



PARK DISTRICT of OAK PARK

**Park District of Oak Park
Local Government Efficiency Task Force Meeting
Hedges Administrative Center
218 Madison Street, Oak Park, Illinois 60302
Directly following the Committee of the Whole Meeting**

AGENDA

I. Roll Call

II. Introductions and General Review

- a. Discussion of the Annual Reports (2019-2022)***
- b. Discussion on the Strategic Plan (2022-2024)***
- c. Discussion on the Administrative Policy Manual (2022)***
- d. Discussion on the Personnel Policies (2022)***

III. Adjournment

* Indicates information attached.

The Park District of Oak Park welcomes the opportunity to assist residents and visitors with disabilities. If you need special accommodations for this meeting, please call (708) 725-2017 or via email at Edith.Wood@pdop.org.

In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.



Annual Reports (2019-2022)

Park District of Oak Park

218 Madison Street ▪ Oak Park, Illinois 60302 ▪ ph: (708) 725-2000 ▪ fx: (708) 383-5702 ▪ www.pdop.org

2019: A Year of Growth

The Park District of Oak Park conducted a random sample **community survey** in 2019 to take the pulse of our community. This survey, taken every five years, measured our residents' satisfaction with our parks and program offerings, identified unmet parks and recreation needs and established priorities for the future development of parks and recreation facilities, programs and services within the community. **We learned** 92% of our community visited a park or facility in the past 12 months. We also learned residents are pleased with the overall value they receive from the Park District, rating the PDOP at 8.0 on a 0-10 scale.

Our residents want more community events and the Park District continues to respond with numerous new free events including Trunk or Treat, Telescope Nights, Walk with a Doc, and Neighborhood Nights. Due to demand we also offered Preschool Parent Coffees to provide a platform for parents to meet and discuss various topics. Of course we continued to offer such traditional events as concerts, movies and Fall Fest.

The misconception that the Park District is only for kids continues when, in fact, the District offered more adult and senior programs than ever in 2019. In one week, a record 450 exercise enthusiasts participated in our 50+ weekly fitness classes. With the purchase of Dole Center and the merging of the Senior Citizen Center of Oak Park River Forest with the Park District, we sold over 170 Active Adult Memberships and offered 30+ new adult and active adult programs at Dole Center, including Lapidary Art, pictured right.

In response to community feedback from the survey and other evaluation tools, the Park District rolled out a new registration system, SmartRec by Amilia, for our winter registration. Early surveys and feedback indicate our residents are pleased with the new system, finding it easier to navigate and register for programs.

Awards & Recognition

- The Park District earned the **Illinois Distinguished Accreditation Award** demonstrating sound management practices in providing quality park and recreation services to the community.
- For the 10th year in a row, the Park District received the **GFOA Distinguished Budget Presentation Award**.
- For the 4th year in a row, the Park District was recognized with IAPD's **Best of the Best Award for Green Practices**.



annual report

Capital Projects & Green Initiatives

- **\$400,000** OSLAD grant was secured for the renovation of Stevenson Park
- **32** new trees were planted in our parks
- **\$577,000** grant from the Clean Energy Community Foundation for the Carroll Center Expansion Project
- **6** dedicated pickleball courts were installed at Barrie Center
- **\$30,000** grant from the Kott Memorial Trust was received for the purchase, installation and staffing of a computer lab at Dole Center
- **\$2,500** was awarded to the PDOP for 2 safety grants
- **20%** decrease in electric and natural gas usage system wide in 2019

Historic Properties

- **90th** Birthday Party held for Oak Park Conservatory
- **40,000+** people of all ages and origins visited the Oak Park Conservatory
- **50** birthday parties with 700+ children were celebrated at the Oak Park Conservatory
- **89** weddings, celebrations and private/corporate events were hosted at Cheney Mansion
- **900+** guests enjoyed events at Pleasant Home
- **122** year old front porch steps were restored at Pleasant Home in late fall

Recreation

1 Pop-Up Bike offering free programs was introduced around town by the rec dept.

700 participants enjoyed the first-ever "Trunk Or Treat"

200 youth participated in the new pre-camp care program

250 dancers performed in the Spring Dance Recital

49 Oak Park residents participated in 25 Special Olympic sports programs

450 people attended one week of fitness classes in November, a record!

50 attendees enjoyed Preschool Parent Coffees throughout the year



Administration & Technology

- **1** new registration system, SmartRec by Amilia, was introduced
- **1** community survey was conducted to take the pulse of Oak Park residents
- **38,012** program registrations
- **14,077** passes sold
- **7,355** household served through programs and passes

Special Facilities

- **1,762** registrants learned to swim
- **51st** Annual Ice Show featured 274 PDOP skaters
- **3,188** soft service ice cream cones were sold at Rehm Pool
- **5th** Anniversary of the RCRC renovation was celebrated in July
- **8,012** pairs of skates were rented

Partnerships

5 residents received Community Service Awards including *Gary Cuneen, Renee Davis, Frank Heitzman, Maria Kunigh, and Margaret Scully*

- **750** children and adults enjoyed events during the first ever "Screen Break Week," a community collaboration.
- **1** merger of the Senior Citizen Center of Oak Park River Forest with the Park District
- **3,216** people visited Burbio.com to check community event calendars from Oak Park schools, Park District, Library, Township and Village

Marketing & Outreach

- **\$71,432.37** in scholarship funds were redeemed in 2019
- **4** postcards were delivered to all Oak Park households promoting adult programs
- **84,485** pdop.org page views
- **10** community outreach events were attended by PDOP staff
- **12** Conversations & Coffee were held at parks and facilities

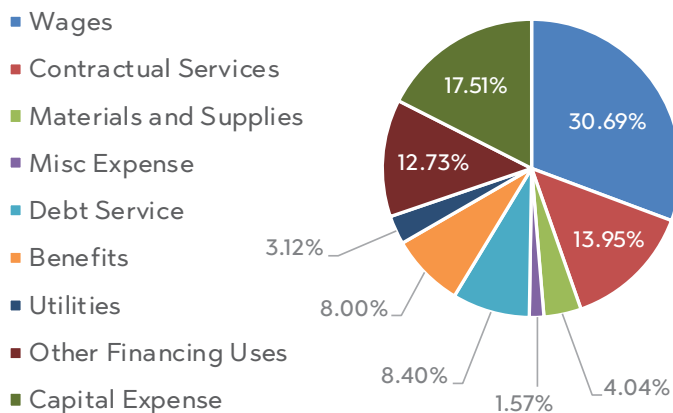


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of OAK PARK

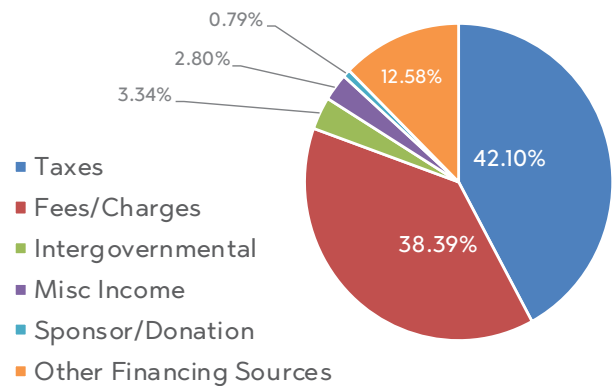
Where does your TAX dollars go?



2019 Expenses



2019 Revenues



Enrollment Stats

	2018	2019
Adult Athletics	1,271	1,260
Frank Lloyd Wright Races	1,728	2,128
Community Programs	5,315	5,270
Active Adults	569	1,303
Early Childhood	1,315	1,181
Visual and Performing Arts	3,173	3,104
Health, Fitness, Martial Arts	1,532	1,521
Gymnastics	5,440	5,393
Ice	5,815	5,979
Aquatics	1,925	1,872
Teens	910	991
Youth Athletics	5,629	5,572
Nature/Environmental	2,120	2,528
Total	37,165	38,102

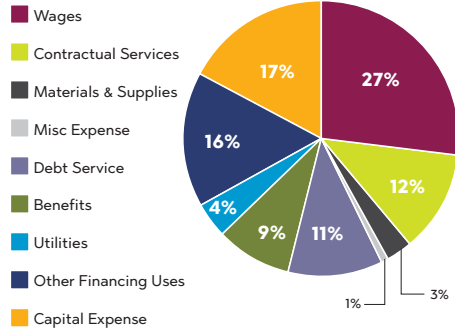
Program Participation by Year

2016	31,739
2017	34,012
2018	36,742
2019	38,102

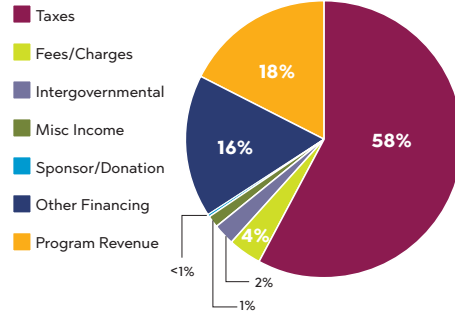
Pass Sales

2016	13,662
2017	13,873
2018	16,467
2019	14,077

2020 EXPENSES



2020 REVENUES



WHAT DO YOUR TAX DOLLARS SUPPORT?



*ENROLLMENT STATS 2020

Activity	2020	2019	2018
Adult Athletics	156	1,260	1,271
Frank Lloyd Wright Races	652	2,128	1,728
Community Programs	2,329	5,270	5,315
Active Adults	211	1,303	569
Early Childhood	200	1,181	1,315
Visual and Performing Arts	829	3,104	3,173
Health, Fitness, Martial Arts	1,687	1,521	1,532
Gymnastics	1,145	5,393	5,440
Ice	3,255	5,979	5,815
Aquatics	151	1,872	1,925
Teens	155	991	910
Youth Athletics	1,518	5,572	5,629
Nature/Environmental	2,018	2,528	2,120
Total	14,306	38,102	37,165

*PROGRAM PARTICIPATION BY YEAR

2020	14,306
2019	38,102
2018	36,742

*PASS SALES

2020	2,740
2019	14,077
2018	16,467

* Program participation and pass sales were significantly impacted by the COVID-19 Pandemic. No spring programs were held, pools did not open, camp offerings were reduced and the fall season of classes were paused and eventually cancelled.



2020 ANNUAL REPORT

The Park District of Oak Park had many achievements in 2020 in spite of the challenges that COVID-19 brought to us. We **realigned programs and camps to meet the continuously changing State of Illinois COVID guidelines** to ensure the safety and well-being of all of our participants while continuing to offer innovative and exciting programs and events for all residents. Pre-registration was introduced for many of our activities to socially distance groups and adhere to capacity guidelines such as public skate, The Great Pumpkin Smash and Fright at Night. Other activities headed outdoors such as fitness programs, Visits with Santa, and the Winter Greens Market. And still **other programs went virtual** including Preschool Zoomers, Martial Arts, Conservatory lectures, and many Cheney Mansion 21+ activities.

We offered online shopping at the Conservatory plant sales with convenient curbside pickup. We **introduced free, DIY activities** such as scavenger hunts, Parkopoly, nature bingo and a web page chock full of fun projects to do at home. Our **Petite Wedding package was unveiled and well-received**. The Park District also assumed responsibility for all rentals at Pleasant Home, introducing an interactive rental website at pleasanthomeop.com. We moved dog park permit applications online and while our in-person customer service locations were closed, we supported our program registrants online throughout the year. We are looking to the future to the time when we can meet the recreation needs of our community in the way you have come to expect. In the meantime, we will continue to be flexible, creative and innovative to ensure you have healthy and safe outlets in which to pursue your recreational interests.

A major initiative throughout 2020 was the launch of the **design process for the Community Recreation Center**. The Park District Board and staff worked with teams from Perkins + Will Architects and Bulley & Andrews Construction Company to develop 90% design drawings utilizing the input collected at three virtual community meetings as well as information collected during the 2016 CRC Feasibility Study. With no new tax dollars used for the facility, the Parks Foundation has been working steadily throughout the year to secure private donations from foundations, corporations and individuals. Currently, approximately 50% of the \$18.5 million needed to build this facility has been raised. Look for future updates as we venture into 2021.

Awards & Recognition:

- Achieved CAPRA reaccreditation from the National Parks and Recreation Association.
- Received the GFOA Distinguished Budget Presentation Award for the 11th year in a row and the GFOA Certificate of Achievement for the Comprehensive Annual Financial Report for the 8th year in a row.
- Recognized with IAPD's Best of the Best Award for Green Practices for the 5th year in a row.
- Executive Director Jan Arnold received the IAPD Professional of the Year Award.
- Program Manager Mike Loszack was recognized as the IPRA Young Professional of the Year.

Capital Projects

- New walking loop, new playground with accessible surface, kick/hit practice wall and game play area** introduced at Stevenson Park at the completion of the park renovation project made possible with a \$400,000 IL Dept. of Natural Resources OSLAD grant.
- Awarded a \$400,000 OSLAD grant** for the renovation of Rehm Park.
- Awarded a \$421,500 Illinois Museum Grant** for the installation of a geothermal system at Pleasant Home.
- Awarded a \$192,000 OSLAD grant** for the purchase of property adjacent to Carroll Park.
- Six fitness stations and intergenerational playground equipment installed at Randolph Park.**
- One roll hill, swings and steppers installed** as part of the Wenonah Park renovation project.
- Two new tennis courts constructed at Rehm Park** in place of the outdated courts.

New Initiatives

- Launched the design process for the Community Recreation Center working with Perkins + Will Architects and Bulley & Andrews Construction Company.
- New bike repair stations were installed at Scoville, RCRC, Field, Longfellow and Barrie Parks.

Recreation

144 students

participated in the full-day childcare program while remote learning through D97.



One Performing Youth Dance Company debuted with their first performance at Spooky Stroll.

24 medals

were awarded to eight WSSRA athletes from Oak Park who competed in the Special Olympics Swim Meet in March.



500+ kids

participated in summer & fall youth sports adapted to meet COVID-19 restrictions.

652 walkers & runners

participated in the Do-It-Yourself Frank Lloyd Wright Races in 2020.



187 registered gymnasts

from 16 Chicagoland gymnastics centers participated in the 3rd Annual Boys Gold Medal Invite hosted by the Park District.



208 campers

took over Ridgeland Common Recreation Center participating in a wide variety of fun and safely supervised activities.

40 days of virtual camps

included 141 zoom calls between counselors and kids, 82 bags of supplies delivered, 32 different craft projects completed, and 16 different science experiments conducted!

Special Facilities

395 skaters

enjoyed three RCRC special events. Blackhawk Night once again featured Blackhawks' organist, Frank Pellico.

142 Ice Bears

finished off their successful season in March despite the cancellation of NWHL Championship.



Partnerships

Thousands of face coverings

collected and distributed by staff to local nonprofits and community members.



Two D97 school sites

used to provide all-day childcare to meet the needs of Oak Park families during the pandemic.

Four blood drives

hosted by the Park District.



5,146 hours of time

donated by Friends of the Oak Park Conservatory volunteers.



50+ people

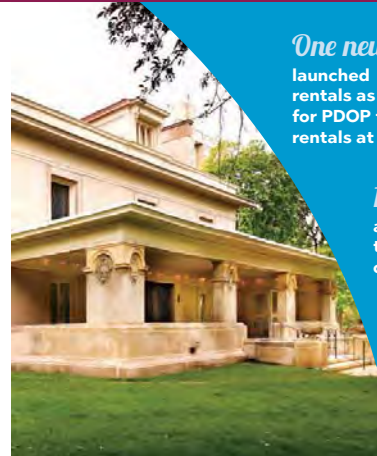
enjoyed the Drive-In Bingo event offered in partnership with Beyond Hunger, Oak Park Brewery and the Park District.

525 pounds

of produce donated to local food shelters from the Cheney Mansion garden.



PARK DISTRICT
of OAK PARK



One new website

launched for Pleasant Home rentals as part of the transition for PDOP to begin managing all rentals at this facility.

11,000+ plants grown

at the Conservatory for the Annual Plant Sale with curbside pick-up offered.



Historic Properties



9 weeks of virtual summer concerts

by the Symphony of Oak Park & River Forest with the Cheney Mansion as their backdrop.

100s of families

safely enjoyed Halloween and Holiday special events hosted at Cheney Mansion.



Business Ops & Technology

One energy dashboard

posted on pdop.org to show the public the Park District's savings from solar energy and sustainable design at the newly expanded Carroll Center.



\$3 million in savings

due to successful bond refunding in 2019 & 2020.



2,588 trees

owned by the Park District and inventoried through Great Lakes Urban Forestry Management are available to explore at pdop.org.



Green Initiatives

Two 1,200 sq. ft. classrooms

constructed as part of the Carroll Park addition project that features a passive house design with a geothermal system, super insulation, solar panel system, four-meter energy usage monitoring system, and a rain garden. This project was made possible through a \$577,000 grant from the IL Clean Energy Community Foundation.



One bioswale

installed at Stevenson Park in partnership with the Village of Oak Park.

25% decrease

in electricity usage system-wide since 2016.

Marketing & Customer Service

\$18,752.66 scholarship funds

redeemed to meet the needs of 142 households and 387 unique individuals in 2020.



\$41,023 in fee reductions

provided to families as part of the new Childcare Discount Membership Program.

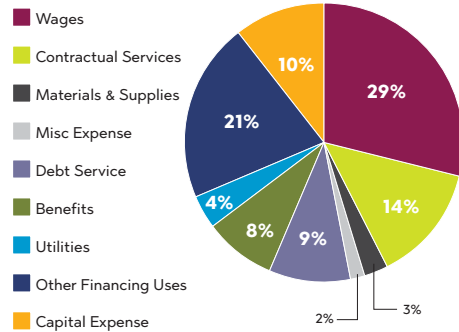
15,000 active followers

on PDOP social media channels including Facebook, Twitter, Instagram and YouTube..

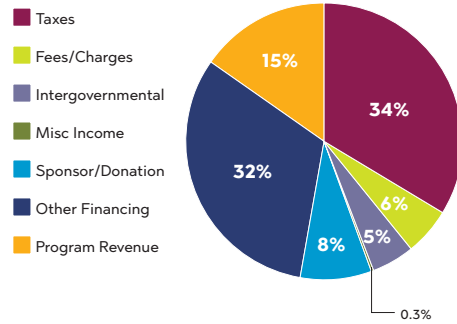
WHAT DO YOUR TAX DOLLARS SUPPORT?



2021 EXPENSES



2021 REVENUES



*ENROLLMENT STATS 2021

Activity	2021	2020	2019
Adult Athletics	389	156	1,260
Frank Lloyd Wright Races	483	652	2,128
Community Programs	5,083	2,329	5,270
Active Adults	993	211	1,303
Early Childhood	439	200	1,181
Visual and Performing Arts	3,855	829	3,104
Health, Fitness, Martial Arts	1,586	1,687	1,521
Gymnastics	4,648	1,145	5,393
Ice	4,606	3,255	5,979
Aquatics	1,989	151	1,872
Teens	531	155	991
Youth Athletics	5,315	1,518	5,572
Nature/Environmental	5,445	2,018	2,528
Total	35,362	14,306	38,102

*PROGRAM PARTICIPATION BY YEAR

2021	35,362
2020	14,306
2019	38,102

PASS SALES

2021	11,223
2020	2,740
2019	14,077



2021 Annual Report: A Year of Adapting

The Park District of Oak Park welcomed 2021 with vigor and hope that the pandemic would slow and mitigations would loosen. While Covid-19 continued to challenge us, our commitment to serving the community remained steadfast. We earned top honors and awards in parks and recreation, finance, and aquatics. We secured multiple environmental grants to support our sustainability efforts. And most notably, we secured funding allowing us to proceed with construction of the highly anticipated and much-needed Community Recreation Center.

Sustainability remained at the forefront of operations.

We installed solar panels on the roof of two more Park District buildings for a total of 10 facilities benefitting from solar power. With the assistance of a grant from the Illinois Department of Natural Resources, installation of a Geothermal HVAC system commenced at Pleasant Home. The project will be completed in the spring of 2022, and will provide air conditioning and heating to aid in the preservation of this historic building.

For the first time since 2019, we opened both Rehm and Ridgeland pools and welcomed thousands of visitors from Memorial through Labor Day. Despite the myriad of restrictions in place at any given moment, we adapted operations to ensure that we could safely host as many visitors as possible.

Rehm Park playground was renovated and opened in the fall with accolades from adults and kids alike. A grant from the Illinois Department of Natural Resources and community input helped to bring many inclusive elements and dedicated playground equipment to the design inviting patrons of all abilities to play together.

The most exciting initiative of 2021 was the success of the Parks Foundation in securing 75% of the capital funds needed to build the Community Recreation Center.

Following this monumental achievement, we launched a Tribute Brick Paver program to support the Community Capital Campaign; awarded construction contracts to build the CRC, including 29% to Minority/Women-owned Business Enterprises (MWBE); and, earned a grant to construct the CRC as a Net Zero building. Construction will begin in the spring of 2022, and will be completed in the spring of 2023.

Awards & Recognition:

- Recognized as one of four finalists for the National Recreation and Parks Gold Medal Award
- Received the 2021 Platinum International Aquatic Safety Award from Jeff Ellis & Associates
- For the 13th year in a row, received the GFOA Distinguished Budget Presentation Award, with special recognition for performance measures from the Government Finance Officers Association
- Received the award for the Comprehensive Annual Financial report for the 9th year in a row

Capital Projects

- 75% of funding secured by the Parks Foundation to construct a Community Recreation Center
- \$1.78 million grant secured from the Illinois Clean Energy Foundation to apply toward the cost of making the Community Recreation Center a Net Zero facility with another \$400K coming from the Village of Oak Park's Sustainability Fund
- 22 new construction contracts awarded with 29% from MWBE contractors to build the Community Recreation Center
- 12 underground wells installed 500' deep to support the geothermal HVAC system at Pleasant Home
- 8 recycled park benches, 4 park benches, 4 picnic tables, 1 picnic pavilion, 1 bottle-fill water fountain, and 1 new Portland Loo restroom installed at Rehm Park
- 1 new park green space added as part of Carroll Center expansion
- 2 new playgrounds with inclusive and natural play features installed in our parks
- 2 new, highly efficient electric heat pumps installed at Field and Longfellow Centers

New Initiatives

- In collaboration with the Parks Foundation, launched the Tribute Brick Paver program to support the capital campaign for the CRC
- CRC construction will begin March 2022

Green Initiatives

27 trees were planted in our parks.

66 new solar panels were installed with 22 at Stevenson Center and 44 at the Administration Building.

1,500+ plants were grown at the Conservatory for sale and planted in our parks.

90% of materials collected during the Kenilworth home demolition were diverted from landfills for reuse.

4,000+ tulips and daffodils were planted in our parks.

\$85,000 in savings were gained over 15 years due to a community solar agreement.

240 gallons of compost and 480 gallons of recycling were collected at summer Concerts in the Parks.



Recreation

483 walkers and runners participated in the virtual Frank Lloyd Wright races.

20 teens participated in a teen mental health passport program.

270 children participated in Clubhouse afterschool programs.

One spring dance recital was held at Mills Park, the first since 2019.

50+ one-day art workshops welcomed participants of all ages.

One outdoor musical theater production of *The Little Mermaid Jr.* was held at Scoville Park.



Community Engagement & Customer Service

\$74,889 in fee reductions were provided to 85 families and 114 children as part of the Childcare Discount Membership Program.

\$49,002 in scholarships were redeemed benefitting 201 households and 485 individuals.

Engaging more residents through digital content; significant increase in social media engagement and followers; initiated program specific enews.



Technology

One public-facing calendar was created.

5 swim pass scanners were utilized to help expedite entrance to our pools.

5 Plant Sales were held online for the Conservatory.

Online Scholarship during registration was implemented.



PARK DISTRICT
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One Synchronized Skating team formed this year.

The GRC celebrated its 8th Anniversary.



Special Facilities

55 skaters participated in our Holiday Skate Exhibition.

3,000 swimmers were served opening weekend at Rehm and Ridgeland pools.

6 Ice Bears Hockey teams competed, including one girls' team.

Partnerships

529 pounds of produce was donated to local food shelters from Cheney Mansion garden.

Repair Cafe was established with volunteer community members.

Developed New Partnership with the AMENS group which helped us to identify and reward 29% CRC construction contracts to MWBE contractors.



7 well-deserving residents received Community Service Awards from the Park District.

1,976 kids served through sports programming partnerships with local organizations.



Historic Properties

4,000 hours of time were donated by Conservatory volunteers.

25,000+ visitors enjoyed the Oak Park Conservatory.

40 weddings took place at Cheney Mansion.

2 television shows were filmed at Cheney Mansion and Pleasant Home.



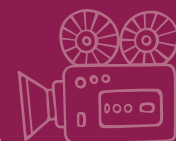
Special Events

4 Movies in the Park and 8 Concerts in the Park were held.

Hundreds of families safely enjoyed holiday special events hosted throughout the year.

3,000 community members attended our Fall Fest celebration.

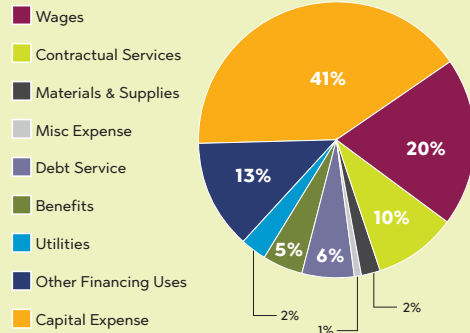
3 free scavenger hunts were held in the community.



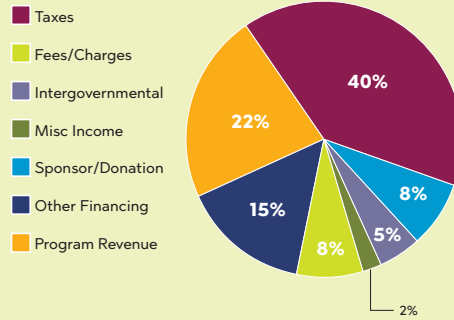
WHAT DO YOUR TAX DOLLARS SUPPORT?



2022 EXPENSES



2022 REVENUES



ENROLLMENT STATS 2022

Activity	2022	2021	2020	2019
Adult Athletics	513	389	156	1,260
Frank Lloyd Wright Races	2,097	483	652	2,128
Community Programs	7,563	5,083	2,329	5,270
Active Adults	1,399	993	211	1,303
Early Childhood	322	439	200	1,181
Visual and Performing Arts	4,229	3,855	829	3,104
Health, Fitness, Martial Arts	1,560	1,586	1,687	1,521
Gymnastics	5,008	4,648	1,145	5,393
Ice	5,184	4,606	3,255	5,979
Aquatics	1,833	1,989	151	1,872
Teens	869	531	155	991
Youth Athletics	6,777	5,315	1,518	5,572
Nature/Environmental	6,499	5,445	2,018	2,528
Total	43,853	35,362	14,306	38,102

*PROGRAM PARTICIPATION BY YEAR

2022	43,853
2021	35,362
2020	14,306
2019	38,102

*In 2019, all league participants were accounted for. Since 2020, one team equals one participant, which does not accurately reflect the total participation in Adult Athletics. In general, a team equals 12-22 participants, depending on the individual league sport.

PASS SALES

2022	13,380
2021	11,223
2020	2,740
2019	14,077



2022 Our Year in Review

The Park District of Oak Park characterizes 2022 as the year of connection. The year began with various Covid restrictions making it difficult to foster meaningful connections. As restrictions fell, however, the need for community members to rekindle, reengage, and reconnect with one another was undeniable. As a result, our parks, programs, and events took on new meaning as the desire to connect grew with each passing month. To that end, we hired staff, offered programming, and hosted events that would better support our community's need for connection.

The year was also marked by significant advances in our sustainability portfolio. To validate our commitment, we earned the Best of the Best Green Practices award from Illinois Association of Park Districts (IAPD) and the Emerald Award from Green Energy Alliance. We earned Net Zero verification for Carroll Center and partnered with the Village of Oak Park to support the cost to build the Community Recreation Center as a Net Zero facility. We were featured in news articles, the topic of television features, and asked to speak about our goals, operations, and successes in sustainability. While sustainability permeates everything we do, the ultimate objective is to ensure a habitable mother earth for generations to come.

Once again, we were recognized as one of the top Park Districts in the country, earning our second Finalist Gold Medal (one of four) from the National Recreation and Parks Association (NRPA) in the ultra-prestigious Gold Medal Awards. Additionally, we earned budgeting and financial reporting awards from the Government Finance Officers Association to recognize our work in these areas.

Technological advances took center-stage in 2022 as we redesigned and launched a new website. We solicited feedback from community members and the Park District Citizen's Committee who were both instrumental in providing input to the new design. The new www.pdop.org site launched in May of 2022 and has been very well received. Likewise, our pool capacity counters were also well received. Community members shared that having access to this information helped them better plan their day.

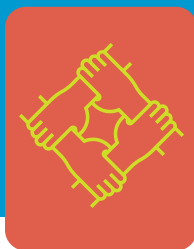
The Park District continues to engage in Diversity, Equity, and Inclusion initiatives to advance our learning and understanding in each of these critical areas. We are committed to this journey and look forward to continuing community collaboration as we work towards creating a more fair and equitable community.

Breaking ground for the Community Recreation Center tops our list as the most exciting initiative of 2022. With a lighting-speed construction schedule, the Center will open in the spring of 2023 and staff are abuzz with excitement. Moreover, staff appreciate the opportunity to expand recreation access to the Oak Park community and provide a safe space where everyone belongs.





The Park District's Core Values drive our actions and operations at every level. The following highlights work that advanced these values over the last year.



Inclusivity

We will value multiple layers of human characteristics and view them as strengths, while striving for all to feel safe and respected in our spaces.

Signed an intergovernmental agreement with the Township to continue **Youth Engagement** services.

Engaged in safe-zone conversation trainings on the **BIPOC, LGBTQ+, LatinX** communities.

Participated in training through the Township focused on youth, including managing difficult conversations, de-escalation tactics, and youth mental health.

Participated in **two intergovernmental planning sessions** for the VOP I-Plan and community alternative mental health response plan.

Entered an **intergovernmental agreement** with OPRF for field sharing.



Sustainability

We will thrive through renewal, maintenance, and stewardship in all aspects of operation.

Earned official verification for Carroll Center as a **Net Zero facility**.

Installed **geothermal** heating and cooling system at Pleasant Home, the second in our District.

Converted Taylor Park, Maple Park and RCRC (in and outside) lights to **LED**.

Retrofitted landscape trailer for new **solar application** and battery charging set-up.

Approved second **community solar contract** for 13 remaining facilities.

Composted approximately **675 gallons** and recycled **1,000 gallons** of materials during our Summer Concerts and Movies in the Parks.

Planted **84 trees** in our parks.



Community Engagement

We will actively work to foster ongoing dialogue, relationships, collaborations, and partnerships with and within the community.

Participated in **two community-wide cultural events**.

Hosted **24 free community events**.

Welcomed **2,100 participants** to the Frank Lloyd Wright Races.

Engaged **300+ Active Adults** through our membership program.

Celebrated eight individuals for their fundraising efforts for the Community Recreation Center.

Conducted two focus groups with BIPOC leaders in our community to explore programming, operations, and communications.



Innovation

We will continuously try new methods and ideas, adapt services according to trends, and continually improve processes.

Redesigned and launched a new **PDOP website** based upon community input.

Implemented **Statusified** to manage facility open/closure notifications on our website.

Installed new **Pool Occupancy Counters** to share with the community.

Launched the Oak Park Conservatory Instagram account in March 2022, garnering **2,277+ profile visits** and **743 followers** and counting.



Responsible Leadership

We will maintain an engaged, high-performing, and accountable organization.

Earned the prestigious **Gold Medal Finalist** award.

Received the GFOA's **Distinguished Budget Presentation** award for the 12th year in a row.

Received the GFOA's **Annual Financial Reporting** award for the 10th year in a row.

Received \$200,000 ComEd grant to install LED lighting at Taylor Park and RCRC.

Received \$2 million in ARPA grants from the Village to renovate two parks.

2022 HIGHLIGHTS

As we close the book on 2022, we are grateful to our community for the ongoing support and engagement and look forward to many great things to come in 2023.



Strategic Plan (2022-2024)

Park District of Oak Park

218 Madison Street ▪ Oak Park, Illinois 60302 ▪ ph: (708) 725-2000 ▪ fx: (708) 383-5702 ▪ www.pdop.org



PARK DISTRICT
of OAK PARK

2022-2024 Strategic Plan



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INTRODUCTION

R I D G E L A N D C C M M O N

In 2021, the Park District of Oak Park (PDOP) began a journey to build a new three-year strategic plan for 2022-2024. The goals of the plan are to best meet the needs of the community by:

- Building on the success of previous plans and community input
- Incorporating new data from the 2019 Community Survey
- Engaging underserved groups in the community
- Outlining actions that commissioners and staff will undertake to fulfill the District's mission and vision
- Focusing on results rather than activities
- Aligning the organization and the community around common priorities to prioritize resources in an uncertain environment

All of the District's plans are dynamic, adjusting to new circumstances to continually meet needs of the community.

INTRODUCTION TO THE PARK DISTRICT OF OAK PARK

The Park District was established in 1912. Located eight miles west of the Chicago “Loop” business district, the District serves approximately 52,000. The governing body of the District is composed of five park commissioners, elected for staggered four-year terms. The board appoints an executive director to oversee daily administrative functions of the District.

The District owns 26 facilities, occupying 84 acres of parkland in the Village of Oak Park. Facilities operated by the District include an administrative center, two outdoor pools, an indoor ice rink, three historic properties (the Oak Park Conservatory, Cheney Mansion, and Pleasant Home), a gymnastics center, and seven recreation centers. The District provides multi-generational classes and activities in aerobics, swimming, music, dance, visual arts, and various sports to meet all the needs of its residents. The District is a member of the West Suburban Special Recreation Association, which provides recreation services to physically and mentally challenged persons. Approximately 3,000 programs are provided yearly.

