PARK DISTRICT of OAK PARK

2022-2024 Strategic Plan

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PARK DISTRICT of OAK PARK

INTRODUCTION

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.

PARK DISTRICT
of OAK PARK

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.

PARK DISTRICT
of OAK PARK

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
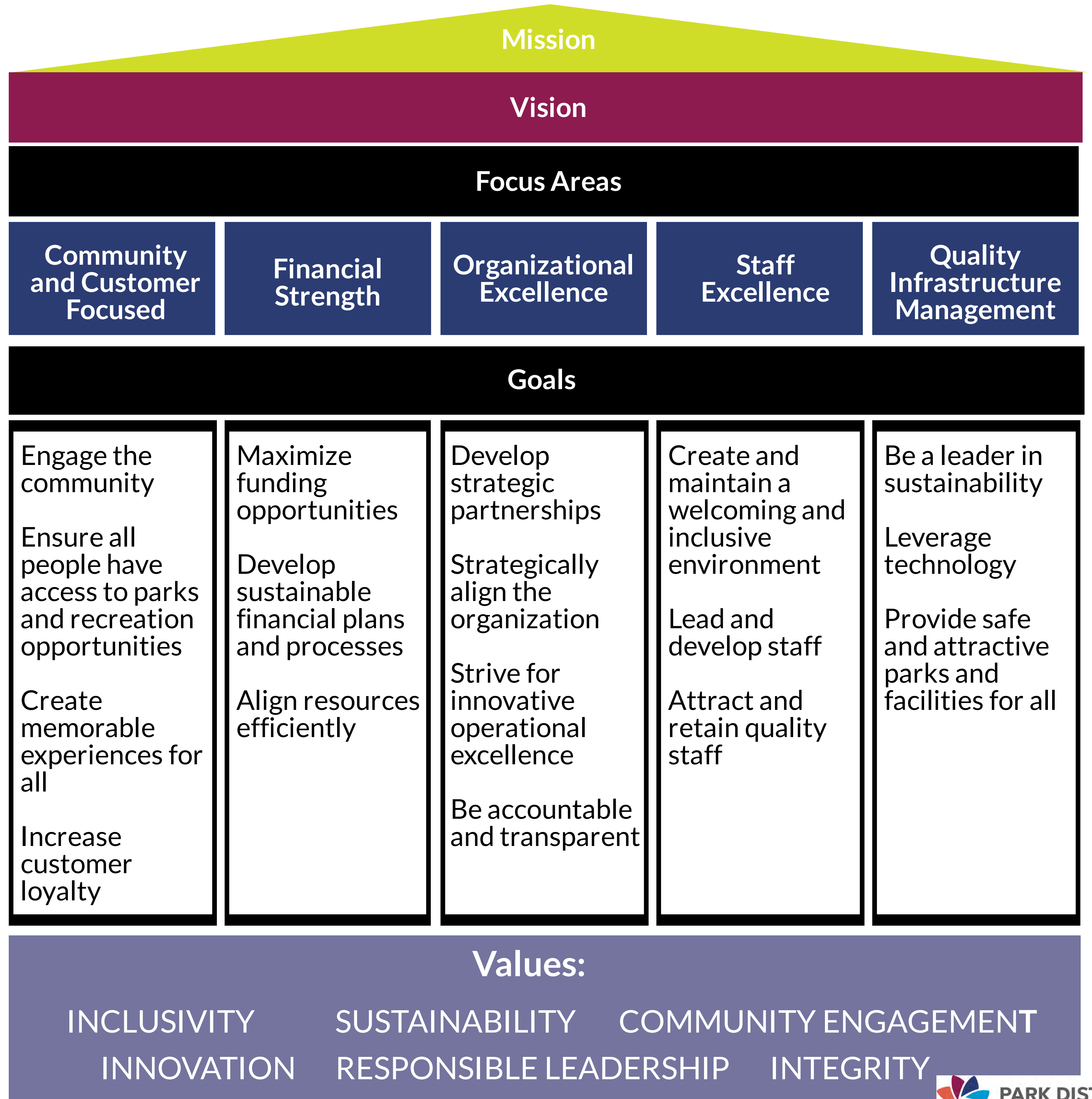
LONG-TERM DEPARTMENT GOALS: Department blueprints that align with the master and strategic plan goals and guide the work of each department over the next 3 years
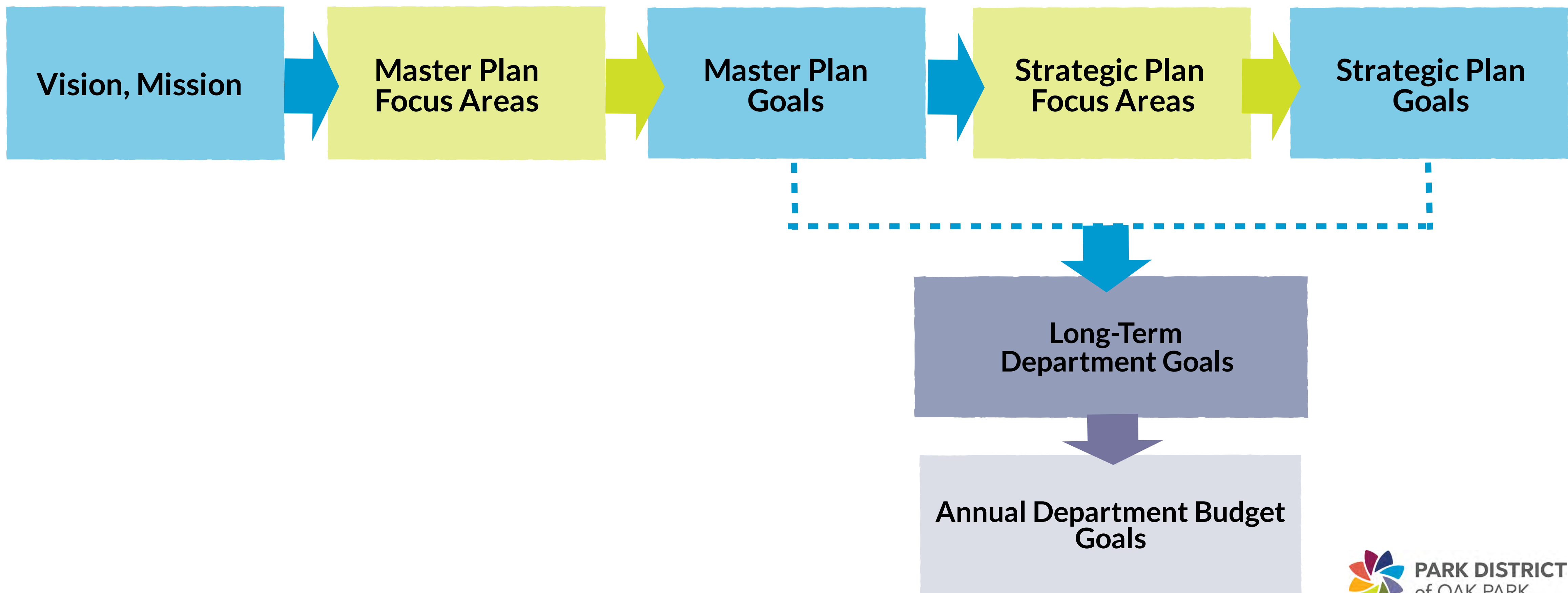
ANNUAL DEPARTMENT BUDGET GOALS: Annual actions taken by each department to achieve its long-term department goals and actions from the strategic and master plan

PARK DISTRICT of OAK PARK

2022-2024 STRATEGIC PLAN AT-A-GLANCE

Mission

Vision

Focus Areas

Community and Customer Focused	Financial Strength	Organizational Excellence	Staff Excellence	Quality Infrastructure Management

Goals

Community and Customer Focused	Financial Strength	Organizational Excellence	Staff Excellence	Quality Infrastructure Management
Engage the community Ensure all people have access to parks and recreation opportunities Create memorable experiences for all Increase customer loyalty	Maximize funding opportunities Develop sustainable financial plans and processes Align resources efficiently	Develop strategic partnerships Strategically align the organization Strive for innovative operational excellence Be accountable and transparent	Create and maintain a welcoming and inclusive environment Lead and develop staff Attract and retain quality staff	Be a leader in sustainability Leverage technology Provide safe and attractive parks and facilities for all

Values:

INCLUSIVITY   SUSTAINABILITY   COMMUNITY ENGAGEMENT

INNOVATION   RESPONSIBLE LEADERSHIP   INTEGRITY

PARK DISTRICT of OAK PARK

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.

