



Oak Lawn Park District *Strategic Plan*

UPDATED FEBRUARY 2025



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.

VISION STATEMENT

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

CORE VALUES

STEWARDSHIP

Effectively administer environmental policies and programs to expand open space and conserve natural resources for present and future populations.

INTEGRITY

Develop and maintain recreational facilities and parks to meet current and future needs and adhere to a standard of values.

RESPECT

Provide staff with a working environment that promotes dignity and fosters personal and professional growth.

ETHICAL

Effectively administer the revenues and expenditures to maximize.

INTRODUCTION

Driven by our mission statement, this strategic plan is the blueprint for the implementation of the Oak Lawn Park District's vision and is guided by our fundamental directives. It is our hope that this plan will guide our services with resources that are available to us. This plan is a flexible and dynamic tool to facilitate systematic and holistic thinking about the Oak Lawn Park District.

STRATEGIC PLAN GOALS

With continued commitment to our residents, the Oak Lawn Park District adopted the following goals and objectives. These goals will ensure we stay on course with our mission of enhancing the quality of life through positive experiences in parks and recreation in our community.

COMMUNITY INPUT

As a tax supported agency, the Oak Lawn Park District believes that input from our participants is imperative. We need to know and understand our patrons preferences and expectations.

We achieve this by utilizing the following assessment techniques:

- Program evaluations from participants
- Individual and household surveys
- Neighborhood group meetings for park renovations
- Staff input and execution

THE BENEFITS OF STRATEGIC PLANNING INCLUDES:

- Focusing the District's resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing taxpayer value, and achieving measurable outcomes.
- Creating a planning and implementation system that is responsive, flexible, and disciplined.
- Encouraging cooperation and support among all Park District departments.
- Reinforcing the continued improvement of the environment of the District.
- Empowering employees by providing them with the authority to fulfill planning activities.
- Providing for more seamless internal and external customer service.
- Defining and describing the District's key strategies. As a result, employees and residents know where the District is headed.

STRATEGIC PLAN INITIATIVES FY 22/25

STRATEGIC INITIATIVE: To ensure the opportunity of recreation for all through the scope of diversity, equity, and inclusion.

Objectives:

- Internal assessment of District policies and practices.
 - Create a District statement on our goals for Diversity, Equity, and Inclusion.
 - Develop and distribute an internal staff survey for full-time and part-time staff to see if district is meeting the needs of staff.
 - Review results and create an action plan to address opportunities for improvement in the scope of diversity, equity, and inclusion.
 - Research and setup staff trainings to educate staff and introduce new policies & best practices.
- External assessment of meeting community's and surrounding communities' needs.
 - Research opportunities to reach out to non-users and users of District's offerings to ensure we are meeting the needs of everyone.
 - Reach out directly to diverse user and non-user groups by meeting them out in the community
 - Review results of research conducted with users and non-users of District offerings and create and action plan to address any deficiencies in the scope of diversity, equity, and inclusion.
- Address actions that will assist in the District's mission of being inclusive and equitable to all.
 - Conduct an internal assessment of current programs and policies to highlight areas where we can adjust to better meet the needs of all.
 - Establish partnerships with local community organizations focused on diversity and inclusion.
 - Review and update signage, language, and practices of communication with the community.
 - Research and develop opportunities to supplement the costs of district services so that all community members have access to recreation.
 - Review opportunities to diversify vendors utilized throughout the district.



STRATEGIC INITIATIVE: To improve internal communication.

Objectives:

- Create internal communication guidelines
 - Work with Technology Team to update contact lists/intranet
 - Update phone directory, cell phone list, email addresses and email distribution lists
 - Establish best contact for full-time staff during week/weekend specified.
 - Clarify connected apps: Research new ones, work with Technology Team to find best options, reach out to other agencies and see what works best for them
 - Slack, Group Me, Remind etc.
- Create online resources
- FAQ's for programs:
 - FLASH, Day/Sports Camp, Dance etc.
 - Create District-wide events calendar so we are not double booking, aware of programs to share with community at our facilities)
 - This will require working with the Marketing Team to post on to the website
 - Send out weekly email to staff with updates from each facility with upcoming and new program information, special events, important registration notes, etc.
- Resurrect "Lunch and Learn"
 - Roundtable discussion to share district news on projects, plans and programs.
 - Formalize a work flow process where affected departments sign off at various stages of project development and implementation.

STRATEGIC INITIATIVE: To drive people to the Oak Lawn Park District website.

Objectives:

- Add and update content and photographs for all program and facilities areas.
- Staff to review their content pages and provide edits once per month.
- Review analytics on a quarterly basis with Management Team.
- Add QR codes and/or shortened links on all marketing materials.



STRATEGIC INITIATIVE: To ensure the opportunity of recreation for all through the scope of diversity, equity, and inclusion.

Objectives:

- Create district-wide recruitment strategies for departments and program areas to use when struggling with incoming applications.
 - Build a formal Referral Program to utilize when supervisors are not receiving new applications.
 - Work with Marketing Team on updating and improving the job postings section of the website to be more user-friendly and enticing to potential applicants.
 - establish a recruitment database of local contacts to set up opportunities to visit schools, campuses, and do further on site recruiting.
- Create district wide retention strategies for departments and program areas
 - Clean up and advertise our current employee benefits for full and part time staff.
 - Design an employee recognition strategy based upon performance, and not length of service.
 - Find a business to partner with in Oak Lawn to provide employee recognition gift cards of some sort.
- Streamline the onboarding and training process for new staff.
 - Generate a training checklist and/or archives of all major trainings district staff undergo to alleviate supervisor's coverage and so that supervisors can focus on program specific training.
 - Track trainings through Bamboo to be more accountable on renewals.
 - Digitize all hiring paperwork through Bamboo to make onboarding more efficient.



STRATEGIC INITIATIVE: Program Service Evaluations

Objectives:

- Patron/Program Survey
 - Choose new program survey software (survey monkey, checkbox, google forms etc.)
 - Create template surveys for programs including form language, sample questions, survey formatting
 - Create best practice information for program surveys, including appropriate number of questions, determining when to send program surveys to patrons, determining which patrons should receive program surveys, receiving staff feedback on programs etc.
 - Train program staff on the new survey software and best practices so we receive the most helpful feedback from patrons regarding our programs and services
- Quarterly/Yearly Program Evaluations
 - Determine program evaluation content needed for Illinois Distinguished Agency & CAPRA compliance
 - Create an updated, fillable, program survey that contains valuable, program specific information that will be helpful for goal setting & program review. This includes changing language or other financial information on the program survey so it is easier to understand and interpret.
 - Meet with Leadership Team to collaborate on what information is helpful on the program evaluations and how to complete the evaluations for a more uniform program evaluation process.
 - Create a staff orientation/training document regarding program evaluations that includes how to fill out the program evaluation, where to find metrics for financial and enrollment data, how often program evaluations are completed for specific programs etc.
- Additional Patron Feedback Opportunities
 - Create a live facility feedback survey where patrons can give feedback on their visit to the facility at any time. This feedback would be relayed to facility GMs so we can address problems or successes that are shared quickly, instead of waiting until quarterly reviews of programs and facilities.
 - Create a QR code sign for patrons to scan to be able to complete the survey quickly.