DEFINITIONS

MISSION: Our purpose

VISION: Where we are going

VALUES: The foundation for how we act and make decisions

FOCUS AREAS: High-level pillars or themes that align the entire organization

GOALS: Broad statements of measurable outcomes to be achieved

ACTIONS: The tasks we plan to do to achieve our goals

MPOWER: The Park District's performance management system, providing an objective and quantifiable way to see successes and areas in need of improvement

MASTER PLAN:

A 10-year blueprint to guide long-term investment and planning

STRATEGIC PLAN:

A 3-year blueprint to guide the agency in meeting the needs of the community, strengthening operations, and ensuring staff are working toward common goals

PERFORMANCE INDICATORS:

Meaningful measurements that assess quantitative progress toward meeting the goals

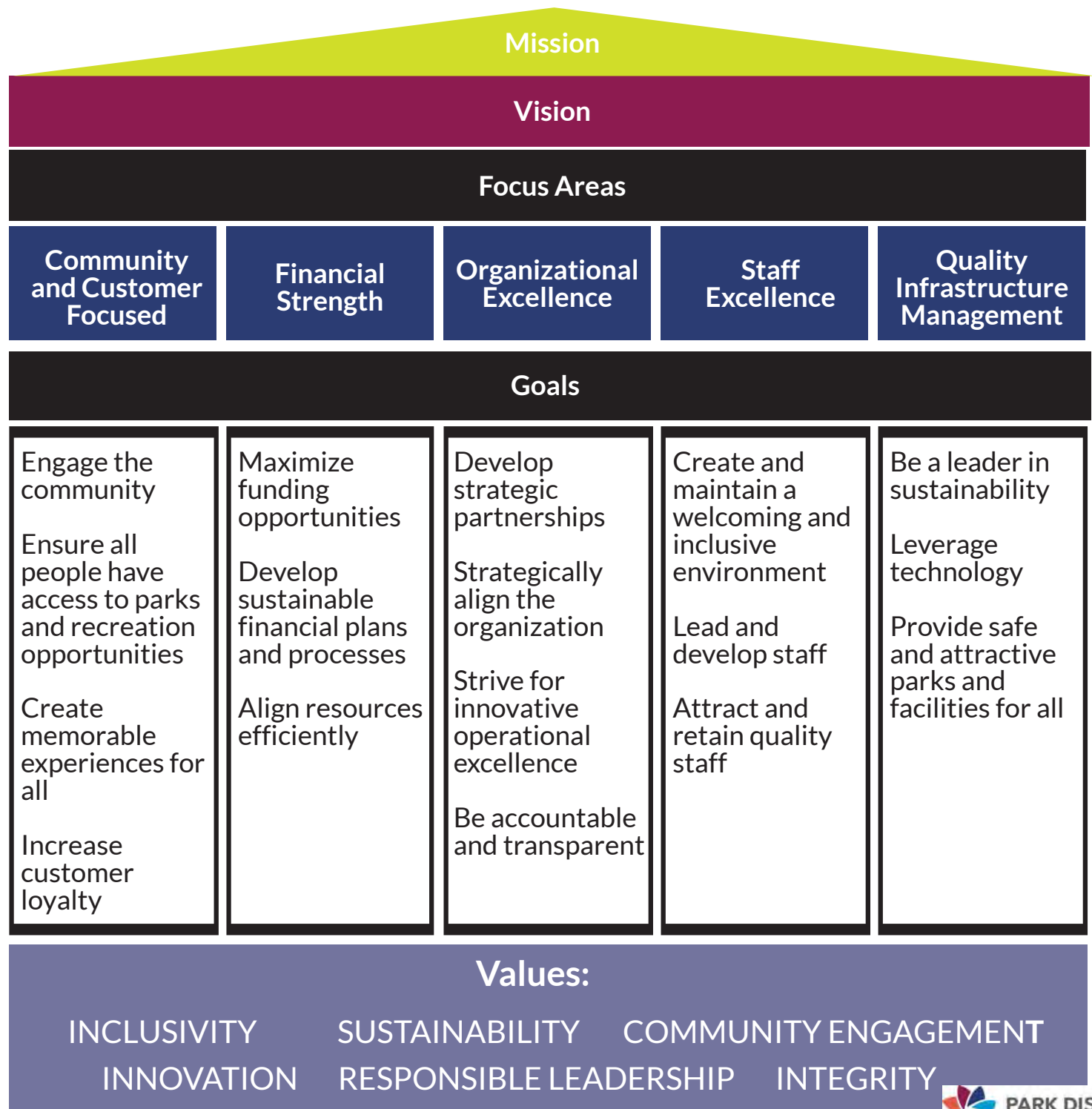
LONG-TERM DEPARTMENT GOALS:

Department blueprints that align with the master and strategic plan goals and guide the work of each department over the next 3 years

ANNUAL DEPARTMENT BUDGET GOALS:

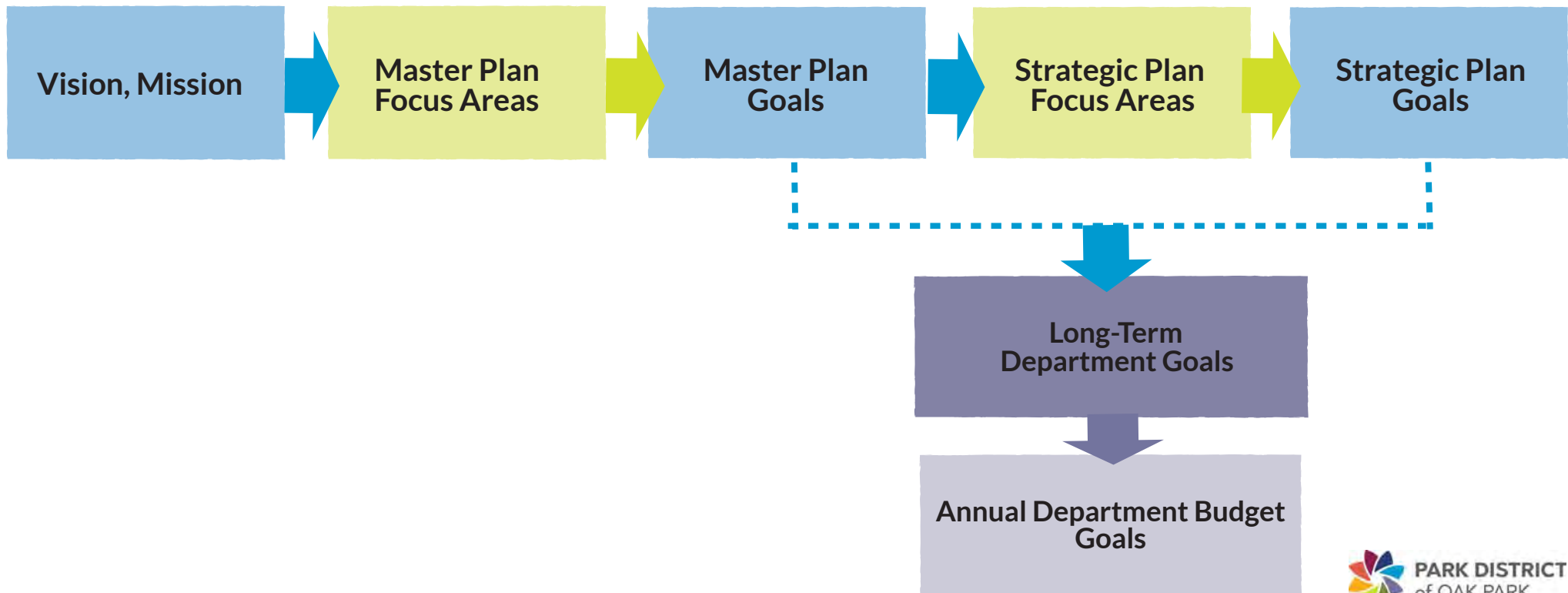
Annual actions taken by each department to achieve its long-term department goals and actions from the strategic and master plan

2022-2024 STRATEGIC PLAN AT-A- GLANCE



ORGANIZATIONAL ALIGNMENT

The Park District work is guided by its Strategic Plan and Master Plan, which are both used to fulfill its vision and mission. The Master Plan guides decision-making for long-term investments for development, while the Strategic Plan is a blueprint that outlines actions the District can take to meet the needs of the community. The Plans complement each other. Both Plans are dynamic to adjust to new circumstances while keeping the focus on the needs of the Oak Park community. Departments use both Plans to guide their long-term goals and ultimately their annual budget goals. The foundation for all the work of the District is its organizational values.



PROCESS

PDOP took the following steps to develop its Strategic Plan

Phase 1: Engagement (JAN)

To ensure it's meeting the needs of all its residents, the Park District held many focus groups with the community, including people of color and the underserved.

Phase 2: Analysis (FEB)

Staff conducted an internal and external analysis including input from the 2019 Community Survey and the 2015-2024 Comprehensive Master Plan.

Phase 3: Evaluate Previous Plans and Results (FEB)

Staff looked back at the 2014-2024 Comprehensive Plan and 2019-2021 Strategic Plan and reviewed what was achieved and what is left to accomplish.

Phase 4: Assess Mission and Vision (MAR)

The organization confirmed that the mission and vision statements still represented the agency.

Phase 5: Values (MAR)

Staff reviewed its organizational values and added *inclusivity* as a new value, embracing diversity, equity, and inclusion.

Phase 6: Identify Strategic Plan Goals (MAR)

Staff reviewed the information from the engagement and analysis phases and identified theme goals for the agency to achieve over the next three years.

Phase 7: Identify Actions to Achieve Goals (APR)

Staff met and identified and prioritized actions that could help the District achieve its goals.

Phase 8: Finalize Strategic Plan for Board Approval (JUN, JULY, AUG)

Staff shared an executive summary to the Board and stakeholder groups and gathered feedback for the final plan.

MISSION AND VISION

Our Mission

In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.

Our Vision

We strive for excellence in serving the well-being and recreational needs of our diverse community through a collaborative, innovative, and sustainable approach.

ORGANIZATIONAL VALUES

Guide our actions and culture we want to build

COMMUNITY ENGAGEMENT

We will actively work to foster ongoing dialogue, relationships, collaborations, and partnerships with and within the community.

INNOVATION

We will continuously try new methods and ideas, adapt services according to trends, and continually improve processes.

SUSTAINABILITY

We will thrive through renewal, maintenance, and stewardship in all aspects of operation.

INCLUSIVITY

We will actively & intentionally value multiple layers of human characteristics and view such differences as strengths, while striving for equity among all identities to be authentic, feel safe and be respected in our programs, parks, and facilities.

RESPONSIBLE LEADERSHIP

We will maintain a high performing, engaged, and accountable organization.

INTEGRITY

We will adhere to moral, honest, and ethical principles with a focus on accessibility, inclusion, and transparency.

FOCUS AREAS

The Park District bases the pillars of its operational strategy on a set of five focus areas, sometimes known as themes. They center on the following five perspectives:



2019-2021 STRATEGIC PLAN RESULTS

2019-2021 PERFORMANCE SCORECARD

MEETING OUR MISSION

Metric	Goal	Status	Details
Program Registrations	37,000 or higher	37,710 (2019)	Appendix A: page 2
Passes Sold	16,000 or higher	14,803 (2019)	Appendix A: page 3
Average Program Satisfaction Rate	8.0 or higher	8.49 (2019)	Appendix A: page 4
Total Refunds	Developing a new baseline	Developing a new baseline	Appendix A: page 5



Met Target



Within 10% of target



More than 10% off target

2019-2021 RESULTS

COMMUNITY AND CUSTOMER FOCUSED

To Increase Customer Loyalty: The Park District should work to develop relationships with customers so they will participate in Park District services year after year, resulting in increased community support, better word-of-mouth advertising, and higher revenues.

Actions	Status	Summary and Deliverables
Assess offering family discounts for 5K race, pool, and rink passes	Completed (2020)	We researched other races as well as other Park District pool operations. Based on current pool pass pricing, we found that PDOP pass and race prices compared favorably with other Park Districts.

Create Memorable Experiences: Beyond providing quality customer service, the Park District should look for new opportunities to provide memorable experiences for program and event participants as well as visitors to parks and facilities.

Actions	Status	Summary and Deliverables
Offer additional free youth, family, and community programs and events	Completed (2019)	We held pop-up park activities through the summer and a trunk or treat event at Dole Center in 2019. While the pandemic stalled our efforts in 2020 and 2021, we will expand the use of the pop-up bike in future years.
Build nature play areas within parks for challenging and explorative play	Completed (2019)	A nature play area was added to the Stevenson project to provide a nice textural area to complement the traditional playground adjacent.



2019-2021 RESULTS

COMMUNITY AND CUSTOMER FOCUSED

To Anticipate Future Needs: The Park District should analyze its customer base and identify industry trends and evolving customer preferences to anticipate and prepare for future customer and community needs.

Actions	Status	Summary and Deliverables
Study barriers to participation including demographics and scholarships	Completed (2019)	Analyzed the community survey results and identified barriers to participation and recommendations to address them.
Prepare for the 2022-2024 Strategic Plan	Completed (2021)	Strategic plan planning process began in the summer of 2021.



2019-2021 RESULTS

COMMUNITY AND CUSTOMER FOCUSED

To Engage the Community: Community engagement involves a two-way conversation between the Park District and its residents and users. The Park District should go beyond simply communicating information and seek out and analyze the best ways to keep conversations going.




Actions	Status	Summary and Deliverables
Create a resident team to determine marketing penetration and preferences	Completed (2019)	A seven member resident team was launched in July 2019 to gain feedback on the brochure and registration process.
Develop plan to reach out to local businesses and organizations	Completed (2021)	We developed a new sponsorship package with businesses in the fall of 2021.
Implement new PDOP community committees to ensure they assist in meeting mission	Completed (2021)	After reviewing the existing committees, staff created a new teen advisory one to begin in 2022.



2019-2021 PERFORMANCE SCORECARD

COMMUNITY AND CUSTOMER FOCUSED

Metric	Goal	Status	Details
Oak Park Age Group Participation: Youth	90% or higher	93% (2019)	Appendix A: page 7
Oak Park Age Group Participation: Infant/Pre-k	55% or higher	60% (2019)	Appendix A: page 8
Oak Park Age Group Participation: Teen	46% or higher	42% (2019)	Appendix A: page 9
Oak Park Age Group Participation: Adult	20% or higher	19% (2019)	Appendix A: page 10
Oak Park Age Group Participation: Senior	11% or higher	9% (2019)	Appendix A: page 11
Oak Park Household Participation	32% or higher	32% (2019)	Appendix A: page 12
Scholarship Participation	180 or higher	222 (2019)	Appendix A: page 13
Service Satisfaction	8.0 or higher	8.94 (2019)	Appendix A: page 14

-  Met Target
-  Within 10% of target
-  More than 10% off target



2019-2021 RESULTS

FINANCIAL STRENGTH

To Align Resources Efficiently: The Park District should continuously evaluate and improve processes to maximize efficiencies related to purchasing, staff, storage, training, etc.

Actions	Status	Summary and Deliverables
Achieve a 50/50 revenue mix	Completed (2019)	The measure has been achieved (ended 2019 with 52% earned revenue), but due to the pandemic, which is outside of our control, it was not maintained in 2020 (27% earned revenue) and most likely will not be in 2021.

To Develop Sustainable Financial Plans: When creating or updating plans, the Park District should evaluate the short and long-term impacts to ensure the agency's financial sustainability.

Actions	Status	Summary and Deliverables
Strive to not exceed 5 percent of the Oak Park tax bill	Completed (2019)	The District finished at 4.62% of the tax bill in 2019 and 4.80% in 2020.
Assess the impact of minimum wage increases while keeping program rates affordable	Completed (2020)	The District developed a model that shows the total dollar impact for every \$1 increase in the minimum wage.

2019-2021 RESULTS

FINANCIAL STRENGTH

To Optimize Return on Investment: Considerable effort and resources are expended to provide programs and services to the community. The Park District should monitor and identify ways to optimize the return on investment of these resources.

Actions	Status	Summary and Deliverables
Create a reinvestment plan from sustainability results and saving	In Progress (2021)	Developing a dashboard to quantify saving from green initiatives.

To Maximize Funding Opportunities: The Park District should seek opportunities to grow revenues from non-property tax sources such as grants, foundations and friends' groups, effective pricing of services, and corporate contributions and sponsorship.

Actions	Status	Summary and Deliverables
Launch capital campaign to build a community recreation center	Completed (2019)	Capital campaign launched in 2019. At this time, The Parks Foundation has raised 75% of the required funds.

2019-2021 PERFORMANCE SCORECARD

FINANCIAL STRENGTH

Metric	Goal	Status	Details
Percent of Revenue from Non-Tax Sources	50% or higher	52% (2019)	Appendix A: page 16
Volunteer Hours Worked	10,000 or higher	10,767 (2019)	Appendix A: page 17
Number of Fund Balances above 25%	All of them (10)	9 (2019)	Appendix A: page 18
Fund Actual to Budget Ratio	Average performance in the positive	29% (2019)	Appendix A: page 19
Percent of Oak Park Tax Bill	5% or lower	4.62% (2019)	Appendix A: page 20



Met Target

Within 10% of target

More than 10% off target

2019-2021 RESULTS

ORGANIZATIONAL EXCELLENCE

To Strive for Innovative Operational Excellence: The Park District should research and adopt operational best practices and process improvements from the public and private sector and seek to share new innovations with the park and recreation industry.

Actions	Status	Summary and Deliverables
Create an interdepartmental team for promoting social equity	Completed (2019)	We created the Team in 2019 and renamed it the Diversity Equity and Inclusion Committee in 2021.
Complete review for Illinois Distinguished Agency Reaccreditation	Completed (2019)	We received Reaccreditation in 2019.
Create an agency-wide volunteer coordinator position to leverage volunteer opportunities	Completed (2020)	We created the position but did not fill it due to COVID-19.
Complete review for CAPRA Re-accreditation	Completed (2020)	We received Reaccreditation in 2020.
Submit Gold Medal Application	Completed (2021)	We submitted the Gold Medal Application on March 23. Notified we are finalist on May 5th.

2019-2021 RESULTS

ORGANIZATIONAL EXCELLENCE

To Develop Strategic Partnerships: The Park District should continue to identify, build, and strengthen partnerships that assist the agency in fulfilling its mission and strategic goals.

Actions	Status	Summary and Deliverables
Explore PHF/PDOP program mix at Pleasant Home	Completed (2019)	We acquired management of Pleasant Home and have since hosted many programs there.
Merge with OPRF senior center	Completed (2019)	We merged Dole Center with the Oak Park River Forest Senior Center.
Expand intergovernmental opportunities to realize efficiencies through shared resources	Completed (2020)	We partnered with various Oak Park governmental groups including joint bid tree pruning and removal with Village of Oak Park, youth engagement equity program with the Township, and various other groups during COVID-19.
Partner with all of the Oak Park government entities to promote and improve bike safety	Completed (2021)	We had the Oak Park Police Department conduct a bike safety rodeo as part of a bike safety event at Fall Fest.

2019-2021 RESULTS

ORGANIZATIONAL EXCELLENCE




To Strategically Align Organizational Efforts: As the Park District increases its planning efforts and strives for sustainability, it should work to ensure that individual efforts are aligned to move the organization forward in the most efficient and effective manner possible.

Actions	Status	Summary and Deliverables
Create a plan and strategy to allow for PDOP participation in all major community events	Completed (2019)	Plan completed in 2019.

2019-2021 PERFORMANCE SCORECARD

ORGANIZATIONAL EXCELLENCE

Metric	Goal	Status	Details
Number of Claims Submitted to PDRMA	40 or lower	16 (2019)	Appendix A: page 22
Internal Process Employee Satisfaction Scores	8.0 or higher	8.94 (2019)	Appendix A: page 23
IPRA Environmental Report Card	92% or higher	90% (2019)	Appendix A: page 24
Number of Launch Pad Innovations Implemented	40 or higher	30 (2019)	Appendix A: page 25
Percentage of Goals Achieved as Scheduled	100%	96% (2019)	Appendix A: page 26

-  Met Target
-  Within 10% of target
-  More than 10% off target

2019-2021 RESULTS

STAFF EXCELLENCE

To Lead and Develop Staff: The Park District should develop an excellent leadership system and allocate resources to and create opportunities for staff development and professional growth.

Actions	Status	Summary and Deliverables
Design an ongoing customer service training program for all current staff and new hires	Completed (2019)	Developed a new program through the Customer Service Committee.

To Foster a Culture of Innovation: The Park District should create a work culture that challenges the status quo and finds new ways of doing business based on industry trends, staff involvement, and management sophistication, all in support of improving services.

Actions	Status	Summary and Deliverables
Educate staff on sustainability plan and their role	Completed (2019)	Sustainability education incorporated into All Staff Meetings.
Partner with local community to improve diversity hiring and volunteering	Completed (2019)	Built new relationships within the community through the Social Equity Committee.

2019-2021 RESULTS

STAFF EXCELLENCE




To Foster a Culture of Continuous Learning: Staff and board members should have opportunities to continuously learn about the agency, the community, and areas of importance needed to successfully perform their jobs, including innovative practices, use of technology, trends, leadership, sustainability, and strategy through contemporary learning practices, and information sharing.

Actions	Status	Summary and Deliverables
Evaluate and restructure onboarding process	Completed (2019)	Utilized the Paycom Learning module to move the orientation process online.
Investigate use of technology to provide various trainings	Completed (2021)	The District rolled out Paycom's Learning module in 2020.

2019-2021 PERFORMANCE SCORECARD

STAFF EXCELLENCE

Metric	Goal	Status	Details
Staff Participation in Wellness Programs	Developing a new baseline	Developing a new baseline	Appendix A: page 28
Employee Job Satisfaction	95% or higher	95% (2019)	Appendix A: page 29
Training Satisfaction	8.0 or higher	8.34 (2019)	Appendix A: page 30

-  Met Target
-  Within 10% of target
-  More than 10% off target

2019-2021 RESULTS

QUALITY INFRASTRUCTURE MANAGEMENT

To Leverage Technology: In addition to its ability to drive innovation, the Park District should use technology to improve services, communication, and operations.

Actions	Status	Summary and Deliverables
Explore the use of technology to increase community engagement in addition to in-person contact	Completed (2019)	Completed a competitive analysis of platforms to engage residents. Utilize social media polling to acquire feedback from residents about what program and events they want.
Replace the registration system using community involvement and expertise	Completed (2019)	Amilia launched at the end of 2019.
Offer a PDOP hack-a-thon, leveraging community knowledge to improve resident experience and create future technology application	Completed (2021)	Worked with Code for America Chicago Brigade to build a competitive analysis about options to count patrons in our parks.
Update website	In Progress (2021)	Researching options about what we want in a potential new website.

2019-2021 RESULTS

QUALITY INFRASTRUCTURE MANAGEMENT

To Use Systematic Approaches: The Park District should strategically make decisions for the greater good of the community that will result in a purposeful approach to maintaining the agency's infrastructure.

Actions	Status	Summary and Deliverables
Conduct community needs assessment	Completed (2019)	All surveys were collected by mid-June and a presentation was made to the Park Board on August 22. The final survey is posted on our website and is being used as a tool for future planning.
Inventory indoor and outdoor spaces within and outside the community for possible PDOP use	Delayed (2021)	Staff began the inventory in 2020 but when COVID hit, there was no longer a need to identify additional space. As a result, the goal was delayed.

2019-2021 RESULTS

QUALITY INFRASTRUCTURE MANAGEMENT




To Incorporate Sustainable Practices: Park District capital improvements, maintenance, and operational practices should incorporate and encourage sustainable practices in terms of environmental, financial, and operational impacts.

Actions	Status	Summary and Deliverables
Provide dedicated pickleball courts within park system	Completed (2019)	Sustainability education incorporated into All Staff Meetings.
Provide recycling/composting at special events	Completed (2020)	We added a composting/recycling station at our special events including Day in Our Village, Fall Fest, Movies in the Park, and Concerts in the Park.
Add bike pumps to Scoville, RCRC, Longfellow, Barrie, and Stevenson	Completed (2020)	We installed bike repair stations at Scoville, RCRC, Longfellow, Barrie and Field.
Enhance existing park signage to include positive wellness messages to encourage whole-family wellness and social connectivity	Completed (2021)	New signage added to 10 parks.
Invest in electric vehicles and charging stations	In Progress (2021)	Staff is building recommendations for future purchases.
Expand storm water management projects in partnership with the Village of Oak Park	Completed (2021)	We added two bioswales at Barrie Park and a rain garden on Lake Street in partnership with the Village of Oak Park.

2019-2021 PERFORMANCE SCORECARD

QUALITY INFRASTRUCTURE MANAGEMENT

Metric	Goal	Status	Details
Oak Park System Grade	90% or higher	92% (2019)	Appendix A: page 32
Utility Usage	Developing a new baseline	Developing a new baseline	Appendix A: page 33
Capital Improvements Completed	100%	99% (2019)	Appendix A: page 34
Average Tree Condition	3.10 or lower	3.00 (2019)	Appendix A: page 35

-  Met Target
-  Within 10% of target
-  More than 10% off target

**2022-2024
FOCUS AREAS, GOALS,
AND ACTIONS**

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

COMMUNITY AND CUSTOMER FOCUSED

To Engage the Community: The Park District should utilize partnerships and collaborations to expand engagement and programming with a focus on our underserved and under-resourced residents.

Action Plan

2022	2023	2024
Develop youth leaders committee for 3-6pm programming at CRC		Establish internal and external social media campaigns to tell stories about staff and customers

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
% Growth in Social Media Engagements	.843 *2019 data only*	1% or higher	Appendix B: page 2
"Inclusivity" Value Survey Score	New metric	Developing a baseline	Appendix B: page 3
"Community Engagement" Value Survey Score	New metric	Developing a baseline	Appendix B: page 3

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

COMMUNITY AND CUSTOMER FOCUSED

To Create Memorable Experiences for All: The Park District should leverage technology to grow program offerings and community events with a focus on health and wellness for all ages.

Action Plan

2022	2023	2024
		Provide free education and tools at community events that support health and wellness

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Oak Park Age Participation: Youth	94%	90% or higher	Appendix B: page 4
Oak Park Age Participation: Infant/Pre-K	62%	65% or higher	Appendix B: page 5
Oak Park Age Participation: Teens	42%	45% or higher	Appendix B: page 6
Oak Park Age Participation: Adults	19%	20% or higher	Appendix B: page 7
Oak Park Age Participation: Seniors	8%	15% or higher	Appendix B: page 8

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

COMMUNITY AND CUSTOMER FOCUSED

To Ensure All People Have Access to Parks and Recreation Opportunities: With a lens toward equity, the Park District should work to expand cultural and multi-generational programming and services for the community.

Action Plan

2022	2023	2024
Expand outreach to underserved and under-resourced residents	Partner with community organizations to provide mentoring programming for youth at the CRC	Engage with senior care facilities to offer PDOP programming
	Work with other government partners to determine how PDOP can expand its role in providing safe and welcoming space for all	

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Total Scholarships Awarded	487	525 or higher	Appendix B: page 9
Total Childcare Discounts Awarded	New metric in 2020	Developing a baseline	Appendix A: page 10

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

COMMUNITY AND CUSTOMER FOCUSED

To Increase Customer Loyalty: The Park District should work to create a culture of “customer-first” to retain and recruit new Oak Park households.

Action Plan

2022	2023	2024
Establish training standards for all frontline staff on enhancing guest engagement to create a friendly and welcoming culture		Leverage an online “welcome packet” and other strategies and partnerships to attract and connect different demographics of families coming to PDOP

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Oak Park Retention Rate	76% *2018 only*	80% or higher	Appendix B: page 11
Household Participation%	31%	35% or higher	Appendix B: page 12

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

FINANCIAL STRENGTH

To Maximize Funding Opportunities: The Park District should continue to seek opportunities to grow revenues from non-property tax sources such as grants, foundations, friends' groups, corporations as well as sponsorships opportunities to regain its earned revenue position.

Action Plan

2022	2023	2024
Identify new funding to support programming at the CRC		Meet and maintain 50/50 tax/earned revenue target

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Overall Percentage of Revenue from Non-Tax Sources	51.5%	50% or higher	Appendix B: page 14

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

FINANCIAL STRENGTH

To Develop Sustainable Financial Plans: When creating or updating plans, the Park District should evaluate the short and long-term impacts to ensure the agency's financial sustainability.

Action Plan		
2022	2023	2024
Expand outreach and diversify suppliers, contractors, and vendors, including black, Indigenous and people of color firms	Develop benchmarking system to assist in the financial decision-making process	
	Reexamine rental fee structures for fields, facilities, pavilions, etc.	

Key Performance Indicators			
Metric	Average from 2018-2019	Goal	Details
Number of Fund Balances above 25%	9/10	10/10	Appendix B: page 15
% of Oak Park Tax Bill	4.62%	5 or lower	Appendix B: page 16

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

FINANCIAL STRENGTH

To Align Resources Efficiently: The Park District should continuously evaluate and maximize its resources through performance management to drive success.

Action Plan

2022	2023	2024
		Establish an evaluation system to measure, audit, and document programs to ensure resources are allocated appropriately

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Volunteer Hours Worked	10,689	10,000 or higher	Appendix B: page 17
Program Cost Recovery Ratio	New metric	Developing a baseline	Appendix B: page 18

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

STAFF EXCELLENCE

To Create and Maintain a Welcoming and Inclusive Environment: The Park District should work to improve and expand the onboarding experience and foster a motivating work environment.

Action Plan

2022	2023	2024
		Identify opportunities to enhance diversity, equity and inclusion through staff engagement

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Employee Job Satisfaction	95%	95% or higher	Appendix B: page 20

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

STAFF EXCELLENCE

To Lead and Develop Staff: The Park District should create strong leaders by fostering a culture of continuous learning as well as establish partnerships to educate high school students about the field of parks and recreation.

Action Plan

2022	2023	2024
		Explore and implement training mix for full-time staff focused on career development
		Establish core competencies at each full-time level in the agency and create trainings that align with them

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Training Satisfaction	8.0	8.0 or higher	Appendix B: page 21

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

STAFF EXCELLENCE

To Attract and Retain Quality Staff: The Park District should expand employee recruitment strategies with a focus on diversity and evaluate retention tools such as pay ranges and benefit offerings.

Action Plan

2022	2023	2024
Establish more partnerships to create a broader search for full-time and part-time staff to intentionally reach more diverse applicants especially for the CRC	Research and analyze part-time pay with similar peer organizations as well as create a tier system for staff	
	Evaluate benefits for full-time staff based on industry and best practice standards for Board consideration	

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Annual Turnover Rate for Full Time Staff	New metric	Developing a baseline	Appendix B: page 22

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

ORGANIZATIONAL EXCELLENCE

To Develop Strategic Partnerships: The Park District should continue to identify, build, and strengthen partnerships that assist the agency in fulfilling its mission and strategic goals as well as expand its influence and engagement with the community.

Action Plan

2022	2023	2024
Establish outreach strategies and communication to diverse groups for future park district planning		

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Strategic Partnership Assessment Survey Score	New metric	New metric	Appendix B: page 24

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

ORGANIZATIONAL EXCELLENCE

To Be Accountable and Transparent: The Park District should continue to improve the customer experience and knowledge by finding engaging ways to share information and data with the public.

Action Plan

2022	2023	2024
Develop an executive summary for the annual budget, strategic plan, and capital improvement plan to be used online for better communication with the public		

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
"Integrity" and "Responsible Leadership" Value Survey Score	New Metric	New Metric	Appendix B: page 25

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

ORGANIZATIONAL EXCELLENCE

To Strive for Innovative Operational Excellence: The Park District should continue to research and adopt operational best practices from the public and private sector, with a focus on process improvement, and to seek new innovations for the park and recreation industry.

Action Plan

2022	2023	2024
Apply for Gold Medal		Maintain agency CAPRA, Distinguished Accreditation, ACA and DCFS Standards for agency excellence

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Launch Pad Ideas Implemented	33	25 or higher	Appendix B: page 26
"Innovation" Value Survey Score	New metric	New metric	Appendix B: page 27

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

ORGANIZATIONAL EXCELLENCE

To Strategically Align the Organization: As the Park District plans for the future, it should work to ensure that individual efforts are aligned to move the organization forward in the most efficient, equitable, and effective manner possible.

Action Plan

2022	2023	2024
	Develop an equity framework tool to incorporate into decision-making	Complete a 5 Year Strategic Master Plan which will serve as the 10 year comprehensive master plan and the 3 year strategic plan

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Percentage of Goals Completed	94%	100%	Appendix B: page 28
Average "Vision" Score in Employee Survey	95%	95% or higher	Appendix B: page 29

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

QUALITY INFRASTRUCTURE MANAGEMENT

To Leverage Technology: The Park District should improve systems for staff and customers by managing and investing in technology infrastructure to best support the community.

Action Plan

2022	2023	2024
Launch new website with enhanced accessibility features		

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
External Customer Satisfaction Survey: "Technology" Score	New metric	Developing a baseline	Appendix B: page 31
Internal Customer Service Survey: "Forms", "Technology," and "Process" Score	8.9	8.0 or higher	Appendix B: page 32

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

QUALITY INFRASTRUCTURE MANAGEMENT

To Be a Leader in Sustainability: The Park District should take steps to continue to reduce our carbon footprint, conserve water resources, and educate the community on sustainability.

Action Plan

2022	2023	2024
Create a new staff sustainability committee to focus on education of staff and the community on the importance of sustainability	Create a carbon neutral plan to establish benchmarks	

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Utility Usage (units)	2,692,812	Developing a baseline	Appendix B: page 33
"Sustainability" Value Survey Score	New metric	New metric	Appendix B: page 34

2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

QUALITY INFRASTRUCTURE MANAGEMENT

To Provide Safe and Attractive Parks and Facilities for All: The Park District should continue to invest in the maintenance of parks and facilities by introducing new strategies that lead to positive experiences by our community members.

