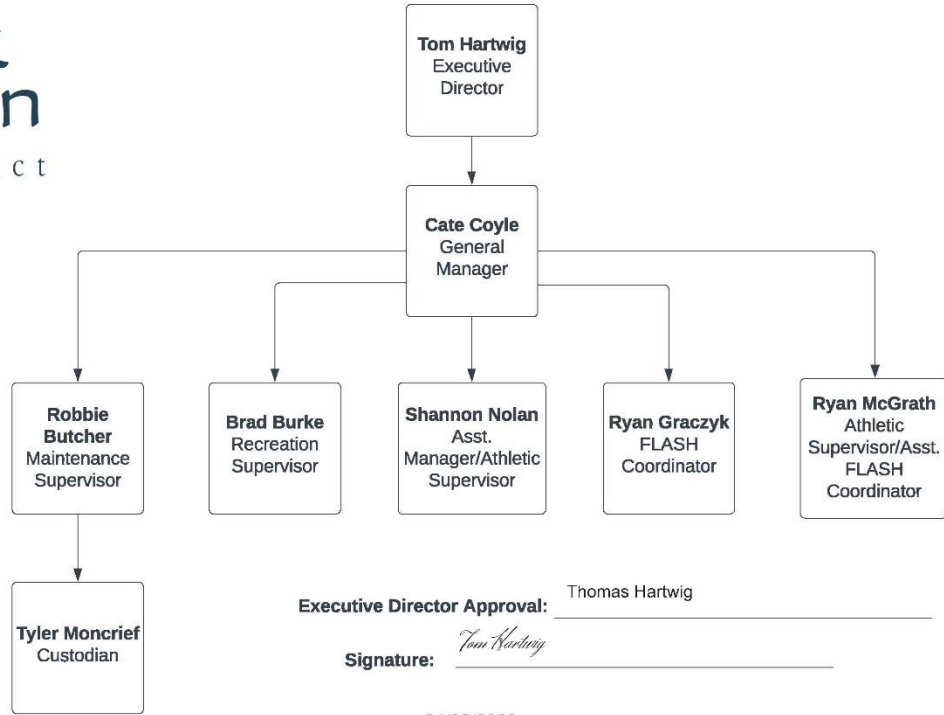
Date: 01/23/2023



Community Pavilion



**Pavilion**



Executive Director Approval: Thomas Hartwig

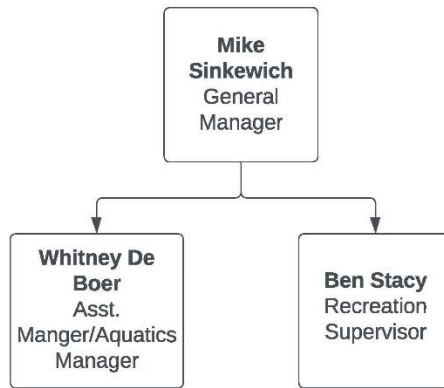
Signature: *Tom Hartwig*

Date: 01/23/2023

Ice Arena



**Ice  
Arena/Aquatics**



Executive Director Approval: Thomas Hartwig

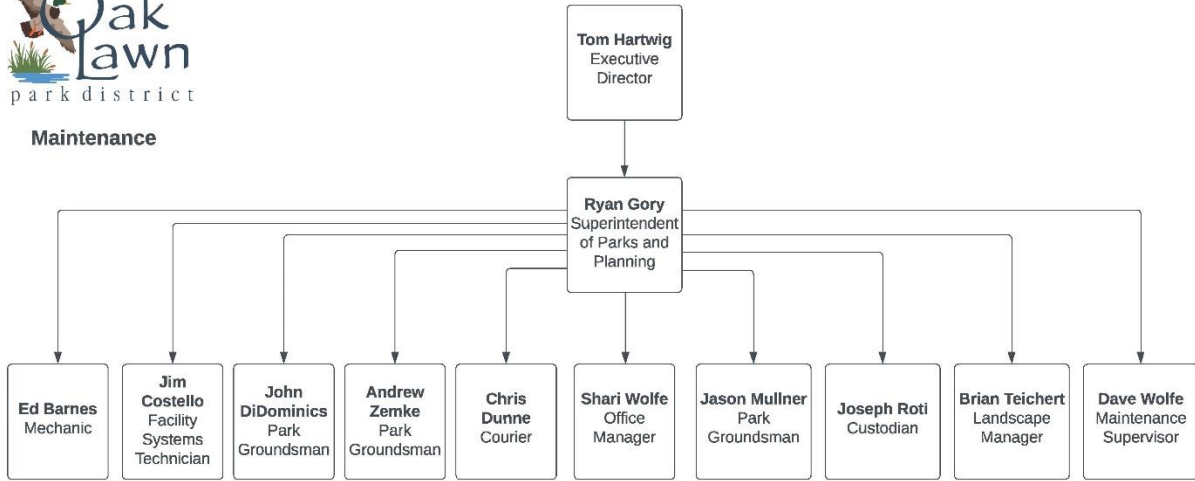
Signature: *Tom Hartwig*

Date: 01/23/2023

## Maintenance



### Maintenance



Executive Director Approval: Thomas Hartwig

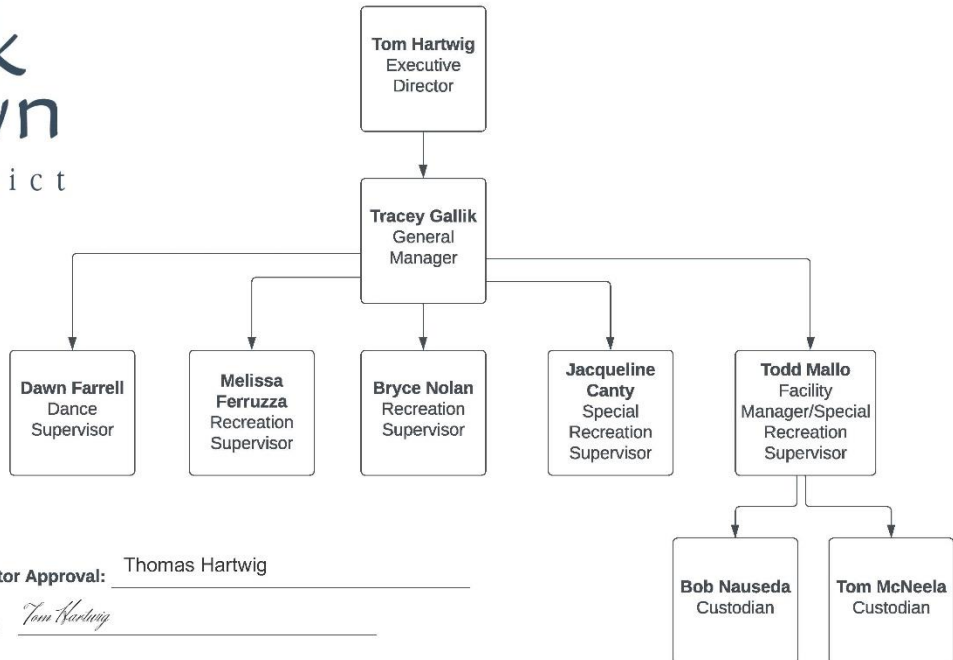
Signature: *Tom Hartwig*

Date: 01/23/2023

## Oak View Center



### Oak View



Executive Director Approval: Thomas Hartwig

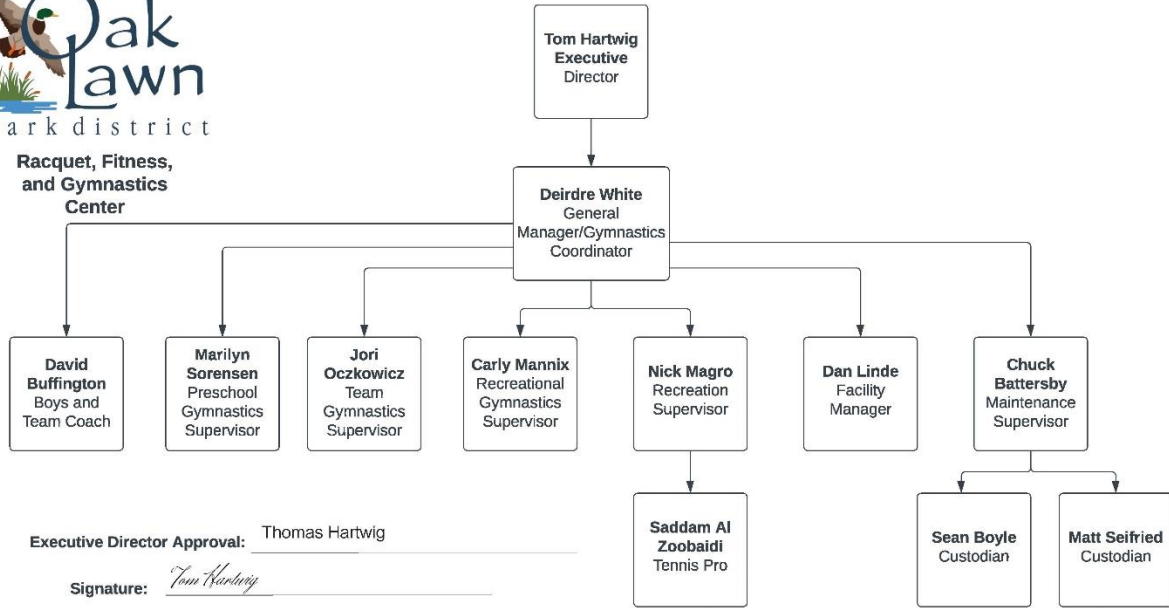
Signature: *Tom Hartwig*

Date: 01/23/2023

Racquet, Fitness, and Gymnastics Center



**Racquet, Fitness,  
and Gymnastics  
Center**



Executive Director Approval: Thomas Hartwig \_\_\_\_\_

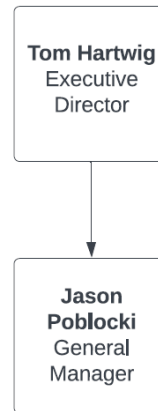
Signature: *Tom Hartwig* \_\_\_\_\_

Date: 01/23/2023 \_\_\_\_\_

Stony Creek



**Stony Creek  
Golf Course**



Executive Director Approval: Thomas Hartwig \_\_\_\_\_

Signature: *Tom Hartwig* \_\_\_\_\_

Date: 01/23/2023 \_\_\_\_\_

## ii. Department Goals and Objectives

### Oak Lawn Park District 2022-2023 Goals

Tom Hartwig  
Executive Director

- Goal 1. To implement and assess the District's strategic plan**
- Objectives:**
- Hold quarterly strategic initiative meetings with staff to assess progress.
  - Evaluate staff bi-yearly based on achievement of goals and objectives
  - Set and evaluate departments goals based on the strategic plan.
  - Display strategic plan goals and progress to Board of Commissioners and public.
  - Utilize the strategic plan to help the District evaluate policies and procedures.
- Goal 2. To provide professional leadership**
- Objectives:**
- Encourage staff to earn certifications like CPRP, CPRE, CPO and other certifications that prove their commitment to learning.
  - Make decisions based on our core values, mission, and vision.
  - Maintain CPRP by attending various training opportunities.
  - Acquire CPRE certification
  - Provide staff with training opportunities to help them grow professionally and provide the best programs and services to our residents and patrons.
  - Stay current on trends and best practices in the field of parks and recreation and share those with staff.
  - Encourage staff to balance work and life to avoid burnout and increase their overall health and welfare.
- Goal 3. To analyze and organize full time staff in an efficient manner to provide programs and service to our residents and patrons**
- Objectives:**
- Meet with all full time staff to ascertain their thoughts on the District in general as well as what their current responsibilities are.
  - Meet with facility staff on a biannual basis in an informal setting to discuss staff needs, policies, procedures and to discuss ideas that make the District more effective at delivering our programs and services.
  - Analyze current staffing levels and workloads to determine the best allocation of current staff.
  - Determine if additional staffing is required do to workloads and staffing needs.
- Goal 4. Build relationships with other taxing bodies, not for profit groups, and local businesses**
- Objectives:**
- Meet with Village staff, superintendents, directors, and managers from all of these groups.
  - Attend as many of the Oak Lawn Chamber of Commerce events.
  - Work with other leaders within the Village to create partnerships that bring value to all of our residents.
- Goal 5. Foster positive Board relations**
- Objectives:**
- Continue to communicate with the Board through weekly reports outlining all aspects of the District.
  - Prepare all information for the Board so that they can make decisions as needed with all