Vision, Mission → Master Plan Focus Areas → Master Plan Goals → Strategic Plan Focus Areas → Strategic Plan Goals

Long-Term Department Goals → Annual Department Budget Goals

PARK DISTRICT of OAK PARK

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 undeserved.

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT
of OAK PARK

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:

PARK DISTRICT of OAK PARK

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

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT
of OAK PARK

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.

PARK DISTRICT of OAK PARK

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

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT

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.

PARK DISTRICT of OAK PARK

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

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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.

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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

PARK DISTRICT of OAK PARK

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 undeserved 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: page10

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

Goals

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
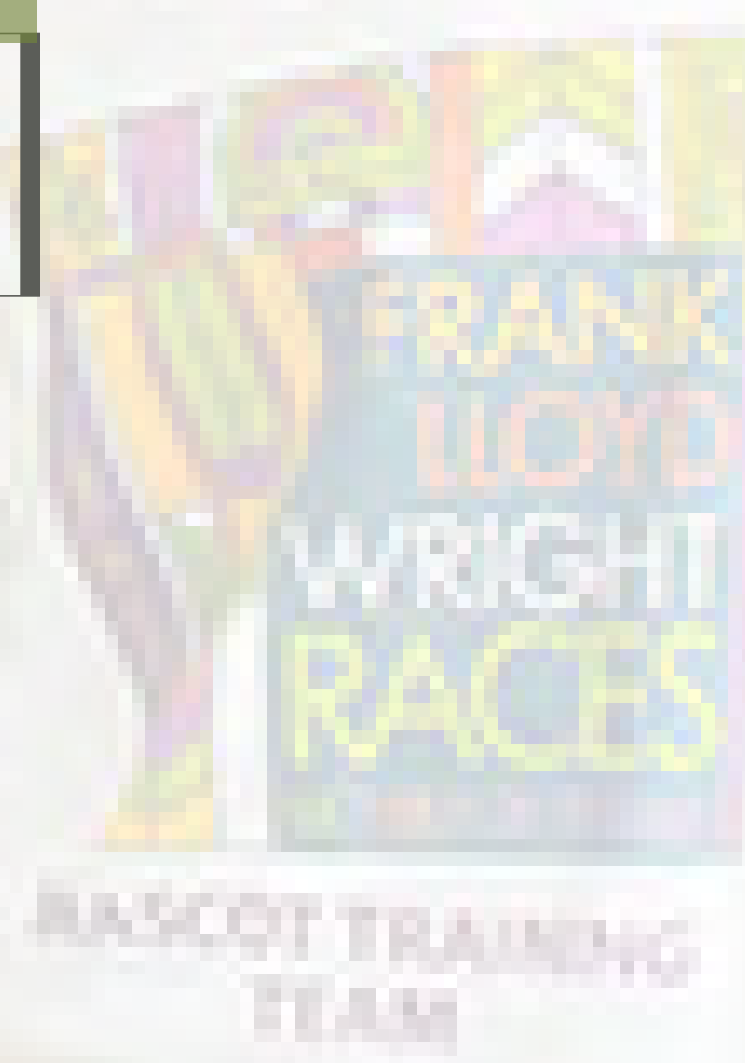
2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

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
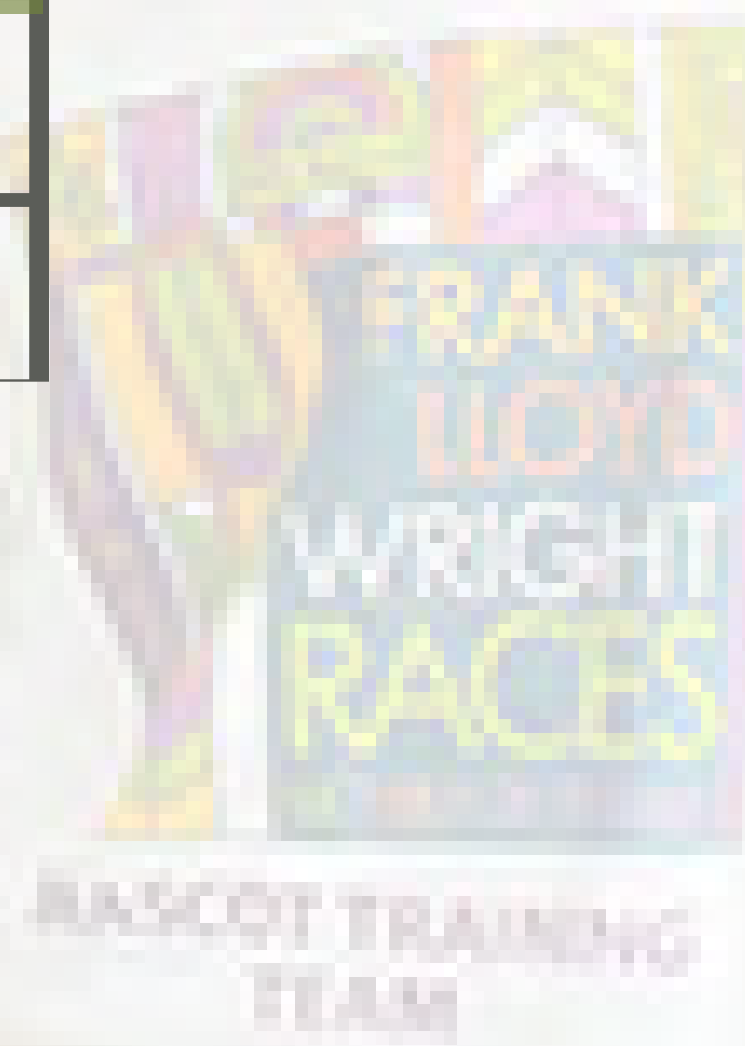
2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

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
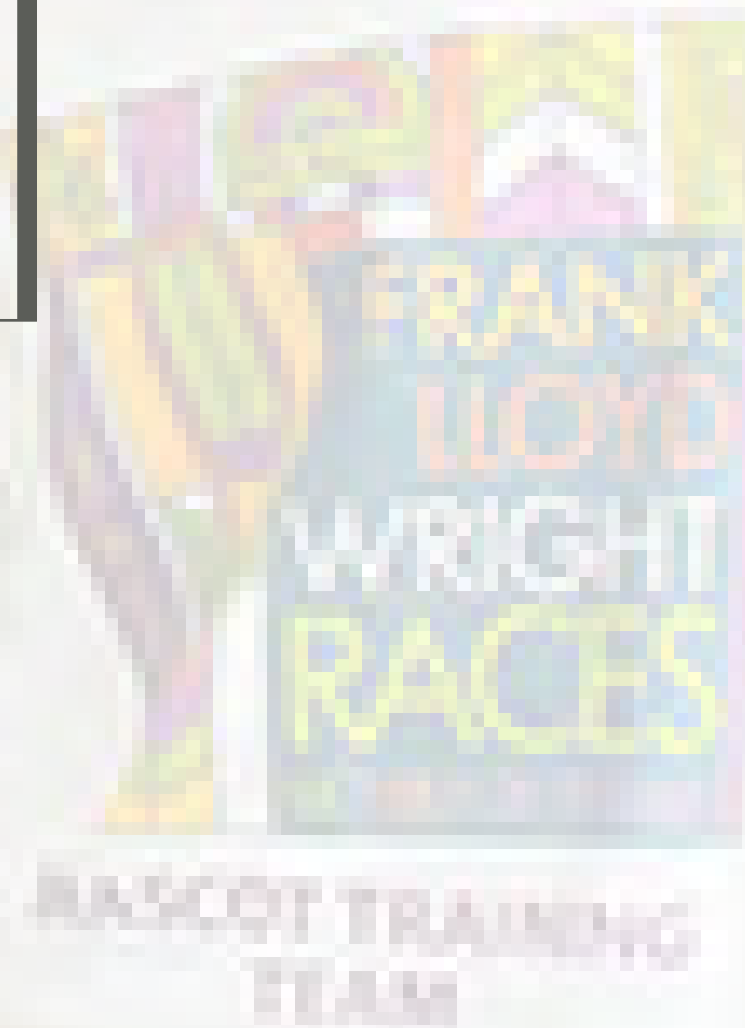
2022-2024 FOCUS AREAS, GOALS, AND ACTIONS

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

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.