Action Plan

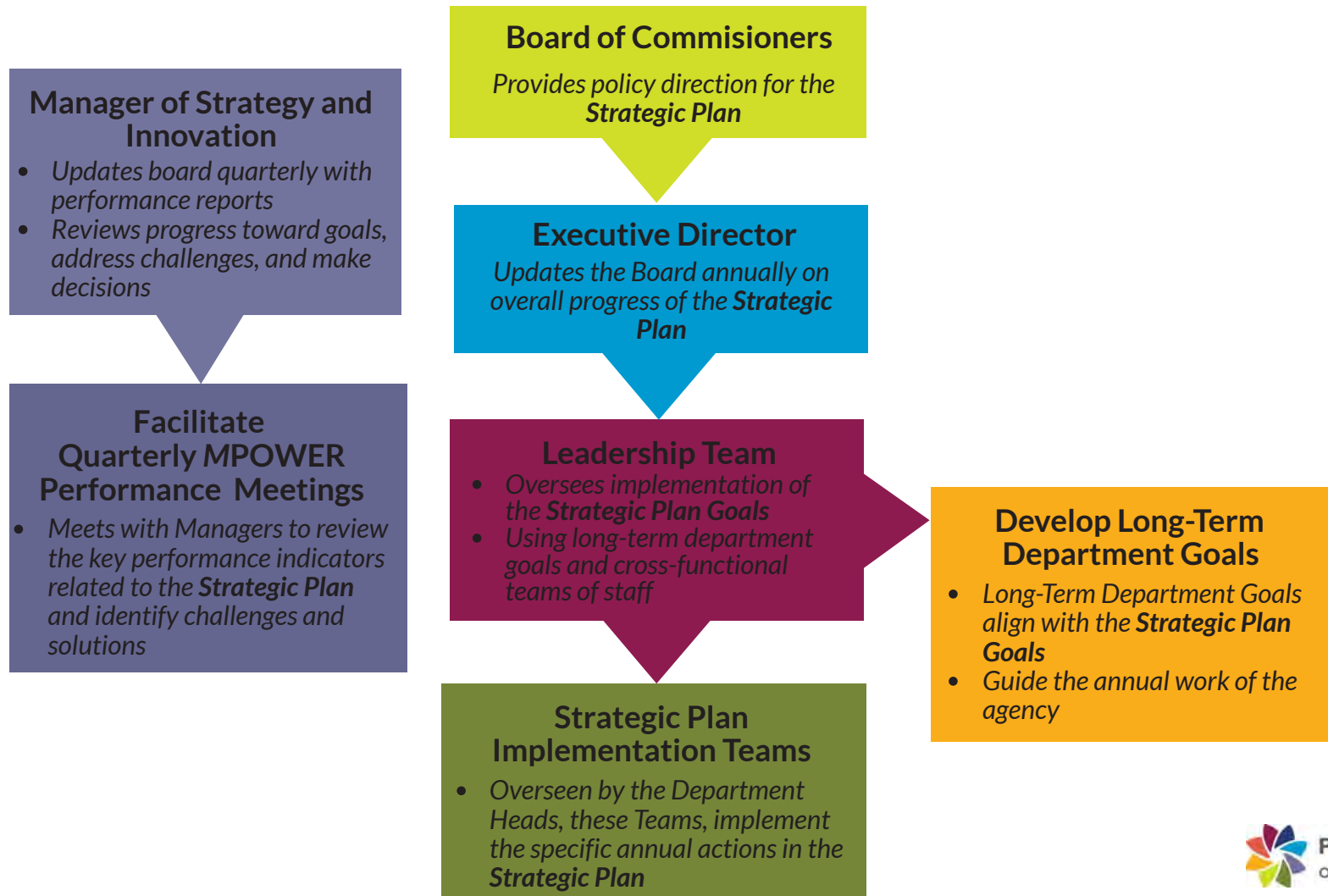
2022	2023	2024
	Develop new safety audit to ensure we promote and sustain a safe organization	Evaluate opportunities to add more sensory equipment in the parks
		Identify opportunities to add more naturalistic play spaces

Key Performance Indicators

Metric	Average from 2018-2019	Goal	Details
Facility Report Card	New metric	New metric	Appendix B: page 35
Park Report Card	91	93% or higher	Appendix B: page 36

IMPLEMENTATION STRATEGY

Successful implementation of the Strategic Plan requires involvement from multiple groups throughout the Park District. The graphic below illustrates how various groups will work together to implement the Strategic Plan.



PLAN DEVELOPERS AND PARTICIPANTS

Thank you to all you participated in the progress of developing this plan

PUBLIC

The creation of the Park District of Oak Park Strategic Plan would not have been complete or possible without input and participation from the public, taxpayers, and constituents including focus groups and the 2019 community survey.

PARK DISTRICT OF OAK PARK BOARD OF COMMISSIONERS

Kassie Porreca, President

Jake Worley-Hood, Vice President

Chris Wollmuth, Secretary

David Wick, Treasurer

Sandy Lentz, Commissioner

STAFF LEADERSHIP

Jan Arnold, CPRP, Executive Director

Karen Gruszka, Executive Assistant

Mitch Bowlin, Director of Finance

Paula A. Bickel, SHRM-SCP, Director of Human Resources and Risk Management

Bill Hamilton, CPRP, Superintendent of Special Facilities and Customer Service

Chris Lindgren, CPRP, Superintendent of Parks and Planning, ADA Coordinator

Maureen McCarthy, CPRP, Superintendent of Recreation and Marketing and Communications

Patti Staley, Director of Horticulture and Conservatory Operations

STRATEGIC PLAN COMMITTEE

Jan Arnold, CPRP and CPRE, Executive Director

Greg Stopka, Strategy and Innovation Manager

Kayla Lindgren, CPRP, Special Facilities Program and Operations Manager

**APPENDIX A:
2019-2021 PERFORMANCE INDICATORS
MEETING OUR MISSION**

APPENDIX A: 2019-2021 PERFORMANCE

MEETING OUR MISSION

PROGRAM REGISTRATIONS

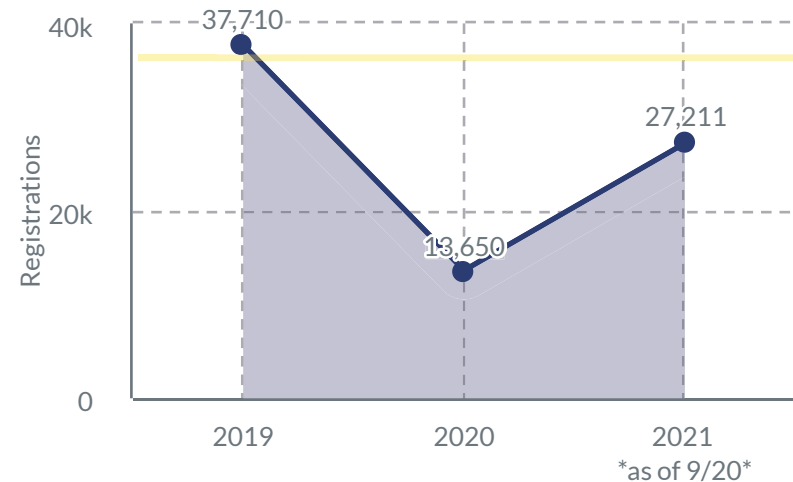


■ Percent of Goal (100%)

The Park District defines the measurement as the total number of program and event registrations sold in the current year through the Park District's recreation software, after any cancellations or refunds have been processed. This measure does not include participation in drop-in programs not requiring registration, including special events.

Who are the stakeholders impacted?

- Program participants and staff



What does the data say?

- The Park District's goal was to have 37,000 or more registrations. The District achieved this in 2019 but fell to 13,650 in 2020.

What caused the data trend?

- Refunds, cancellations, and space limitations limited participation during the pandemic.

APPENDIX A: 2019-2021 PERFORMANCE

MEETING OUR MISSION

PASSES AND PUNCH CARD SALES

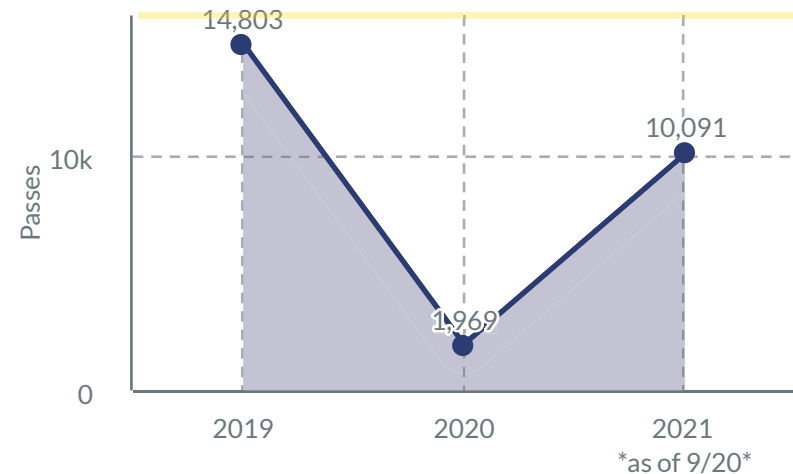


■ Percent of Goal (92%) ■ Within (8%)

The Park District defines the measurement as the total number of passes and punch cards sold in the current year through the Park District's recreation software. This measure does not include replacement passes sold for a lost ID card.

Who are the stakeholders impacted?

- Oak Park pass holders and participants



What does the data say?

- The Park District's goal was to have 16,000 or more passes and punch card sales. The District fell slightly short of this with 14,803 in 2019.

What caused the data trend?

- In 2019, the drop can be partially attributed to pool pass sales being included in the 2018 Black Friday Sale but not in 2019.

APPENDIX A: 2019-2021 PERFORMANCE

MEETING OUR MISSION

PROGRAM SATISFACTION

on a 10 point scale (10 is the best)

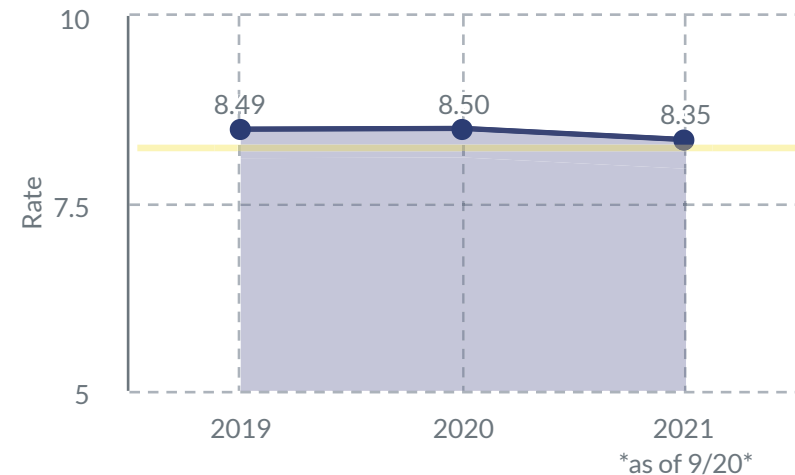


■ Percent of Goal (100%)

The Park District defines the measurement as the average “Overall Experience” score, on a scale of 0-10, given by respondents to the Park District’s Program & Event Evaluation from the current year.

Who are the stakeholders impacted?

- Program participants



What does the data say?

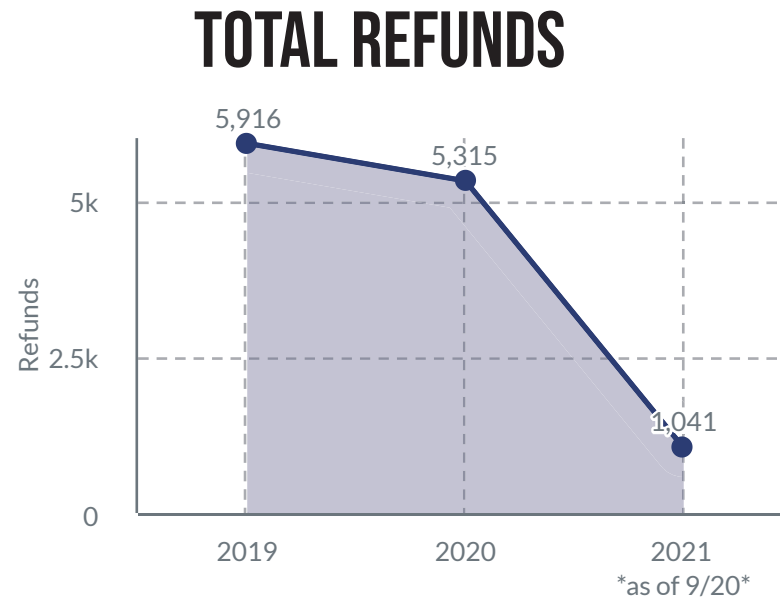
- The Park District’s goal was to have a 8.0 or higher. The District achieved this in 2019 and 2020.

What caused the data trend?

- The scores were very similar in 2019 and 2020 with the main improvement being around "price," possibly due to our price freeze and introduction of a childcare discount membership.

APPENDIX A: 2019-2021 PERFORMANCE

MEETING OUR MISSION



The Park District focuses on decreasing refunds for avoidable reasons (wait-list, low enrollment, dissatisfaction). The Park District defines the measurement as total refunds given.

Who are the stakeholders impacted?

- Program, pass and rental participants

What does the data say?

- The Park District goal was originally measured around avoidable reasons but the new recreation software does not provide this information. We are building a new baseline.

What caused the data trend?

- Refunds, cancellations, and space limitations limited participation during the pandemic.

APPENDIX A:
2019-2021 PERFORMANCE INDICATORS
COMMUNITY AND CUSTOMER FOCUSED

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

OAK PARK AGE GROUP PARTICIPATION: YOUTH

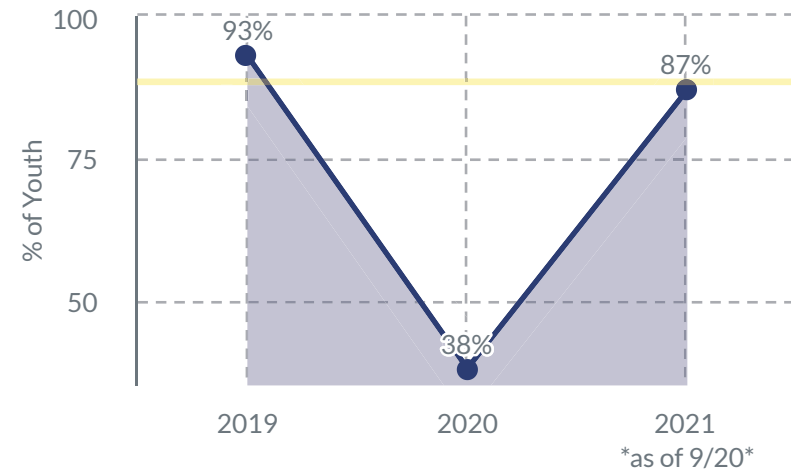


■ Percent of Goal (100%)

The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the youth age group of 5-11, as indicated by the most recent Census data.

Who are the stakeholders impacted?

- Oak Park pass holders and participants



What does the data say?

- The Park District's goal was to reach 90% or more of youth. The District achieved this in 2019 but fell to 38% in 2020.

What caused the data trend?

- Refunds, cancellations, and space limitations limited participation during the pandemic. Demographic changes are also a challenge as the community ages.

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

OAK PARK AGE GROUP PARTICIPATION: INFANT/PRE-K

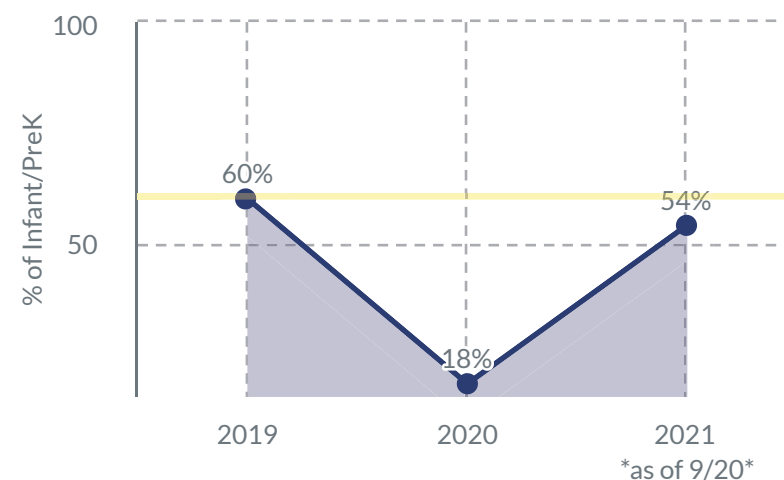


■ Percent of Goal (100%)

The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the youth age group of less than four, as indicated by the most recent Census data.

Who are the stakeholders impacted?

- Oak Park pass holders and participants



What does the data say?

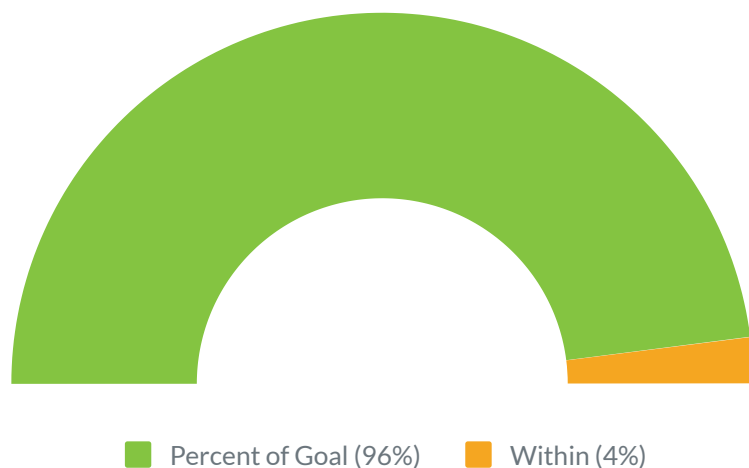
- The Park District's goal was 55% or more of infant/pre-k. The District achieved this in 2019 but fell to 18% in 2020.

What caused the data trend?

- Refunds, cancellations, and space limitations limited participation during the pandemic. Demographic changes are also a challenge as the community ages.

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

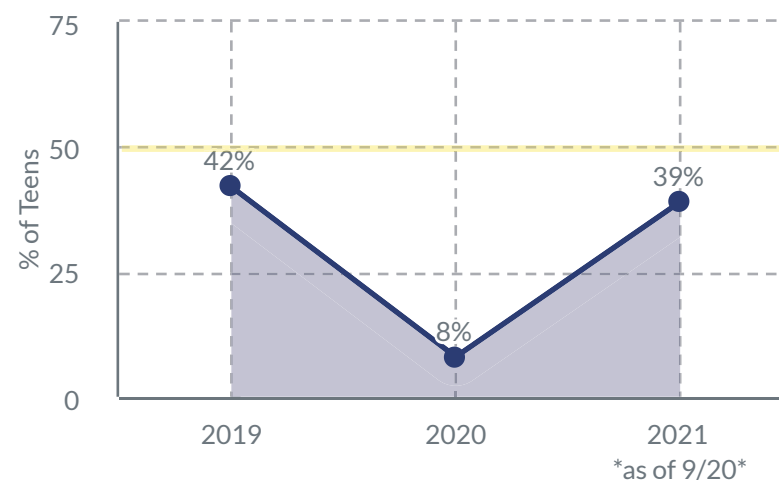
OAK PARK AGE GROUP PARTICIPATION: TEENS



The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 12-17, as indicated by the most recent Census data.

Who are the stakeholders impacted?

- Oak Park pass holders and participants



What does the data say?

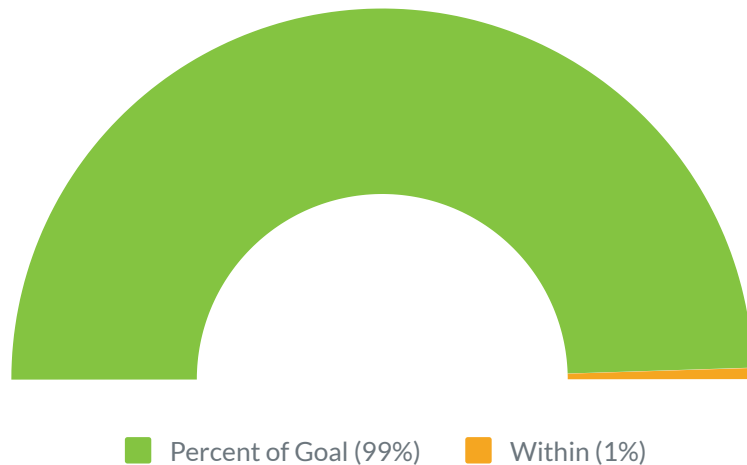
- The Park District's goal was to reach 46% or more of teens. The District got within 4% in 2019 before declining in 2020.

What caused the data trend?

- Refunds, cancellations, and space limitations limited participation during the pandemic. Demographic changes are also a challenge as the community ages.

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

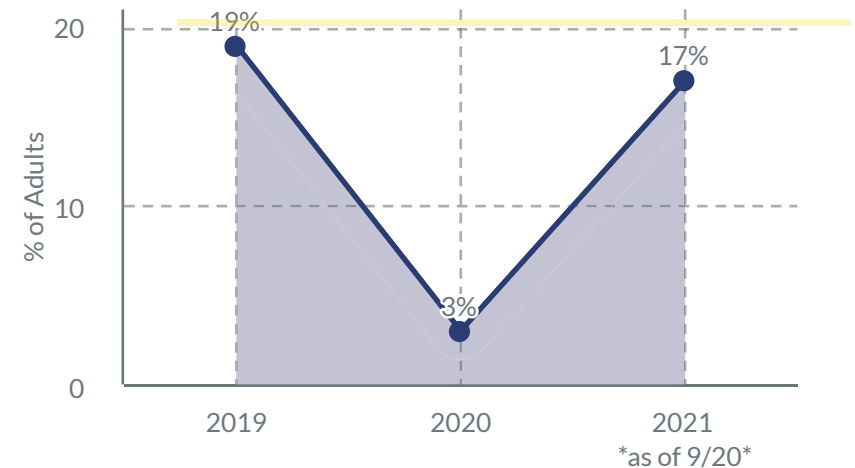
OAK PARK AGE GROUP PARTICIPATION: ADULTS



The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 18-64 as indicated by the most recent Census data.

Who are the stakeholders impacted?

- Oak Park pass holders and participants



What does the data say?

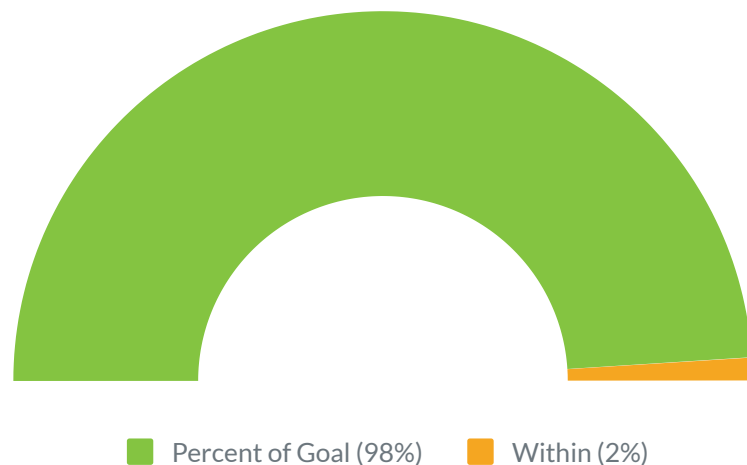
- The Park District's goal was to reach 20% or more of adults. The District got within 1% in 2019 before declining in 2020.

What caused the data trend?

- Refunds, cancellations, and space limitations limited participation during the pandemic. Demographic changes are also a challenge as the community ages.

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

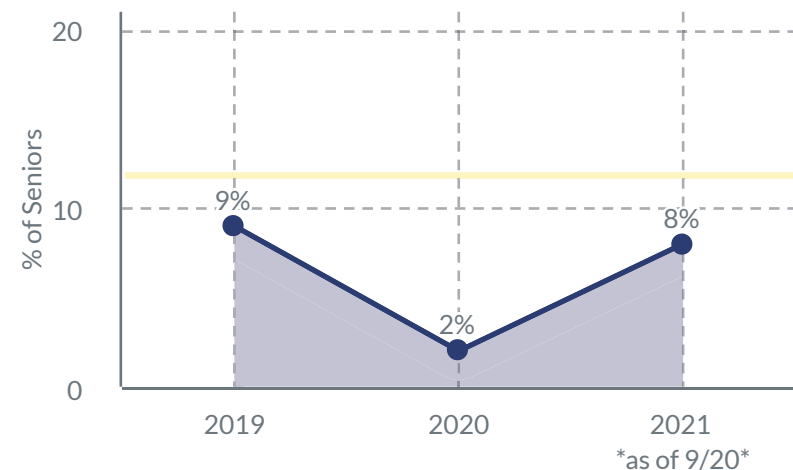
OAK PARK AGE GROUP PARTICIPATION: SENIORS



The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 65 and older, as indicated by the most recent Census data.

Who are the stakeholders impacted?

- Oak Park pass holders and participants



What does the data say?

- The Park District's goal was to reach 11% or more of seniors. The District got within 2% in 2019 before declining in 2020.

What caused the data trend?

- Refunds, cancellations, and space limitations limited participation during the pandemic. Demographic changes are also a challenge as the community ages.

APPENDIX A: 2019-2021 PERFORMANCE

COMMUNITY AND CUSTOMER FOCUSED

OAK PARK HOUSEHOLD PARTICIPATION

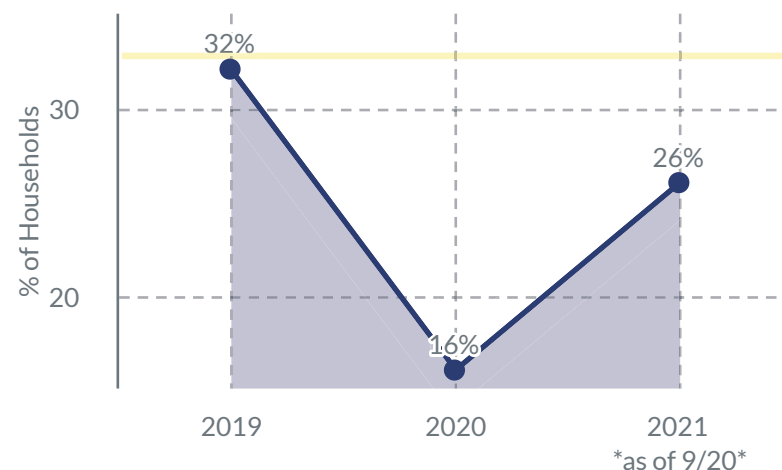


■ Percent of Goal (100%)

The Park District defines the measurement as the percent of unique resident household accounts that have completed a transaction of any kind, divided by the total number of households in Oak Park.

Who are the stakeholders impacted?

- Staff and residents



What does the data say?

- The Park District's goal was to reach 32% or higher of Oak Park households. The District achieved this in 2019 before declining to 16% in 2020.

What caused the data trend?

- The Park District saw an increase driven by new strategies to engage new residents. The drop is most likely due to the overall drop in participation from COVID-19.

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

OAK PARK HOUSEHOLD PARTICIPATION IN SCHOLARSHIP PROGRAM

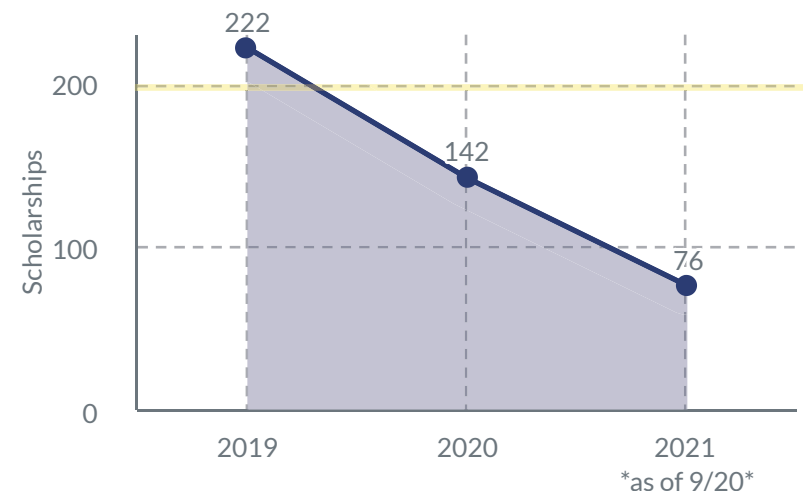


■ Percent of Goal (100%)

The Park District defines the measurement as the number of unique resident household accounts that have been approved and have used scholarship funds to register for a program or pass in the current year. This represents households which can include multiple family members.

Who are the stakeholders impacted?

- Oak Park residents, staff, community groups



What does the data say?

- The Park District's goal was to provide 180 or more of unique scholarships a year. The District achieved this in 2019 before declining to 142 in 2020.

What caused the data trend?

- The Park District's increase was driven by improving outreach to seniors and a new online application process. The drop is most likely due to the overall drop in participation from COVID-19.

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

SERVICE SATISFACTION

on a 10 point scale (10 is the best)

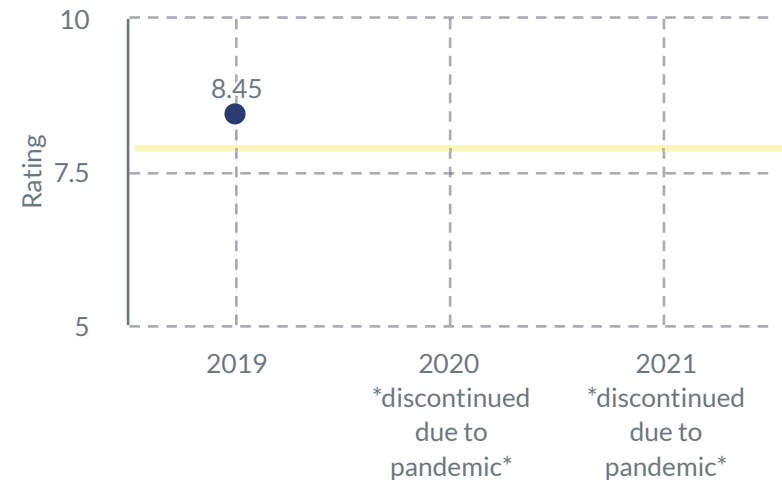


■ Percent of Goal (100%)

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

Who are the stakeholders impacted?

- Customer and staff



What does the data say?

- The Park District's goal was to average above an 8.0 on its customer service survey. The District achieved this in 2019 with an 8.45. The survey was discontinued in 2020 due to COVID-19, The survey is being restructured.

What caused the data trend?

- The Park District's increase was driven by a positive "customer care" and "customer confidence" experience.

APPENDIX A:
2019-2021 PERFORMANCE INDICATORS
FINANCIAL STRENGTH

APPENDIX A: 2019-2021 PERFORMANCE

FINANCIAL STRENGTH

PERCENT OF REVENUE FROM NON-TAX SOURCES

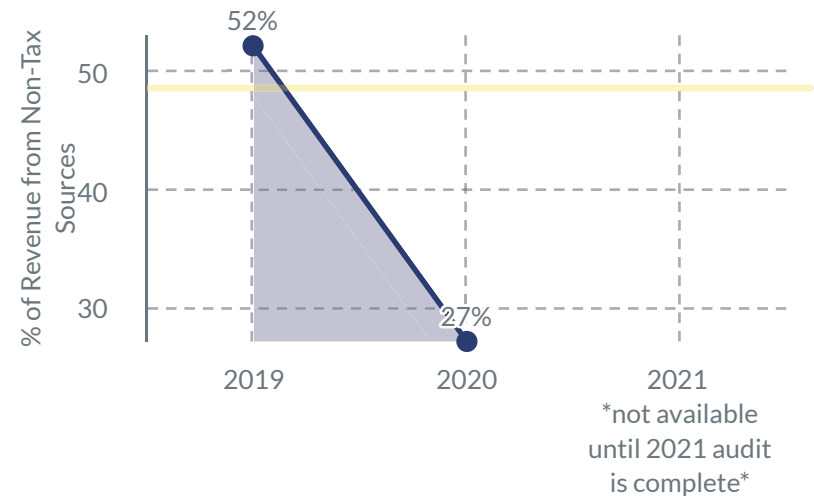


■ Percent of Goal (100%)

The percent of revenue collected in the current year by the Park District that does not come from the local tax levy, such as program revenue, fees and charges, sponsorships and donations, intergovernmental revenue, rental income, and other miscellaneous revenue (including non-resident fees, vending machine revenue, rebates, etc.).

Who are the stakeholders impacted?

- Program participants and staff



What does the data say?

- The Park District's goal was to remain above 50%, which was achieved in 2018. We grew it to 52% in 2019. However, it was not maintained in 2020 (and likely 2021), due to the pandemic.

What caused the data trend?

- Growth in all programs and small fee increases helped us achieve the goal in 2019 but due to the pandemic, which was outside of our control, it was not sustained.

APPENDIX A: 2019-2021 PERFORMANCE

FINANCIAL STRENGTH

VOLUNTEER HOURS WORKED

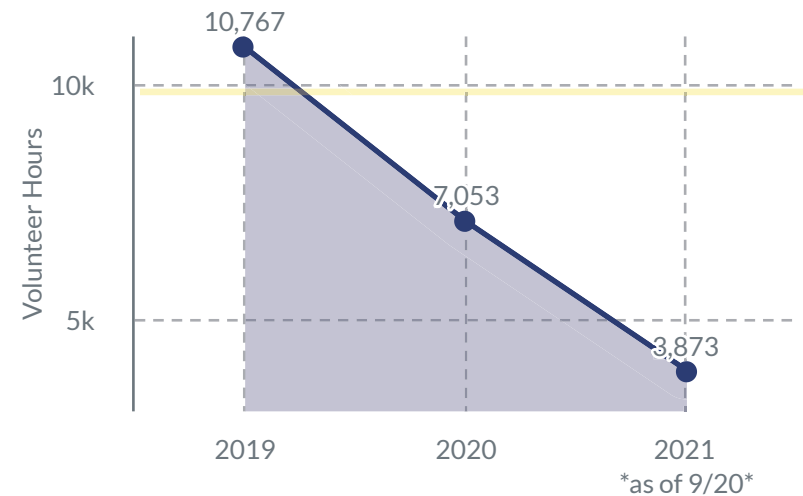


■ Percent of Goal (100%)

The number of volunteer hours reported at facilities, special events, citizen committees, and other efforts, and the dollars saved based on current minimum wage.

Who are the stakeholders impacted?

- Staff, Volunteers, and the Community



What does the data say?

- The Park District's goal was 10,000 hours or higher. The District achieved this in 2019 with 10,767 before declining to 7,053 in 2020.

What caused the data trend?

- The Park District was seeing record volunteer hours due to better tracking. However, due to COVID-19, we faced a drop in volunteers in certain areas and struggled to recruit. The numbers are bouncing back as programming returns in 2021.

APPENDIX A: 2019-2021 PERFORMANCE

FINANCIAL STRENGTH

FUND BALANCES

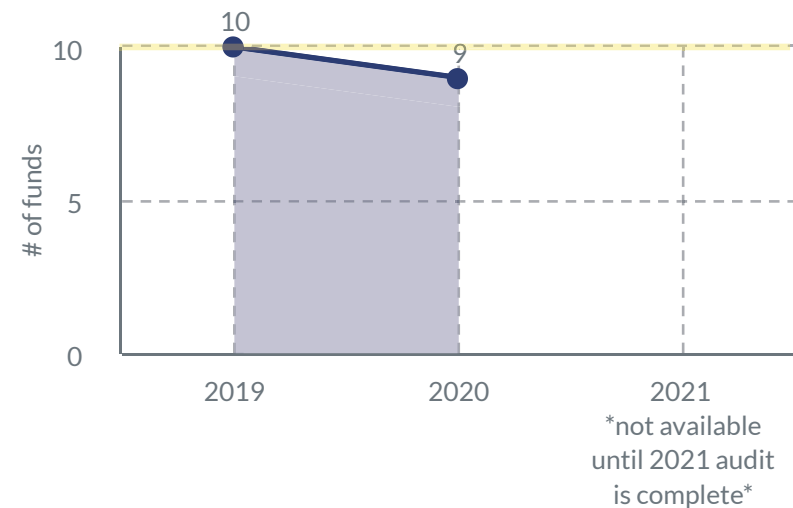


■ Percent of Goal (100%)

The ratio of total fund assets to total fund expenditures.

Who are the stakeholders impacted?

- Staff and the community



What does the data say?

- The Park District's goal was to keep all the funds in the positive. The 10 funds finished in the positive from 2019 before falling to 9 in 2020.