- relevant information possible
- c. Encourage Board members to attend District functions
- d. Encourage Board members to attend NRPA, IPRA, and IAPD functions and encourage their participation in IAPD.
- e. Encourage Board members to meet with staff in the committees that they have been assigned to.
- f. Continue to work with the Board President to help conduct monthly meetings in a professional and consistent manner.
- g. Hold a retreat for Board and staff members to meet in a less formal manner.

**Goal 6. To administer the District finances in a sound and accountable fiscal manner**

- Objectives:**
- a. Continue to address the minimum wage increase through program fees adjustments.
  - b. Work with staff to continually monitor and adjust program and service prices in accordance with policies and our mission and vision.
  - c. Work with staff to continue to identify and implement ways to make routine tasks automated via technology.
  - d. To encourage staff to continually look for ways to decrease expenses through grants, bulk purchases, and partnerships.
  - e. Work with finance department to ensure that staff has reports and information needed to effectively manage their budgets.
  - f. Utilize the facilities assessment to develop a 15 year plan for capital improvement and preventative maintenance.
  - g. Investigate opportunities to utilize grants and programs for solar arrays on District facilities.
  - h. Oversee large capital projects to ensure that those projects are being run efficiently and effectively.

**Goal 6. To research opportunities and trends**

- Objectives:**
- a. Continue to address the minimum wage increase through program fees adjustments.
  - b. Work with staff to continually monitor and adjust program and service prices in accordance with policies and our mission and vision.
  - c. Work with staff to continue to identify and implement ways to make routine tasks automated via technology.
  - d. To encourage staff to continually look for ways to decrease expenses through grants, bulk purchases, and partnerships.
  - e. Work with finance department to ensure that staff has reports and information needed to effectively manage their budgets.
  - f. Utilize the facilities assessment to develop a 15 year plan for capital improvement and preventative maintenance.
  - g. Investigate opportunities to utilize grants and programs for solar arrays on District facilities.
  - h. Oversee large capital projects to ensure that those projects are being run efficiently and effectively.

**Ryan Gory**  
**Supt. of Parks and Planning**

**Goal 1. Plan and oversee capital improvement projects**

- Objectives:**
- a. Assist and oversee the central pool renovations

- b. Roof replacement at Admin David Johnston, Fire House, Memorial, Dream Center, and Stony Creek Driving Range
- c. Seal, crack fill, and stripe all parking lots.
- d. Install new pathway & lighting at Lewandowski.
- e. Replace theater seats at Oak View.
- f. Install new Ice Arena camera system
- g. Remove and replace 4 locker room doors, install electronic locks, and repair masonry at Ice Arena locker rooms.
- h. Install an access control system at Administration and Central Pool.
- i. Renovate Pavilion men's locker room.
- j. Renovate Oak View Playground with new play equipment, rubber surfacing,

**Goal 2. Beautify Facilities**

- Objectives:**
- a. Install a permanent shade structure at Centennial Pool concession deck.
  - b. Paint Fascia at Oakview.
  - c. Paint Outside of Salt Shed at Central.
  - d. Purchase and deploy better picnic tables.
  - e. Purchase and deploy additional plastic garbage cans.
  - f. Have colorful well maintained flower beds at facilities and parks.
  - g. Replace the mini golf carpeting at Stony Creek.