Board of Commisioners
Provides policy direction for the Strategic Plan

Manager of Strategy and Innovation
- *Updates board quarterly with performance reports*
- *Reviews progress toward goals, address challenges, and make decisions*

Executive Director
Updates the Board annually on overall progress of the Strategic Plan

Facilitate Quarterly MPOWER Performance Meetings
- *Meets with Managers to review the key performance indicators related to the Strategic Plan and identify challenges and solutions*

Leadership Team
- *Oversees implementation of the Strategic Plan Goals*
- *Using long-term department goals and cross-functional teams of staff*

Develop Long-Term Department Goals
- *Long-Term Department Goals align with the Strategic Plan Goals*
- *Guide the annual work of the agency*

Strategic Plan Implementation Teams
- *Overseen by the Department Heads, these Teams, implement the specific annual actions in the Strategic Plan*

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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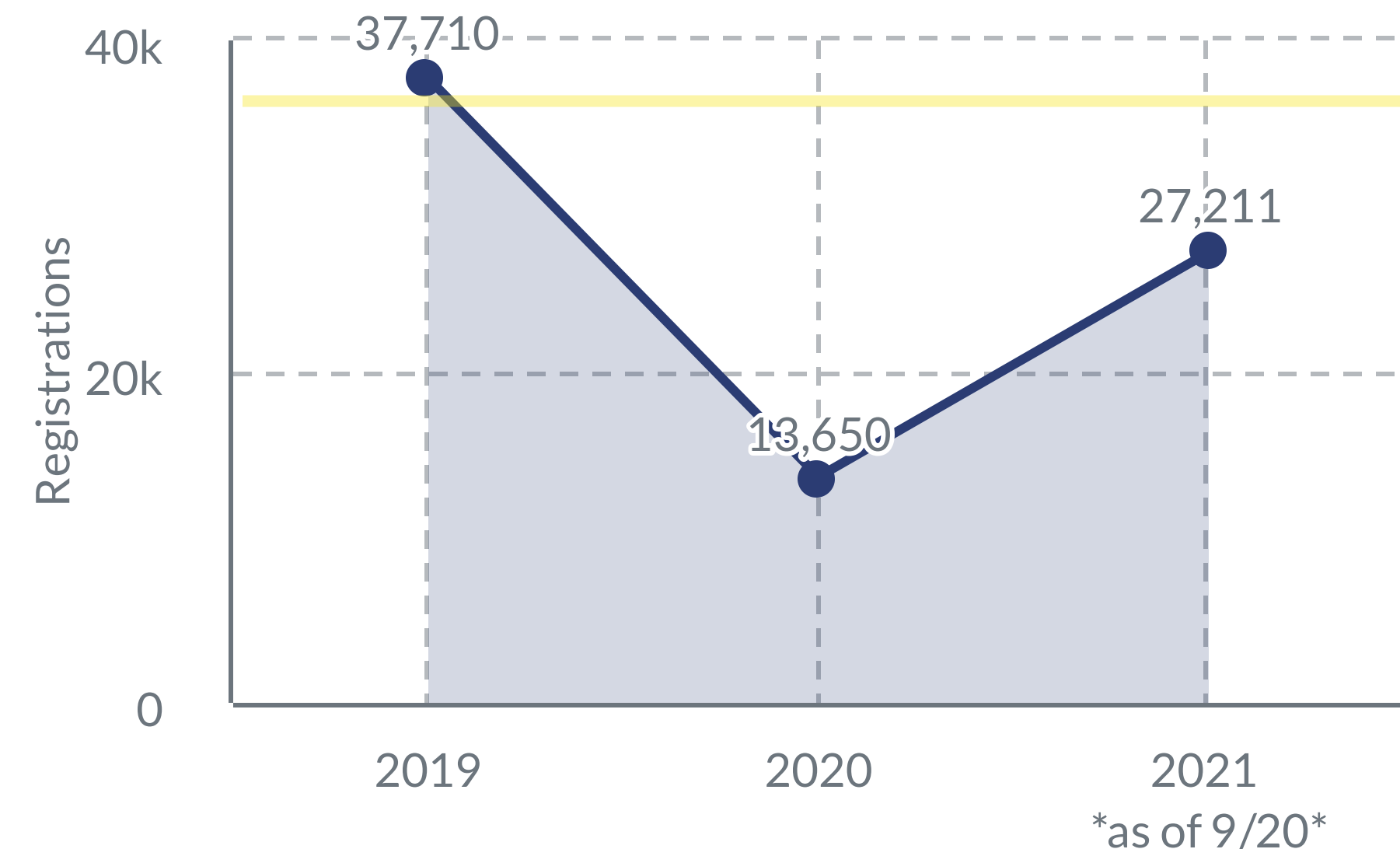
What does the data say?
- The Park District's goal was to have 37,000 or more registrations. The District achieved this in 2019 but fell to 13,650 in 2020.

What caused the data trend?
- Refunds, cancellations, and space limitations limited participation during the pandemic.

PARK DISTRICT
of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE
MEETING OUR MISSION

PASSES AND PUNCH CARD SALES

Percent of Goal (92%)   Within (8%)