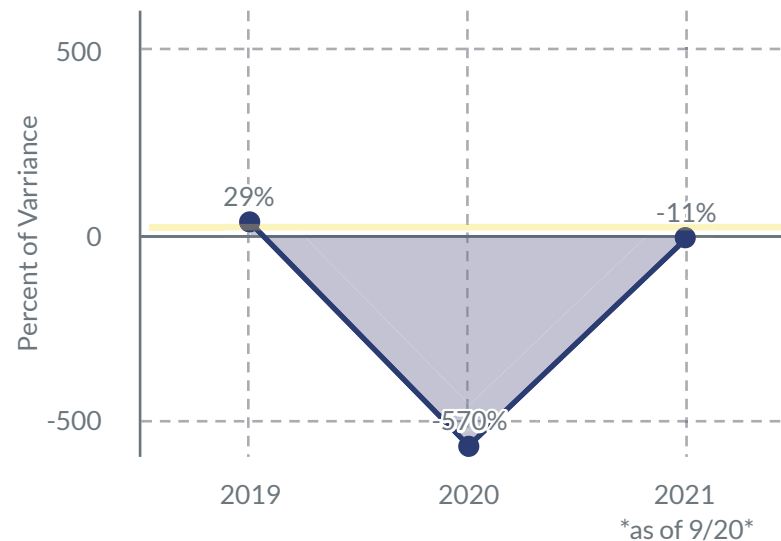
What caused the data trend?

- Prior to the pandemic, the positive results were from lower than expected spending and strong financial performance in our Recreation programming and Cheney Mansion. During the pandemic, the District remained positive due to a reduction in staff and striving for efficiency.

APPENDIX A: 2019-2021 PERFORMANCE

FINANCIAL STRENGTH

FUND PERFORMANCE



The difference between the actual total fund to fund budget for the current year.

Who are the stakeholders impacted?

- Staff and the community

What does the data say?

- The Park District's goal was to perform in the positive of budget expectations. While the District did this in 2019 (29%), it fell to -570% in 2020.

What caused the data trend?

- The District budgeted a positive net income of \$95,002 for 2020, but due to COVID that became unattainable. Operating revenues were approximately \$5.4 million below budget, but the District cut \$4.9 million in expenses from the budget for a total net loss of \$453,871.

APPENDIX A: 2019-2021 PERFORMANCE

FINANCIAL STRENGTH

PERCENT OF OAK PARK TAX BILL

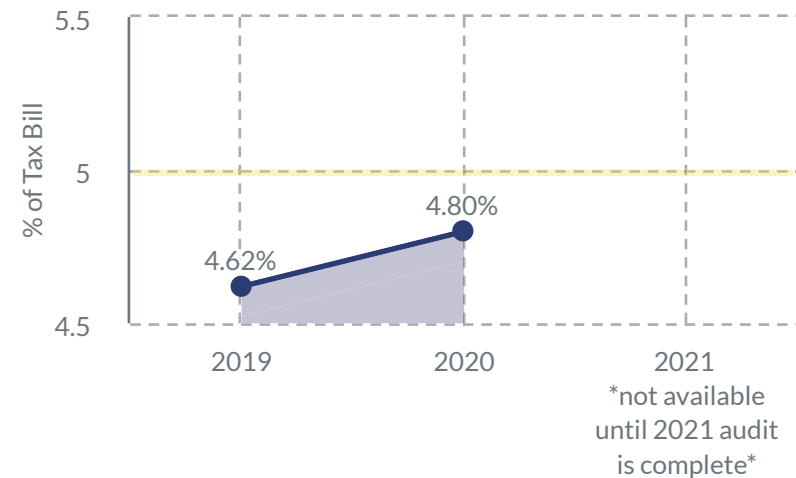


■ Percent of Goal (100%)

The percent of property tax revenue collected by the Park District compared to other overlapping jurisdictions such as county, village, township, library, school districts, community colleges, and other special districts.

Who are the stakeholders impacted?

- Community and staff



What does the data say?

- The Park District's goal was to remain below 5% of the tax bill. The District's share of the tax bill grew from 4.62% to 4.80% but achieved its goal.

What caused the data trend?

- The percent of the Oak Park tax bill only increased slightly due to most Oak Park government agencies taking the expiring TIF revenue in 2020.

APPENDIX A:
2019-2021 PERFORMANCE INDICATORS
ORGANIZATIONAL EXCELLENCE

APPENDIX A: 2019-2021 PERFORMANCE

ORGANIZATIONAL EXCELLENCE

NUMBER OF CLAIMS SUBMITTED TO PDRMA

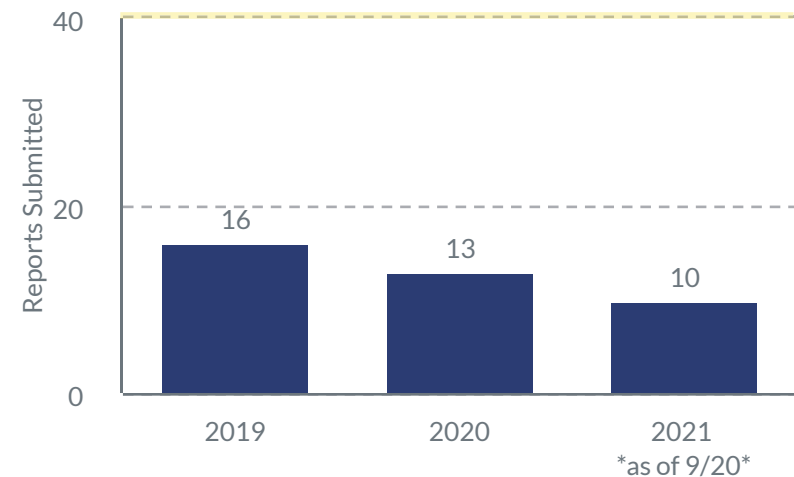


■ Percent of Goal (100%)

The Park District defines the measurement as the number of accident and/or incident reports of a serious nature submitted to the Park District Risk Management Association (PDRMA) in the current year as reported by Park District staff.

Who are the stakeholders impacted?

- Park users, participants, PDRMA, staff



What does the data say?

- The Park District's goal was to finish below 40 reports submitted each year. The District achieved this in 2019.

What caused the data trend?

- The Park District's performance was driven by new trainings and standards to build awareness and education.

APPENDIX A: 2019-2021 PERFORMANCE

ORGANIZATIONAL EXCELLENCE

INTERNAL PROCESS EMPLOYEE SATISFACTION SCORES

on a 10 point scale (10 is the best)

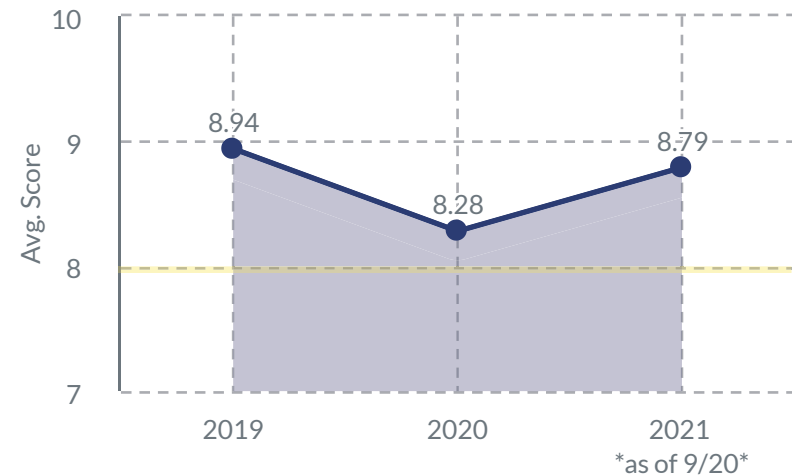


■ Percent of Goal (100%)

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

Who are the stakeholders impacted?

- Staff



What does the data say?

- The Park District's goal was to average an 8.0 or higher on its internal customer service survey. The District achieved this in 2019 with an 8.94 and 8.28 in 2020.

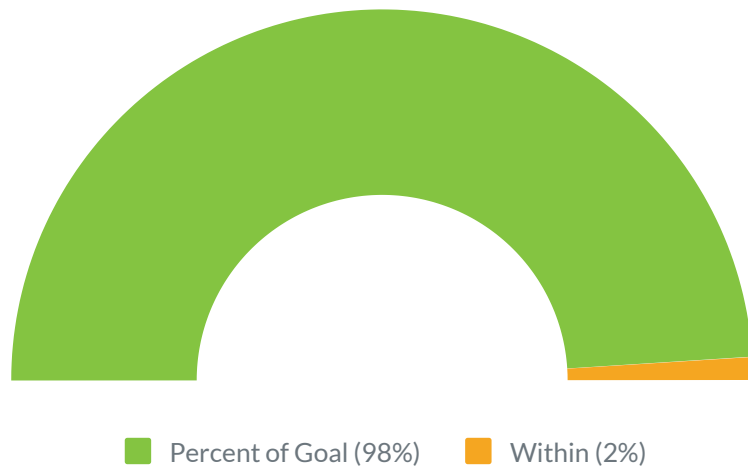
What caused the data trend?

- While the scores have been above 8.0, we've seen slight drops from our 2018 baseline driven by COVID-19 communication challenges and adjustments to new software.

APPENDIX A: 2019-2021 PERFORMANCE

ORGANIZATIONAL EXCELLENCE

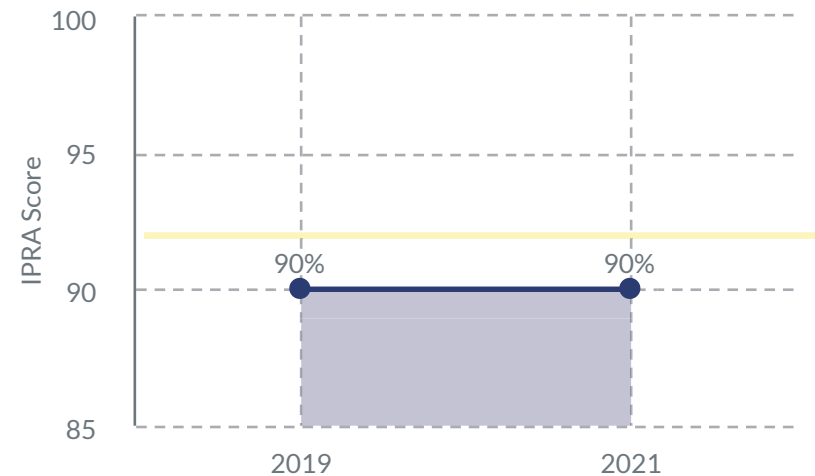
IPRA ENVIRONMENTAL REPORT CARD SCORE



The Park District measures our environmental leadership through the Illinois Parks and Recreation Association Environmental Scorecard, a bi-annual self-assessment.

Who are the stakeholders impacted?

- Green Advisory Committee, community, and staff



What does the data say?

- The Park District's goal was to achieve a 92% on the bi-annual assessment. The District achieved a 90% in both 2019 and 2021.
- **What caused the data trend?**
The drop can be attributed to low scores related to purchasing green materials.

APPENDIX A: 2019-2021 PERFORMANCE

ORGANIZATIONAL EXCELLENCE

NUMBER OF LAUNCH PAD INNOVATIONS IMPLEMENTED

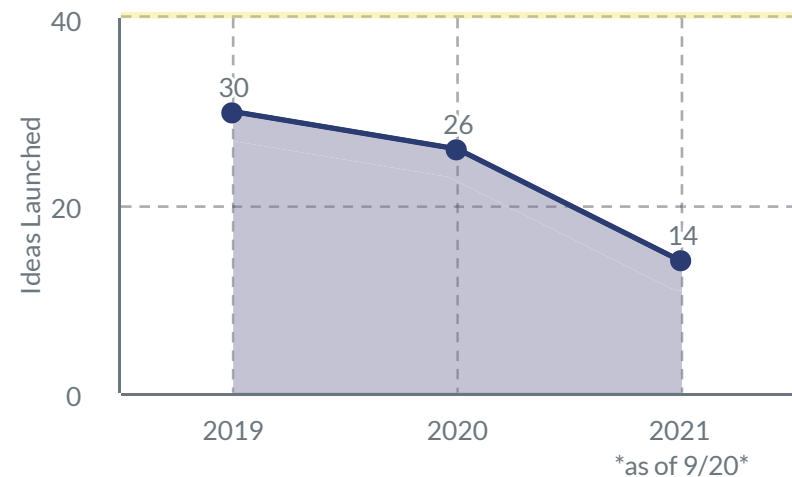


■ Percent of Goal (75%) ■ Within (25%)

The Park District defines the measurement as the number of ideas implemented through the Park District's innovation management system, Launch Pad.

Who are the stakeholders impacted?

- Staff, board, customers, community



What does the data say?

- The Park District's goal was to implement 40 new ideas a year. The District failed to reach this goal with 30 ideas implemented in 2019 and 26 in 2020.

What caused the data trend?

- The reasons for the drop could be the need to diversify staff participation and engage part-time staff.

APPENDIX A: 2019-2021 PERFORMANCE

ORGANIZATIONAL EXCELLENCE

PERCENTAGE OF GOALS ACHIEVED AS SCHEDULED

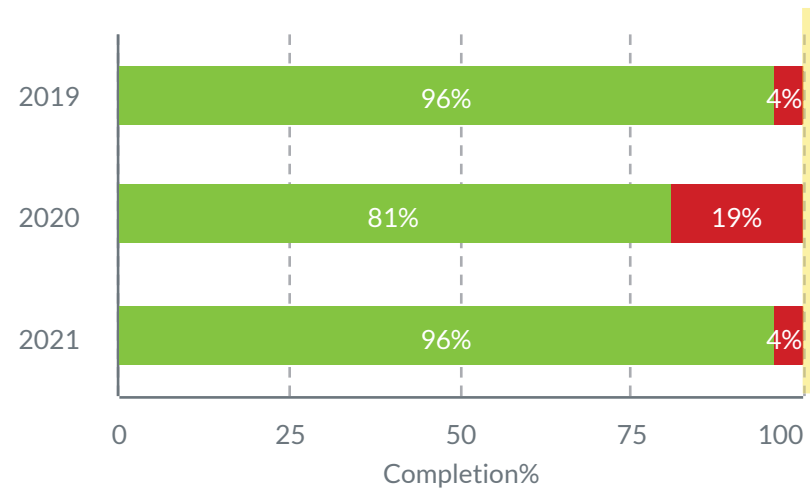


■ Percent of Goal (96%) ■ Within (4%)

The Park District defines the measurement as the percent of Park District goals met and/or objectives completed as scheduled in the current year as outlined in the Park District Budget, Comprehensive Plan, and Strategic Plan.

Who are the stakeholders impacted?

- Staff, board, community



■ Completed/In Progress ■ Not Completed/Delayed

What does the data say?

- The Park District's goal was to implement 100% of its goals. The District fell just short of this goal in 2019 with 96% implemented. The District fell to 81% in 2020.

What caused the data trend?

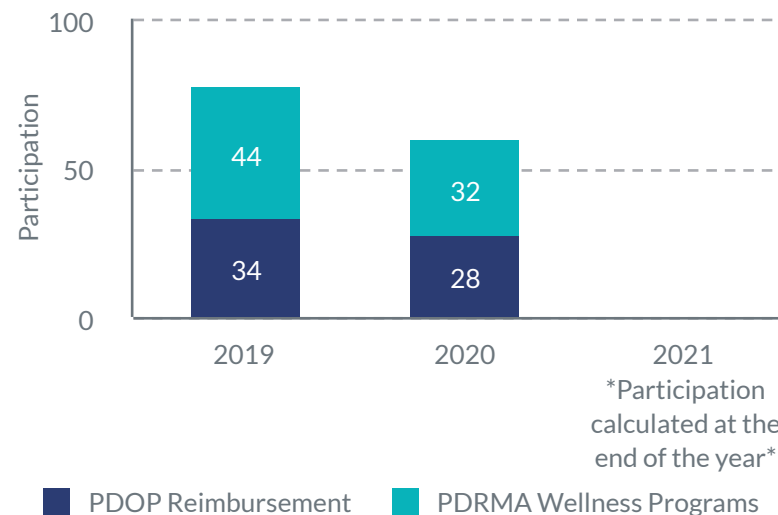
- The reason for the drop is the result of many goals having to be postponed due to COVID-19.

**APPENDIX A:
2019-2021 PERFORMANCE INDICATORS
STAFF EXCELLENCE**

APPENDIX A: 2019-2021 PERFORMANCE

STAFF EXCELLENCE

STAFF PARTICIPATION IN WELLNESS PROGRAMS



The Park District defines the measurement as the total number of participants in Park District employee wellness programs.

Who are the stakeholders impacted?

- Staff

What does the data say?

- Employees have access to several wellness benefits through the Park District and its risk management and insurance provider, PDRMA. Overall participation grew by 11% in 2019 before falling 30% in 2020. We structured the program in 2019 and are building a baseline.

What caused the data trend?

- The primary reason for the drop is due to the decline in staff numbers from COVID-19

APPENDIX A: 2019-2021 PERFORMANCE

STAFF EXCELLENCE

EMPLOYEE JOB SATISFACTION

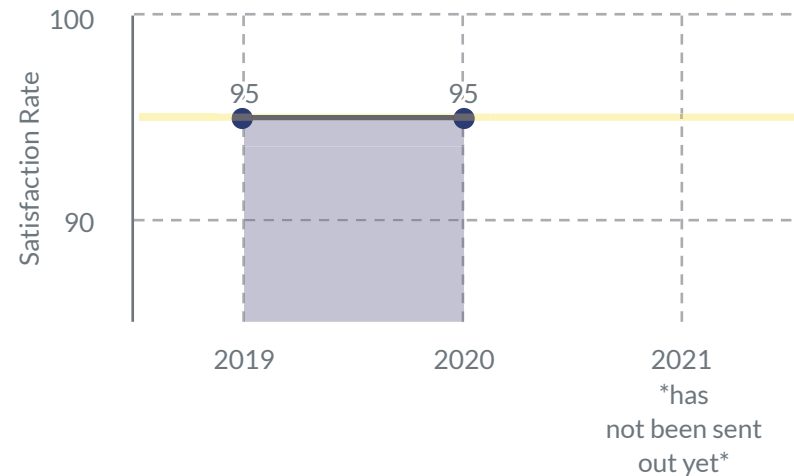


■ Percent of Goal (100%)

The Park District defines the measurement as the average percent of part-time and full-time employees who agree or strongly agree in the areas of Vision, Leadership, Communication, Customer Service, Immediate Supervisor, Team Values, Senior Leadership and My Job.

Who are the stakeholders impacted?

- Staff



What does the data say?

- The Park District's goal was to remain at or above 95%. The District achieved this in 2019 (95%) and 2020 (95%).

What caused the data trend?

- The highest ratings were related to customer service, job satisfaction, and senior leadership.

APPENDIX A: 2019-2021 PERFORMANCE

STAFF EXCELLENCE

TRAINING SATISFACTION

on a 10 point scale (10 is the best)

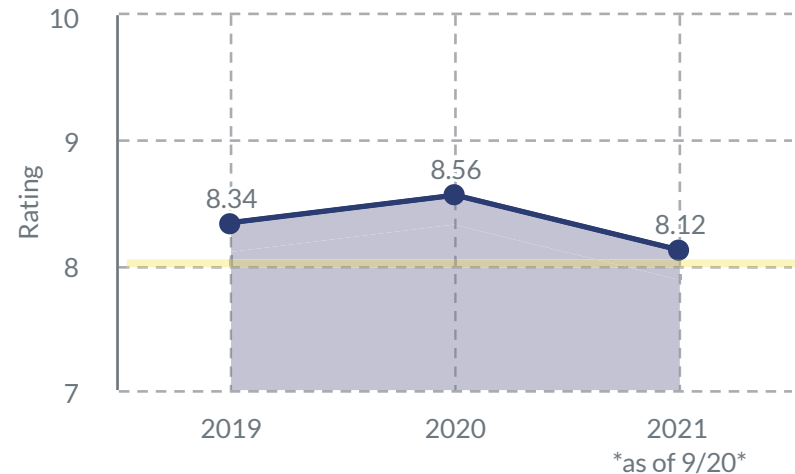


■ Percent of Goal (100%)

The Park District defines the measurement as the average “Overall Quality” score, on a scale of 0-10, given by staff through the Park District’s Training Evaluation from the current year.

Who are the stakeholders impacted?

- Staff



What does the data say?

- The Park District’s goal was to average at or above an 8.0. The District achieved this in 2019 with an 8.34 and an 8.56 in 2020.

What caused the data trend?

- The highest scores were in “Easy to Understand” (9.1) and “Facilitators Prepared” (9.02), which could be driven by our move to using Paycom for online learning.

APPENDIX A:
2019-2021 PERFORMANCE INDICATORS
QUALITY INFRASTRUCTURE MANAGEMENT

APPENDIX A: 2019-2021 PERFORMANCE

QUALITY INFRASTRUCTURE MANAGEMENT

OVERALL PARK SYSTEM GRADE

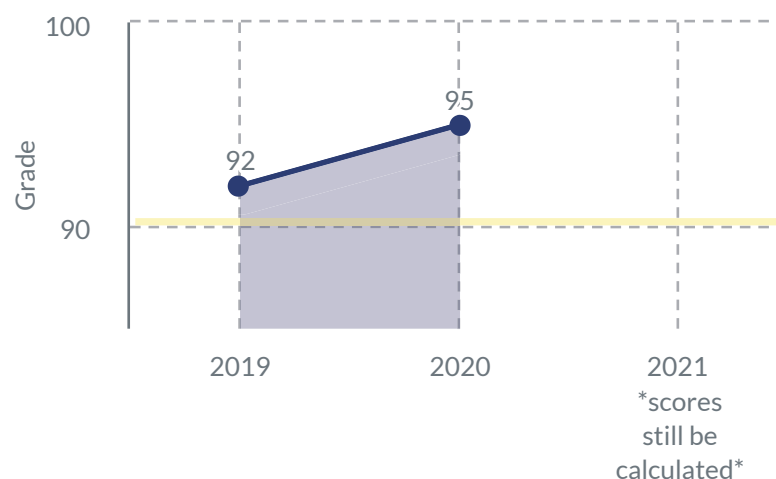


■ Percent of Goal (100%)

The Park District defines the measurement as the average score of all parks, on a scale of 0 to 100, from the Park District's Park Report Card from the current year indicating quality and maintenance of park system. This measure does not include Park District buildings or pools.

Who are the stakeholders impacted?

- Park patrons and staff



What does the data say?

- The Park District's goal was to be above 90. The District achieved this in 2019 (92) and 2020 (95).

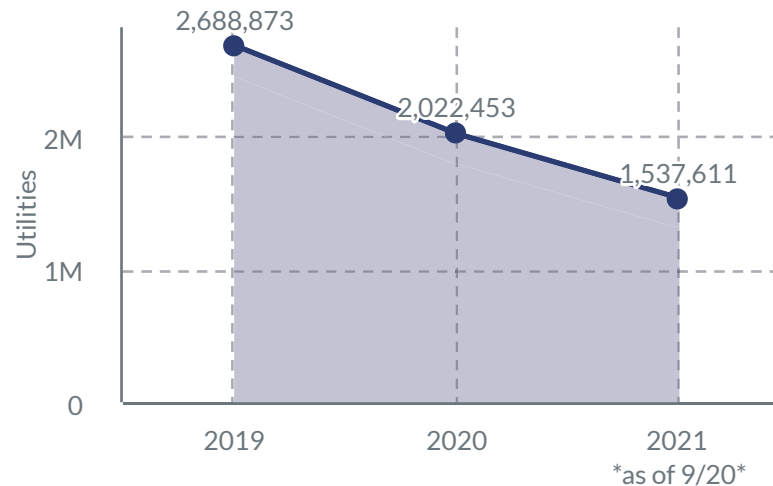
What caused the data trend?

- We're seeing the effects of staff's efforts and capital investment at each location from the CIP.

APPENDIX A: 2019-2021 PERFORMANCE

QUALITY INFRASTRUCTURE MANAGEMENT

UTILITY USAGE



Annual System-wide Utility Usage: The Park District defines the measurements as the total utilities used based on billing invoices, including electricity (kWh), water (1000 gallons), and natural gas (therms).

Who are the stakeholders impacted?

- Staff and the community

What does the data say?

- The Park District's has seen a steady decline in total utilities. Staff cleaned the data in 2021 and we are building a baseline for the next strategic plan.

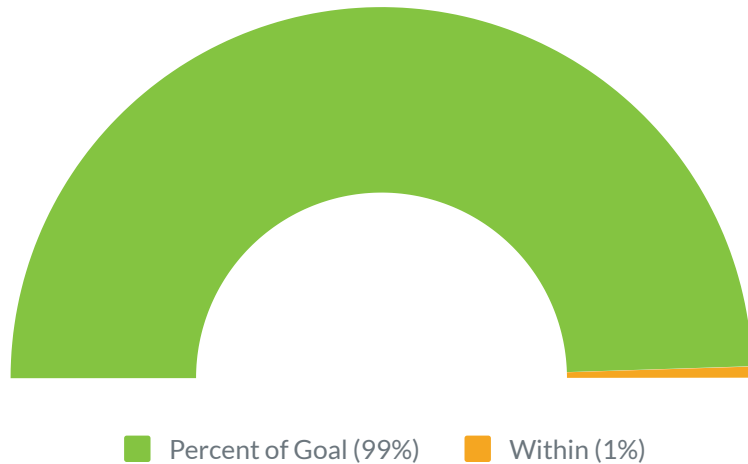
What caused the data trend?

- The conservation investments we have made are having an impact.

APPENDIX A: 2019-2021 PERFORMANCE

QUALITY INFRASTRUCTURE MANAGEMENT

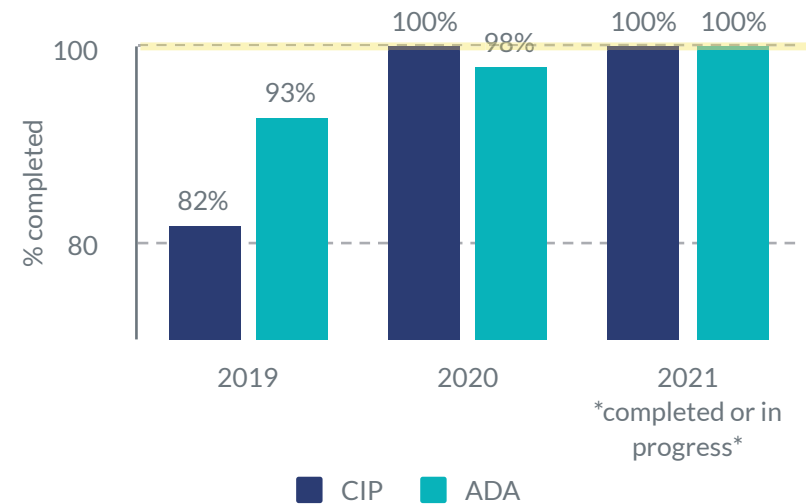
CAPITAL IMPROVEMENTS COMPLETED



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

Who are the stakeholders impacted?

- Staff and the community



What does the data say?

- The Park District's overall goal was to complete 100% of its planned improvements. The District fell just short in 2020 (99%) due to the delay of Rehm Park due to COVID-19.

What caused the data trend?

- Completed updates in the ADA and CIP Plans.

APPENDIX A: 2019-2021 PERFORMANCE

QUALITY INFRASTRUCTURE MANAGEMENT

AVERAGE TREE CONDITION

on a 5.0 scale (1 is the best)

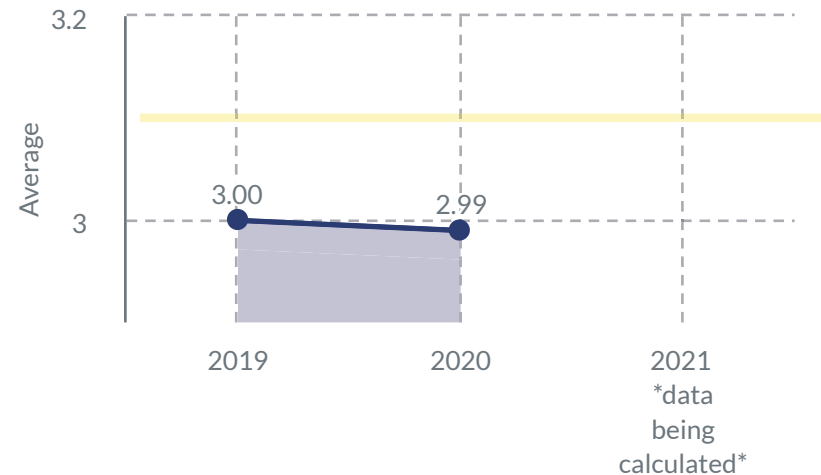


■ Percent of Goal (100%)

The Park District defines the metric as the quality of the trees in our system based on a survey from GrafTree Care on a scale of 1-5 with 1 being the highest.

Who are the stakeholders impacted?

- Park patrons and staff



What does the data say?

- The Park District's goal is to be below 3.10. The District achieved this in 2019 (3.00) and 2020 (2.99).

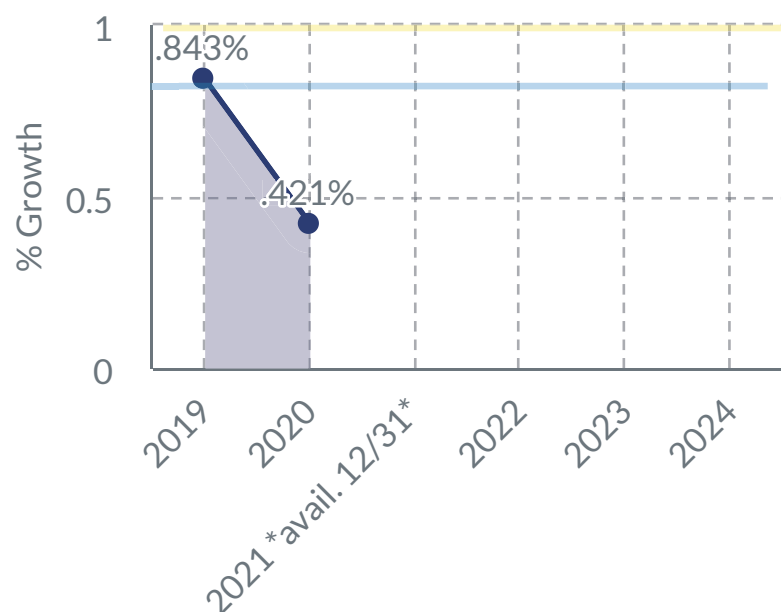
What caused the data trend?

- The District continues to remove trees in poorer condition and plant new trees.

APPENDIX B:
2022-2024 PERFORMANCE INDICATORS
COMMUNITY AND CUSTOMER FOCUSED

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO ENGAGE THE PUBLIC



The Park District defines the measurement as percent growth in total engagements on its social media platforms for Twitter, Instagram, and Facebook. Engagements include "likes", "comments", "shares", "clicks", and "views."

What does the data say?

- In 2019, the District saw average growth of .843%. The District has set a 3-year goal of averaging 1% or higher annually.

% Growth in Social Media Engagements

- 2019: .843%
- 3 Year Goal: average 1% or higher annually

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO ENGAGE THE PUBLIC

"Community Engagement"
Value Survey Score is a New
Metric

"Inclusivity"
Value Survey Score is a New
Metric

Community Engagement Value Survey Score: The Park District defines the measurement as the average "Community Engagement" score, on a scale of 0-10, given by respondents to the Park District's Customer Satisfaction Survey.

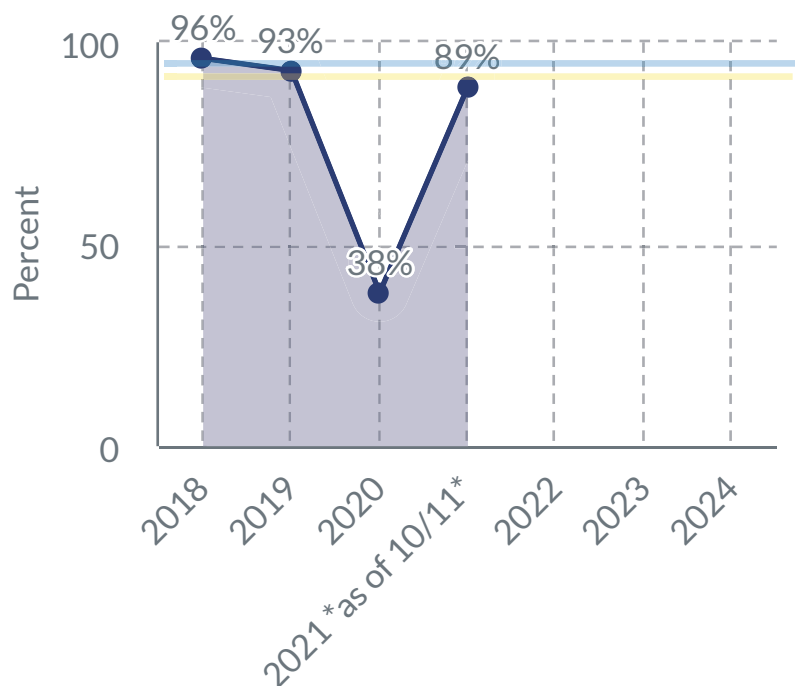
Inclusivity Value Survey Score: The Park District defines the measurement as the average "Inclusivity" value score, on a scale of 0-10, given by respondents to the Park District's Customer Satisfaction Survey.

What does the data say?

- The Community Engagement and Inclusivity Scores are new metrics and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO CREATE MEMORABLE EXPERIENCES FOR ALL



The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 5-11, as indicated by the most recent Census data.

What does the data say?

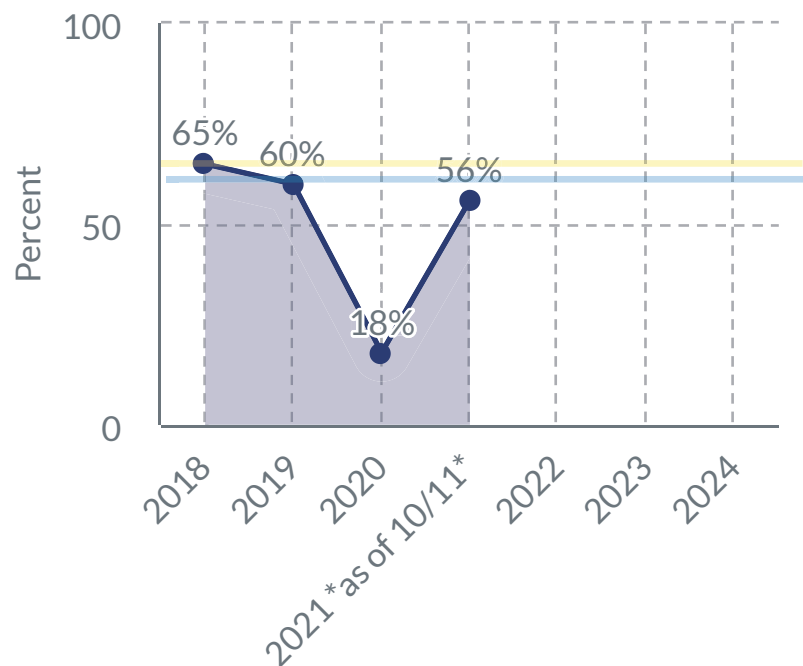
- From 2018-2019, the District saw an average of 94%. The District has set a 3-year goal of averaging 90% or higher annually.