**Goal 3. Perform Preventative Maintenance to ensure our facilities and equipment are in peak condition**

- Objectives:**
- a. Inspect 2 splash pad activity pumps at Centennial to determine if they need to be rebuilt.
  - b. Pull and rebuild Centennial Flume Slide Pump.
  - c. Repair rubber playground surfacing at Worthbrook, Wolfe, Memorial, Dillon, & Columbus Manor
  - d. Replace the entire surface course of the surfacing at Centennial.
  - e. Replenish playground safety surfacing at: Wolfe, Eagle Ridge, Lawn Manor, Sullivan, Keeler, Lakeshore, Columbus Manor, Centennial, McVickers, Phillips, and Shubert parks.
  - f. Perform leak tests on Memorial splash pad & centennial flume slide piping.

**Shari Wolfe  
Maintenance Office Manager**

**Goal 1. To work with the Finance Dept. to update assets in AssetWorks**

- Objectives:**
- a. By entering Capital Projects for the years 2019 - 2021
  - b. By updating all fleet entries to make them current
  - c. By using data from MainTrac to better determine what areas the staff should focus on

**Goal 2. To digitize important documents**

- Objectives:**
- a. By scanning property titles and information and saving for all to access
  - b. By scanning fleet titles and information and saving for all to access

**Goal 3. To streamline payment to regular vendors**

- Objectives:**
- a. By working with Accounts Payable to create a list of vendors which Maintenance uses that are regularly paid and set amounts
  - b. By working with Accounts Payable to provide GL#s for the invoices for vendors which

have set amounts and are paid regularly

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**Deirdre White**  
**General Manager – Racquet Center**

- Goal 1. Update Sauna in Men’s locker room Summer 2022**
- Objectives:**
- a. Research options available for retrofitting heating elements into the existing sauna and best fit the following criteria
    1. The most cost-effective and energy-efficient
    2. Best fits our dimensions and needs for the sauna
  - b. Order and oversee the installation.
- Goal 2. Plan, design, and schedule install two custom-painted murals in the gymnastics area as photo opportunities for students/parents that just moved up to the next level. Summer 2022**
- Objectives:**
- a. Determine the best placement.
  - b. Determine the target audience and design for each mural.
- Goal 3. Update fitness facility at the Racquet Center Summer/Fall 2022**
- Objectives:**
- a. Clean out the storage room
  - b. Build a new wall and install a new entrance door to the storage room
  - c. Determine new flooring for the new area
  - d. Paint the ceiling in the new area
  - e. Research, purchase and install a new piece of equipment
- Goal 4. Strategic Plan Initiative #5 Program Service Evaluations 2-year goal**
- Objectives:**
- a. Work with the group as the leader to focus on and improve our program service Evaluations in the following areas meeting at least quarterly see SI Goals & Objectives#5 for more details.
    1. Patron/Program Survey- software, templates, training, best practice
    2. Quarterly/Yearly Program Evaluations- DA & CAPRA compliance, goal setting, and review, staff orientation
    3. Additional Patron Feedback Opportunities- facility feedback, QR code, memberships
- Goal 5. Update Batting Cages Summer 2022**
- Objectives:**
- a. Research, plan, oversee, installation of new long tunnel cages
  - b. Add hitting backdrop as a safety measure in two small cages
- Goal 6. Open Gym Events 2022-2023**
- Objectives:**
- a. Development of original theme, marketing, organization, implementation, and evaluation of the annual spring fling gymnastics show for school-aged participants.
  - b. Further development of family-centered Holiday-themed open gym event, marketing, organization, implementation, and evaluation of the annual Holiday gymnastics open gym for all ages.
  - c. Further development of Easter/Candyland theme, marketing, organization, implementation, and evaluation of the annual EGGcellent gymnastics open gym for all ages.
  - d. Development, marketing, organization, implementation, and evaluation of a family-centered Halloween- themed open gym event.
  - e. Development, marketing, organization, implementation 2023 August, and evaluation of

- a family-centered Super Hero-themed open gym event.
- f. Implement and evaluate the changes collected in the prior year's evaluation.
- g. Add Snapchat Filter, and Instagram as a marketing tool for Open Gym Events, and Spring Fling.

**Goal 7. Oversee the development of tennis and gymnastics websites to increase communications**

- Objectives:**
- a. Tennis website information will contain, special event info, results of league play
  - b. Gymnastics website information will contain special event info, team competitive results, relevant calendars/timelines

**Goal 8. Continue to further education as related to job responsibilities.**

- Objectives:**
- a. Attend State Conference for IPRA in January 2023.
  - b. Attend webinars and conferences related to job responsibilities.

**Goal 9. Plan, host, and coordinate with all gymnastics staff training at our facility**

- Objectives:**
- a. Coordinate Full-time staff and floor managers to design training for our staff.
  - b. Hold training in June 2022 and December 2022.
  - c. Send out weekly emails with training tips to Staff on Mondays in place of in-person spotting training.

**Goal 10. Further, integrate speedygrid.com rotation software into the Oak Lawn Park District for Gymnastics program**

- Objectives:**
- a. Work with gymnastics staff and support staff from speedygrid.com to integrate classes from VSI quarterly.
  - b. Continue to learn the speedygrid.com program to have it best fit our needs in the gymnastics department.

**Goal 11. Further, integrate Myskillchart.com online skill testing program into the Oak Lawn Park District for Tennis and Gymnastics curriculum**

- Objectives:**
- a. Continue training of staff on the process of evaluations of students
  - b. Addition of Girls Competitive Team skills videos to use for team tryouts as well as team-level mobility.
  - c. Addition of Boys Competitive Team skills and videos to use for team tryouts as well as team-level mobility.
  - d. Continued development of our youtube channel for skill criteria function for myskillchart.com.
  - e. Continue to educate parents on how best to incorporate myskillchart.com into their child's gymnastics or tennis education.

**Goal 12. Oversee Gymnastics full-time staff in developing the Gymnastics Floor Manager and Mentoring program**

- Objectives:**
- a. Develop floor managers' responsibilities and requirements
  - b. Develop a mentoring program for younger staff.

**Goal 13. Oversee the development of a quarterly maintenance program for the Racquet Center Facility. Assigned development to the facility manager and maintenance supervisor of the Racquet Center.**

- Objectives:**
- a. Tour facility looking for additional areas that need attention on an infrequent basis.
  - b. Develop and implement a schedule and a calendar of these items that have reminders in outlook calendar programs reminder to staff when to complete.



- Goal 14. Continue to work with VSI to have the RecTrac system work best for the Oak Lawn Park District**
- Objectives:**
- a. Attend core team meetings as a representative of the Racquet Center
  - b. Work with VSI to improve my knowledge of the system
  - c. Attend any available VSI training
  - d. Train, educate, and assist full-time/part-time staff about the system and any updates.
- 

**Dan Linde  
Racquet Center Manager**

- Goal 1. Finalize an accurate job description for Racquet Center Facility Manager**
- Objectives:**
- a. Discuss with General Manager what job assignments are crucial to the position.
  - b. Create new tasks to increase responsibility.
  - c. Finalize chain of command for Racquet Center.
  - d. Complete all duties on job description.
- Goal 2. Create a new racquetball membership with only automatic credit card billing to make sure all members are paying for their monthly membership.**
- Objectives:**
- a. Require all new racquetball members to put a credit card on file for automatic billing.
  - b. Ensure all credit cards are active and members are being charged monthly.
  - c. Communicate with new members to make sure they are aware of the billing process and setup a cancellation process.
  - d. Cancellation process should require a deadline to cancel by to avoid payment for next month
- Goal 3. Finalize the large scale maintenance list for the entire facility**
- Objectives:**
- a. Complete structure and organization of the list.
  - b. Sit with Maintenance Supervisor and General Manager to create deadlines for the each task.
  - c. Post list in visible area to ensure the tasks are being completed as required.
  - d. Maintain list overtime with adding new tasks as needed.
- Goal 4. Create new up-to-date front desk manual that matches current edition of Rectrac**
- Objectives:**
- a. Go through current front desk manual to see what needs to be changed.
  - b. Edit all old RecTrac systems pictures to the newer system.
  - c. Add more information over time as system updates.
- Goal 5. Reevaluate front desk staff to assure patrons are getting reliable help at all times**
- Objectives:**
- a. Edit current front desk training form.
  - b. Sit down with each front desk employee to retrain or evaluate each task on the list.
  - c. Check list to make additions as they arise – make memos for new additions.
- Goal 6. Restructure golf side of youth golf and tennis camp to have a structured program**
- Objectives:**
- a. Communicate with golf instructor what the goal of the camp will be.
  - b. Supply resources to make the camp fun while learning basic skills.
  - c. Help facilitate the golf side while making sure lunch is organized.
- Goal 7. Develop more knowledge of Rectrac system to help with figuring out any potential problems**
- Objectives:**
- a. Join more rectrac webinars to learn more about the system.
  - b. Work with General Manager to supply more help in solving system problems.
  - c. Assist with editing pricing, classes, Touch POS, Supergrid, and other areas.