14,803

10,091

1,969

2019   2020   2021
as of 9/20
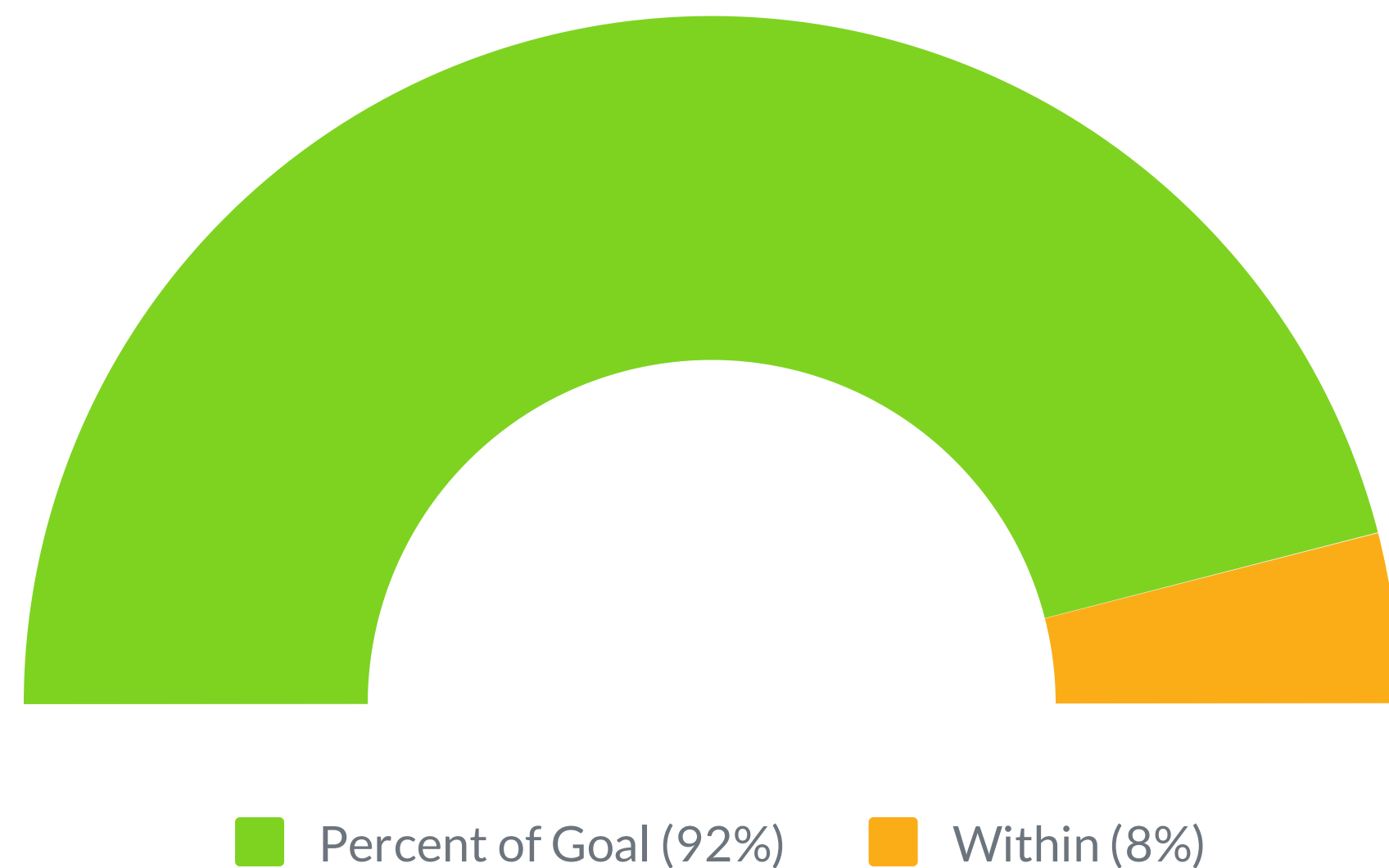
The Park District defines the measurement as the total number of passes and punch cards sold in the current year through the Park District's recreation software. This measure does not include replacement passes sold for a lost ID card.

Who are the stakeholders impacted?
- Oak Park pass holders and participants
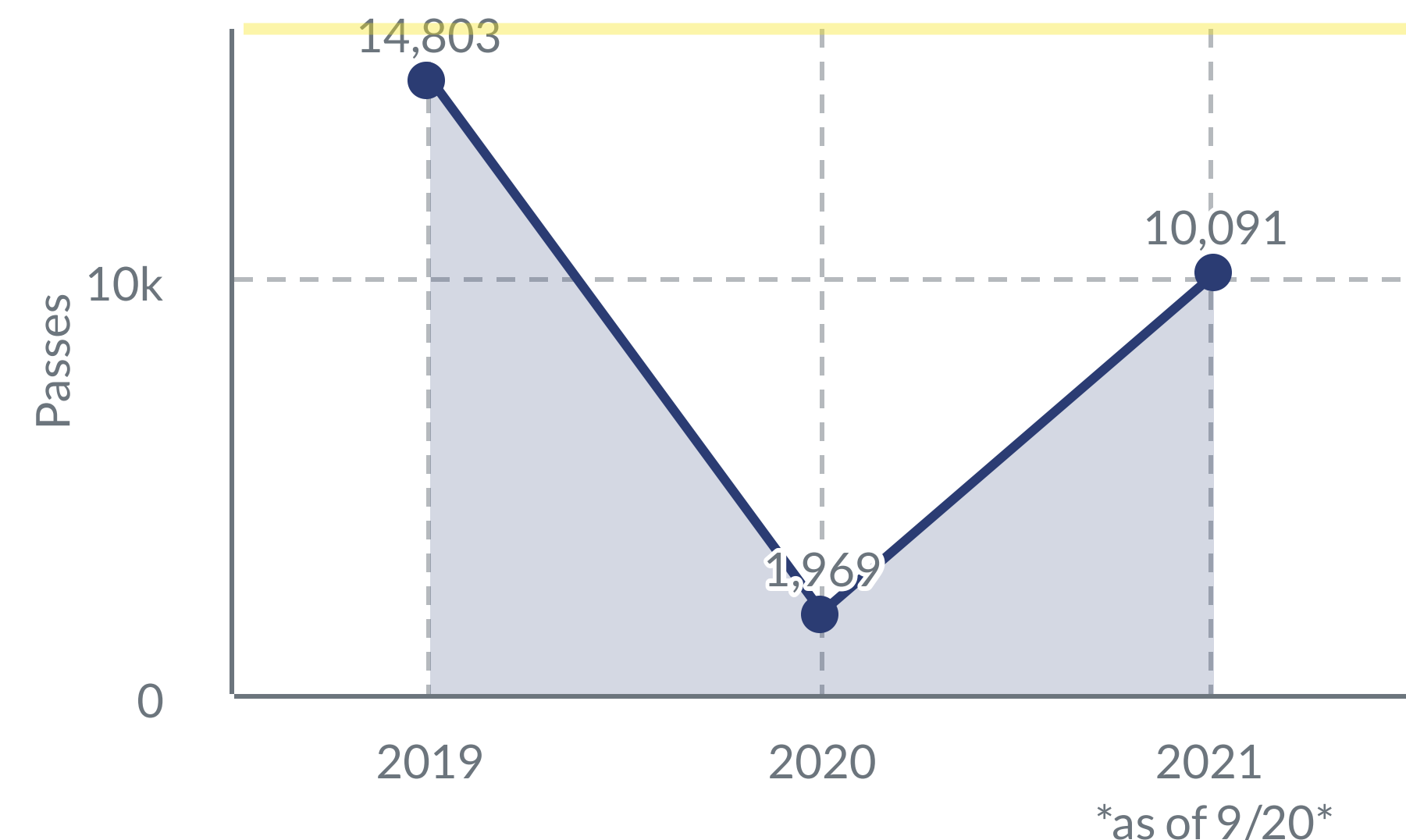
What does the data say?
- The Park District's goal was to have 16,000 or more passes and punch card sales. The District fell slightly short of this with 14,803 in 2019.

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.

PARK DISTRICT
of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE
MEETING OUR MISSION

PROGRAM SATISFACTION

on a 10 point scale (10 is the best)

Percent of Goal (100%)