Youth Participation

- 2018-2019 average: 94%
- 3 Year Goal: average 90% or higher annually

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO CREATE MEMORABLE EXPERIENCES FOR ALL



The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of four or younger, as indicated by the most recent Census data.

What does the data say?

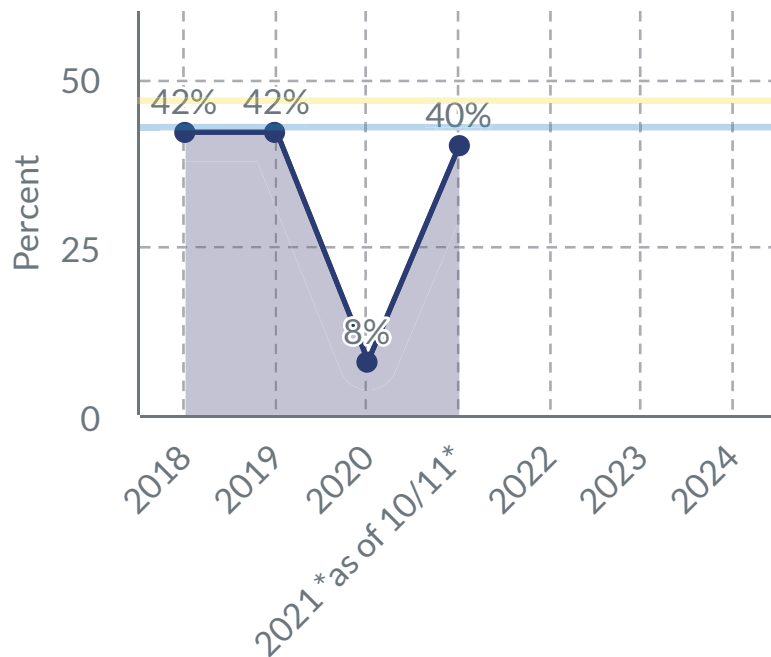
- From 2018-2019, the District saw an average of 62%. The District has set a 3-year goal of reaching 65% or higher by the end of 2024.

Infant/Pre-K Participation

- 2018-2019 average: 62%
- 3 Year Goal: 65% or higher by end of 2024

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO CREATE MEMORABLE EXPERIENCES FOR ALL



The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 12-17, as indicated by the most recent Census data.

What does the data say?

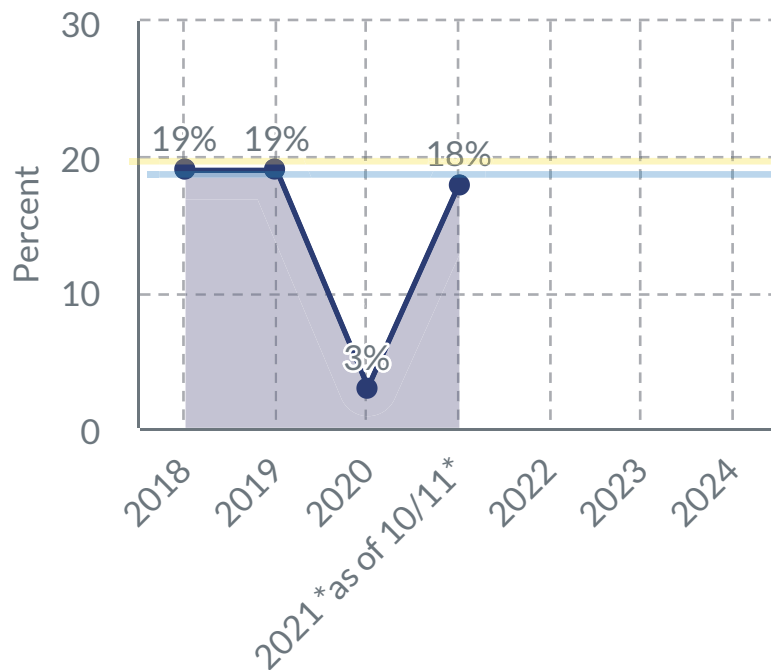
- From 2018-2019, the District saw an average of 42%. The District has set a 3-year goal of reaching 45% or higher.

Teen Participation

- 2018-2019 average: 42%
- 3 Year Goal: 45% or higher by end of 2024

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO CREATE MEMORABLE EXPERIENCES FOR ALL



Adult Participation

- 2018-2019 average: 19%
- 3 Year Goal: 20% or higher by end of 2024

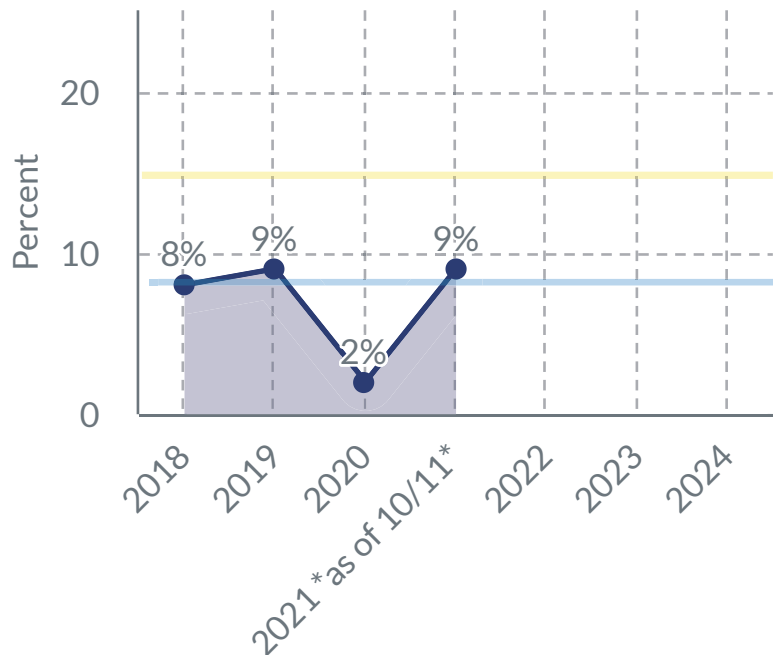
The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 18-64 as indicated by the most recent Census data.

What does the data say?

- From 2018-2019, the District saw an average of 19%. The District has set a 3-year goal of reaching 20% or higher by end of 2024.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO CREATE MEMORABLE EXPERIENCES FOR ALL



The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 65 and older, as indicated by the most recent Census data.

What does the data say?

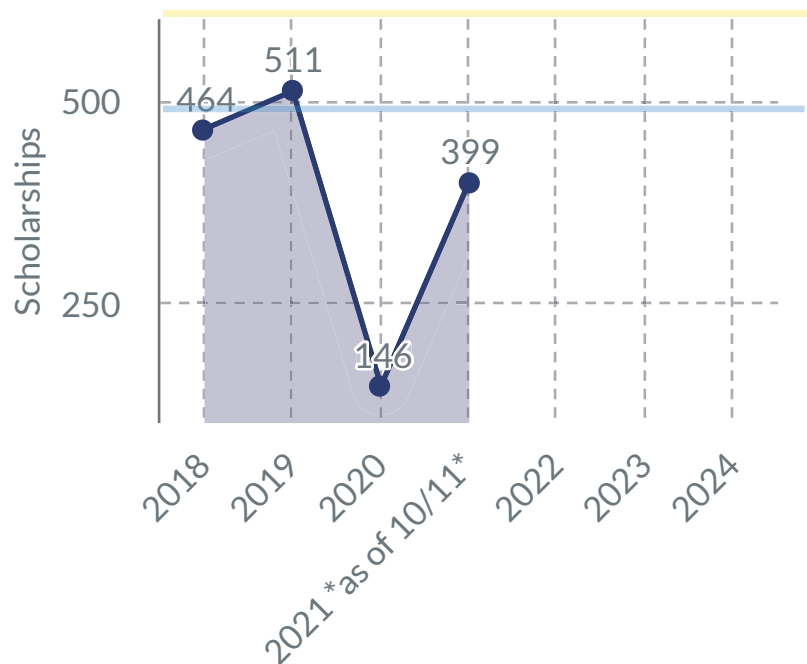
- From 2018-2019, the District saw an average of 8%. The District has set a 3-year goal of reaching 15% or higher by end of 2024.

Senior Participation

- 2018-2019 average: 8%
- 3 Year Goal: 15% or higher by end of 2024

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO ENSURE ALL PEOPLE HAVE ACCESS TO PARKS AND RECREATION



Total Scholarships: The Park District defines the measurement as the number of unique resident participants that have been approved and have used scholarship funds in the current year.

What does the data say?

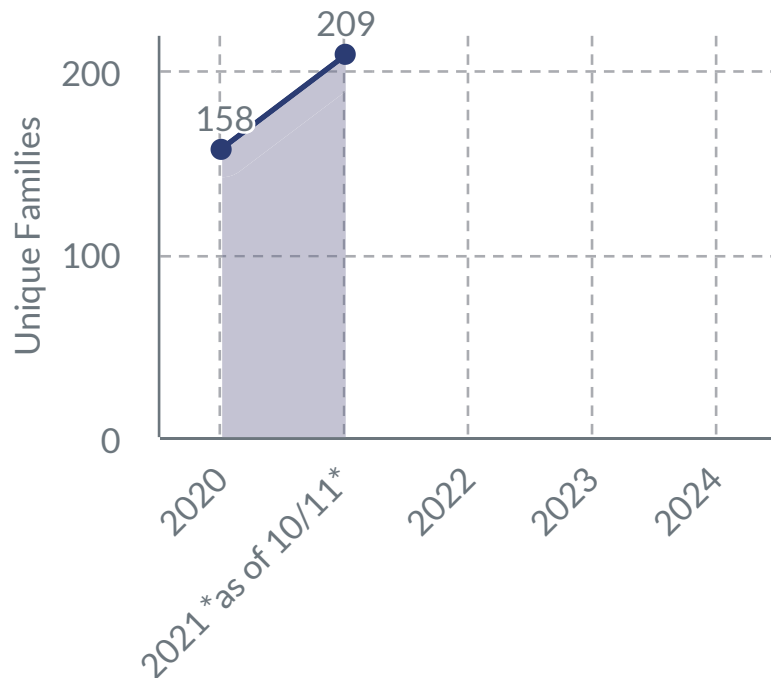
- From 2018-2019, the District saw an average of 487 scholarships awarded. The District has set a 3-year goal of reaching 525 or higher by end of 2024.

Total Scholarships

- 2018-2019 average: 487
- 3 Year Goal: 525 or higher by end of 2024

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO ENSURE ALL PEOPLE HAVE ACCESS TO PARKS AND RECREATION



Childcare Discounts

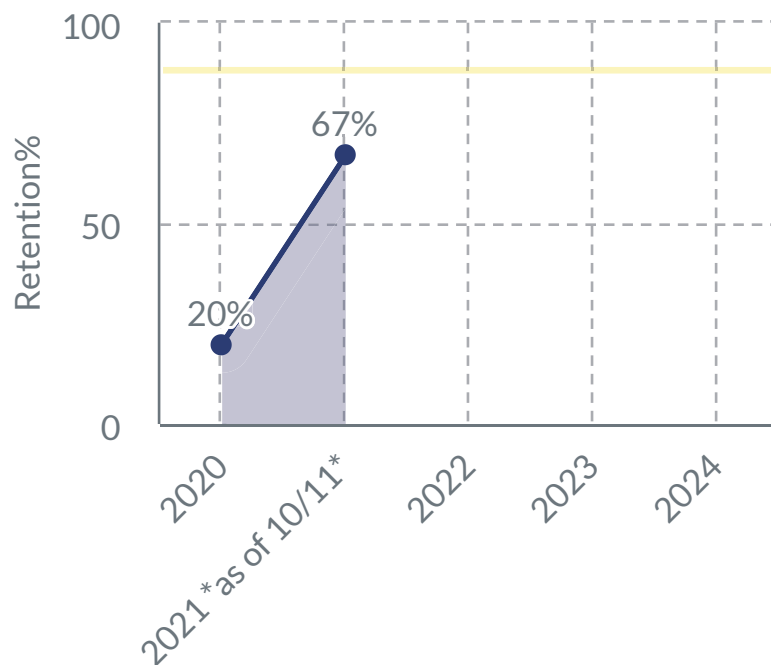
The Park District defines the measurement as the number of unique resident participants that have been approved for a childcare discount membership in the current year.

What does the data say?

- The childcare discount was introduced in 2020 with 158 unique individuals participating. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO INCREASE CUSTOMER LOYALTY



Household Retention Rate

— **3 Year Goal:** Average 80% or higher annually

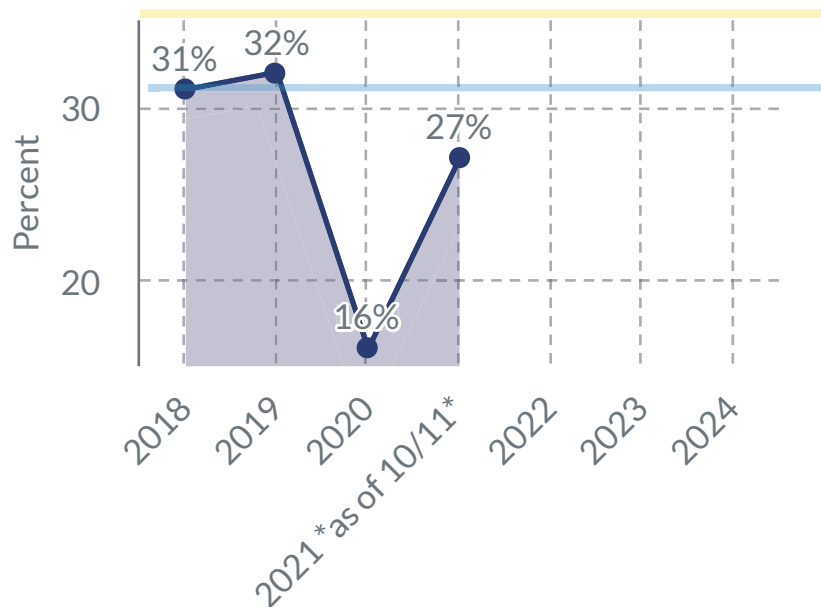
The Park District defines the measurement as the percent of resident household accounts that completed a transaction of any kind in back to back years.

What does the data say?

- The District lacks retention data from 2019 due to transitioning to a new recreation software. The District has set a 3-year goal of averaging 80% or higher annually.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS COMMUNITY AND CUSTOMER FOCUSED

TO INCREASE CUSTOMER LOYALTY



The Park District defines the measurement as the percent of unique resident household accounts that have completed a transaction of any kind, divided by the total number of households in Oak Park.

What does the data say?

- From 2018-2019, the District saw an average household participation of 31%. The District has set a 3-year goal of reaching 35% or higher by end of 2024.

Oak Park Household Participation

— 2018-2019 average: 31%

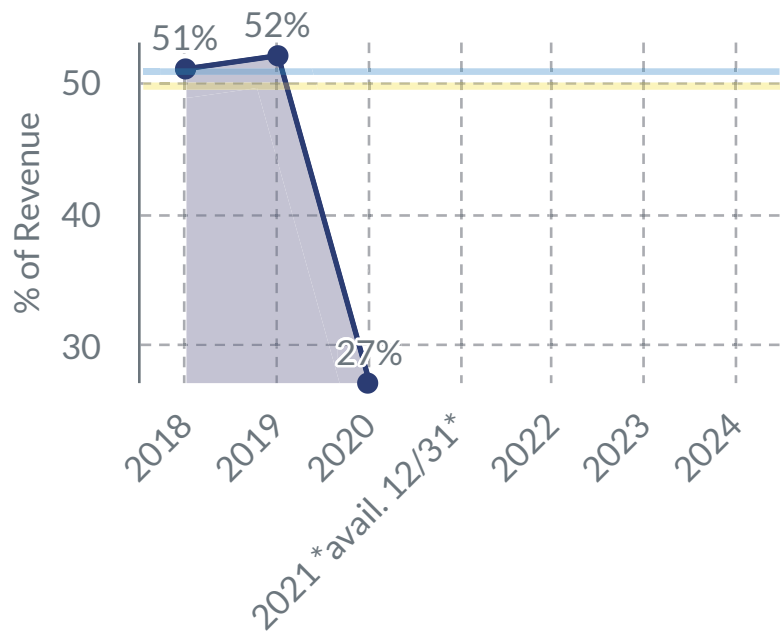
— 3 Year Goal: 35% or higher by end of 2024

APPENDIX B:
2022-2024 PERFORMANCE INDICATORS
FINANCIAL STRENGTH

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

FINANCIAL STRENGTH

TO MAXIMIZE FUNDING OPPORTUNITIES



% of Revenue from Non-Tax Sources

— 2018-2019 average: 51.5%

— 3 Year Goal: 50% or higher by end of 2024

The percent of revenue collected in the current year by the Park District that does not come from the local tax levy, such as program revenue, fees and charges, sponsorships and donations, intergovernmental revenue, rental income, and other miscellaneous revenue (including non-resident fees, vending machine revenue, rebates, etc.).

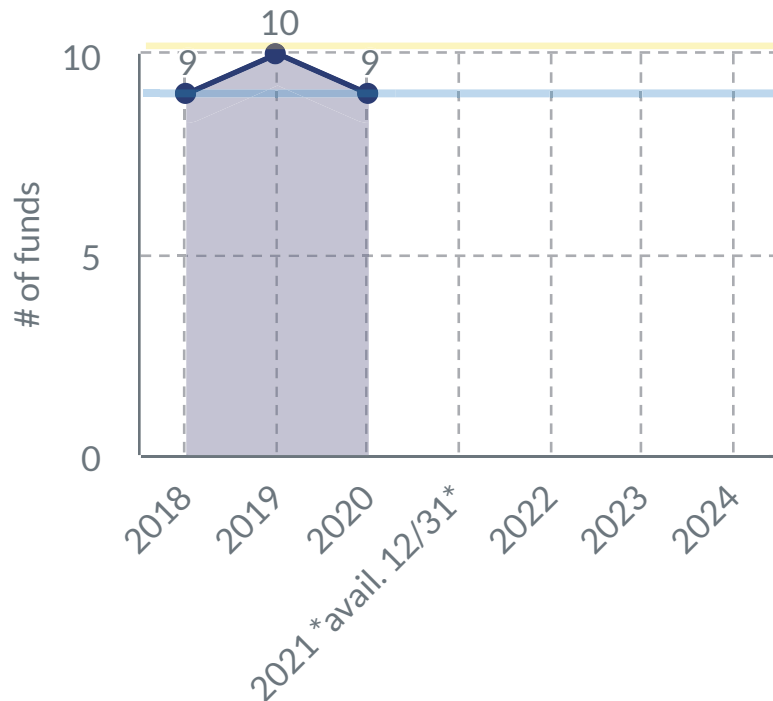
What does the data say?

- From 2018-2019, the District saw an average of 51.5% of revenue from non-tax sources. The District has set a 3-year goal of 50% or higher by the end of 2024.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

FINANCIAL STRENGTH

TO DEVELOP SUSTAINABLE FINANCIAL PLANS



The ratio of total fund assets to total fund expenditures.

What does the data say?

- From 2018-2019, the District saw an average of 9/10 funds finished above 25%. The District has set a 3-year goal to see all the fund balances finish above 25%.

Fund Balances above 25%

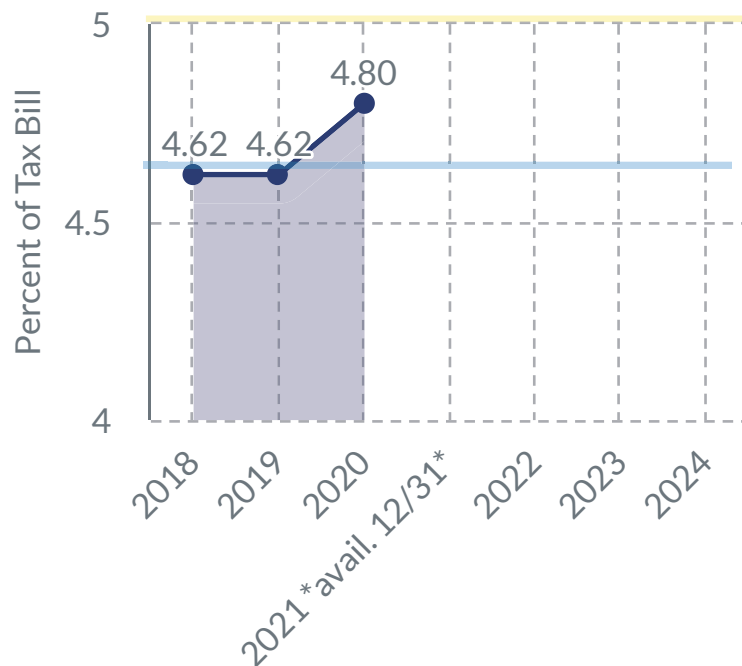
— 2018-2019 average: 9/10

— 3 Year Goal: 10/10

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

FINANCIAL STRENGTH

TO DEVELOP SUSTAINABLE FINANCIAL PLANS



The percent of property tax revenue collected by the Park District compared to other overlapping jurisdictions such as county, village, township, library, school districts, community colleges, and other special districts.

What does the data say?

- From 2018-2019, the District made up an average of 4.62% of the Oak Park tax bill. The District has set a 3-year goal to remain below 5%.

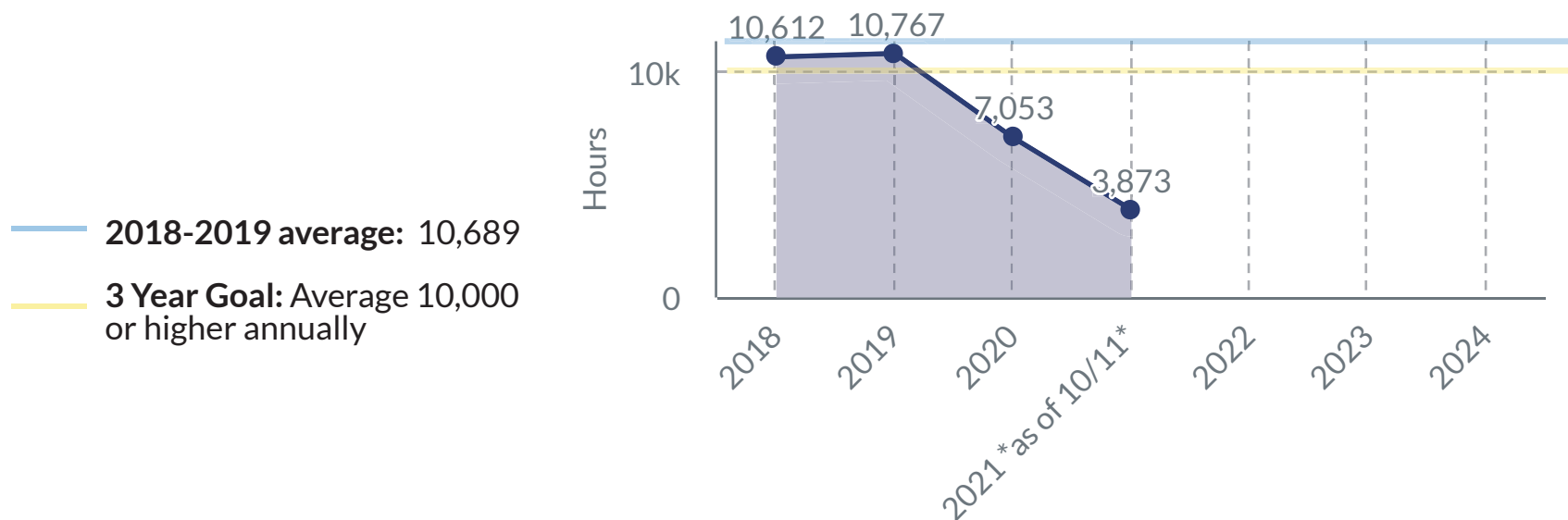
% of Oak Park Tax Bill

- 2018-2019 average: 4.62%
- 3 Year Goal: Stay below 5%

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

FINANCIAL STRENGTH

TO ALIGN RESOURCES EFFICIENTLY



Volunteer Hours Worked

The number of volunteer hours reported at facilities, special events, citizen committees, and other efforts, and the dollars saved based on current minimum wage.

What does the data say?

- From 2018-2019, the District saw an average of 10,689 hours of volunteer worked. The District has set a 3-year goal of averaging 10,000 or higher annually.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

FINANCIAL STRENGTH

TO ALIGN RESOURCES EFFICIENTLY

Program Cost Recovery Ratio is a New Metric

Program Cost Recovery: The total revenue for programs divided by total expenses.

What does the data say?

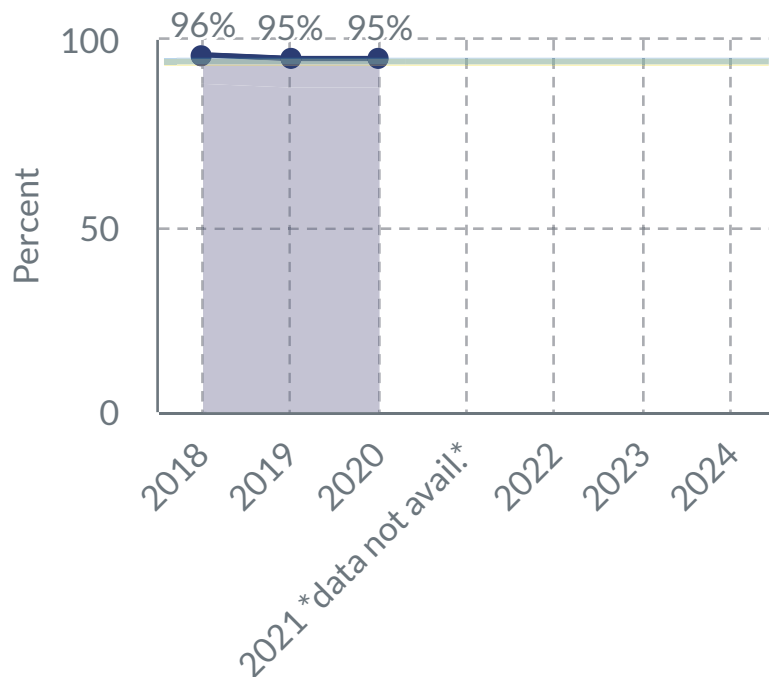
- Program Cost Recovery is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B:
2022-2024 PERFORMANCE INDICATORS
STAFF EXCELLENCE

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

STAFF EXCELLENCE

TO CREATE AND MAINTAIN A WELCOMING AND INCLUSIVE ENVIRONMENT



The average percent of part-time and full-time employees who agree or strongly agree in the areas of Vision, Leadership, Communication, Customer Service, Immediate Supervisor, Team Values, Senior Leadership, and My Job.

What does the data say?

- From 2018-2019, the District saw an average of 95%. The District has set a 3 year goal of averaging 95% or higher annually.

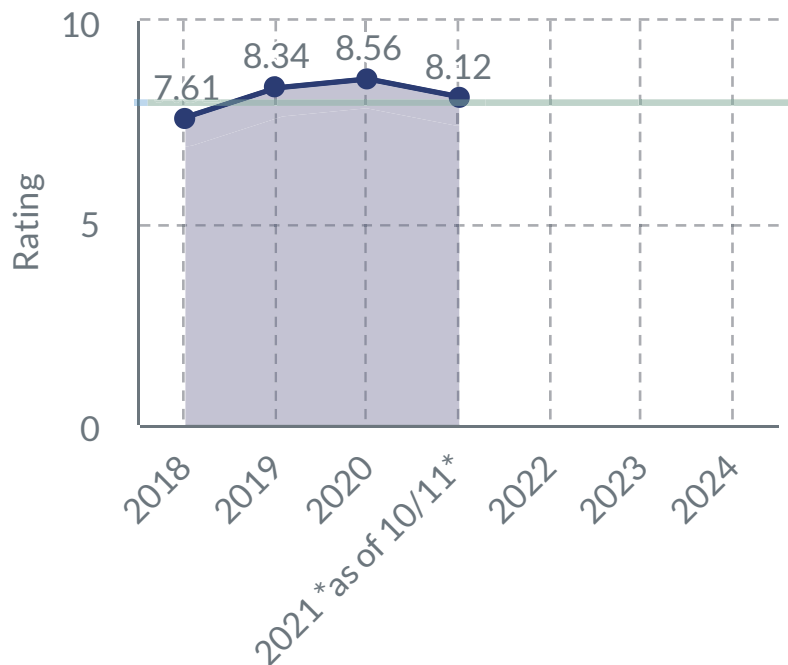
Employee Job Satisfaction

- 2018-2019 average: 95%
- 3 Year Goal: Averaging 95% or higher annually

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

STAFF EXCELLENCE

TO LEAD AND DEVELOP STAFF



The average “Overall Quality” score, on a scale of 0-10, given by staff through the Park District’s Training Evaluation from the current year.

What does the data say?

- From 2018-2019, the District saw an average of 8.0. The District has set a 3-year goal of averaging 8.0 or higher annually.

Training Satisfaction

- 2018-2019 average: 8.0
- 3 Year Goal: Average 8.0 or higher annually

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

STAFF EXCELLENCE

TO ATTRACT AND RETAIN QUALITY STAFF

Annual Turnover Rate for Full Time Staff is a New Metric

The percent of full time staff that depart voluntarily over a year's period of time.

What does the data say?

- This is a new metric. The District 3-year goal is to build a baseline for this data.

APPENDIX B:
2022-2024 PERFORMANCE INDICATORS
ORGANIZATIONAL EXCELLENCE

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS ORGANIZATIONAL EXCELLENCE

TO DEVELOP STRATEGIC PARTNERSHIPS

Strategic Partnerships Assessment Survey Score is a New Metric

The average percent of full-time managers who agree or strongly agree in the areas of Value, Expand Engagement, and Goal Achievement.

What does the data say?

- The Strategic Partnerships Assessment Survey Score is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

ORGANIZATIONAL EXCELLENCE

TO BE ACCOUNTABLE AND TRANSPARENT

"Integrity" and "Responsible Leadership" Value Survey Score is a New Metric

"Integrity" and "Responsible Leadership" Value Survey Score: The Park District defines the measurement as the average of "Integrity" and "Responsible Leadership" value score, on a scale of 0-10, given by respondents to the Park District's Customer Satisfaction Survey.

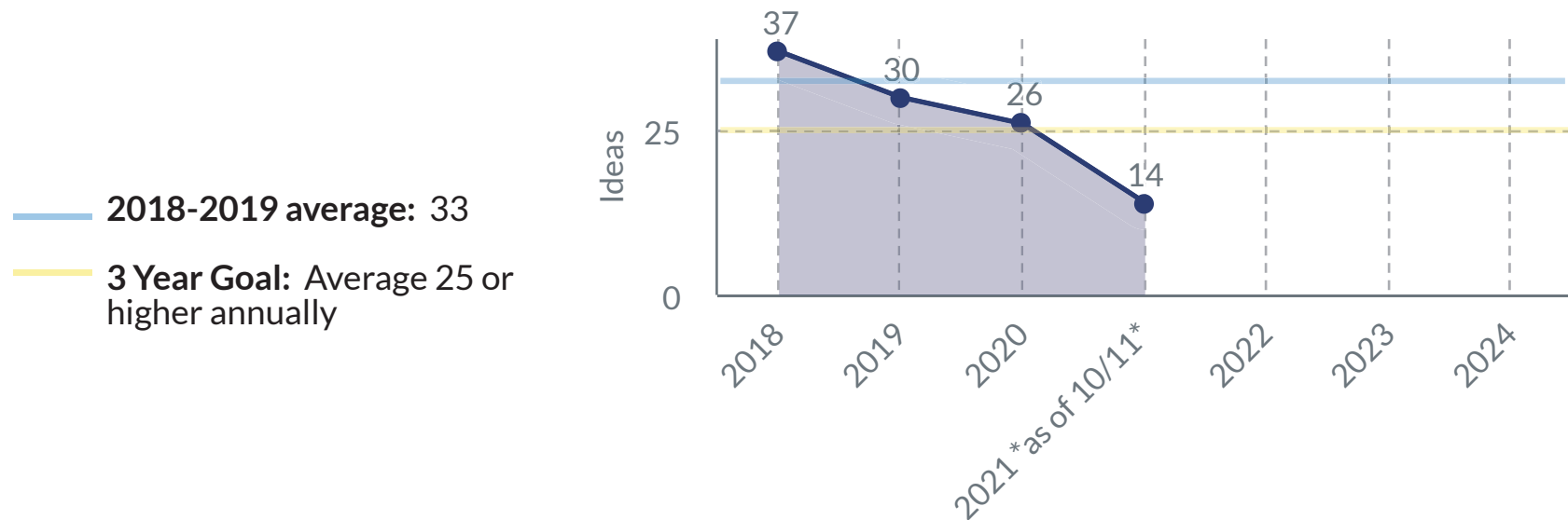
What does the data say?

- The "Integrity" and "Responsible Leadership" Value Survey Score is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

ORGANIZATIONAL EXCELLENCE

TO STRIVE FOR INNOVATIVE AND OPERATIONAL EXCELLENCE



Launch Pad Ideas Implemented

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

What does the data say?

- From 2018-2019, the District implemented an average of 33 new ideas. The District has set a 3-year goal of averaging 25 or higher annually.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

ORGANIZATIONAL EXCELLENCE

TO STRIVE FOR INNOVATIVE AND OPERATIONAL EXCELLENCE

"Innovation" Value Survey Score is a New Metric

"Innovation" Value Survey Score: The Park District defines the measurement as the average of "Innovation" value score, on a scale of 0-10, given by respondents to the Park District's Customer Satisfaction Survey.

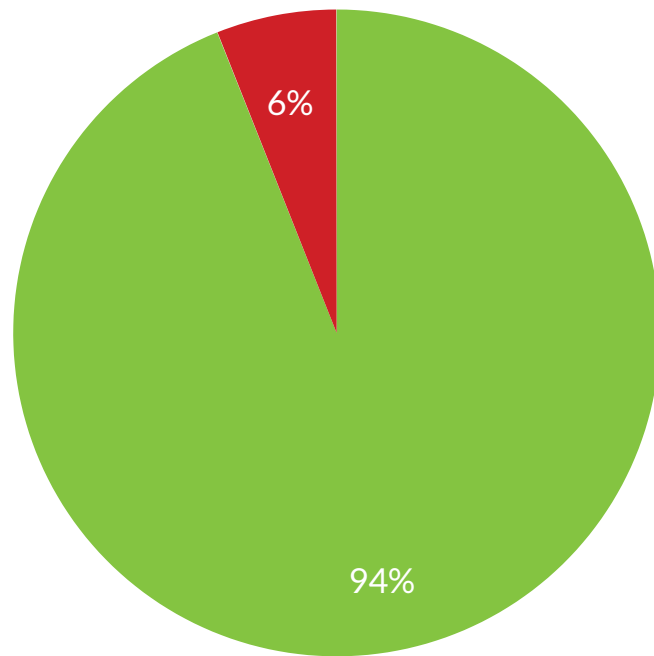
What does the data say?