- Goal 8. Take on more responsibility in preparing the seasonal brochures**
- Objectives:**
- a. Discuss with General Manager on what areas to help structure.
  - b. Work with General Manger on providing the correct information.
  - c. Find new ways to promote our Social Media pages and RC related pages on website to get quick information from looking at the brochure.
- Goal 9. Develop fitness survey/needs assessment for members to complete**
- Objectives:**
- a. Structure a survey to find out what fitness members think of the fitness center or what is needed in the fitness center.
  - b. Create poster for patrons to be able to scan and submit their answers with.
  - c. Analyze the results after a set period of time.
  - d. Provide logical solutions to the survey answers that stay within budgetary reason.
- Goal 10. Stay on top of marketing**
- Objectives:**
- a. Take pictures of each session of all programming being offered.
  - b. Work on how to get our social media pages more noticeable for patrons.
  - c. Take pictures of facility when empty and clean for promotional material.
- Goal 11. Organize a synchronized calendar with the front desk which displays each day's events (open gyms, drills, parties, etc) to minimize the amount of paper that is posted on the desk.**
- Objectives:**
- a. Communicate with General Manager on which events front desk staff should know about.
  - b. Create a sharable calendar with all events.
  - c. Ask IT to make calendar a synced calendar through Outlook to help desk staff be more aware of what is coming up on the facility schedule.
  - d. Will also clean up the need for printed material to be all over the desk
- Goal 12. Check supplies, forms, and log book weekly/reevaluate front desk organization to ensure staff has everything they need and know where everything is located**
- Objectives:**
- a. Set up reminders for how often supplies and copies need to be restocked.
  - b. Restock supplies/have supplies ordered or created to restock.
  - c. Remind staff where to find supplies when needed.
- Goal 13. Reorganize office and front desk filing cabinets**
- Objectives:**
- a. Clean out old papers and material that is no longer needed or used.
  - b. Stock areas with supplies to de-clutter other storage areas or give easier access to staff getting the needed supplies.
  - c. Monitor cabinets to avoid each from becoming unorganized.
- Goal 14. Assess weekend days to assure staff, programs, and patrons are satisfied/comfortable with how the building is operating without a direct supervisor there.**
- Objectives:**
- a. Communicate better with maintenance supervisors and front desk staff on how the weekends went – problems, unique situations, etc.
  - b. Set a scheduled amount of days for Facility Manager to work a weekend day.
  - c. Monitor the building during those days to make sure staff is completing their job.
  - d. Assist weekend staff with jobs as needed – parties, desk, maintenance.

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**Cate Coyle**  
**General Manager – Community Pavilion**

- Goal 1. Hire and onboard new rec supervisor**
- Objectives:**
- a. Recruit applicants on IPRA job board and through university representatives by May 2022
  - b. Interview and hire new application by June 2022
  - c. Maintain athletic leagues and programming so new supervisor will have the opportunity for a good start by June 2022
  - d. Spend 2 weeks performing one on one training with applicant to train them on park district and program operations by July 2022
- Goal 2. Increase revenue at the Community Pavilion to bring in additional revenue and offset the cost of inflation and minimum wage increase**
- Objectives:**
- a. Increase GSBS club rental fees by August 2022
  - b. Increase club and patron rental fees across the board by August 2022
  - c. Increase rim rental fees by August 2022
  - d. Increase satellite facility, room rental and party rental fees by August 2022.
- Goal 3. Purchase new equipment for the Pavilion Weight Room**
- Objectives:**
- a. Work with local vendors to find good quality and affordable equipment options by August 2022
  - b. Create a campaign to garner patron feedback to assist in the decision making process by September 2022
  - c. If necessary, assist in the facilitation of the bid process to purchase equipment by November 2022
- Goal 4. Promote the Community Pavilion Fitness Facility and amenities to new customers**
- Objectives:**
- a. Work with marketing department to update the website and make fitness options more easily accessible by September 2022
  - b. Work with marketing department to create a mailer that will be sent out to surrounding community by October 2022
  - c. Explore additional promotional options, like the utilization of Audio Fetch advertising on the app by December 2022
- Goal 5. Work with OLCHS and other art departments on mural project**
- Objectives:**
- a. Determine the best surface for the students to use by July 2022
  - b. Meet with art department to create criteria for students by September 2022
  - c. Create a description of the project with student expectations by September 2022
- Goal 6. Increase my level of professional involvement**
- Objectives:**
- a. Chair/Co-Chair the SSPRPA Facility Management Committee by July 2022
  - b. Join IPRA Facility Management Joint Section by June 2022
  - c. Serve as IPRA Facility Management Workshop panel speaker by September 2022
  - d. Attend IPRA conference by January 2023
  - e. Attend NRPA conference by September 2022
- 

**Shannon Nolan**  
**Pavilion Manager**

- Goal 1. Continue to re-grow Sports Camp post-pandemic**
- Objectives:**
- a. Work with the PR Director on ways to advertise to Residents and Non-Residents.

- b. Implement new team building activities at staff orientation, to get the counselors to know one another and start working together before camp begins.

**Goal 2. Continue to Improve on Youth Basketball League**

- Objectives:**
- a. Continue to offer the NYSCA on-line certification training for each youth sport league throughout the year, which is convenient for coaches. This is mandatory for at least one coach per team.
  - b. Continue to find ways to reach out to younger families to increase numbers for our youth leagues.

**Goal 3. Find ways to organize some of the paperwork in the facility and behind the front desk**

- Objectives:**
- a. Organize system of Membership Applications, Rim Rental Forms, etc. from binders to back office to storage.

**Goal 4. Find ways to improve court rentals and increase fees for renters and the general public**

- Objectives:**
- a. Assist the General Manager in getting the word out as to why fees need to be increased due to inflation and implement those changes.
  - b. Assist the General Manager in making expectations clear to our patrons.

**Goal 5. Continue to maintain my CPRP certification with professional development**

- Objectives:**
- a. Attend CEU workshops related to my position.
- 

**Ryan McGrath  
Athletic Supervisor**

**Goal 1. Gain CPRP certification**

- Objectives:**
- a. Talk with Cate and/or Delaney about if the park district covers certification fees, and how to do this
  - b. Register through NRPA
  - c. Continue studying for CPRP exam and get a test date set

**Goal 2. Boost co-rec softball registration numbers**

- Objectives:**
- a. Explore rule changes that could lead to higher registration (i.e. change leagues from 5 men/ 5 women per team, to 6 men/4 females per team)
  - b. Share ideas with co-rec captains and have them vote on whether or not they would like to implement a 6/4 rule change.