8.49   8.50   8.35

2019   2020   2021

as of 9/20

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
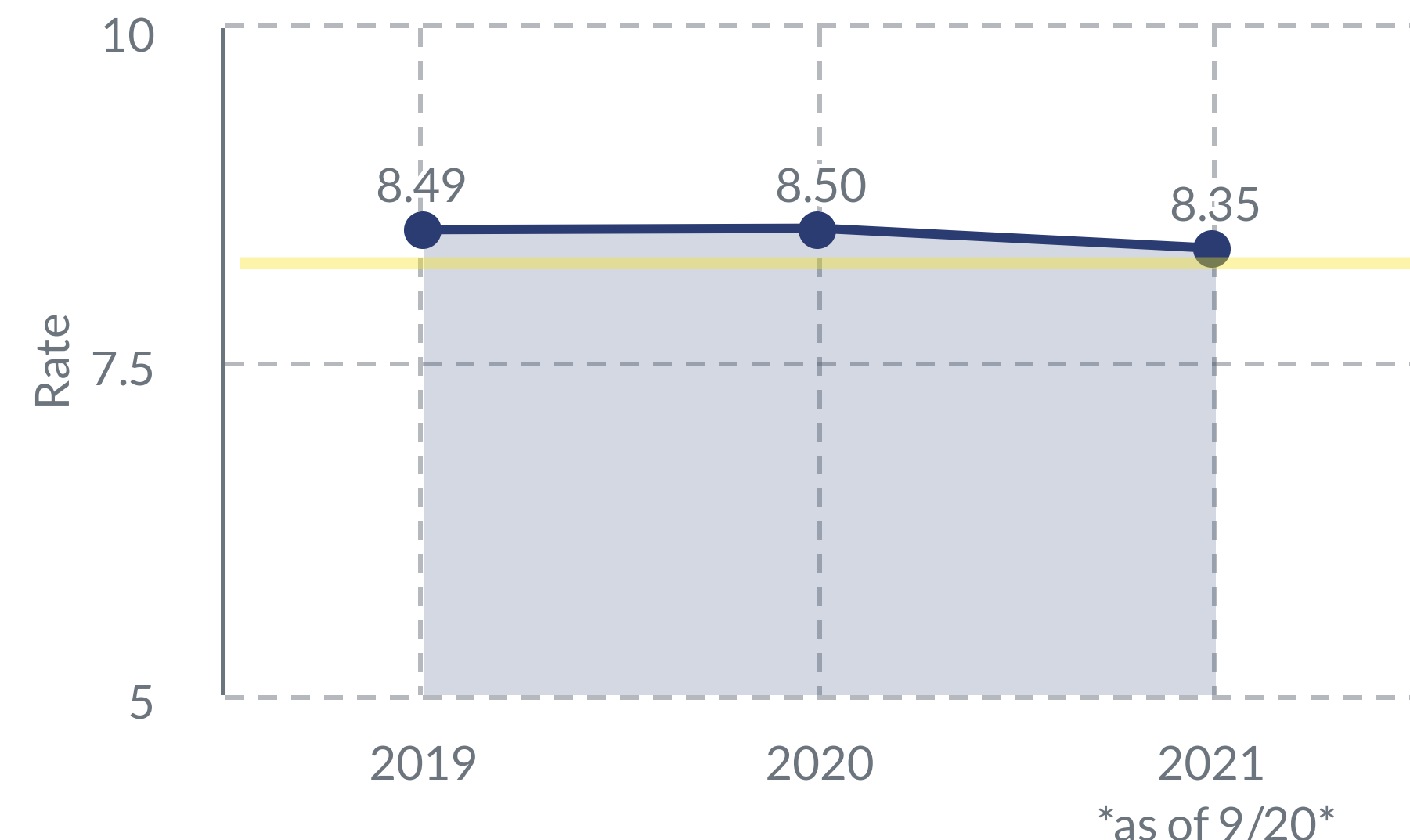
What does the data say?
- The Park District's goal was to have a 8.0 or higher. The District achieved this in 2019 and 2020.

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.

PARK DISTRICT
of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE
MEETING OUR MISSION

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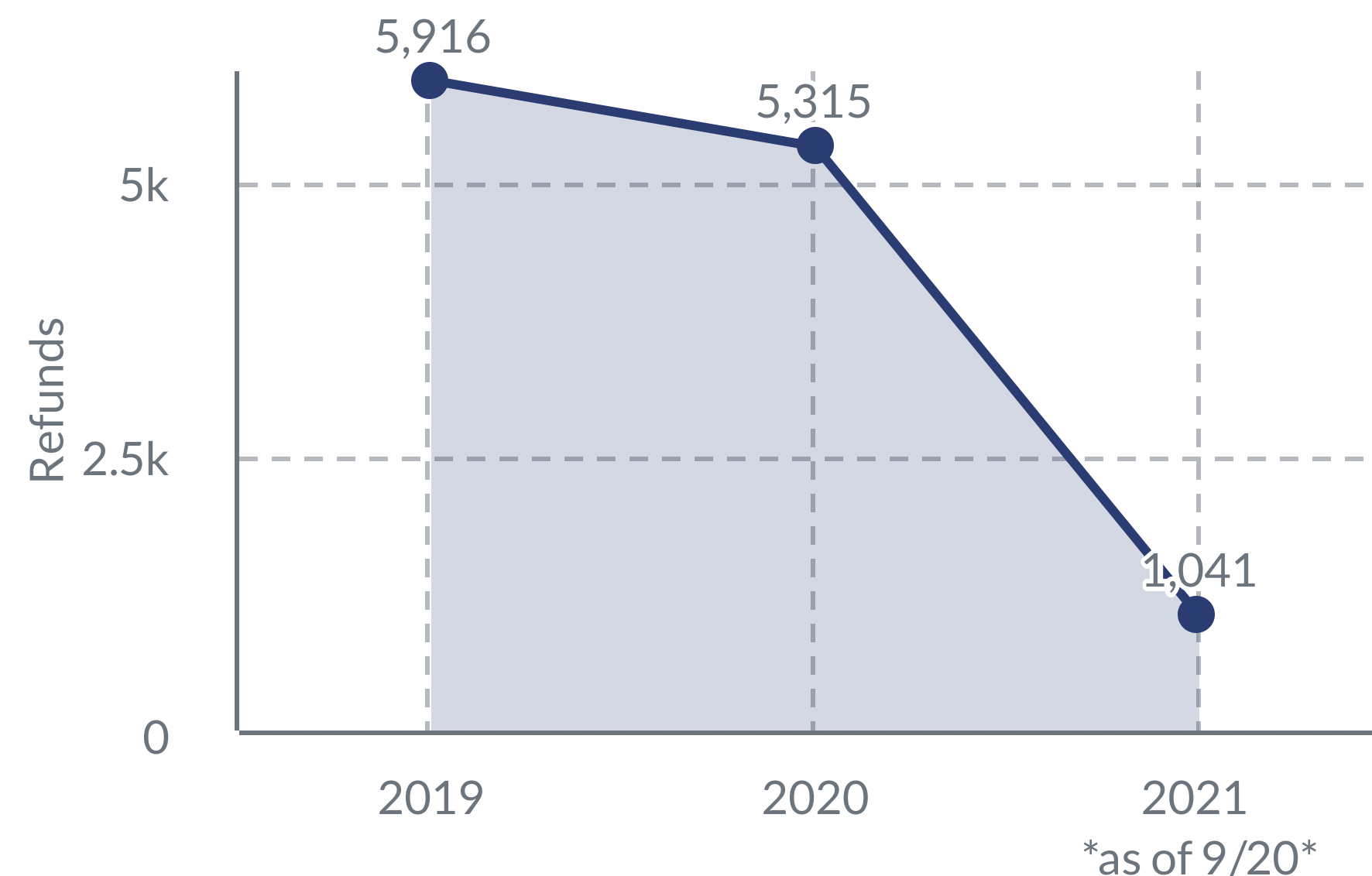
The Park District focuses on decreasing refunds for avoidable reasons (wait-list, low enrollment, dissatisfaction). The Park District defines the measurement as total refunds given.

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.