- The "Innovation" Value Survey Score is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

ORGANIZATIONAL EXCELLENCE

TO STRATEGICALLY ALIGN THE ORGANIZATION



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

What does the data say?

- From 2018-2019, the District implemented 94% of its goals. The District has set a 3-year goal of averaging 100%.

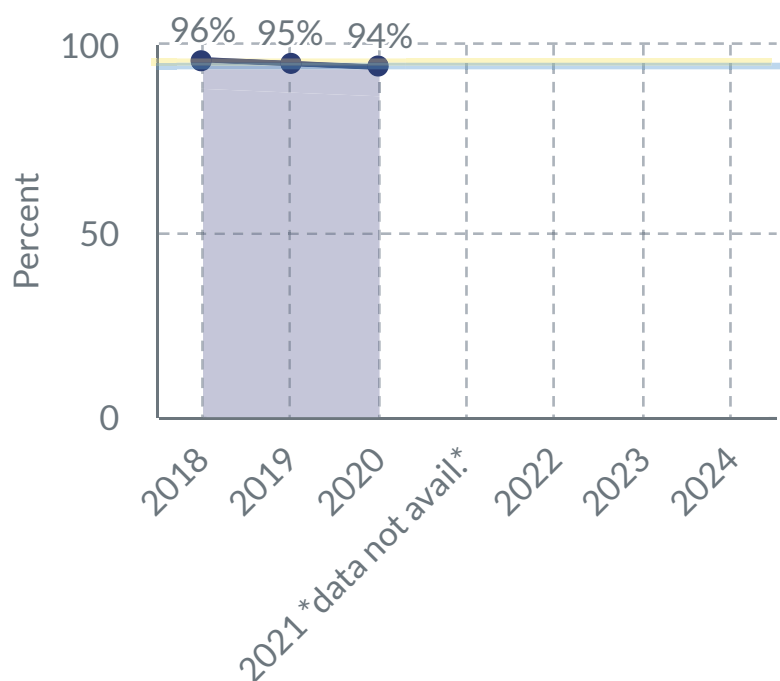
Percent of Goals Completed

- 2018-2019 average: 94%
- 3 Year Goal: Averaging 100%

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

ORGANIZATIONAL EXCELLENCE

TO STRATEGICALLY ALIGN THE ORGANIZATION



Vision Score

- 2018-2019 average: 95%
- 3 Year Goal: Averaging 95% or higher annually

"Vision" Score in Employee Job Satisfaction

Survey: The average percent of part-time and full-time employees who agree or strongly agree in the areas of Vision.

What does the data say?

- From 2018-2019, the District saw an average of 95%. The District has set a 3 year goal of averaging 95% or higher annually.

APPENDIX B:

2022-2024 PERFORMANCE INDICATORS QUALITY INFRASTRUCTURE MANAGEMENT

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS QUALITY INFRASTRUCTURE MANAGEMENT

TO LEVERAGE TECHNOLOGY

External Customer Service Satisfaction Survey "Technology" Score is a New Metric

"Technology" Score in External Customer Satisfaction Survey: The Park District defines the measurement as the average score, on a scale of 0-10, given by customers in the current year in the area of "Technology Satisfaction."

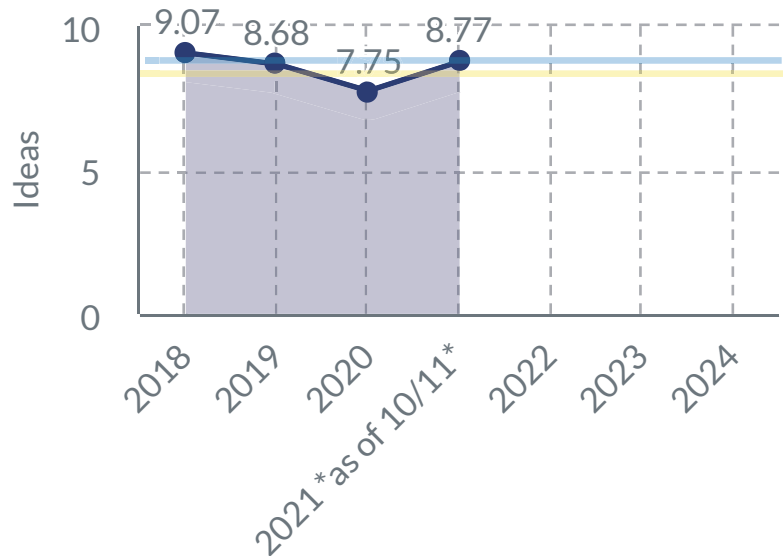
What does the data say?

- The "Technology" Score is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

QUALITY INFRASTRUCTURE MANAGEMENT

TO LEVERAGE TECHNOLOGY



"Forms", "Technology", "and Processes" Score in Internal Customer Service Survey: The average score, on a scale of 0-10, given by staff in the current year in the areas of "Forms", "Technology" and "Processes."

What does the data say?

- From 2018-2019, the District saw an average score of 8.9. The District has set a 3-year goal of averaging 8.0 or higher annually.

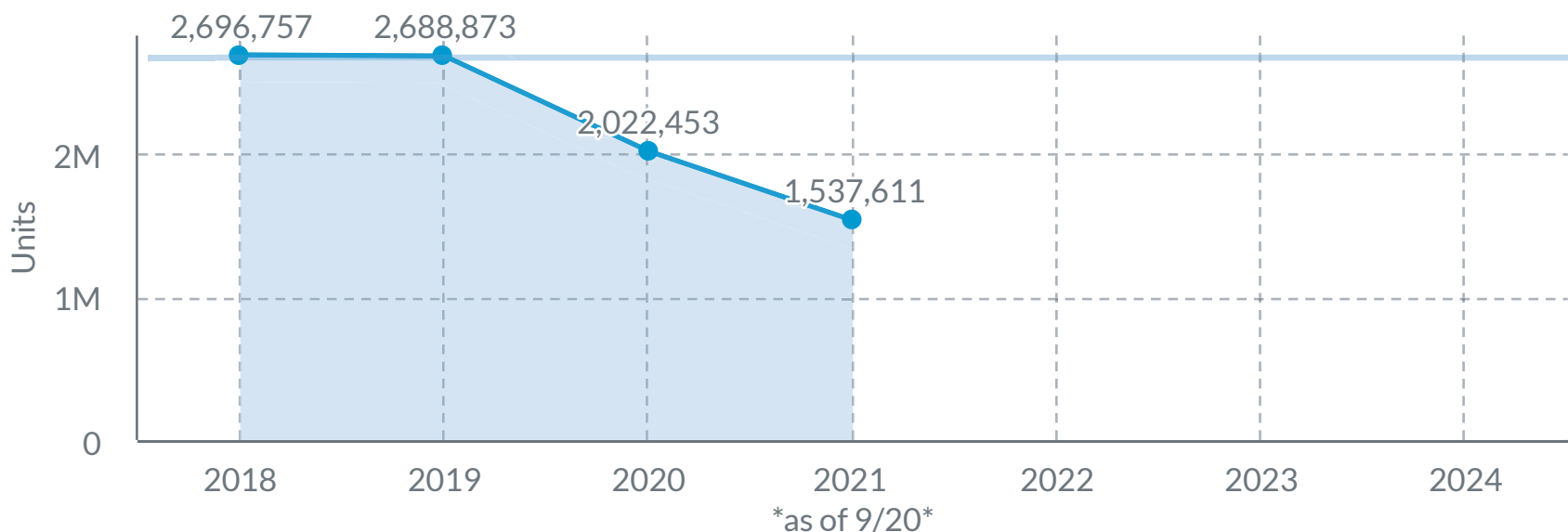
Internal Customer Service:
Forms, Technology, and
Processes

- 2018-2019 average: 8.9
- 3 Year Goal: Averaging 8.0 or higher annually

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

QUALITY INFRASTRUCTURE MANAGEMENT

TO BE A LEADER IN SUSTAINABILITY



Total Utilities Used

— 2018-2019 average: 2,692,812 units

Annual System-wide Utility Usage: The Park District defines the measurements as the total utilities used based on billing invoices, including electricity (kWh), water (1000 gallons), and natural gas (therms).

What does the data say?

- From 2018-2019, the District used an average of 2,692,812 units. The District has set a 3-year goal of building a new baseline with the Community Recreation Center (CRC) opening.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

QUALITY INFRASTRUCTURE MANAGEMENT

TO BE A LEADER IN SUSTAINABILITY

"Sustainability" Value Survey Score is a New Metric

"Sustainability" Value Survey Score: The Park District defines the measurement as the average of "Sustainability" value score, on a scale of 0-10, given by respondents to the Park District's Customer Satisfaction Survey.

What does the data say?

- The "Sustainability" Value Survey Score is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

QUALITY INFRASTRUCTURE MANAGEMENT

TO PROVIDE SAFE AND ATTRACTIVE PARKS AND FACILITIES FOR ALL

Average Facility Report Card Score is a New Metric

Facility Report Card: The Park District defines the measurements as the average score of all facilities, on a scale of 0 to 100, from the Park District's Facility Report Card from the current year indicating quality and maintenance of facilities.

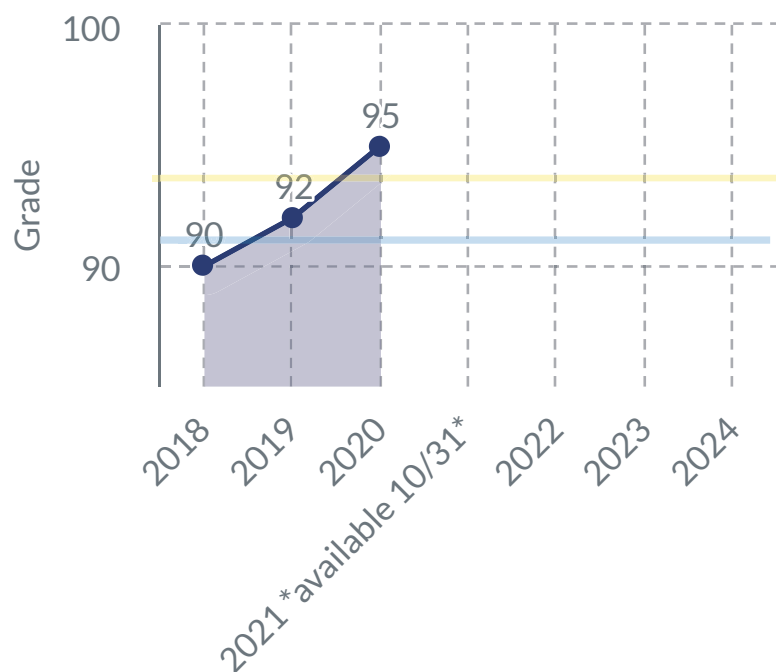
What does the data say?

- The Facility Report Card Grade is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS

QUALITY INFRASTRUCTURE MANAGEMENT

TO PROVIDE SAFE AND ATTRACTIVE PARKS AND FACILITIES FOR ALL



Parks Report Card: The Park District defines the measurements as the average score of all parks, on a scale of 0 to 100, from the Park District's Park Report Card from the current year indicating quality and maintenance of the park system. This measure does not include Park District buildings or pools.

What does the data say?

- From 2018-2019, the District saw an average grade of 91. The District 3-year goal is averaging 93 or higher annually.

Parks Report Card

- 2018-2019 average: 91
- 3 Year Goal: Average 93 or higher annually

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

CUSTOMER AND COMMUNITY FOCUSED

To Engage the Community: The Park District should utilize partnerships and collaborations to expand engagement and programming with a focus on our undeserved and under resourced residents.

Year	Action	Lead	Assist
2022	Develop youth leaders committee for 3-6pm programming at CRC	Maureen McCarthy	Joe Lilly and Susan Crane
2024	Establish internal and external social media campaigns to tell stories about staff and customers	Maureen McCarthy	Ann Marie Buczek

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

CUSTOMER AND COMMUNITY FOCUSED

To Create Memorable Experiences for All: The Park District should leverage technology to grow program offerings and community events with a focus on health and wellness for all ages.			
Year	Action	Lead	Assist
2024	Provide free education and tools at community events that support health and wellness	Maureen McCarthy	Susan Crane

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

CUSTOMER AND COMMUNITY FOCUSED

To Ensure All People Have Access to Parks and Recreation Opportunities: With a lens toward equity, the Park District should work to expand cultural and multi-generational programming and services for the community.

Year	Action	Lead	Assist
2022	Expand outreach to undeserved and under-resourced residents	Jan Arnold	Ann Marie Buczek and Scott Sekulich
2023	Partner with community organizations to provide mentoring programming for youth at the CRC	Maureen McCarthy	Joe Lilly and Susan Crane
2023	Work with other government partners to determine how PDOP can expand its role in providing safe and welcoming space for all	Jan Arnold	Ann Marie and Kelsey Tumpane
2024	Engage with senior care facilities to offer PDOP programming	Maureen McCarthy	Joe Lilly

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

CUSTOMER AND COMMUNITY FOCUSED

To Increase Customer Loyalty: The Park District should work to create a culture of “customer-first” to retain and recruit new Oak Park households.

Year	Action	Lead	Assist
2022	Establish training standards for all frontline staff on enhancing guest engagement to create a friendly and welcoming culture	Bill Hamilton	Scott Sekulich and Kelsey Tumpane
2024	Leverage an online “welcome packet” and other strategies and partnerships to attract and connect different demographics of families coming to PDOP	Mitch Bowlin	Scott Sekulich

APPENDIX B: IMPLEMENTATION ASSIGNMENTS

FINANCIAL STRENGTH

To Maximize Funding Opportunities: The Park District should continue to seek opportunities to grow revenues from non-property tax sources such as grants, foundations, friends' groups, corporations as well as sponsorship opportunities to regain its earned revenue position.

Year	Action	Lead	Assist
2022	Identify new funding to support programming at the CRC	Maureen McCarthy	Karen Gruszka
2024	Meet and maintain 50/50 tax/earned revenue target	Mitch Bowlin	Jan Arnold

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

FINANCIAL STRENGTH

To Develop Sustainable Financial Plans: When creating or updating plans, the Park District should evaluate the short and long-term impacts to ensure the agency's financial sustainability.

Year	Action	Lead	Assist
2022	Expand outreach and diversify suppliers, contractors, and vendors, including black, Indigenous and people of color firms	Mitch Bowlin	Greg Stopka
2023	Develop benchmarking system to assist in the financial decision-making process	Mitch Bowlin	Illiana De La Rosa
2023	Reexamine rental fee structures for fields, facilities, pavilions, etc.	Mitch Bowlin	Scott Sekulich

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

FINANCIAL STRENGTH

To Align Resources Efficiently: The Park District should continuously evaluate and maximize its resources through performance management to drive success.

Year	Action	Lead	Assist
2024	Establish an evaluation system to measure, audit, and document programs to ensure resources are allocated appropriately	Bill Hamilton and Maureen McCarthy	Illiana De La Rosa and Greg Stopka

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

STAFF EXCELLENCE

To Create and Maintain a Welcoming and Inclusive Environment: The Park District should work to improve and expand the onboarding experience and foster a motivating work environment.

Year	Action	Lead	Assist
2022	Identify opportunities to enhance diversity, equity and inclusion through staff engagement	Paula Bickel	Greg Stopka

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

STAFF EXCELLENCE

To Lead and Develop Staff: The Park District should create strong leaders by fostering a culture of continuous learning as well as establish partnerships to educate high school students about the field of parks and recreation.

Year	Action	Lead	Assist
2024	Explore and implement training mix for full-time staff focused on career development	Paula Bickel and Bill Hamiton	Chad Drufke
2024	Establish core competencies at each full-time level in the agency and create trainings that align with them	Paula Bickel and Chris Lindgren	Kelsey Tumpane

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

STAFF EXCELLENCE

To Attract and Retain Quality Staff: The Park District should expand employee recruitment strategies with a focus on diversity and evaluate retention tools such as pay ranges and benefit offerings.

Year	Action	Lead	Assist
2022	Establish more partnerships to create a broader search for full-time and part-time staff to intentionally reach more diverse applicants especially for the CRC	Paula Bickel	Kayla Lindgren
2023	Research and analyze part-time pay with similar peer organizations as well as create a tier system for staff	Paula Bickel	Kayla Lindgren and Chad Drufke
2023	Evaluate benefits for full-time staff based on industry and best practice standards for Board consideration	Paula Bickel	Kayla Lindgren

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

ORGANIZATIONAL EXCELLENCE

To Develop Strategic Partnerships: The Park District should continue to identify, build, and strengthen partnerships that assist the agency in fulfilling its mission and strategic goals as well as expand its influence and engagement with the community.

Year	Action	Lead	Assist
2022	Establish outreach strategies and communication to diverse groups for future park district planning	Maureen McCarthy	Ann Marie Buczek

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

ORGANIZATIONAL EXCELLENCE

To Be Accountable and Transparent: The Park District should continue to improve the customer experience and knowledge by finding engaging ways to share information and data with the public.

Year	Action	Lead	Assist
2022	Develop an executive summary for the annual budget, strategic plan, and capital improvement plan to be used online for better communication with the public	Mitch Bowlin	Greg Stopka

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

ORGANIZATIONAL EXCELLENCE

To Strive for Innovative Operational Excellence: The Park District should continue to research and adopt operational best practices from the public and private sector, with a focus on process improvement, and to seek new innovations for the park and recreation industry.

Year	Action	Lead	Assist
2022	Apply for Gold Meda	Jan Arnold	Ann Marie Buczek, Illiana De La Rosa, and Kayla Lindgren
2024	Maintain agency CAPRA, Distinguished Accreditation, ACA and DCFS Standards for agency excellence	Mitch Bowlin and Maureen McCarthy	Greg Stopka

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

ORGANIZATIONAL EXCELLENCE

To Strategically Align the Organization: As the Park District plans for the future, it should work to ensure that individual efforts are aligned to move the organization forward in the most efficient, equitable and effective manner possible.

Year	Action	Lead	Assist
2023	Develop an equity framework tool to incorporate into decision-making	Jan Arnold	Greg Stopka
2024	Complete a 5-Year Strategic Master Plan which will serve as the 10-year comprehensive master plan and the 3-year strategic plan	Jan Arnold	Illiana De La Rosa, Greg Stopka, and Kayla Lindgren

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

QUALITY INFRASTRUCTURE MANAGEMENT

To Leverage Technology: The Park District should improve systems for staff and customers by managing and investing in technology infrastructure to best support the community.

Year	Action	Lead	Assist
2022	Launch new website with enhanced accessibility features	Maureen McCarthy	Kelsey Tumpene and Scott Sekulich

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

QUALITY INFRASTRUCTURE MANAGEMENT

To Be a Leader in Sustainability: The Park District should take steps to continue to reduce our carbon footprint, conserve water resources and educate the community on sustainability.

Year	Action	Lead	Assist
2022	Create a new staff sustainability committee to focus on education of staff and the community on the importance of sustainability	Chris Lindgren and Patti Staley	Illiana De La Rosa
2023	Create a carbon neutral plan to establish benchmarks	Chris Lindgren	Travis Stephens and Greg Stopka

APPENDIX C: IMPLEMENTATION ASSIGNMENTS

QUALITY INFRASTRUCTURE MANAGEMENT

To Provide Safe and Attractive Parks and Facilities for All: The Park District should continue to invest in the maintenance of parks and facilities by introducing new strategies that lead to positive experiences by our community members.

Year	Action	Lead	Assist
2023	Develop new safety audit to ensure we promote and sustain a safe organization	Chris Lindgren and Bill Hamilton	Kelsey Tumpane
2024	Evaluate opportunities to add more sensory equipment in the parks	Chris Lindgren	Kelsey Tumpane
2024	Identify opportunities to add more naturalistic play spaces	Patti Staley	Travis Stephens



Administrative Policy Manual (2022)

Park District of Oak Park - Administrative Policies

**Created on: 10/27/2022 8:27 am
CDT**

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POL.A.04.06 - Procurement Policy

The Board of Commissioners recognizes the need that materials, supplies, equipment and services of the quality and quantity required to operate the District be specified, described, and procured in a manner that provides for full and free competition among potential suppliers. Each procurement action will be fully documented consistent with District purchasing procedures. Any variance from the policy must have prior approval of the Board.

Formal Bidding

Formal competitive sealed bids consistent with this policy will be solicited on all procurements except:

- Those that are clearly identified and justified in writing as "sole source" and that are approved by the Board in advance of purchase.
- Those purchases of an emergency nature that requires immediate implementation in order to eliminate major problems and that are approved by the Executive Director and authorized by the Board.
- Those purchases specifically excluded from the bidding process by Illinois State Statutes.
- Those whose cost is less than \$30,000.00 and that are approved by the Executive Director.

Requests for formal bids for those procurements costing \$30,000.00 or more will be formally and publicly advertised. At least one notice will be published in the local newspaper not less than 14 days before the bids are "closed". Sealed bids will remain sealed until the formal "bid opening" is conducted by a designated District employee with at least one witness at the place, time and date specified in the advertisement. Upon recommendation of the Executive Director and approval of the Board, the award will be made to the lowest qualified bidder meeting the specifications and other required terms and conditions of the procurement. The right is reserved to reject any bids if such action is deemed by the Board to be in the best interests of the District.

Informal Quotations

Purchases costing more than \$500.00 but less than \$30,000.00 shall have at least three quotes, whenever possible, that are solicited by either written or oral invitation. Requests for informal quotations for purchases in this range need not be formally and publicly advertised. Certain items routinely purchased on a repetitive basis may be purchased from selected prequalified vendors. These items and vendors shall be reviewed annually, in January, by department heads with the Director of Finance and approved by the Executive Director. Upon approval by the Executive Director or his/her designee, the award is made to the lowest and best quotation meeting the specifications, delivery date and other required terms and conditions of purchase.

Emergency Appropriations/Purchases

The Executive Director is authorized to bypass the sealed bid process per ILCS 1205/8-1(c) to make emergency expenditures provided such expenditures are approved by three-fourths of the members of the Board. Due to the emergency nature of the purchase, approval may be written (email) or verbal prior to the next board meeting. Formal board action must take place at the end next Board of Commissioners meeting. An emergency expenditure is defined as an expenditure required to fill an immediate, unexpected need to minimize financial or operational damage, to protect the health or safety of park users and employees or to replace/repair damage to park property or equipment. If the purchase requires a budget amendment, the Board will take action to make the necessary adjustments.

Purchasing Considerations

Economy of Resources. In attempt to provide economies of scale and cheaper products, the district will continually look for opportunities to jointly purchase items and services. The district reviews the State of Illinois Joint Purchase for many items and uses a competitively bid contract with U.S. Communities through the Illinois Park and Recreation Association (IPRA). These items must be of similar quality to those that can be bought out of a contract.

Local Purchasing. Park District personnel should seek to purchase goods and services from Oak Park vendors when they are of comparable quality to goods or services purchased from vendors not located in Oak Park. The District will promote purchasing

from Oak Park vendors by allowing an additional 15% to be spent on goods and services under \$10,000 and 10% on items \$10,000 to \$15,000.

Environmentally Aware Purchasing. Park District personnel should seek to reduce the environmental damages associated with their purchases by increasing their acquisition of environmentally preferable products and services to the extent feasible, consistent with price, performance, availability, and safety considerations. These products should have a third party certification of environmentally preferred status such as the Green Seal or Energy Star when feasible.

Environmentally Preferable Products include:

- Products that reduce greenhouse gas emissions or are made with renewable energy
- Products that reduce the use of toxins hazardous to the environment and employee and public health
- Products that contain the highest possible percentage of post-consumer recycled content
- Products that reduce air and water pollution
- Products that reduce waste
- Suppliers who strive to improve their environmental performance and provide environmentally preferable products, and who can document the supply-chain impacts of their efforts
- Reusable products
- Products that serve several functions (e.g., copier/printers, multipurpose cleaners) and reduce the overall number of products purchased

The District will promote buying the environmentally preferable products by allowing an additional 15% to be spent on items under \$10,000 and 10% on items \$10,000 to \$15,000.

Minority and Women Owned Businesses. The District will promote buying products from minority and women owned businesses by allowing an additional 15% to be spent on items under \$10,000 and 10% on items \$10,000 to \$15,000.



Memo



To: Chris Wollmuth, Chair, Recreation and Special Facility Program Committee
Board of Park Commissioners

From: Scott Sekulich, Customer Service Manager

CC: Jan Arnold, Executive Director

Date: January 6, 2021

Re: 2020 Scholarship and CDM Report

Statement

The Park District of Oak Park Scholarship Program exists to provide programs and services to our residents who might otherwise financially not be able to participate. Sources of approved funding include \$8,000 from the Township of Oak Park, non-resident fees, patron donations, and other fundraising initiatives. An additional \$6,000 in YES funds (Youth Engagement Scholarship from Oak Park – River Forest Community Foundation) were contributed/approved specifically toward Summer Camp registration fees for current recipients but the registration details for the YES scholarship are not included in this report.

Discussion

Scholarship Summary

In 2020, initially \$32,311.46 in scholarships were used. However, the District ended up returning \$13,588.66 back to the scholarship fund due to cancellations from Covid-19. Therefore, the amount of scholarship funds redeemed in 2020, totaled \$18,752.66 compared to \$71,432.37 in 2019. This major drop in scholarship funding usage is directly linked to the pandemic and the cancellation and reduction of our offered activities.

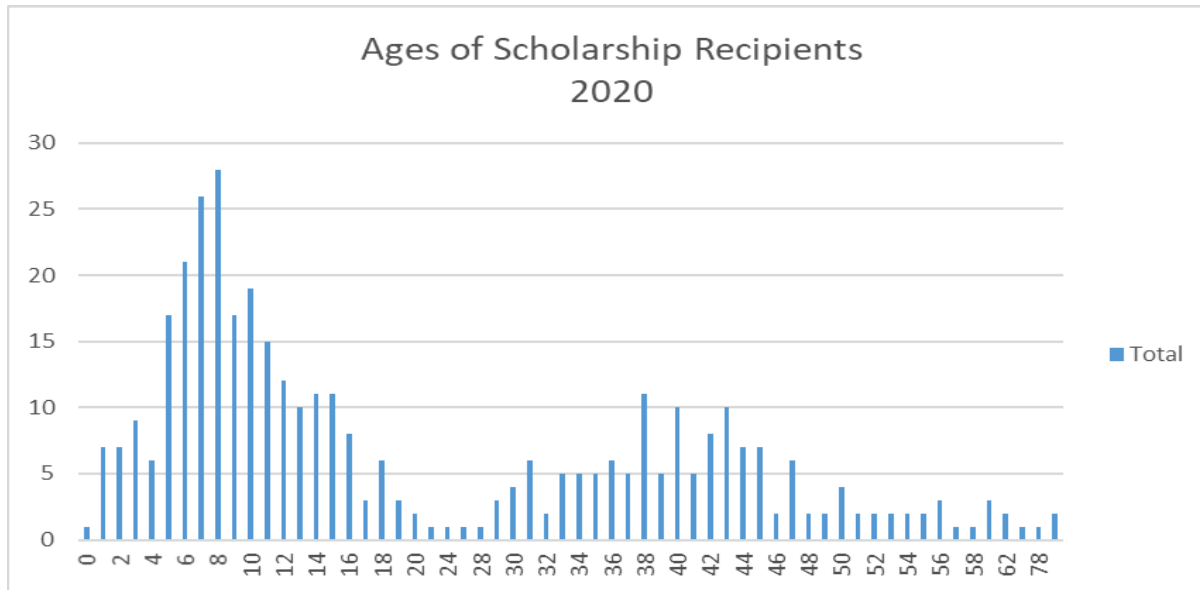
Criteria for 2020 scholarship eligibility remained the same as it did in 2019.

- \$300 maximum funding for each qualified family member.
- No household maximum.
- Registrations can take place any time throughout the year.
- 3 tiers of financial qualification exist. (Tier 1 provides 75% funding; Tier 2 provides 55% funding; and Tier 3 provides 35% funding towards program and pass fees.)

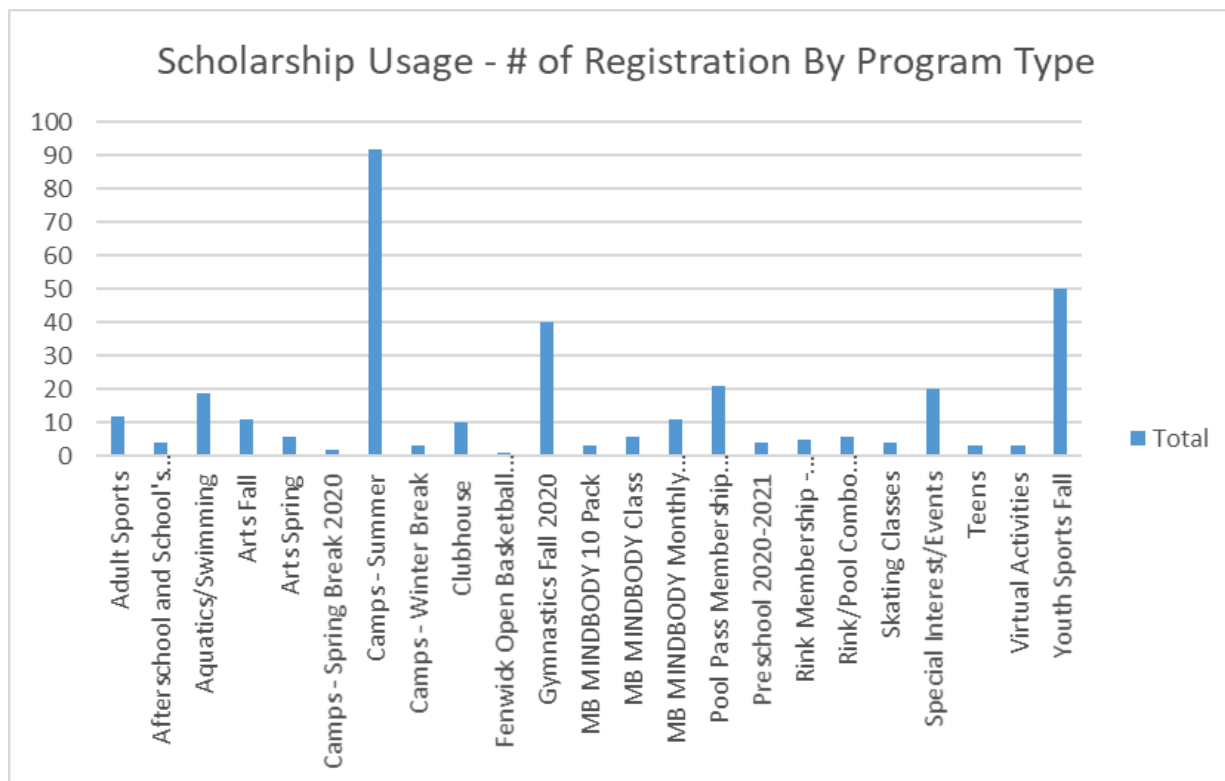
A total of 142 (222 in 2019) households applied and were approved for the 2020 program. 387 unique individuals within those households used the scholarship (511 in 2019). Out of these 142 households, 11% qualified at Tier 3 (35% income level), 22% qualified at Tier 2 (55% income level) and the remaining 67% qualified at Tier 1 (75% income level). Statistically we saw a proportionately similar age usage with a slight decline in middle school age children.

Statistics

Ages of Unique Participants (387 in total) who used scholarship funding:



Total scholarship program type.



Staff will continue to look at new ways to inform our residents about the scholarship program and will continue to administer available scholarship funds to enhance the lives of those we serve. In 2021, we will continue to use the online fillable scholarship. As of January 6, 2021, we already have 42 applications turned in and approved. Amilia is currently closing in on a BETA update that will allow scholarship recipients to register online using their scholarship funding. It will be great to have this requested upgrade tested and made available to our scholarship families this first quarter. Currently, scholarship recipients can only register in person or get assistance over the phone due to facilities closures.

Childcare Discount Membership Summary

The inaugural year of the Childcare Discount Membership (CDM) was very well received by our patrons. This new program is separate from the PDOP Scholarship Program. To be eligible, the combined household adjusted gross income must be \$100,000 or less. A total of \$41,023.50 in fee reductions were provided to approved families toward eligible activities. 115 households participated, that included 157 children who benefitted from the CDM program.

Criteria for 2020 Childcare Discount Membership.

- The tiered pricing would only apply to full-day summer camps (8am-3pm or longer), Passport School's Out program, and the Clubhouse afterschool program.
- Ages of eligible children are Kindergarten – 14 years
- No limit on usage amount.
- Registrations can take place any time throughout the year.
- 3 tiers of financial qualification exist. (Tier 1 provides 55% funding; Tier 2 provides 40% funding; and Tier 3 provides 25% funding towards program fees.)

Statistics

CDM Individual Membership 2020	Total
2020 Tier 1 Childcare Discount Membership 55%	70
2020 Tier 2 Childcare Discount Membership 40%	39
2020 Tier 3 Childcare Discount Membership 25%	48
Grand Total	157

As of January 6, 2021, the District has already received 24 CDM applications. We look forward to continuing this program in 2021, and beyond.

Conclusion

Scott Sekulich, Customer Service Manager, will be at the meeting to answer questions and provide additional information and insight into this information.



Memo



To: Chris Wollmuth, Chair, Recreation and Special Facility Program Committee
Board of Park Commissioners

From: Scott Sekulich, Customer Service Manager

CC: Jan Arnold, Executive Director

Date: January 6, 2022

Re: 2021 Scholarship and CDM Report

Scholarship Statement

The Park District of Oak Park Scholarship Program exists to provide programs and services to our residents who might otherwise financially not be able to participate. Sources of approved funding include \$8,000 from the Township of Oak Park, non-resident fees, patron donations, and other fundraising initiatives. Heading into the Summer of 2022, an additional \$6,000 in YES funds (Youth Engagement Scholarship from Oak Park – River Forest Community Foundation) has been contributed/approved specifically toward Summer Camp registration fees for current recipients. While \$55,565 in scholarships were used, we ended up returning \$6,563 back to the scholarship fund due to cancellations. Therefore, the amount of scholarship funds redeemed in 2021, totaled \$49,002 compared to \$18,752.66 in 2020. While this was a good increase in an effort to return to the 2019 high of \$71,432, the pandemic will continue to impact our overall scholarship numbers.

Criteria for 2021 scholarship eligibility remained the same as it did in 2020.