**Goal 3. Gain both formal and informal feedback from participants, supervisors and officials on ways to improve the delivery of our adult athletic leagues**

- Objectives:**
- a. Attend programs occasionally and talk with site supervisors and officials about what is working well and could be improved upon
  - b. Review the program evaluations and see if improvements to the survey items or distribution of surveys can be improved upon

**Goal 4. Reduce the number of late registrations for adult volleyball and basketball**

- Objectives:**
- a. Create captain email/call lists for each sport and send out reminders of registration dates two weeks before the end of the registration period.
  - b. Increase the late registration fee from \$10 to \$25 to incentivize teams to sign up on

time.

**Goal 5. Look into new adult athletic programs that could possibly be introduced to reach underserved residents, new users and provide additional sources of revenue**

- Objectives:**
- a. Research feasibility and demand for various adult sports leagues (i.e. flag football, women's basketball, 35+ basketball, soccer) etc. See what other park districts have been successful with and where unmet demand may exist.
  - b. Work with Justin Waters on a marketing strategy for new leagues that would be developed.
- 

**Brad Burke  
Athletic Supervisor**

**Goal 1. Maintain or increase concession stand sales from the 2021 season for the 2022 season**

- Objectives:**
- a. Compare prices at multiple stores to ensure that items are bought at the best available price.
  - b. Increase prices relative to purchase price for the new season
  - c. Communicate with beer distributor to offer different selections and specials, to drive sales.

**Goal 2. Increase the overall enrollment for our Tot and Youth Athletic Programs**

- Objectives:**
- a. Communicate and work with Justin to ensure programs are being advertised throughout the district (flyers, posters, social media, etc)
  - b. Work with SportsKids Inc to come up with program offerings that fit the needs of the community.
  - c. Create an email list with previous participants so reminder emails can be sent out about registration and class offerings.

**Goal 3. Create and Run an NFL Flag Football League**

- Objectives:**
- a. Partner with NFL Flag to run a league.
  - b. Work with Justin on promoting the league via flyers, posters, social media, website
  - c. Hire and train site supervisors to oversee leagues. Communicate with referee assignors to ensure qualified referees are overseeing games.
  - d. Create and follow a budget for this new league.

**Goal 4. Offer and run a Boys High School Indoor Soccer League**

- Objectives:**
- a. Reach out via email local high schools in the area to promote our league.
  - b. Encourage schools that may have enough boys interested to create multiple teams to increase numbers.
  - c. Communicate with local high school coaches to see what time of year works best for teams. Possibly moving the season to Winter/Spring to ensure teams are able to register.

**Goal 5. Obtain CPRP Certification**

- Objectives:**
- a. Choose a day to complete the test.
  - b. Study for test with study guides, practice tests, and flash cards.
- 

**Michael Sinkewich  
General Manager – Ice Arena, Performance Metrics Analyst**

- Goal 1. Continue to Expand on Success of Contract & Daily Rental Ice**
- Objectives:**
- a. Surpass the \$500,000 revenue mark for contracted ice slots
  - b. Maintain current yearly ice contracts with organizations & explore options to expand and solicit new contracts and new organizations
  - c. Monitor rental fees to continue to be competitive in market
  - d. Explore Catch Corner software and usefulness to rent daily spotlight ice slots
  - e. Explore the possibility of dynamic pricing for spotlight hours
  - f. Continue to standardize pricing for ice slots
- Goal 2. Develop, Adjust & Improve Team Operations At Ice Arena & Aquatics Facilities**
- Objectives:**
- a. Develop and adjust new roles for Ice Arena/Aquatics team
  - b. Ensure successful implementation of newly hired Recreation Supervisor position for Ice Arena & Aquatics
  - c. Oversee Ice & Aquatics Manager success with new role in front desk and special event development for Ice Arena
  - d. Assist Ice Arena Manager with new branding of rink front desk apparel
  - e. Oversee growth and development of Ice Technician and Facility Supervisor position
- Goal 3. Adjust, Expand & Improve Programming/Revenue Generating Opportunities At Ice Arena & Aquatics**
- Objectives:**
- a. Review and reimagine special events at rink with Ice Arena Manager
  - b. Review special event and rental opportunities at Aquatics facilities with Aquatics Manager, especially after Central Pool renovation
  - c. Implement new structure for Friday night Open skates that maintains/raises revenue and reduces DJ expenses
  - d. Raise skate rental and Friday night admission fees
  - e. Continue to expand and maintain inventory of rental skates
  - f. Build on prior year's success of SSAHL
  - g. Assess option for rented Brother Rice Locker Room space or initiate limited restart of concessions
  - h. Assess sponsorship opportunities for both Ice Arena and Aquatics facilities with Marketing team
  - i. Implement performance metrics practices to measure success of facilities
- Goal 4. Complete Ice Arena Facility Improvements & Develop Future Improvement Plans**
- Objectives:**
- a. Work with Maintenance Department to complete locker room door project
  - b. Work with Maintenance Department to complete security cameras project
  - c. Plan for successful scheduled shutdown in summer 2023
  - d. Plan and budget for future projects and facility upkeep needs, including research on ice resurfacer options
- Goal 5. Reassess "GO OAK LAWN" Community Health Movement**
- Objectives:**
- a. Determine program's future
  - b. If program continues, develop new committee represented by all facilities to help grow movement
- Goal 6. Continue Education Through Professional Development Opportunities**
- Objectives:**
- a. Obtain a CPO certification
  - b. Continue developing CORE Team meetings and plans
  - c. Become more involved with SSPRPA/IPRA Facility Committees
  - d. Research and join any ice rink management groups

- e. Continue to learn to drive the Zamboni & mechanics of the rink
  - f. Develop certification plan for self and team with U.S. Ice Rink Association Courses
  - g. Develop plan for team's continued professional development
  - h. Obtain a Food Handler's Certification, if concessions is restarted
- 

**Whitney DeBoer**  
**Ice Arena and Aquatics Manager**

**Goal 1. Lap Swim**

- Objectives:**
- a. Move all lap swim to Central pool as requested by patrons
  - b. Sell 30 Lap Swim memberships – \$2,924
    - 1. 15 early bird - Average of \$1,237 revenue
    - 2. 15 regular price – Average of \$1,387 revenue
    - 3. 50 walk up lap swim sales - \$300 revenue

**Goal 2. Rentals – ½ of 2019 reservations**

- Objectives:**
- a. Central Pool
    - 1. 10 rentals – Average \$2,275 Revenue
  - b. Centennial Pool
    - 1. 24 Rentals (2 per weekend) – Average \$10,700 Revenue
  - c. Splash Pad Rentals
    - 1. 48 Rentals (4 rentals/week for 12 weeks. Only one rental/day) – Average \$12,200 Revenue

**Goal 3. Increase DEI efforts at the pool and create a culture of inclusion on our team**

- Objectives:**
- a. Swim Suit Policy
  - b. Audit pool rules
  - c. Women's and Men's only swim
  - d. Update signage – inclusive signs with pictures and potentially QR codes

**Goal 4. Attend 75% of Friday In-services to practice lifeguarding techniques**

**Goal 5. Obtain my LGI certificate by May 2023**

**Goal 6. Update Training**

- Objectives:**
- a. Swim lessons – More intensive and swim coordinator to oversee every class
  - b. In-services – Planned and organized well and covers a variety of topics
  - c. Cashier Training

**Goal 7. Update Paperwork at Pools**

- Objectives:**
- a. Staff Manual
  - b. Create Safety Plan
  - c. Update EAPs

**Goal 8. Take patron feedback and implement changes for the 2022 summer season**

- Objectives:**
- a. Lap Swim
  - b. Jr Lifeguard course

**Goal 9. Employ a staff of...**

- Objectives:**
- a. Managers – employ 6 managers
  - b. Head Guards – employ 8 head guards
  - c. Lifeguards – employ 40 lifeguards total
  - d. Swim Instructors – employ 20 swim instructors
  - e. Cashiers – employ 10 cashiers

**Goal 10. Take over all front desk scheduling and management**

- Objectives:**
- a. Plan and run an Ice Arena all staff training focusing on expectations, safety, job specific training etc. for Fall/winter 2022