PARK DISTRICT
of OAK PARK

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

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED
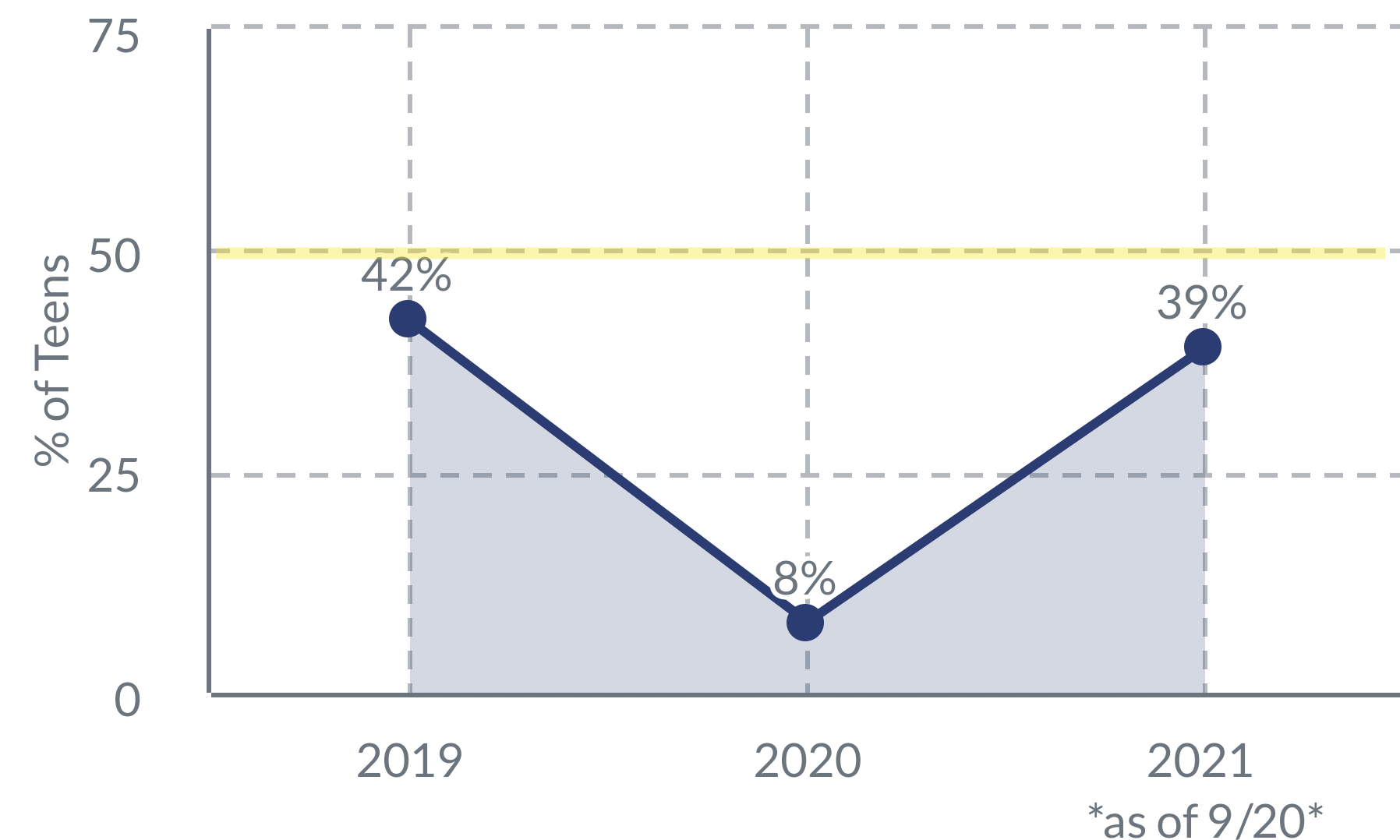
OAK PARK AGE GROUP PARTICIPATION: YOUTH

■ Percent of Goal (100%)

as of 9/20

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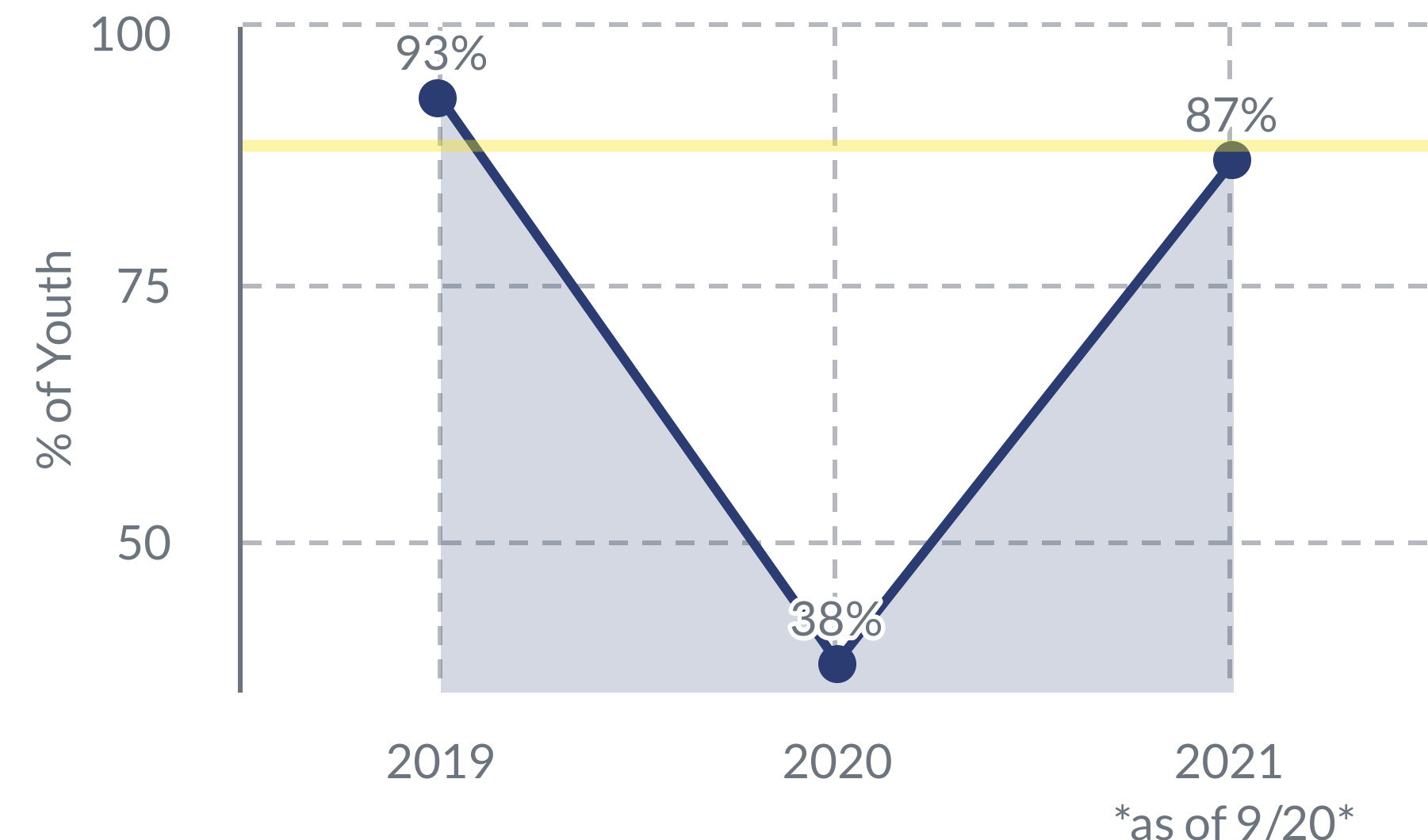
What does the data say?
- The Park District's goal was to reach 90% or more of youth. The District achieved this in 2019 but fell to 38% in 2020.

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.