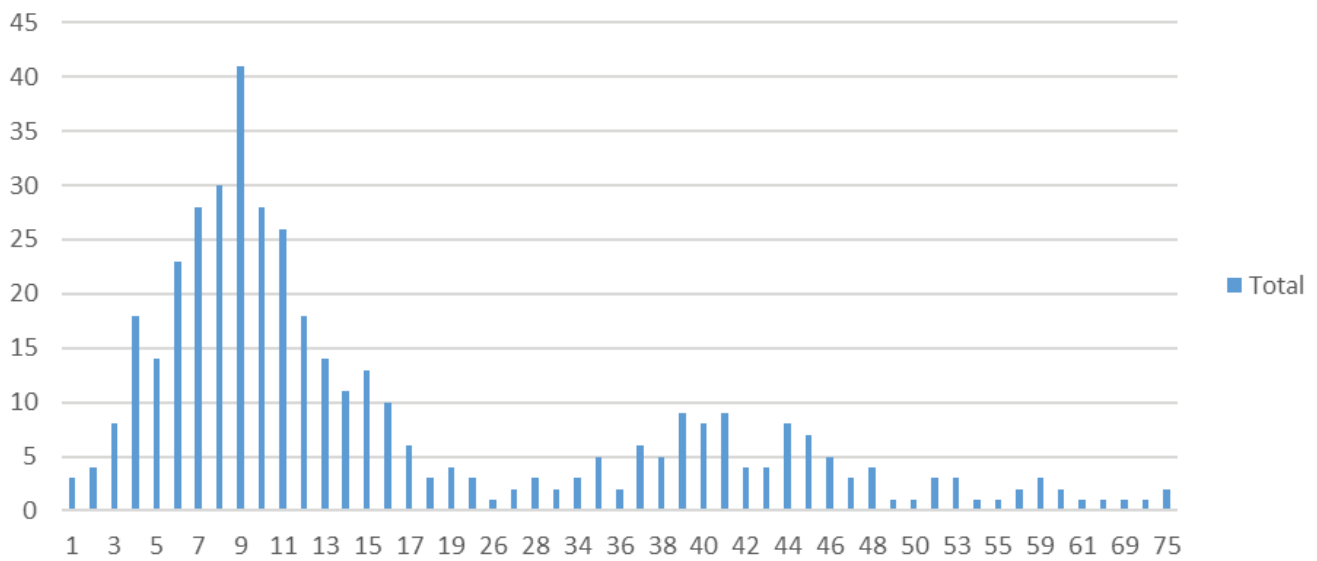
- \$300 maximum funding for each qualified family member.
- No household maximum.
- Registrations can take place any time throughout the year.
- 3 tiers of financial qualification exist. (Tier 1 provides 75% funding; Tier 2 provides 55% funding; and Tier 3 provides 35% funding towards program and pass fees.)

Discussion

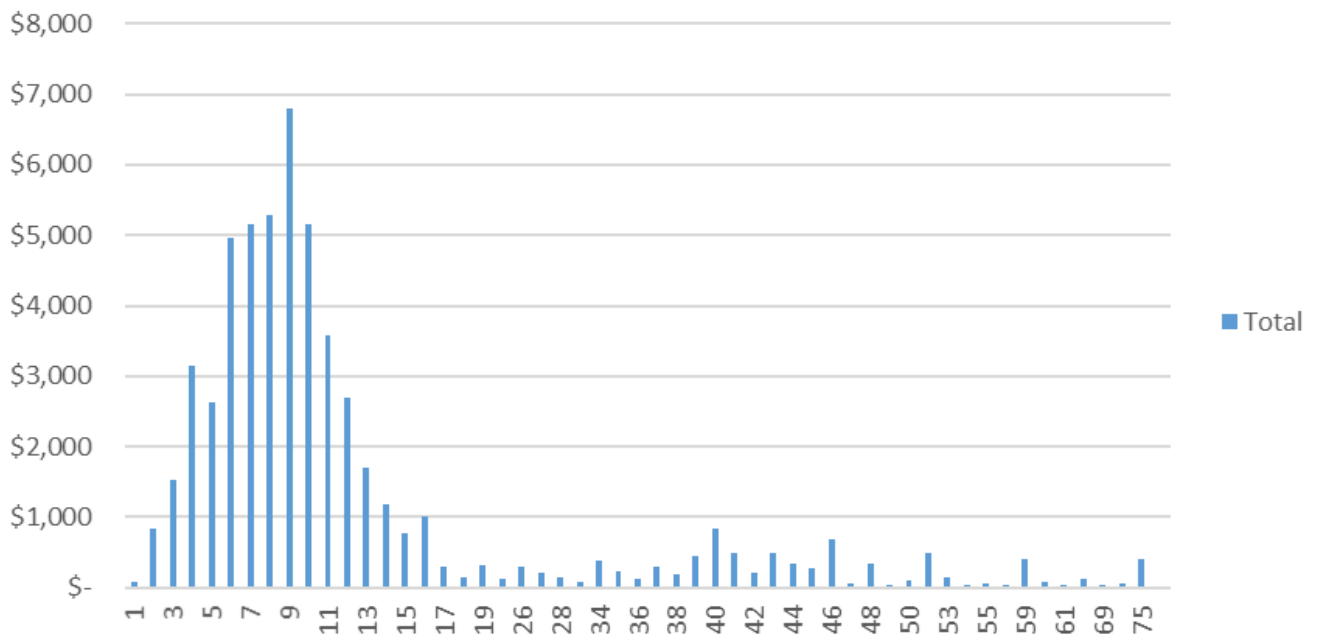
A total of 201 (142 in 2020) households applied and were approved for the 2020 program. 485 unique individuals within those households used the scholarship (387 in 2020). Out of these 201 households, 13% qualified at Tier 3 (35% income level), 16% qualified at Tier 2 (55% income level) and the remaining 71% qualified at Tier 1 (75% income level). Statistically we saw an increase in the number of Tier 1 scholarships approved.

Please see below for more scholarship statistics.

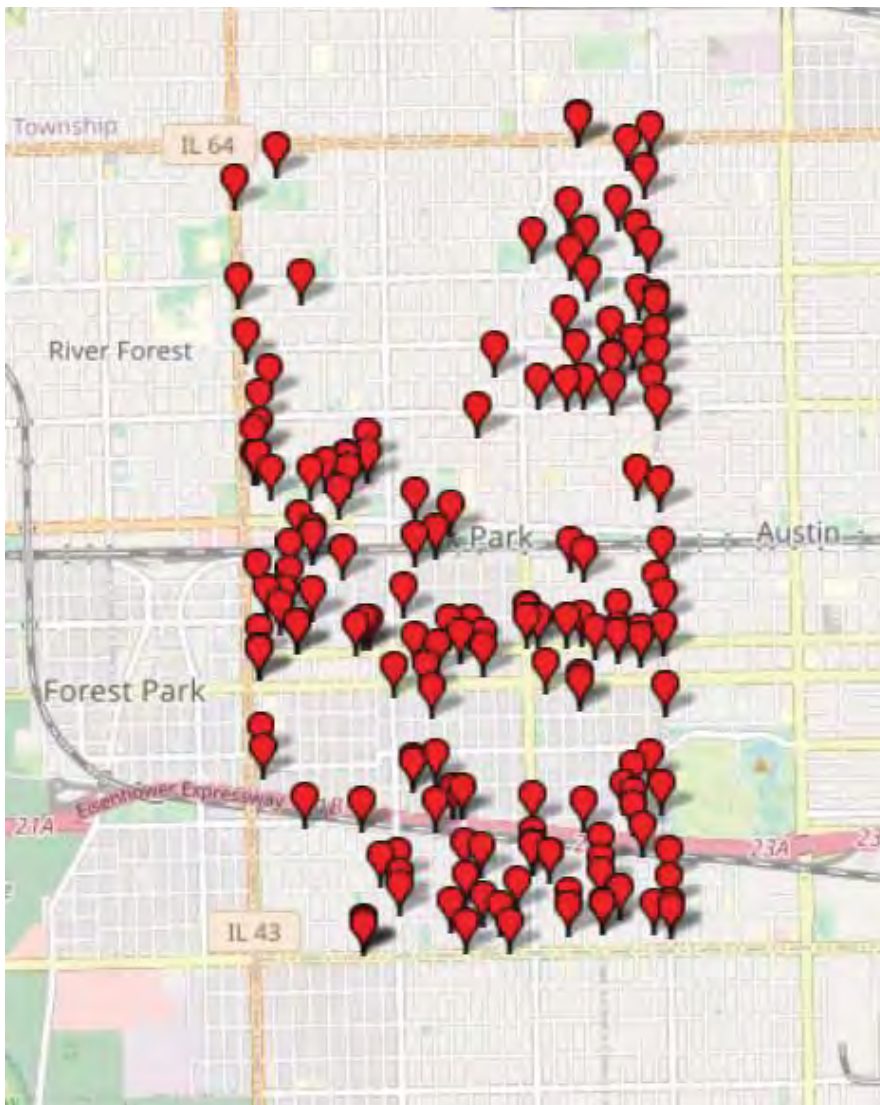
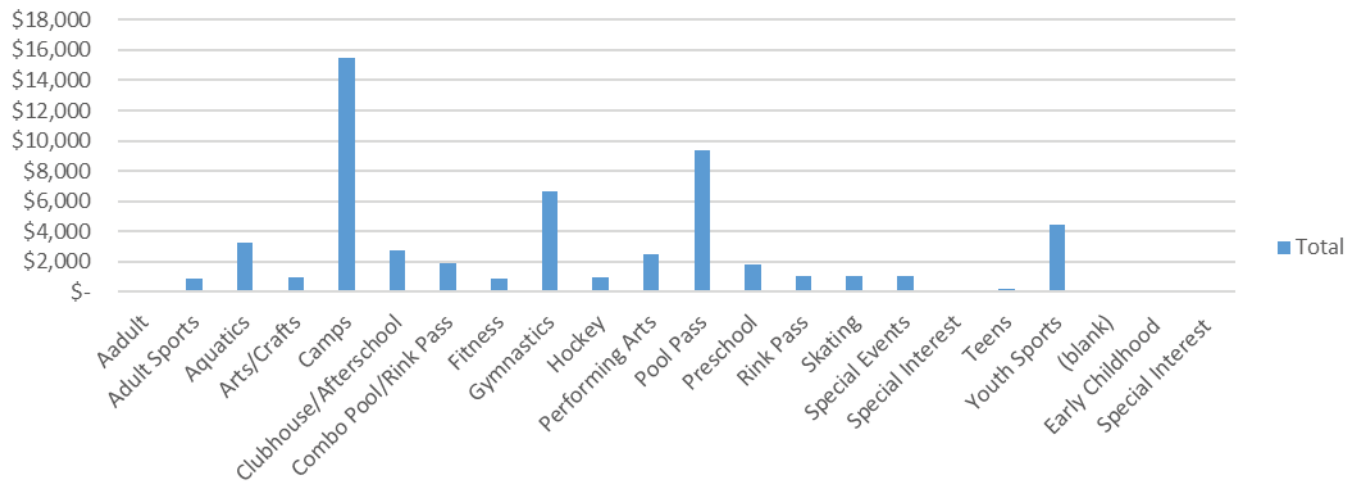
Total People Approved by Age



Distribution of \$ By Age



Distribution of \$ by Program Type



2021 was the first year where scholarship recipients were able to register and use their scholarship funds online. This has been a very welcome addition for our recipients. Also, we have begun emailing all scholarship recipients prior to each registration period to help prevent them from missing out on activity opportunities before they fill. Staff will continue to look at new ways to inform our residents about the scholarship program and will continue to administer available scholarship funds to enhance the lives of those we serve. As of 1/6/2022, we already have 66 applications turned in.

Childcare Discount Membership Statement

In the second year of the Childcare Discount Membership, our total discounts issued went from \$41,023.50 to \$74,889.75. To be eligible, the combined household adjusted gross income must be \$100,000 or less. A total of 115 households participated that included 157 children who benefitted from the CDM program.

Criteria for 2021 Childcare Discount Membership.

- The tiered pricing would only apply to full day summer camps (8am-3pm or longer), Passport School's Out program, and the Clubhouse afterschool program.
- Ages of eligible children are Kindergarten – 14 years
- No limit on usage amount.
- Registrations can take place any time throughout the year.
- 3 tiers of financial qualification exist. (Tier 1 provides 55% funding; Tier 2 provides 40% funding; and Tier 3 provides 25% funding towards program fees.)

Statistics

CDM Discount Type	Households	Children Approved	Total Discounts
Tier 1 Childcare Discount membership 55% 2021	48	64	(30,199.10)
Tier 2 Childcare Discount Membership 40% 2021	23	29	(29,608.40)
Tier 3 Childcare Discount Membership 25% 2021	14	21	(15,082.25)

85 114 (74,889.75)

As of January 6, 2022, we already have received 27 CDM applications turned in. We look forward to continuing this program in 2022 and beyond.

Conclusion

Scott Sekulich, Customer Service Manager, will be at the meeting to answer questions and provide additional information and insight into this information.



PARK DISTRICT of OAK PARK

Memo

To: Park District of Oak Park Citizens Committee

From: Scott Sekulich, Customer Service Manager

CC: Jan Arnold, Executive Director

Date: January 12, 2023

Re: 2022 Scholarship and CDM Report



Scholarship and CDM Statement

The Park District of Oak Park Scholarship Program exists to provide programs and services to our residents who might otherwise financially not be able to participate. Sources of approved funding include \$8,000 from the Township of Oak Park, non-resident fees, patron donations (\$9,544), and other fundraising initiatives. An additional \$6,000 was awarded from the Oak Park River Forest Community Foundation as part of their YES funds (Youth Engagement Scholarship). The YES fund usage is not included in this report. While \$58,420 in scholarships were used, we ended up returning \$9,997 back to the scholarship fund due to cancellations and reversals once YES funds were allocated. Therefore, the amount of scholarship funds redeemed in 2022, totaled \$48,423 compared with \$49,002 in 2021. Our Childcare Discount Membership saw an increase in usage in 2022.

Criteria for 2022 scholarship eligibility remained the same as it did in 2021.

- \$300 maximum funding for each qualified family member.
- No household maximum.
- Registrations can take place any time throughout the year.
- 3 tiers of financial qualification exist. (Tier 1 provides 75% funding; Tier 2 provides 55% funding; and Tier 3 provides 35% funding towards program and pass fees.)

Criteria for 2022 CDM remained the same as it did in 2021.

- Three AGI tiers (0-\$39k, 39K-65K, 65K-100K)
- Tier 1 provides 55% funding; Tier 2 provides 40% funding; and Tier 3 provides 25% funding towards program fees.)
- Grades K-Age 14
- No limits
- Must be used toward full day camps (6-hours or more) or afterschool Clubhouse.

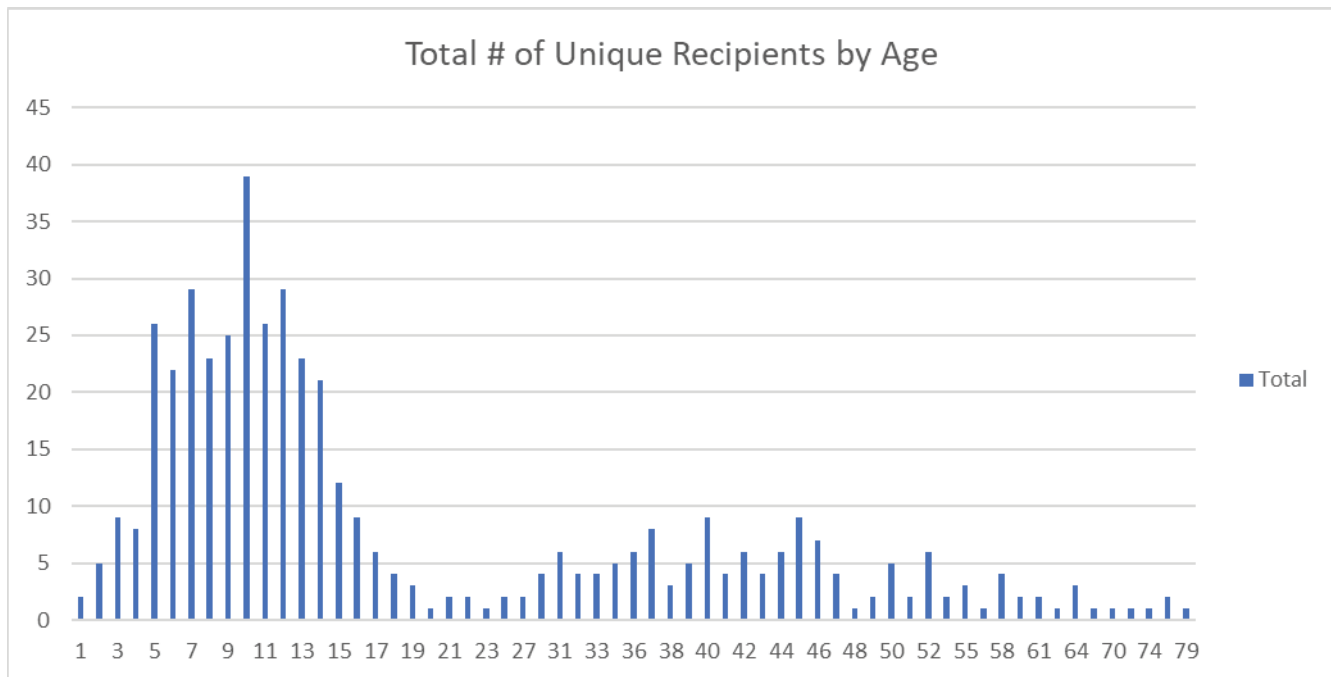
Park District of Oak Park

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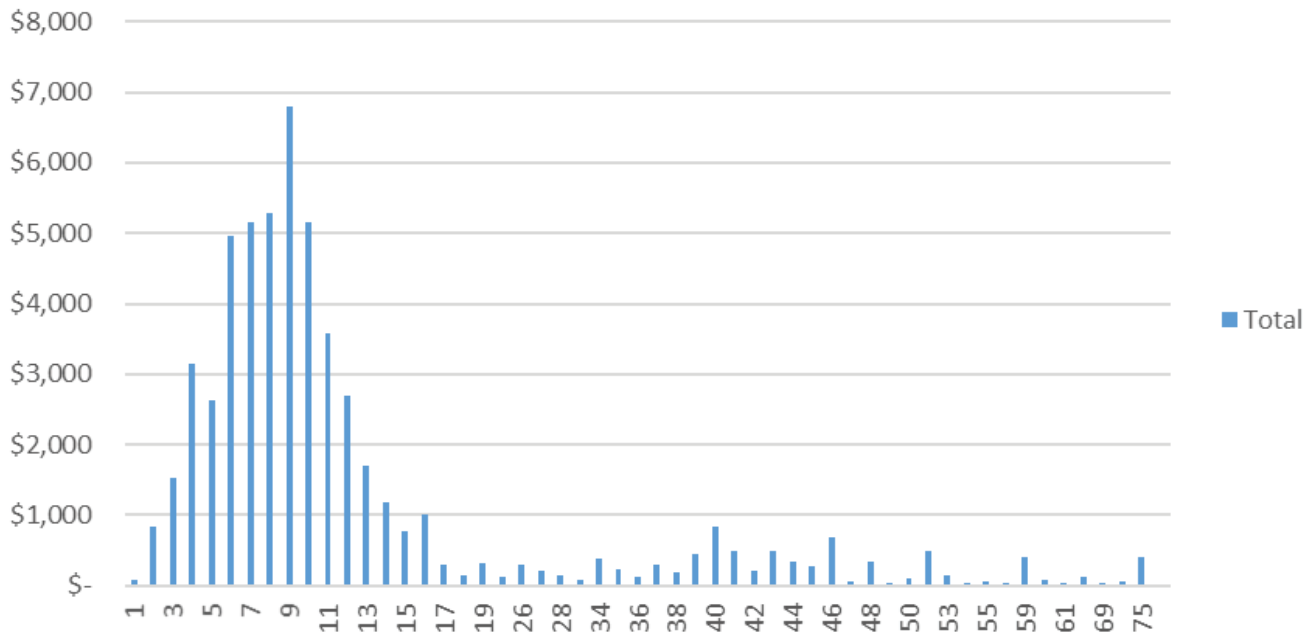
Scholarship Statistics

A total of 219 (142 in 2020) households applied and were approved for the 2022 program. 466 unique individuals within those households used the scholarship. Out of these 203 households, 9% qualified at Tier 3 (35% income level), 11% qualified at Tier 2 (55% income level) and the remaining 80% qualified at Tier 1 (75% income level). This was a 9% increase of those qualifying for the 75%. About 17% of individuals who received scholarship used their full \$300.

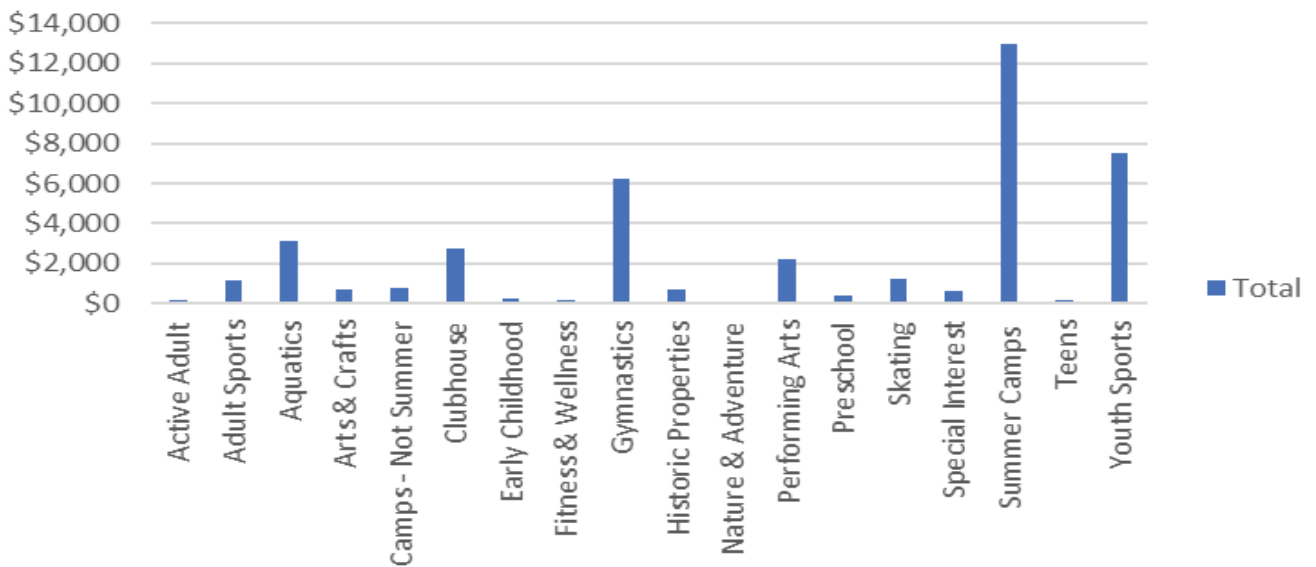
Please see below for more scholarship statistics.



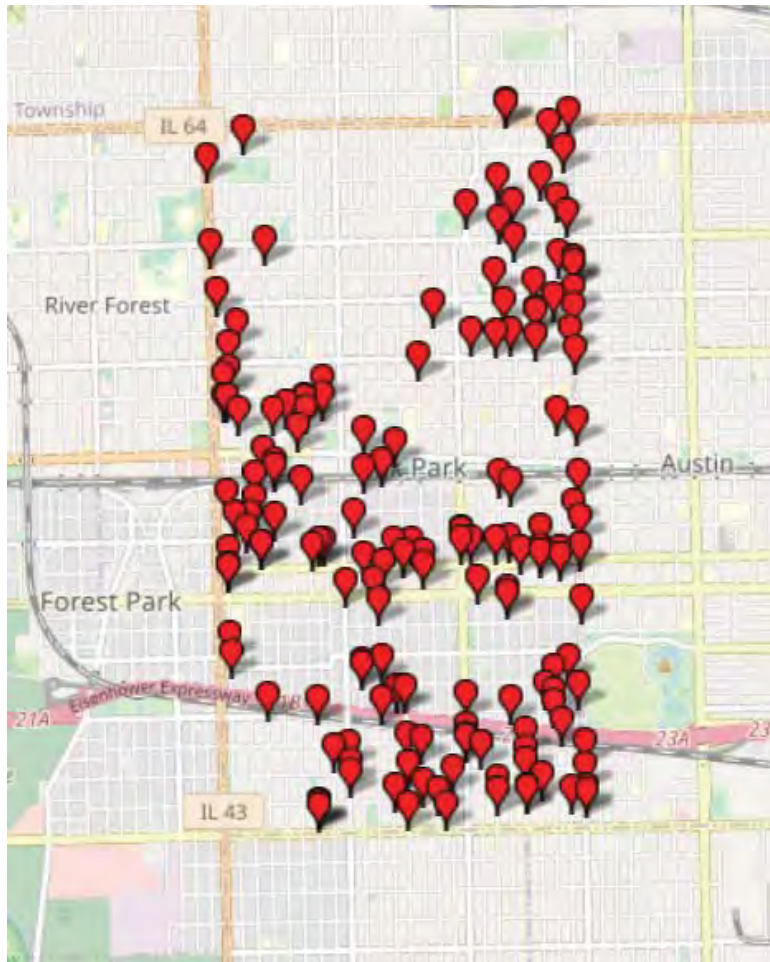
Distribution of \$ By Age



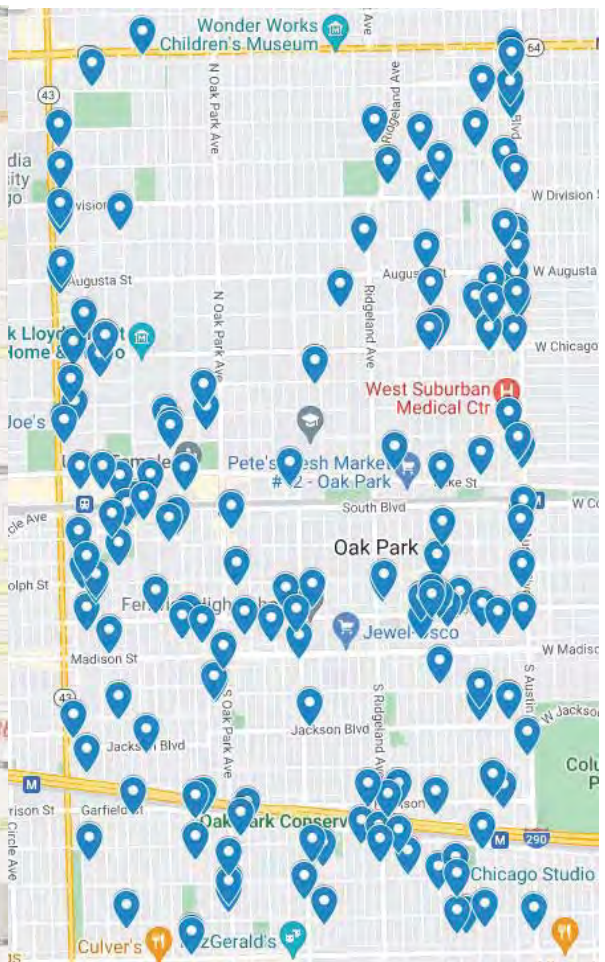
Total Scholarship \$ Used For Activities



Map from 2021



Map from 2022



Childcare Discount Membership Statistics

In the second year of the Childcare Discount Membership, our total discounts issued went from \$74,889.75 to \$79,792.10. This is the total discounted amount however this number is high due to the inability to report on how much was reversed due to cancellations. To be eligible, the combined household adjusted gross income must be \$100,000 or less. A total of 85 households participated, including 114 children who benefitted from the CDM program.

Statistics

CDM Discount Type	Households	Children Approved	Total Discounts
Tier 1 Childcare Discount membership 55% 2022	48	70	(44,303.60)
Tier 2 Childcare Discount Membership 40% 2022	23	23	(19,634)
Tier 3 Childcare Discount Membership 25% 2022	14	25	(15,584.50)
	85	118	(79,792.10)

Conclusion

2022 was the 2nd year where scholarship recipients were able to register and use their scholarship funds online. This has been very helpful. We have made three main technical changes to our process for 2023.

1. Scholarship applications will be in all future program guides
2. We have rebranded/combined the Scholarship and the CDM: "Financial Assistance Application"
3. We are working with D97 to verify Free/Reduced lunch status if given permission from applicant to eliminate collection of documents in an effort to make it as easy as possible to applicable applicants.

As of January 6, 2023, we already have 85 applications turned in, 48 of which include CDM request.

Scott Sekulich, Customer Service Manager, will be at the meeting to answer questions and provide additional information and insight into this information.

Below are some survey comments:

I believe that PDOP is one of the best parts of Oak Park. I grew up here and I'm a single mom of 3 (two teens and a 9-year-old). My daughter loves all the classes she has taken and especially enjoys the camps. We have had the opportunity to do a wide variety of activities and camps due to the scholarship generosity. There is no way I would ever be able to afford it without your help financially. My daughter has made SO many new friends and by being a part of different programs. It has also allowed her to get to know other children in the community who are not at her school. This fosters the exact epitome of what community is all about!

Ability to have fun and feel safe following the death of their father and the financial hardships it has brought.

So many meaningful experiences, have done activities with my mom and son at the conservatory and Cheney mansion

My daughter benefited most of the program, especially swimming. Her skills in swimming developed well during the program

By being a regular swimmer at both pools, I've had the chance to meet many young people working for the park district.

My sons have enjoyed the summer camp over the years. They have grown a lot of friendships in the community and the counselors have become great mentors for them

This program is great, my kids enjoy all the activities in the summer and all year round. We are grateful that we can keep my kids busy so they can learn something new every day.

Was able to be active with others from community and gave my son a safe place to play and do activities helping him to swim and play with his friends

Our children have greatly benefitted from the Gymnastics program. They have learned discipline, made new friends and have developed great relationships with all of the coaches. One of them is on the gymnastics team and loves the camaraderie and competing. Competing has taught her the benefits of consistency, discipline and practice.

Fox clubhouse has been a wonderful experience for my family. I am glad to know my child is in a safe and nurturing environment while I am at work. Summer camp was a great experience for both of my children they loved all of the activities

This was helpful in getting involved in the programs and my daughter has benefitted greatly.

My son has benefited from the park district programs and sport activities for years. Despite me being a single Mom and struggling he is still able to participate in the same programs as his friends. I am in debt to the park district for giving my son the same opportunities as families who may have larger incomes.

The Park District of Oak Park has helped my family and me enjoy activities that I would not have had to try without their help. Thank you so much Park District of Oak Park.

My daughter is a Diabetic. She loves to Swim and Ice Skate. I never wanted to make her feel that she could never do things the next kids could do. I allowed her to be free and enjoy her life as if she didn't have to suffer being a Diabetic. She too can enjoy her life and she absolutely do. So with her having the opportunity that the Park District of Oak Park has given her was fantastic. I'm glad they made it easier for myself to be able to afford sending her to the Park District to have some fun!!!! Thank you!!!!

My daughter and I are both learning how to swim! Beyond acquiring an essential skill, we've practiced commitment and perseverance. Definitely a confidence boost!

Yes. We have been living here one year and a half only. My kids had good experiences in the Swimming Program, during the last summer. The personal was so professional and careful. On the other side, especially, my kid, during his soccer classes, he enjoyed a lot. He's acquiring more self-confidence within the community and developing skills in his practice. He loves soccer and after COVID, he needed relax and he got that relax with the sports.



Personnel Policies (2022)

Personnel Policy Manual

**Created on: 10/27/2022 11:31 am
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Benefits Disclaimer

Employee Benefits Disclaimer

The Park District has established a variety of employee benefit programs designed to assist the employee and eligible dependents in meeting the financial burdens that can result from illness, injury and disability, and to help plan for retirement. This portion of the Employee Manual contains a very general description of the benefits to which employees may be entitled. Please understand that this general explanation is not intended to, and does not, provide all the details of these benefits. This Manual does not change or otherwise interpret the terms of the official benefit plan documents. The Employee's rights in that regard can be determined only by referring to the full text of the official plan documents, which are available for examination from Human Resources Department. To the extent that any of the information contained in this Manual is inconsistent with the official plan documents, the provisions of the official documents will govern in all cases.

Please note that nothing contained in the benefit plans described here will be held or construed to create a promise of employment or future benefits, or a binding contract between the Park District and its employees, retirees or their dependents, for benefits or for any other purpose. All employees will remain subject to termination or discipline to the same extent as if these plans had not been put into effect.

The Park District reserves the right, in its sole discretion, to amend, modify or terminate, in whole or in part, any of the provisions of the benefit plans described here, including any health benefits that may be extended to retirees and their dependents. Further, the Park District reserves the right to administer, apply and interpret the benefit plans described here and to decide all matters arising in connection with the administration of such plans.

Benefits under the plans described here will be paid only if the plan administrator determines in its discretion that the applicant is entitled to them.

For more complete information about any Park District benefit programs, please refer to the plan documents, which can be obtained from Human Resources or found on the PDRMA website if applicable.

POL.P.05.01 - Illinois Municipal Retirement Fund (IMRF) Pension Plan

Employees who work in Park District positions that meet certain hour standards are required to participate in the Illinois Municipal Retirement Fund (IMRF). IMRF provides retirement, disability, and death benefits to eligible participants. These benefits are in addition to those provided by Social Security. For more information on IMRF benefits, or to confirm IMRF provisions or rules, or to see the latest updates, employees should visit the IMRF website at www.imrf.org.

Contribution

Participating employees contribute a certain percentage of their gross pay as determined by IMRF through payroll deductions. Contributions are tax deferred and not subject to either federal or Illinois income tax, but will be subject to federal income tax when refunded or withdrawn as a pension or death benefit. The Park District also contributes to IMRF as a percentage of total contributions.

POL.P.05.02 - Social Security and Medicare

As required by law, a fixed percentage of earnings is deducted from each paycheck and deposited with the Social Security Administration. In addition, the Park District contributes an equal amount to the Social Security Administration to help fund benefit programs. Detailed information on benefits, eligibility requirements and account status is available from your local Social Security Administration office.

The Social Security Administration recommends periodically verifying personal earnings and benefits. Information on requesting an account balance is available from the local Social Security Administration.

POL.P.05.03 - Domestic Partner Program

Definitions

When used in these policies, the following terms have the following meanings:

Affidavit of Domestic Partnership: A form, provided by Human Resources, in which two people agree to be jointly responsible for the necessities of life incurred during the domestic partnership and state under oath that all qualifications for domestic partnership as set forth in this Policy are met when the Affidavit is signed.

The form will set forth all the requirements for a domestic partnership as defined herein. The fraudulent misrepresentation of information set forth therein by the Park District employee executing it will be considered cause for termination of the employee's employment with the Park District. Further, the persons executing such affidavit may be held civilly liable for the misstatement of any information set forth therein and such affidavit may further be construed by a court of law as creating enforceable, legal obligations between the persons executing the affidavit.