**Goal 11. Plan and execute special events**

**Goal 12. Learn how to do ice makes and drive the Zamboni by May 2023**

**Goal 13. Take over running the adult hockey league in Fall/Winter 2022 – co-run league with Ben**

**Goal 14. Freestyles**

- Objectives:**
- a. Look into moving freestyles to a self check-in/digital system? Asks them how many sessions they are staying for. Auto sends emails when they are running low on punches.
  - b. Create a fillable private lesson request form

**Goal 15 Exhibitions**

- Objectives:**
- a. Plan and Execute 2 successful exhibitions for the 2022-2023 season
    - 1. Increase spectator attendance
  - b. Summer Exhibition
    - 1. Enroll 30 Solos
    - 2. Enroll 5 duets
  - c. Winter Exhibition
    - 1. Enroll 30 Solos
    - 2. Enroll 12 duets

**Goal 16. Attend ice conference in 2022-2023**

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**Ben Stacy  
Recreation Supervisor**

**Goal 1. Obtain Professional Certifications**

- Objectives:**
- a. Earn a CPRP certified
  - b. Earn a AFO certified

**Goal 2. Network and become involved with professional organizations**

- Objectives:**
- a. Join SSPRPA Athletics committee
  - b. Join IPRA Recreations committee

**Goal 3. Swim Lessons (Summer)**

- Objectives:**
- a. Move all swim lessons to Centennial Pool
  - b. Offer 17 sessions of swim lessons for Splish Splash, Tiny Tots and Swim 1-5 each with additional sessions of swim level 6, diving, and adult swim lessons for a total of 127 sessions



- c. Average 8 participants in Splish Splash and 5 in all other classes for 800 total participants this summer

**Goal 4. Water Aerobics (Summer)**

- Objectives:**
- a. Offer 17 sessions of water aerobics/deep water aerobics with all offered classes running
  - b. Average 9 participants in each session of water aerobics/total aqua fitness for a total of 153 participants for summer

**Goal 5. Summer Splashes Swim Camp**

- Objectives:**
- a. Enroll a minimum of 15 campers

**Goal 6. Swim Lessons (Indoor)**

- Objectives:**
- a. Offer fall, winter, and spring swim lessons for Splish Splash, Tiny Tots, and swim 1-5 each with additional sessions of swim 6, diving, and adult swim lessons for a total of 52 sessions
  - b. Average 5-6 participants in each swim sessions for a total of 350 participants

**Goal 7. Water Aerobics/Lap Swim**

- Objectives:**
- a. Offer 3 sessions of water aerobic/lap swim each
  - b. Average 5 participants in each session of lap swim for a total of 15 participants
  - c. Average 10 participants in each session of water aerobics for a total 30 participants

**Goal 8. Group Lesson Enrollment (Ice Arena)**

- Objectives:**
- a. Summer 2022
    - 1. Total of 85 enrollments (Thursdays only)
  - b. Fall 2022 Session 1
    - 1. Total of 168 enrollments for all sessions (average 4 participants)
  - c. Fall 2022 Session 2
    - 1. Total of 210 enrollments for all sessions (average 5 participants)
  - d. Winter 2023
    - 1. Total of 250 participants enrolled for winter
  - e. Spring 2023
    - 1. Total of 228 participants enrolled for spring

**Goal 9. Assist with the planning and execution of special events including Friday Theme Skates**

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**Tracey Gallik**

**General Manager – Oak View Center, Executive Assistant to the Director**

**Goal 1. To assist the Director in maintaining relationship with Board members and serve as Recording Secretary for the Board**

- Objectives:**
- a. Respond to Board members in a timely manner.
  - b. Organize registrations and reservations for conferences, special events, etc.
  - c. Prepare monthly Board meeting information.

**Goal 2. To continue to assist with annual legal requirements**

- Objectives:**
- a. Provide administrative support for: display of budget, prevailing wage, and legal notices.
  - b. Serve as OMA and FOIA officer.

**Goal 3. To expand existing programs and initiate new special events**

- Objectives:**
- a. Research trends and offer relevant programs

- b. Brainstorm with supervisors to add new ideas and expand current ones.
- c. Introduce “meet and greets” for cast involved in theatre productions
- d. Evaluate current special events and add changes or expand offerings where needed.

**Goal 4. To improve theater operation efficiency and improve financial success**

- Objectives:**
- a. Adhere to season timeline in planning productions to budget accordingly.
  - b. Set schedule to upgrade equipment systematically.
  - c. Solicit more program sponsors.
  - b. Explore possibility of new ticketing system.
  - c. Offer incentives for season tickets holders.

**Goal 5. To provide professional leadership**

- Objectives:**
- a. Encourage teamwork and team building.
  - b. Be responsive to staff’s needs.
  - c. Give staff the freedom to work independently.
  - d. Show support by attending major special events and programs that staff have implemented.

**Goal 6. To attend additional professional development programs**

- Objectives:**
- a. Attend and participate in conferences.
  - b. Share knowledge with staff.

**Todd Mallo**  
**Facility Manager/Special Recreation Supervisor**

**Goal 1. To promote Special Recreation Programs among the Oak Lawn Park District, Community, and Schools.**

- Objectives:**
- a. Maintain Special Rec. display cases at Oak View Center
  - b. Continue open communication with area residential facilities. (Park Lawn, Garden Center)
  - c. To communicate with local schools. (Leisure Education)
  - d. To promote the benefits of parks and recreation in all events and publicity.
  - e. Update website with new activities that Spec. Rec. department is promoting.
  - f. Update Facebook fan page with Special Recreation information, also updated Instagram for all Oak View activities.
  - g. Utilizes Constant contact, Survey Monkey

**Goal 2. To keep open communication with Special Recreation Athletic Support Association (SRASA) and Volleyball for Charity (VFC) on fund-raising events for promotion.**

- Objectives:**
- a. Attend meetings
  - b. Help out with fund-raising in all Special Olympic sports
  - c. Promote Association to parents to be involved.
  - d. Assist in Fundraising events
  - e. Make awareness to parents on what SRASA’s goals and objectives are.
  - f. Assist in Fall Banquet

**Goal 3. To continue to improve Part-time Staff /Full time supervision and training**

- Objectives:**
- a. Hire / Train part-time staff
  - b. Continue to hold part-time staff evaluation to review policies, and procedures.
  - c. Improve Manuals
  - d. Increase Staff Training

**Goal 4. Maintain good working relationship with full-time and part-time Maintenance staff**

- Objectives:**
- a. Be involved with day to day involvement.
  - b. Hire and train any new employees
  - c. Continue to work on making Supergrid as correct as we can.

**Goal 5. Continue to update & maintain buildings (OV, Dream Center, & Little White)**

- Objectives:**
- a. Signage consistent with other park district buildings.
  - b. Change display cases on a regular basis.
  - c. Assist in ADA updates.
  - d. Schedule Oakview, dream center, little white floors for wax.

**Goal 6. Continue professional and administrative involvements**

- Objectives:**
- a. Continue professional involvement (IPRA, TR-Section, SSPRPA, PDRMA)
  - b. Continue to be involved in comities (Day Camp Workshop, Facility Managers meetings.)

**Goal 7. Programs/Clubs/Other**

- Objectives:**
- a. Leisure Education program for Reavis High School, & Argo High School.
  - b. Continue to provide programs for Residents & Coop residents that have been successful in the past.
  - c. Continue to be involved in village activities. (Parade, Cops on Top) Bridgeview P.D.
  - d. Continue relationship with Oak Lawn Fire Department
  - e. Continue to Evaluate/ change programs to challenge participants.
  - f. Open relationship with all clubs and renters.
  - g. Partner with National Wheelchair Softball Association, LWSRA, and Windy City Thunderbolts in planning 2022 national tournament.