PARK DISTRICT of OAK PARK

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?
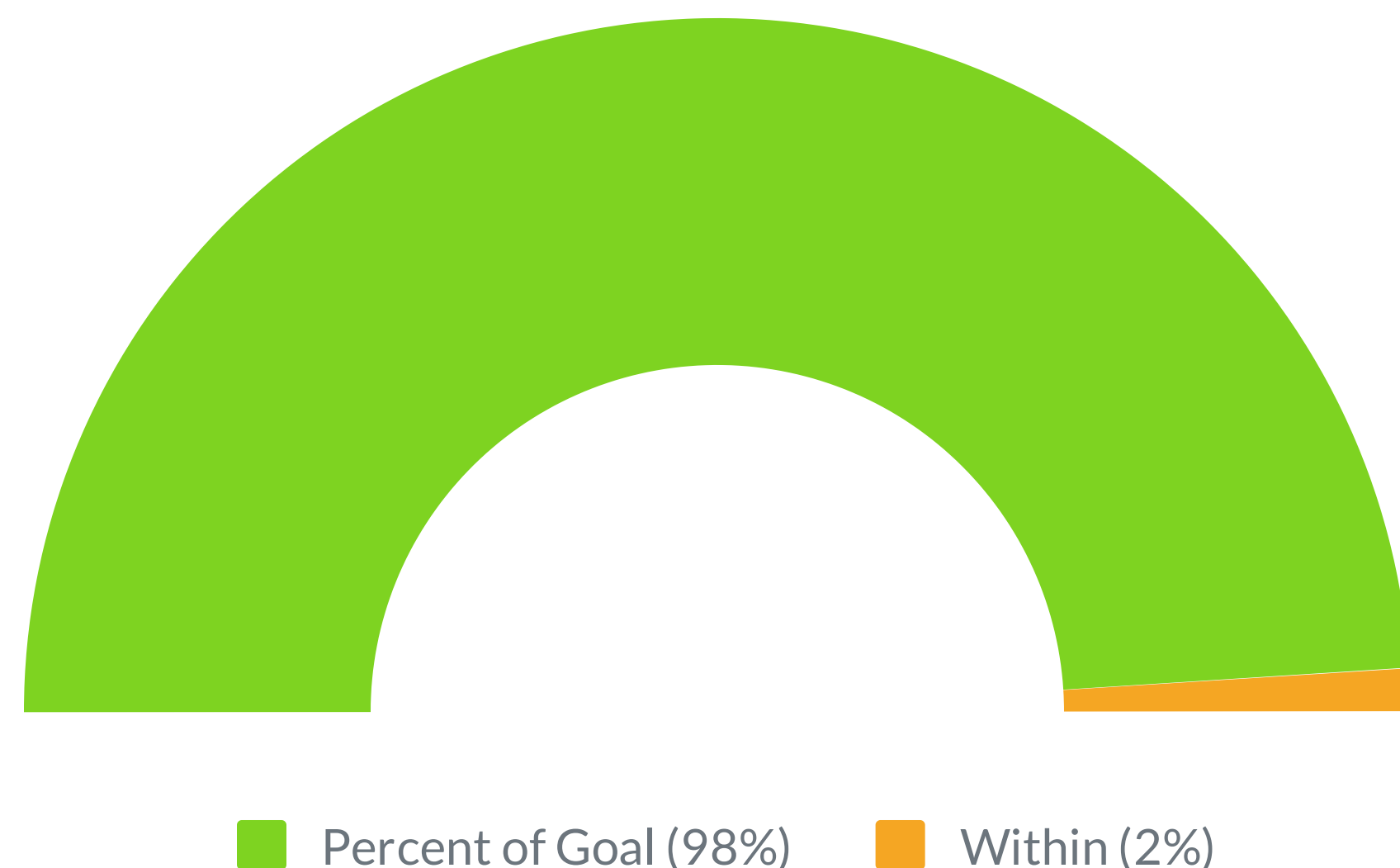- Oak Park pass holders and participants

% of Infant/PreK

60%   18%   54%

2019   2020   2021
as of 9/20
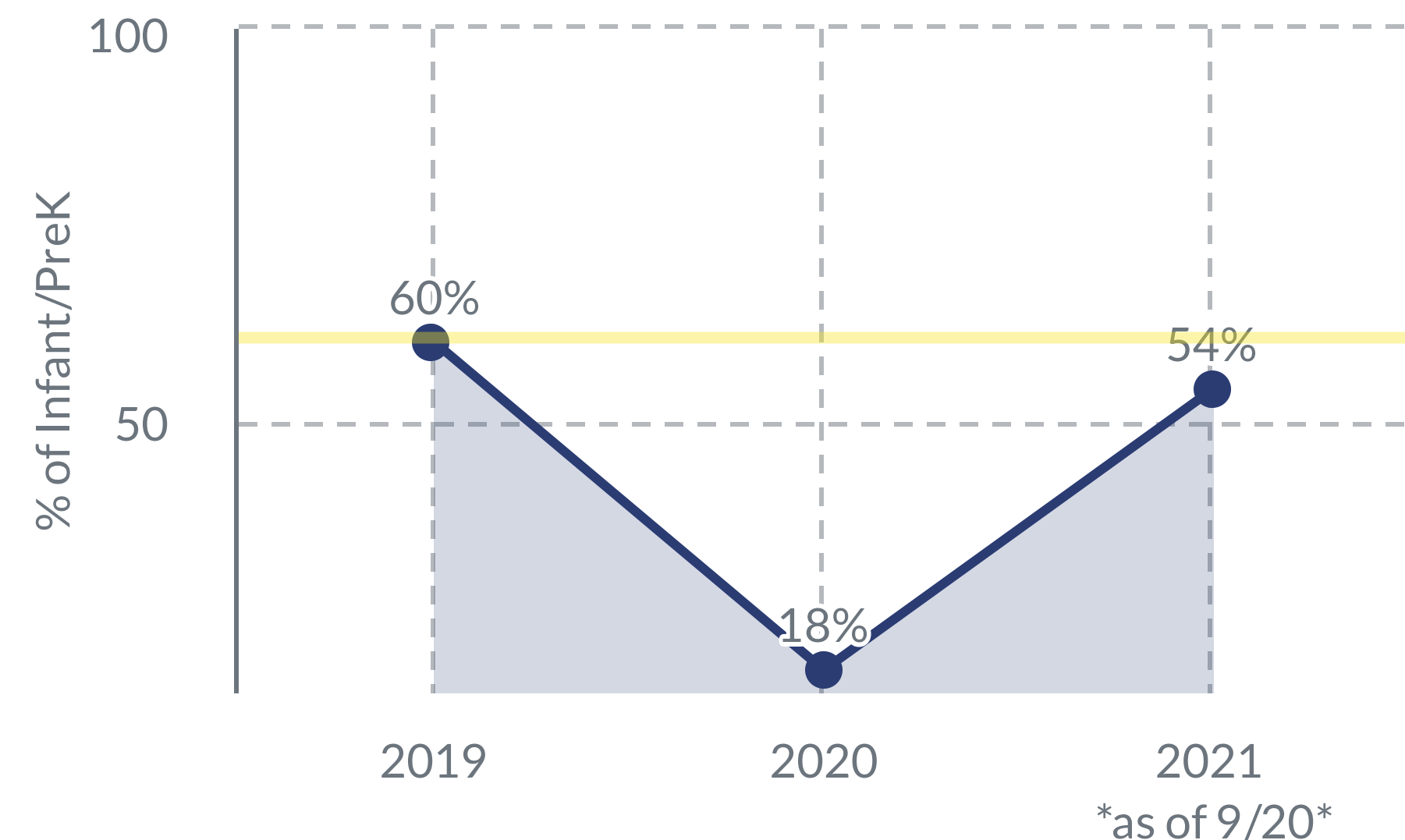
What does the data say?
- The Park District's goal was 55% or more of infant/pre-k. The District achieved this in 2019 but fell to 18% in 2020.

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.

PARK DISTRICT of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

OAK PARK AGE GROUP PARTICIPATION: TEENS

Percent of Goal (96%) ● Within (4%)

75

50

42% — 39%

25

8%

0

2019   2020   2021

% of Teens

as of 9/20

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.

PARK DISTRICT of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE
COMMUNITY AND CUSTOMER FOCUSED

OAK PARK AGE GROUP PARTICIPATION:
ADULTS

Percent of Goal (99%)   Within (1%)

as of 9/20

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.

PARK DISTRICT
of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

OAK PARK AGE GROUP PARTICIPATION: SENIORS

■ Percent of Goal (98%)   ■ Within (2%)

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.