Dependent: One who lives with a domestic partner and is a biological, adopted or stepchild of a domestic partner, a dependent of a domestic partner as defined by the Internal Revenue Service regulations, or a ward of a domestic partner as determined under the laws of guardianship or agency.

Domestic Partner: Each adult in a domestic partnership.

Domestic Partnership: Two unrelated adults of the same sex, one of whom is an employee of the Park District who is otherwise eligible for employee benefits, who have chosen to share one another's lives in an intimate and committed relationship of mutual caring, who also:

- share the same primary, regular and permanent residence and have lived together for the previous twelve (12) months;
- agree to be jointly obligated and responsible for the necessities of life for each other;
- are not married to anyone;
- are each eighteen (18) years of age or older;
- are competent to enter into a contract;
- are and have been each other's sole domestic partner for at least twelve (12) months prior to execution of the Affidavit of Domestic Partnership required under this Policy;
- agree to file a Termination of Domestic Partnership within thirty (30) days if any of the above facts change;
- have filed the required notice of termination of any prior Domestic Partnership acknowledged under the provisions of this Policy in the manner required herein and no less than twelve (12) months prior to the execution of the current Affidavit of Domestic Partnership; and
- execute an Affidavit of Domestic Partnership, indicating compliance of the persons executing such affidavit with all the requirements for a Domestic Partnership set forth in this Policy.

Live Together: Two people claiming Domestic Partnership status share the same primary, regular and permanent residence. It is not necessary that both Domestic Partners have the legal right to possess the residence.

Necessities of Life: Basic food, shelter, clothing, medical care and the costs associated therewith. The Domestic Partners need not contribute equally or jointly to the cost of these expenses as long as they agree that both are responsible and obligated for the cost.

Termination of Domestic Partnership: Any change in the Domestic Partnership, which causes the partnership not to satisfy any one of the requirements for a Domestic Partnership set forth herein.

Affidavit Of Domestic Partnership; Execution And Accompanying Documentation

Both parties seeking recognition by the Park District of a Domestic Partnership must sign an Affidavit of Domestic Partnership, under oath.

The signatures of both persons must be witnessed and notarized. The parties will also be required to indicate that they thoroughly understand the content of the affidavit at the time of execution. The Director of Human Resources, or his/her designee, will receive executed Affidavits of Domestic Partnership and may require reasonable documentation verifying the truth and accuracy of any statements contained in the affidavit, including verification of the primary, regular and permanent residence address of the persons seeking recognition of a Domestic Partnership.

Once the affidavit has been properly executed by both individuals seeking recognition of a Domestic Partnership by the Park District and presented to the Director of Human Resources along with all requested supporting documentation and the Director of Human Resources is satisfied that the individuals seeking recognition of a Domestic Partnership have met all requirements for recognition, the Human Resource Director will provide those individuals with a letter, recognizing the Domestic Partnership, identifying the parties to same and identifying the benefits to which the Domestic Partners are then entitled. The letter will further indicate that the Domestic Partners must comply with the provisions of the Domestic Partnership policy and notify the Director of Human Resources of the termination of the Domestic Partnership within thirty (30) days of the termination, and the possible consequences for the failure to do so.

Employment Benefits

The Park District will provide the same family sick leave, bereavement leave, health insurance, or any other benefits available to any Park District employee, and the spouse, Domestic Partner and dependents of any Park District employee, to any Park District employee and any other person with whom the employee has formed a Domestic Partnership and the dependents of such Domestic Partnership as defined herein to the best of the Park District's ability. If the Park District is not able to offer health insurance benefits for an employee's Domestic Partner or the dependents of the Domestic Partnership because of contractual restraints dictated by the insurance carrier, the employee will be provided with a monthly cash payment in the same amount that the District would be obligated to pay if the coverage would be allowed to be provided to offset the cost of individual insurance. However, the Park District will not extend health insurance benefits or cash payments to a Domestic Partner, or the Domestic Partner's dependents, if the Domestic Partner who is not a Park District employee is otherwise eligible for health insurance benefits through his/her employer.

Termination Of Domestic Partnership; Notice Required

Any employee of the Park District who is receiving employment benefits as a member of a Domestic Partnership and whose Domestic Partnership terminates as defined herein, will notify the Director of Human Resources within 30 days of such termination.

Fraudulent Misrepresentation

If any employee fraudulently misrepresents information in the Affidavit of Domestic Partnership executed by such employee, or fails to inform the Park District of the termination of his/her Domestic Partnership, the Park District reserves its right to repayment of any expenditures made by the Park District in reliance on such misrepresentations or for expenditures made due to the employee's failure to notify the Park District of the termination of a Domestic Partnership, including by way of affect against future benefits of the employee and/or his/her dependents. Such fraudulent misrepresentation will also constitute cause for the termination of the employee's employment with the Park District.

POL.P.05.04 - Insurance & Flexible Spending Account Plan

Eligible employees may enroll in certain group insurance plans based on the terms of those plans by timely completing the required enrollment forms. The employee's portion of any required premium payment may be made through payroll deduction.

Group plans are subject to the rules and regulations of the insurance providers and the Park District. Except where prohibited by law, the Park District reserves the right to change, modify, cancel or discontinue any group insurance plans or change the amount of the required employee premium at any time with or without notice. Employees' insurance under the plan(s) will terminate immediately if the group policies are cancelled or if the employee fails to make any required premium payment.

Newly hired employees do not have to complete their Introductory Period before being eligible to participate in the plan; they are eligible to participate on their first day of employment if they meet all plan requirements.

Employee Insurance Plans

The following group insurance plans generally are limited to eligible full-time employees and their dependents (as defined by the insurance providers who are eligible under the terms of the plans):

- a. Medical. Group medical and hospitalization are available to all eligible full-time employees. Employees are expected to pay a portion of the cost. The cost is on a pre-tax basis.
- b. Dental. The Park District offers optional dental insurance to eligible full-time employees and their dependents. The employee must pay a portion of the cost. Payment is made through payroll deductions. The cost is on a pre-tax basis.
- c. Life and AD&D Insurance. The Park District provides all eligible full-time employees with basic life and accidental death and dismemberment (AD&D) insurance. This insurance is currently provided at no cost to the employee. A description of this benefit is available from the Human Resources Department.
- d. Supplemental Life Insurance. The Park District offers supplemental life and AD&D policies to eligible full-time employees. The employee must pay the entire premium. Payment is made through payroll deduction. The cost is on an after-tax basis.
- e. Vision. The Park District offers optional vision insurance to eligible full-time employees and their dependents. The employee must pay a portion of the cost. Payment is made through payroll deductions. The cost is on an after-tax basis.
- f. Voluntary Insurance plan through AFLAC. Eligible full-time employees and their dependents may sign up directly with AFLAC for plans such as accident/illness/cancer. Employees contact vendor directly to inquire and enroll then inform the District. The employee must pay the entire premium. Payment is made through payroll deduction.

Employee Flexible Spending & Dependent Care Account Plans

The following group Flexible Spending Account options are limited to full-time employees and their dependents (as defined by the providers) who are eligible under the terms of the plans and the cost is on a pre-tax basis:

- a. Flexible Spending Account. This account allows employees to plan ahead and set aside tax-free dollars through bi-monthly payroll deductions (up to the IRS legal limit) for un-reimbursed medical expenses.
- b. Dependent Care Account. This account allows employees to plan ahead and set aside tax-free dollars for child or elder care expenses through bi-monthly payroll deduction. Employees can set aside up to \$5,000 per year in this account. Employees cannot receive more than their current balance at any time.

Human Resources will assist employees in making the necessary arrangements for enrollment in any of the above plans.

Opt-Out Program

Some employees may have “excess” coverage or be “over-insured” where, for example, the employee is covered by the Park District health plan and his/her spouse’s or domestic partner’s employer’s plan.

To ensure all employees are able to benefit from the Park District’s health insurance program, the Park District will provide an incentive for employees who have declined Park District coverage. This incentive plan will take the form of a payment into the employee’s Flexible or Dependent Care Spending Account. Notwithstanding the preceding, pursuant to the Medicare Secondary Payer rules, individuals who are eligible for Medicare must demonstrate enrollment in other primary coverage (other than Medicare) in order to be eligible for a benefit under this Opt-Out Program.

This program only applies to the Park District’s health insurance coverage. Dental and Life Insurance are not included in this incentive opt-out program. This option may be renewable each year under the current configuration under which health insurance is provided to employees; however, no one knows how future federal mandates or other variables may affect these types of programs.

Employees wishing to participate in the insurance opt out program must provide evidence (such as a copy of their health insurance card) that they have primary health coverage other than through Medicare (e.g., through their spouse’s or domestic partner’s employer or an individual policy) and sign the authorization form. Employees may convert back to the District’s coverage at the annual open or special enrollment or any time there is a change in status event as defined in the District’s IRS Section 125 Plan including loss of coverage by a spouse or domestic partner.

POL.P.05.05 - Deferred Compensation Plan

The Park District has established two voluntary deferred compensation plans in accordance with state and federal guidelines in order to aid employees with their long-term financial planning. The plans allow employees to put money aside for retirement on a tax-deferred basis or a post-tax basis through payroll deductions. The Park District offers the plans as a voluntary service; employees should consider their financial needs to determine if a deferred compensation plan is in their best interest.

POL.P.05.06 - Indemnification and Liability Insurance

The Park District is required by state statute (70 ILCS 1205/8-20) to indemnify and protect employees against civil rights, damage claims and suits, constitutional rights damage claims and suits, death and bodily injury damage claims and suits, and property damage claims and suits, including defense thereof, when damages are sought for negligent or wrongful acts alleged to have been committed within the scope of employment, or under the direction, of the Board of Commissioners. Such indemnification and protection will extend to employees of the Park District at the time of the incident from which a claim arises. However, the Park District is statutorily prohibited from indemnifying employees for “punitive” damages.

Employees may be covered by the Park District's liability insurance to defend any civil action that may be brought against them or the Park District, its agents, or any other employee for damages arising out of the lawful performance of duties.

POL.P.05.08 - Workers' Compensation

The Illinois Workers' Compensation Act provides for medical care and replacement of wages if an injury is sustained during the course of employment with the Park District. Non-job-related illnesses or injuries are not covered under the Act. All employees must adhere to the following procedures:

Any work-related injury or illness (even if the employee is uncertain if the injury or illness is work-related, but suspects it might be work-related) must be reported immediately and directly to the employee's supervisor or Department Head, upon discovery/onset of the injury or illness, no matter how minor. Failure to report an injury or illness immediately upon discovery/onset may jeopardize the employee's eligibility for workers' compensation benefits and can result in discipline.

The employee will be instructed to report to a designated hospital or physician for an examination or treatment. In the case of an emergency, the employee should go to the nearest hospital emergency room for treatment and then utilize the Park District's physician network referral service if additional treatment is necessary.

No employee will be allowed to return to work without a statement from a physician approving the employee's return to work without restrictions, or with restrictions acceptable to the Park District. The Park District has the right to re-assign the employee to another position at the same pay and benefits the employee received at the time of the injury.

When an employee has been released by a licensed physician to return to work on a modified duty basis, the employee may periodically be requested to return for medical evaluations.

POL.P.05.09 - Education, Training, and Professional Participation

All employees are required to attend orientation meetings, staff meetings, and in-service training sessions that are designed to improve the overall job performance, communication and efficiency of the Park District.

In the best interest of the Park District, employees may attend professional conferences and seminars and belong to professional associations as budgeted and approved by the Department Head and/or Executive Director. Such activities should further the insight of staff into better ways to operate and provide recreational activities to the public.

Employees are encouraged to discuss advancement and professional development opportunities with their immediate supervisor. When possible, authorization may be given for attendance at conferences, seminars, workshops, conventions and technical meetings and participation in professional organizations that are related to the position within the Park District.

Attendance at conferences, seminars, workshops, conventions and technical meetings and participation in professional organizations must be approved in advance. Employees should check with their immediate supervisor for applicable policies, procedures and approvals.

Conference Attendance

Attendance at and participation in professional seminars, conferences, conventions, workshops and technical meetings is considered part of the administrative and supervisory staff's normal duties. Reimbursement for attendance expenses will be 100% of approved expenses. It is the expectation of the Park District that attendees participate in all facets of a conference they are given the opportunity to attend.

Employees who attend professional seminars, conferences, conventions, workshops and technical meetings outside the Park District, may be required to submit a written report to their immediate supervisor within five (5) days of attendance, which summarizes the ideas or methods discussed at the meeting.

Education

At the discretion of the Park District, employees may be given the opportunity to take educational courses related to their position within the Park District. Interested employees should consult with their immediate supervisor. Park District resources are limited and the employee's immediate supervisor and Human Resources will evaluate individual requests.

Professional Organizations

Employees may, but are not required to join and participate in professional associations that promote Park District goals, individual skill development, professional recognition, or relate to their job responsibilities. However, employee participation in such associations must not conflict with the Park District's interests. Depending upon the benefits derived from membership by the Park District, the Park District may pay all or part of the membership fees.

Participation in association activities during normal working hours must be approved in advance by the employee's immediate supervisor, and approval is contingent upon the employee's ability to meet his/her work responsibilities.

POL.P.05.10 - Tuition Reimbursement

Full-time employees are eligible for consideration and may participate in the Park District's tuition reimbursement program. Employee should request during budgetary process if interest in applying for tuition reimbursement.

The Park District will partially reimburse an employee for tuition for a course that the Park District determines is job-related in accordance with the requirements of this Policy. Eligible courses must be directly and substantially related to improving an employee's productivity in his/her current job. Employees will not receive any reimbursement for a grade lower than a "B". Reimbursement will not exceed an annual amount of \$1,500, unless approved in advance by the Executive Director.

The Executive Director may authorize the full reimbursement of tuition for the completion of an advanced degree for executive level management staff, subject to approval by the Board of Commissioners.

An employee must apply for and obtain written approval for tuition reimbursement before the course begins. The employee must take the following steps:

- Discuss courses with Department Head. The Department Head must confirm that funds are in the budget specifically in tuition reimbursement prior to approval.
- Complete a tuition reimbursement form.
- If the request is approved, return the signed form to Human Resources.
- Sign a tuition reimbursement agreement with Human Resources.
- Pay the course tuition and fees.
- After the class ends and the employee has received a grade of B or better, attach the tuition bill and the final grade to a copy of the initial tuition reimbursement form and send the form to Human Resources.

The employee will receive a reimbursement within thirty (30) days after properly completing all steps.

No employee may take a course when the class or class-related activities must be performed during business hours, except with the prior written approval of a Department Head.

If an employee resigns or is involuntarily terminated before completing a course and receiving a final grade, the employee will not be reimbursed for tuition expenses. If an employee resigns or is involuntarily terminated within twelve (12) months after receiving reimbursement, the Park District will require the employee to repay the Park District in full for such reimbursement in accordance with the law. An employee will be required to complete cash advance agreement at the time of the advance.

Items ineligible for tuition reimbursement include: meals, transportation, lodging, books, classroom supplies, and application and other associated registration fees.

Employees will not be eligible to earn or receive tuition reimbursement unless they enter into a tuition reimbursement agreement with the Park District.

POL.P.05.11 - Employee Assistance Program

Personal and work-related problems can affect an employee's job performance, health, family, and emotions. To help with these pressures, the Park District has contracted with an independent firm to provide confidential employee assistance (EAP) services. The services are available to all employees and their families. Please contact Human Resources for further information about the EAP.

POL.P.05.12 - Credit Union

The Park District has established a voluntary credit union program. The plan allows employees to become a member of the Alliance Credit Union River Forest. All funds contributed, and the income earnings on the funds, are available for distribution to the employee at any time according to credit union rules. The Park District offers this plan as a voluntary service; employees should consider their financial needs to determine if this plan is in their best interest.

POL.P.05.13 - Use of Recreational Facilities

Season Passes

Active Full-time employees and active year-round part-time employees are eligible to receive free skating and swimming passes. Employees receiving such passes free of charge must endeavor to use the facilities at non-peak hours, or when their use would prevent a paying resident from using the facilities. The passes issued to full-time and eligible part-time employees will be limited to the employee and immediate family members (spouse, domestic partner, civil union partner, and dependent children under eighteen (18) living at home). All full-time and year-round part-time employees, and their family members must meet any requirements and restrictions for facility usage including regular hours of operation, age limitations and waivers.

Recreation Programs and Group Lessons

Full-time employees and year round part-time employees and their immediate family members (spouse, domestic partner, civil union partner, and dependent children under eighteen (18) living at home) will be allowed to enroll in recreation programs (excluding leagues or private lessons) at a reduced rate of eighty percent (80%) of the resident rate.

Employee participation in any recreational program cannot conflict with normal working hours.

Facility Rental

Full-time employees will be allowed to rent all Park District facilities (except Cheney Mansion) at a reduced rate of eighty percent (80%) of the resident rental rate for private family events, including birthday parties. There is no discount for additional children. Part-time employees do not receive a discount on facility rentals, including birthday parties. Since registration systems may not distinguish between full-time and part-time employees, if a party is booked online it is the responsibility of the program supervisor to check the status of the employee. If a part-time employee is found to have rented a facility or birthday party at a reduced discounted rate, the employee must repay the difference to the Park District and is subject to disciplinary action up to and including termination. The rentals may not be used for any commercial purpose, and the employee must attend the event.

All discounted passes and discounts given to a benefits-eligible employee or qualifying dependent will expire immediately upon termination of employment with the Park District. Complimentary passes and discounts cannot be transferred. Unauthorized use of any discounted pass may result in revocation of all pass privileges and disciplinary action up to and including termination of employment.

POL.P.05.14 - Expense Reimbursement

This policy assists employees in reporting and receiving reimbursement for reasonable expenses incurred while conducting business for or on behalf of the District.

The District expects employees to act responsibly and professionally when incurring business expenses. It will reimburse employees for reasonable expenses incurred on behalf of the District and preapproved in writing by the immediate supervisor, Department Head or Executive Director. This includes, for example, travel, mileage, tools, uniforms, airfare, accommodations, meals, use of mobile devices for work and purchases made on behalf of the District. Employees must exercise care to avoid impropriety or the appearance of impropriety. The District allows reimbursement only when employees have not, and will not, receive reimbursement from other sources.

Employees must adhere to the following general guidelines to qualify for reimbursement for any expenses:

- Submit original receipts, mobile telephone bills and/or other documents evidencing charges. If the employee cannot provide original documents, they must submit a signed statement explaining the missing receipts.
- Submit all requests for reimbursements and supporting documentation to the Business Operations Department within 30 days of incurring the expense. The District may not reimburse expenses submitted beyond the 30 days.
- The District must preapprove all reimbursable expenses.
- Employees must return any reimbursement that exceeds the actual cost incurred to the District within 30 days.

When submitting business meal expenses for reimbursement, please include the following:

- Business purpose.
- Names and affiliations of participants or other information establishing a business relationship with the individual(s) incurring the expense.

If an employee does not comply with the above guidelines, or the District has not preapproved an expense in writing, it may deny the employee reimbursement. If an employee incurs an expense due to their own negligence or misconduct, the District may not reimburse such an expense. Falsification of any expense reimbursement, supporting documentation or other misrepresentations in connection with a request for expense reimbursement is subject to discipline up to and including dismissal, no matter when the District discovers it. The District requires employees to repay the District for reimbursements improperly obtained by the employee and reserves the right to pursue any additional avenues of applicable relief (e.g., civil proceedings, criminal charges, etc.).

It is the intention of the District for this policy to serve as an “accountable plan” (as described by the Internal Revenue Service) to allow employees to exclude such reimbursements from taxable income; employees should consult their own tax advisor to determine how any such reimbursements will affect them personally in that regard.

POL.P.05.15 - Employee Awards

The Park District Employee Awards Program has been established to recognize length of service or outstanding performance. Full-time employees may be so honored based on the recommendation of the Department Head or Executive Director and approval of the Executive Director. The length of service or outstanding performance award is not a guarantee of employment for any specified length of time.

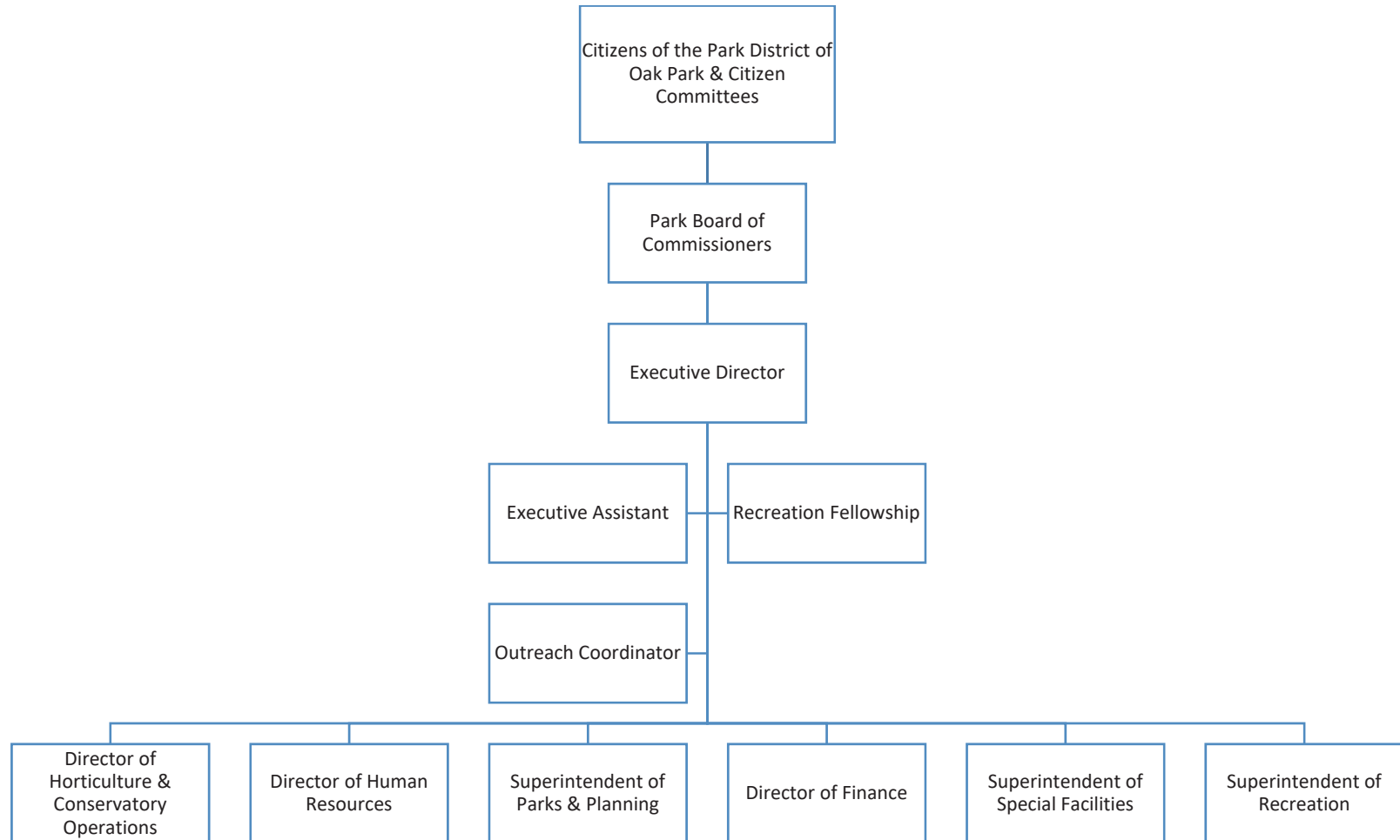
POL.S.05.16 - Wellness Policy

The Park District of Oak Park recognizes its employees as one of its most important assets. The district encourages, supports, and provides health and wellness related opportunities for all employees. The district will assist employees in achieving physical, mental, and emotional well-being, resulting in improving the overall health for employees. The district believes that employee health and well-being is a vital part of the overall success of the Park District of Oak Park.

As part of its commitment to encouraging a healthy lifestyle for all employees, the district offers the following:

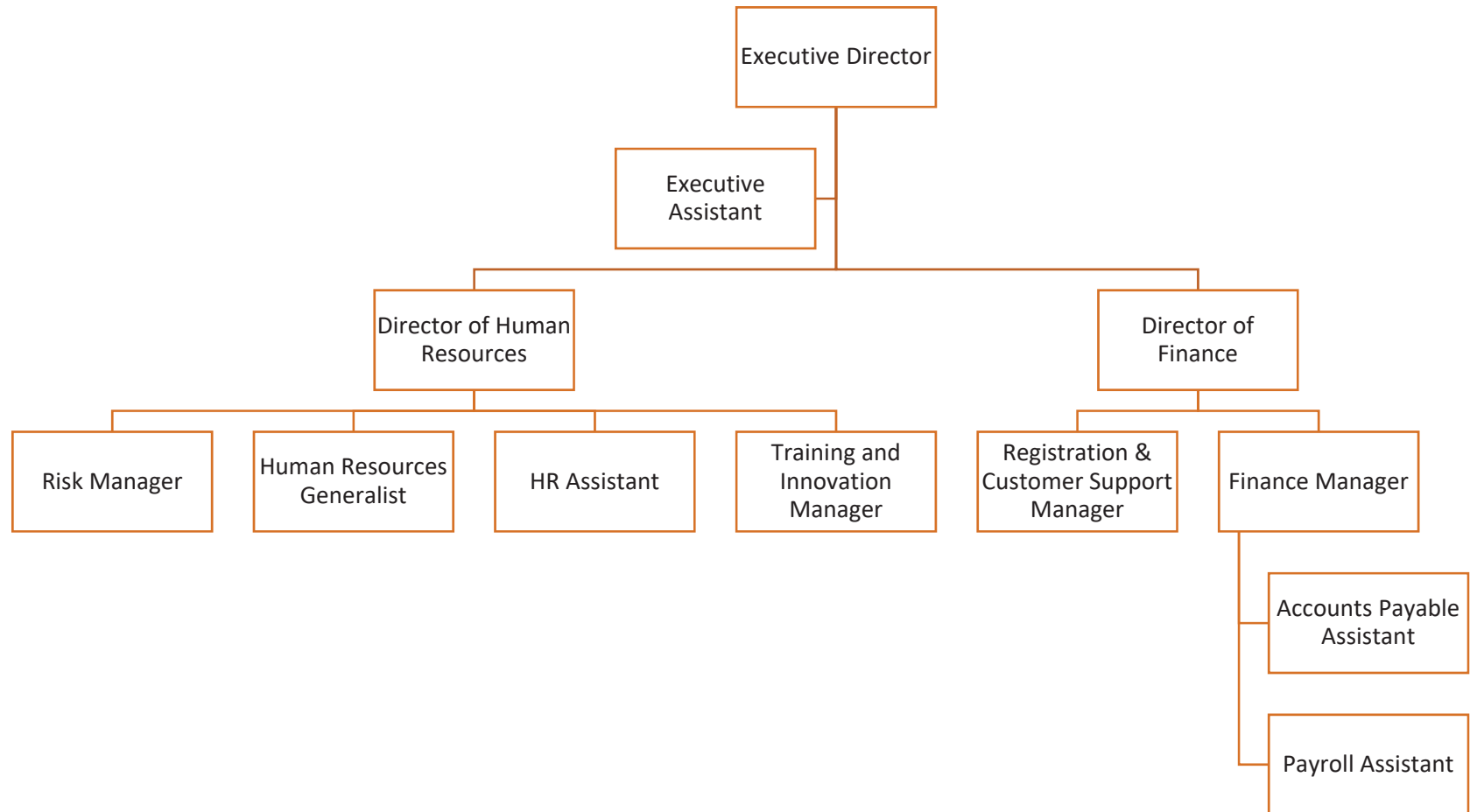
- A Wellness Committee, which consists of employees from departments, offers employees opportunities to participate in seminars, programs and services to improve their health and wellness.
 - The health and safety of all employees is maximized by being an Alcohol and Drug-Free Workplace and by the implementation of a district wide alcohol and drug testing program.
 - Eligible employees are offered free passes for use of recreation facilities including rink/pool passes.
 - Fitness classes are available to employees at a discounted rate.
 - A wide range of recreation programs are available to employees at a discounted rate.
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Park District of Oak Park – Organizational Chart

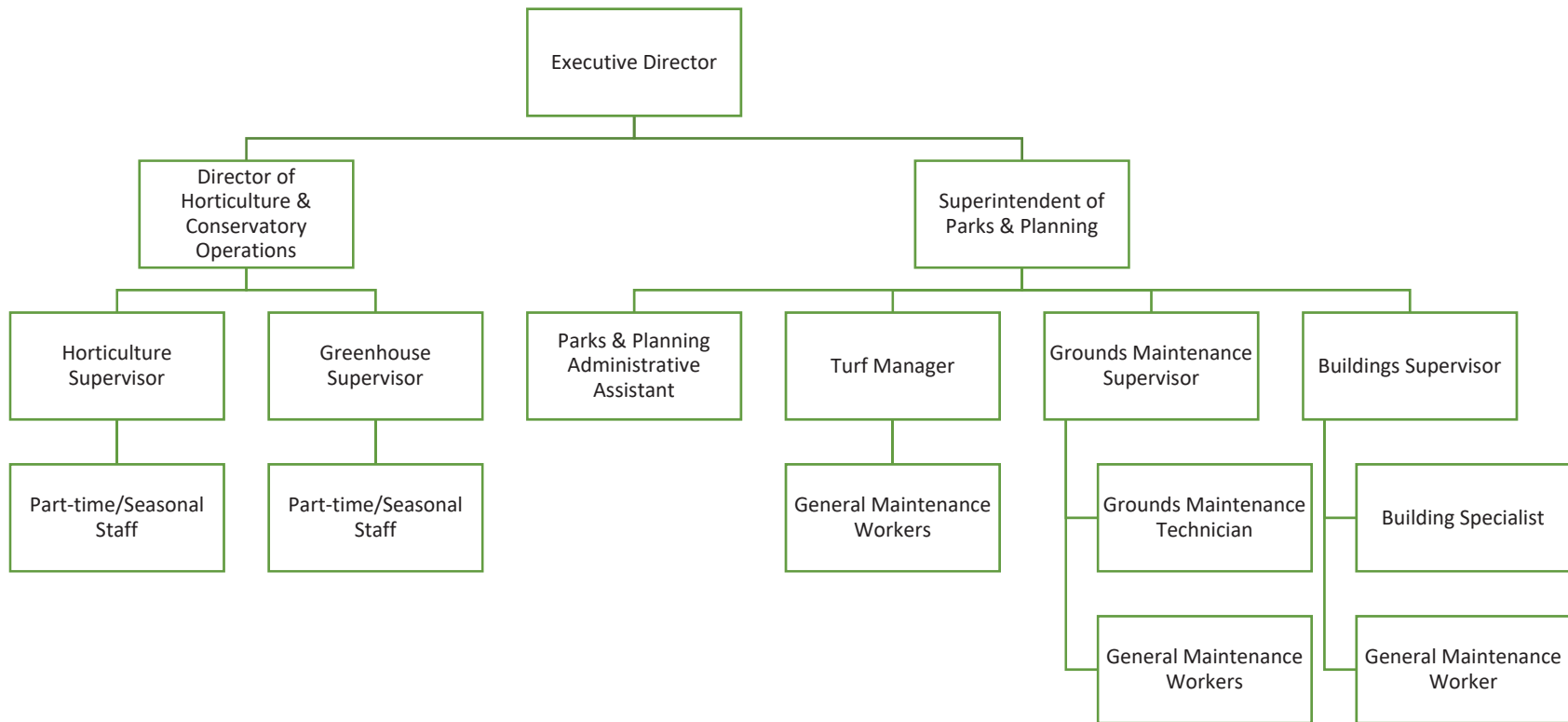




Park District of Oak Park – Organizational Chart / Administration

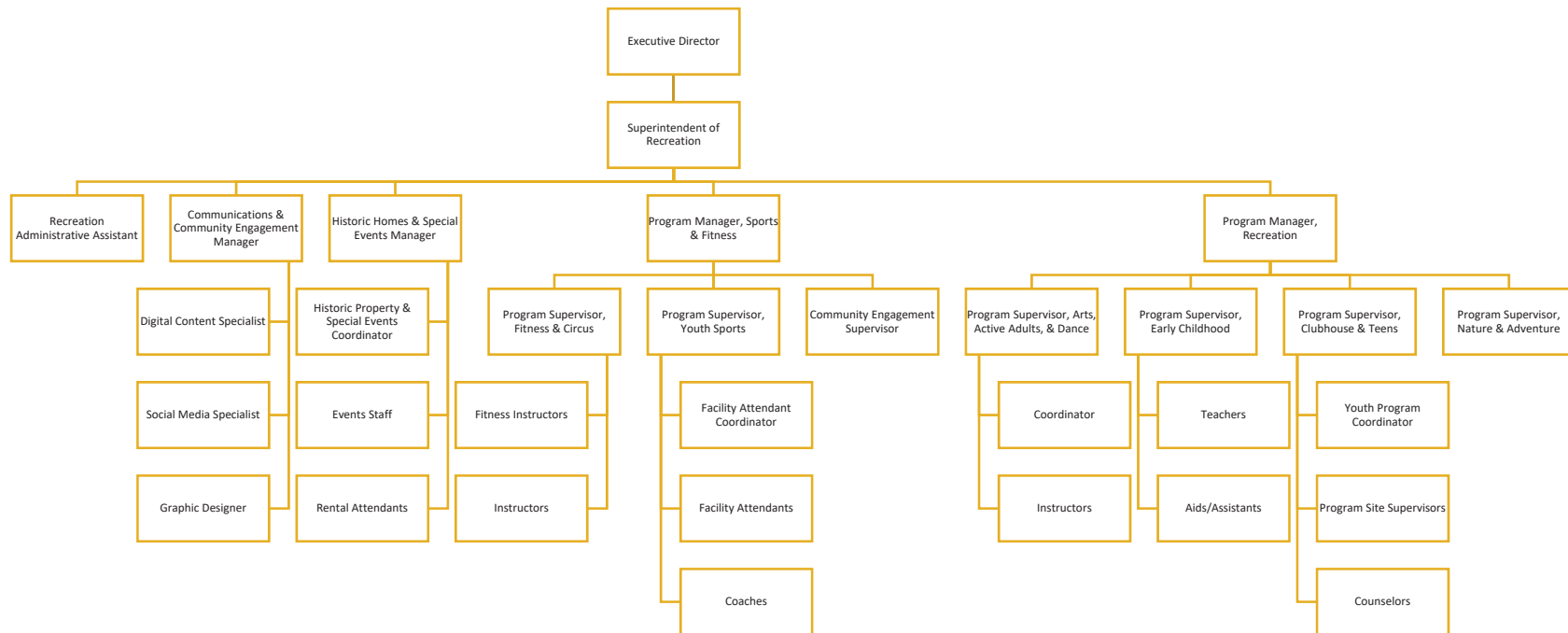


Park District of Oak Park – Organizational Chart / Parks & Conservatory





Park District of Oak Park – Organizational Chart / Recreation



Park District of Oak Park – Organizational Chart / Special Facilities