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**Jacqueline Canty  
Special Recreation Supervisor**

**Goal 1. Continue to ensure relevant services within Special Recreation Summer Day Camp**

- Objectives:**
- a. Provide updated trainings for counselors, site directors and coordinators that will include disability awareness, behavior management tips & expectations.
  - b. Camp staff will resume attending 2022 SSPRPA Day Camp Workshop to gain valuable information to bring back to our programs.
  - c. Include a team building day with camp training to ensure the staff are comfortable working together & with our campers.

**Goal 2. Continue professional and administrative involvements**

- Objectives:**
- a. Continue professional involvement through membership with IPRA & SSPRPA.
  - b. Continued participation in career fairs, family nights, etc at local school districts to advertise our programs to the specific group the event targets.
  - c. Present at the SSPRPA Day Camp Workshop on behavior management and how to facilitate difficult conversations.

**Goal 3. Be proactive regarding programming updates & additions**

- Objectives:**
- a. Utilize other Special Recreation department offerings to ensure relevant/competitive programming is offered.
  - b. Be consistent in evaluating participants after each session to ensure their needs are being met, programs are enjoyed, and to obtain their suggestions for future programs.
  - c. By communicating with our current early childhood inclusion participants & their

families, we will inquire about the interest in offering special recreation (self-contained) parent & tots programming, music therapy, etc.

- d. Continue to provide 7-10 virtual programs each week.
- e. Continue to offer Sensory Santa (December) & introduce Sensory Easter Bingo in Spring 2023.
- f. Continue to grow Special Recreation University by getting involved with local school districts & having our flier distributed at transition IEP meetings.

**Goal 4. To continue to see growth within the Salute to Health Veterans Program post COVID-19**

- Objectives:**
- a. Through input from evaluations & veteran's comments, continue to provide high-interest, low cost monthly socials.
  - b. Maintain professional relationships with other veteran service providers
  - c. Offer fitness challenges within the program for all veterans to participate in & increase their fitness.
  - d. Restart our monthly socials for veterans & their families

**Goal 5. To continue to spur creativity & compassion within the Special Recreation Department**

- Objectives:**
- a. Build relationships among peers (i.e. staff, coworkers, volunteers) that foster collaboration & discussion of new ideas in a safe & open environment.
  - b. Appreciate & showcase the unique perspectives, skills and experiences that each staff member brings to the team.
  - c. Discover & solve the problems that prevent staff members from performing at the highest level of success.
- 

**Dawn Farrell  
Dance Supervisor & Coordinator**

**Goal 1. Relaunch season ticket holder subscriptions**

- Objectives:**
- a. Send out letters to our current season ticket holders
  - b. Pull patron email addresses from ShowTix4U and email letters.
  - c. Blast a survey link on social media platforms asking for contact info for those interested in purchasing season tickets.

**Goal 2. Get local businesses to purchase ads for our full season.**

- Objectives:**
- a. Visit businesses in person and pass out our new ad letter.
  - b. Target small businesses by advertising ad availability in local FB groups such as: Moms of Oak Lawn, Oak Lawn Talk of the Town, Families of Oak Lawn, Stand Up and Support Local Small Businesses.
  - c. Offer an opportunity for former and current cast members to get seasonal ads from their family owned businesses.

**Goal 3. Get more patrons to follow and/or like us on social media**

- Objectives:**
- a. Utilize *On the Stage* to help with our Social Media needs.
  - b. Actively engage with our current followers.
  - c. Use hashtags and follow relevant accounts

**Goal 4. Offer more dance programs during our off time**

- Objectives:**
- a. Add a 6 week session in between Recital and Summer.

- b. Offer specialty dance events throughout the year: Guest Teachers, Parent's Night Out, Christmas Break Dance Camps, Holiday Themed One Night Events for: Halloween, NYE, Valentine's Day, St. Patrick's Day.
- c. Offer a Dance Team Audition workshop prior to auditions.

**Goal 5. Get more patrons to follow and/or like us on social media**

- Objectives:**
- a. Utilize *On the Stage* to help with our Social Media needs.
  - b. Actively engage with our current followers.
  - c. Use hashtags and follow relevant accounts

**Goal 6. Sell more merchandise**

- Objectives:**
- a. Offer more than just clothing: water bottles, stickers, car decals, dance bags, garment bags etc.
  - b. Give more opportunities to purchase merch. Sell at our Halloween and Christmas performances. Place an order in time for Christmas so patrons can purchase our merch for Christmas gifts. Set up on-line store.
  - c. Get our patrons involved. Either a contest to design some merch or allowing them to vote on a design. Patons will feel invested in the outcome. It will ensure we're creating a design our students will actually want to buy and wear.

**Goal 7. Decrease expenses**

- Objectives:**
- a. Look into a more reasonably priced recital venue.
  - b. Go 100% paperless; from notes home to Recital Programs.
  - c. Utilize interns more.

**Ron Badali**  
Accounting Manager

**Goal 1. Become proficient in all areas of responsibility for the Superintendent of Finance role in order to successfully manage the Finance Department of the Park District including the annual functions of audit, tax levy, GO Bond, budget process, etc.**

**Goal 2. Hire and train a new Accounting Manager to assist in the day-to-day operations of the Park District as well as establish their responsibilities for monthly, quarterly and annual reporting and audit process**

**Goal 3. Manage the District's cash position as we begin a very aggressive Capital Project year which will include funding assessment of annual GO Bond, Tax Levy and expected delay in Cook County property tax receipts during the 2<sup>nd</sup> and 3<sup>rd</sup> quarter of 2022-23**

**Goal 4. Build a solid rapport with Park Board members by providing informative materials and reports to allow them to fully engage the finances of the Park District as well as correspond with each member about all questions and inquires they present**

**Goal 5. Oversee the full implementation of the front desk, A/P and Payroll responsibilities for our newest staff in order to create an efficient and effective business office environment**

**Goal 6. Continue to implement procedural changes which will help to reduce need for physical paper**

documents for A/P and payroll in order to become more effective and save expenses for copies and physical storage

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**Delaney Harty**  
**Human Resource/Safety Manager and Volunteer Coordinator**

**Goal 1. Go Live with HR digital software to automate Personnel Management**

- Objectives:**
- a. Develop staff introduction to benefits, inputs, and procedures through a formal roll-out by creating a manual for usage
  - b. Build hiring paperwork into Bamboo platform for FT Supervisors to utilize
  - c. Utilize HR Management software for digital signatures and tracking training dates
  - d. Begin to utilize a hiring feature of software more regularly

**Goal 2. Integrate Payroll Administrative Assistant position to be more involved in other related areas in addition to running payroll**

- Objectives:**
- a. Teach new position new hire processes and transfer that responsibility
  - b. Teach new position creation of employee profiles in different software and where their responsibilities lie
  - c. Teach new position how to make payroll tax payments and payroll deduction adjustments

**Goal 3. Build network within HR/Safety Areas**

- Objectives:**
- a. Join and partake in IPRA HR group webinars and meetings
  - b. Meet regularly or utilize PDRMA as a reference point; Lindsey Robertson
  - c. Continue monthly safety committee meetings within OLPD

**Goal 4. Look into other Volunteer Management Systems**

- Objectives:**
- a. Get input from other districts on which software is being used
  - b. Clean up volunteer portion of website to be more direct/user friendly
  - c. Potentially use personnel management software for storage of volunteer information

**Goal 5. Familiarize and improve and/or confirm staff policy and procedure**

- Objectives:**
- a. Look at potential benefit opportunities that are appealing to current and future staff in order to retain and attract staff by staying competitive
  - b. Clarify certain policies through dissecting them and keep all staff on the same page
  - c. Better familiarize myself with employment laws and other areas of HR through research and education opportunities this upcoming year.
-

iii. Evaluation Form



Program Services Evaluation

Date completed

Program Evaluated: \_\_\_\_\_ Session: \_\_\_\_\_

Submitted By: \_\_\_\_\_

Program Description: \_\_\_\_\_  
\_\_\_\_\_

Program Evaluation Summary: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Trends: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Program Broad Goals: \_\_\_\_\_  
\_\_\_\_\_

Program Objectives: \_\_\_\_\_  
\_\_\_\_\_

Program Provided in Partnership with: \_\_\_\_\_

Program Patron Base: \_\_\_\_\_

Basic Equipment: \_\_\_\_\_  
\_\_\_\_\_

Special Equipment: \_\_\_\_\_

How Program Aligns with Strategic Initiatives: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

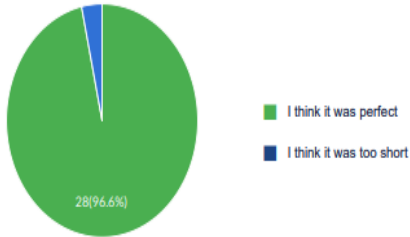
Program Staffing: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



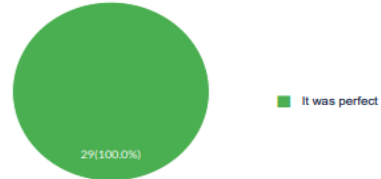


## vi. Program Survey Result Example

How did you feel about the timing of the event 11:00am - 2:30pm?



How do you feel about the date of the event? (1 week prior to Halloween)



Additional comments on the date of the event...

Na  
perfect day

Additional comments about timing...

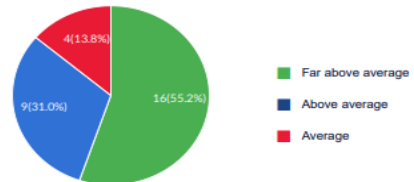
I had signed up for the 2pm time slot. I have 4 under the age of 6. I checked in at 2:20 because it was extremely difficult getting all the kids in the car at the moment in time. When we checked in, I was told that I would have to race through the program because I was late and the last person (I was not the last person, other people were behind us and one large group checked in right in front of me). I was also told there might not be enough pumpkins because I was so late. When I went back to my car to get a stroller for my 2 year old who decided he didn't want to walk anymore, I heard the same staff member talking about me checking in so late. I did not realize that it ended at 2:30 so I am very sorry about that.

Could have started as early as 10 for kids still taking a nap.

Loved that we could sign up for the time to keep long lines from forming. If it started at 10 or 10:30 might be even better!

It was awesome! Very impressed and my daughter loved it!  
perfect timing staggered. great for the event.

How do you feel about the layout of the event?



Additional comments on the layout of the event...

The flow was great, you just kept walking along the path.

This even was absolutely wonderful!! I have told everyone I could about how awesome this event was. Everything was amazing and my kids are still talking about it!

Wow! The actors were brilliant and the colors and exhibitions were incredible. The activities were appropriate for multi-age kids.

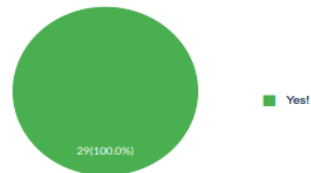
LOVED the layout. 2nd year attending and we enjoyed that there were different activities and themes as well.

The layout was amazing and a great idea!

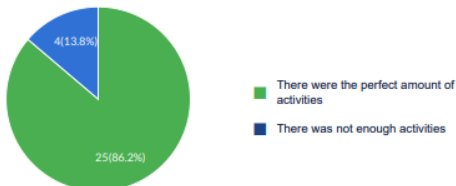
Na

love the use of the space

Would you like to see this event again next year?



Do you feel there were enough activities?



Additional comments on what you would like to see for next year...

A fire truck would be cool for the kids

Love this event and everything and idea that you all come up with such great ideas and themes and activities!

A few more stops along the way.

Na

can't wait for next year

Please rank the activities in the order you most enjoyed them.

29 Responses

Answer	Total score	Overall Rank
Rainbow Road	112	1
Pirate Ship	112	2
Hocus Pocus	107	3
Scooby-Do	85	4
Jurassic Park	84	5
Howl-o-ween Skee Ball	76	6
Tractor Cemetery	74	7
Pumpkin Pick-Up	70	8
Popcorn/Hot Chocolate	45	9

Additional comments on activities...

The perfect number of activities for my 4-year-old

Again, can't say anything other than wonderful things about this event. I have recommended to many people.

My daughter loved the activities and the walk between them. She didnt want it to end.

Na

wonderful

<b>In what ways did your family benefit from this event?</b>
We look forward to this event every year! It is so wonderfully put together and the kids have a blast.
It's was so fun! My kids always enjoy and look forward to this event each year.
We got to be outside in nature enjoying time with our neighbors.
It's a fun and inexpensive way for our daughters to get dressed up and have some fun activities for Halloween, and to be outside.
My 6 year old was fighting me that he didn't want to go because he thought he was too old for this. After the event when we got back in the car, he thanked me for making him go because he had so much fun. He has shown all of this friends his treasures from the pirate's ship and wanted to see all the pictures I took because he thought it was so cool!
This was our first time with my little one and my niece and we all enjoyed ourselves.
Kept the toddler entertained.
My 2.5 year old had fun! She loved the scooby doo section with the magnifying glass and the rainbow section. Some games were a little advanced for her, but we just modified them.
Joyful experience for our 3 year old. It was so nice it brought tears to my eyes. I had to rank Scooby doo 6, but that scavenger hunt was incredible.
We all were able to spend a beautiful day outside with each other and the kids had a wonderful time at the event playing activities and getting excited for the different themes!
It was so fun and a great idea to have it outside at Wolfe.
Perfect timing
My daughter loved each activity. It was very well ran and we will certainly attend next year!
They got a pumpkin and some candy/toys
we got to spend a nice day together as a family doing wonderful events.
We got to spend some fun time outside with cousins
This was our 3 year old's first "big" Halloween event and it was the perfect size for him! I liked that we could keep our own pace and there was a lot for him to do. Everyone was very nice and patient. We had a lot of fun!

<b>What could/can be done to improve the event?</b>
More activities and the smores from last year
This event was perfect as far as I am concerned. I have been raving about it since Saturday. My daughter had a ball. I am very grateful to the park district for putting on such a fun, exciting family activity.
lady in the front handing out wristbands seen me and my children waiting in line and took another person who came after me, making me wait even though she seen me and told me it would be a minute before she could check us in.
For the smaller activities/stations at the end, maybe just more signage so you know you're still going the right way.
Longer hours if possible!
everything was perfect
My kid had fun so no real complaints. Just wanted to mention the flier I had said pumpkin painting and crafts and bonfire but the event didn't have those things.
Add a fire truck. Popcorn machine for fresh popcorn. Could make pumpkin patch cuter with some haystacks, scarecrows, maybe a photo prop.
Not sure - it was really great!
NA
Nothing - loved it all and the creativeness
More activities for older kids, felt like the games were a little too easy for my 7 year old.
honestly I thought it was perfect everyone was so helpful and nice and accommodating. I would pay more for the event if some of the prices were better than just candy here and there

## **v. Participant and Spectator Code of Conduct**

### **BEHAVIOR CODE OF CONDUCT**

The Oak Lawn Park District is committed to providing an atmosphere of hospitality, civility and respect. We dedicate ourselves to the safety and well being of both staff and participants/patrons. All participants are expected to exhibit appropriate behavior at all times. The following guidelines have been developed to help make our programs safe and enjoyable for all participants. Additional rules may be developed for specific programs as deemed necessary by staff. You must be respectful to all participants, staff, and volunteers. Participants should follow program rules and take direction from staff.

If a person is:

- ignoring directions and/or requests from staff
- using vulgarity
- making remarks of a personally destructive nature towards any other person (employee, volunteer or patron)
- restricting or preventing someone of free movement

If anyone's actions are:

- of a physical, spoken or written act of abuse
- of a violent nature
- considered harassment
- considered intimidation
- considered extortion

Immediate disciplinary action may be taken regardless if the act is deliberate, intentional or unintentional. Appeals by the participant/patron should be directed to the Facility Manager. The manager will supply a current chain of command for the appeals process.