PARK DISTRICT of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE COMMUNITY AND CUSTOMER FOCUSED

OAK PARK HOUSEHOLD PARTICIPATION

Percent of Goal (100%)

as of 9/20

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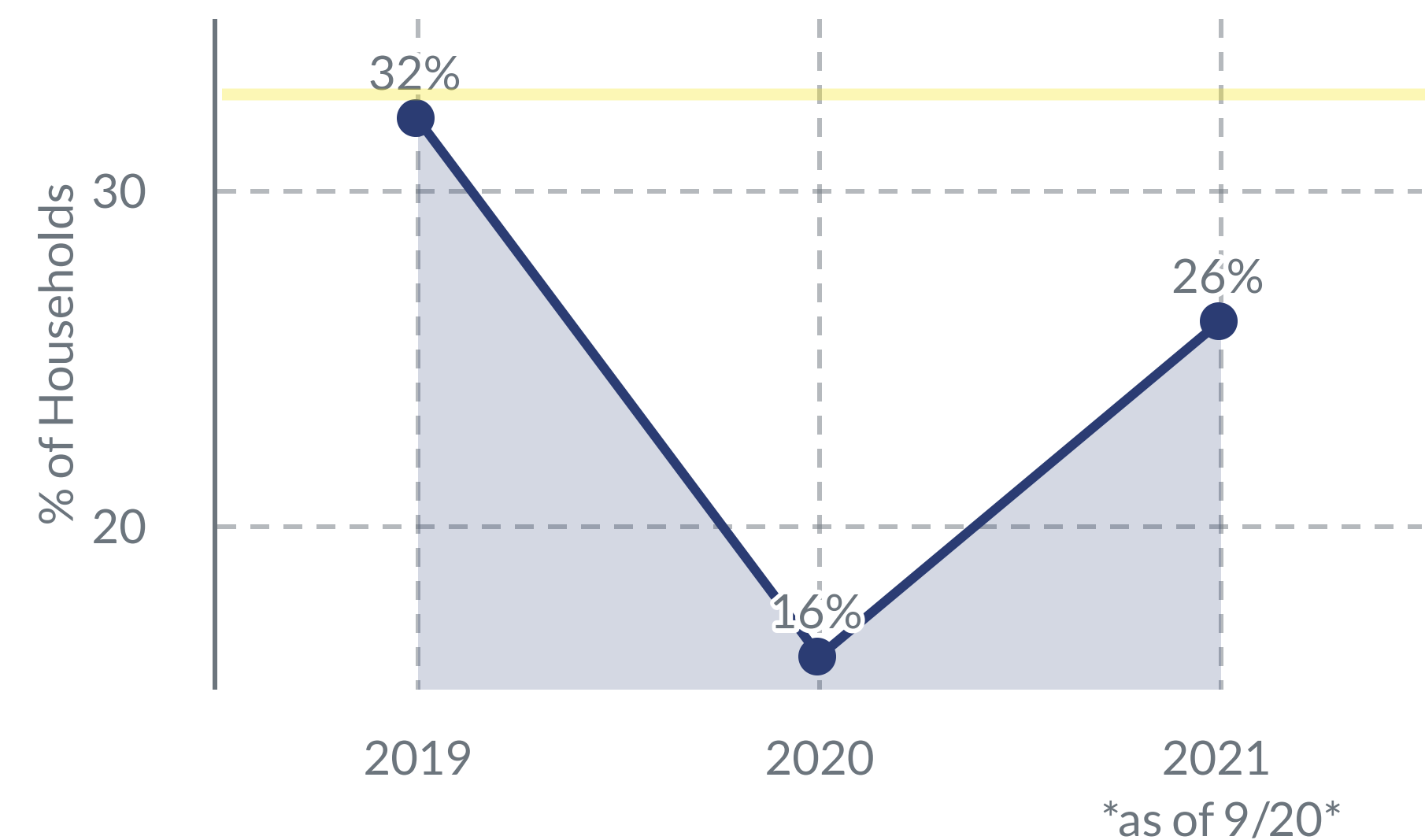
What does the data say?
- The Park District's goal was to reach 32% or higher of Oak Park households. The District achieved this in 2019 before declining to 16% in 2020.

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.

PARK DISTRICT of OAK PARK

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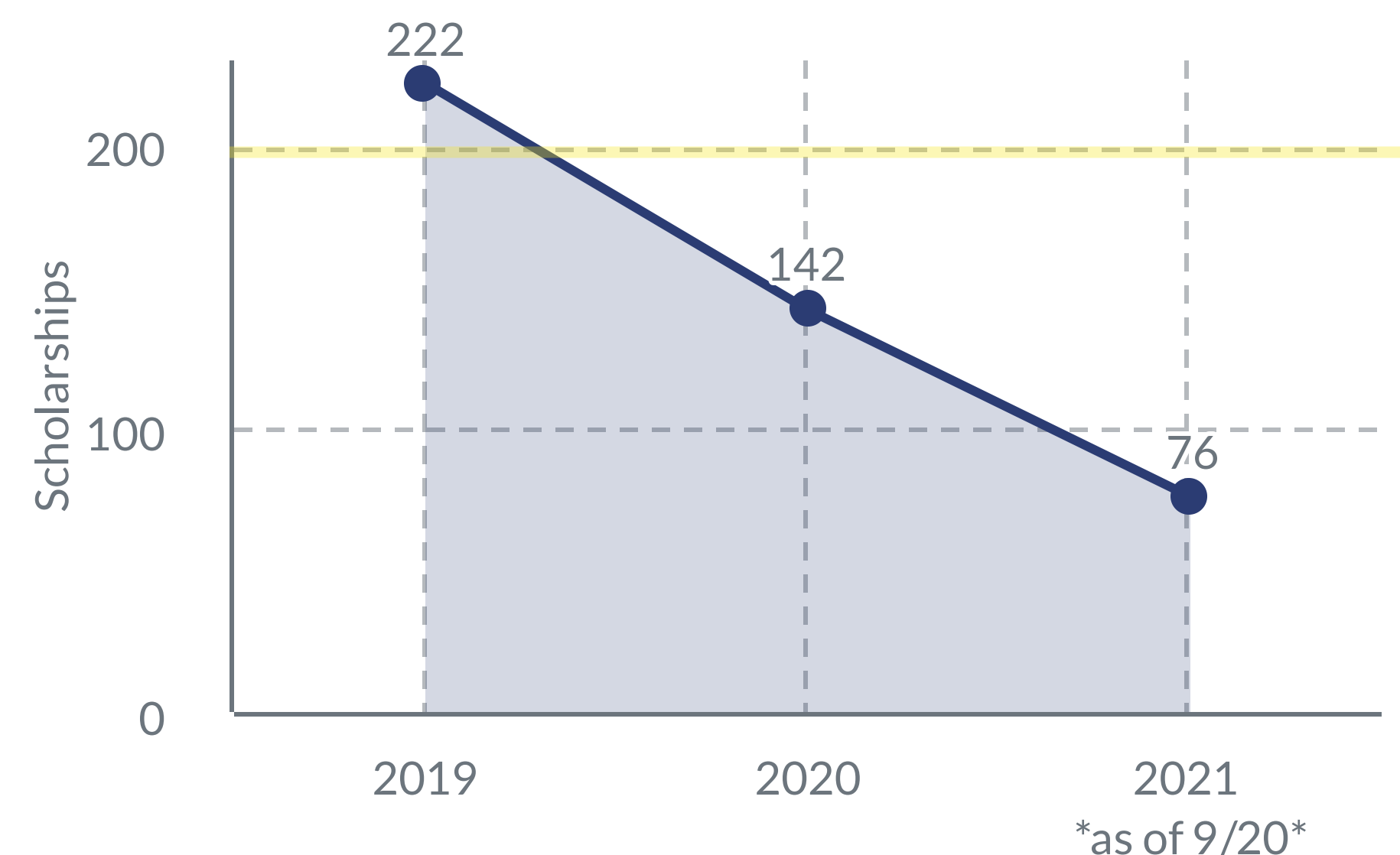
What does the data say?
- The Park District's goal was to provide 180 or more of unique scholarships a year. The District achieved this in 2019 before declining to 142 in 2020.

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.

PARK DISTRICT of OAK PARK

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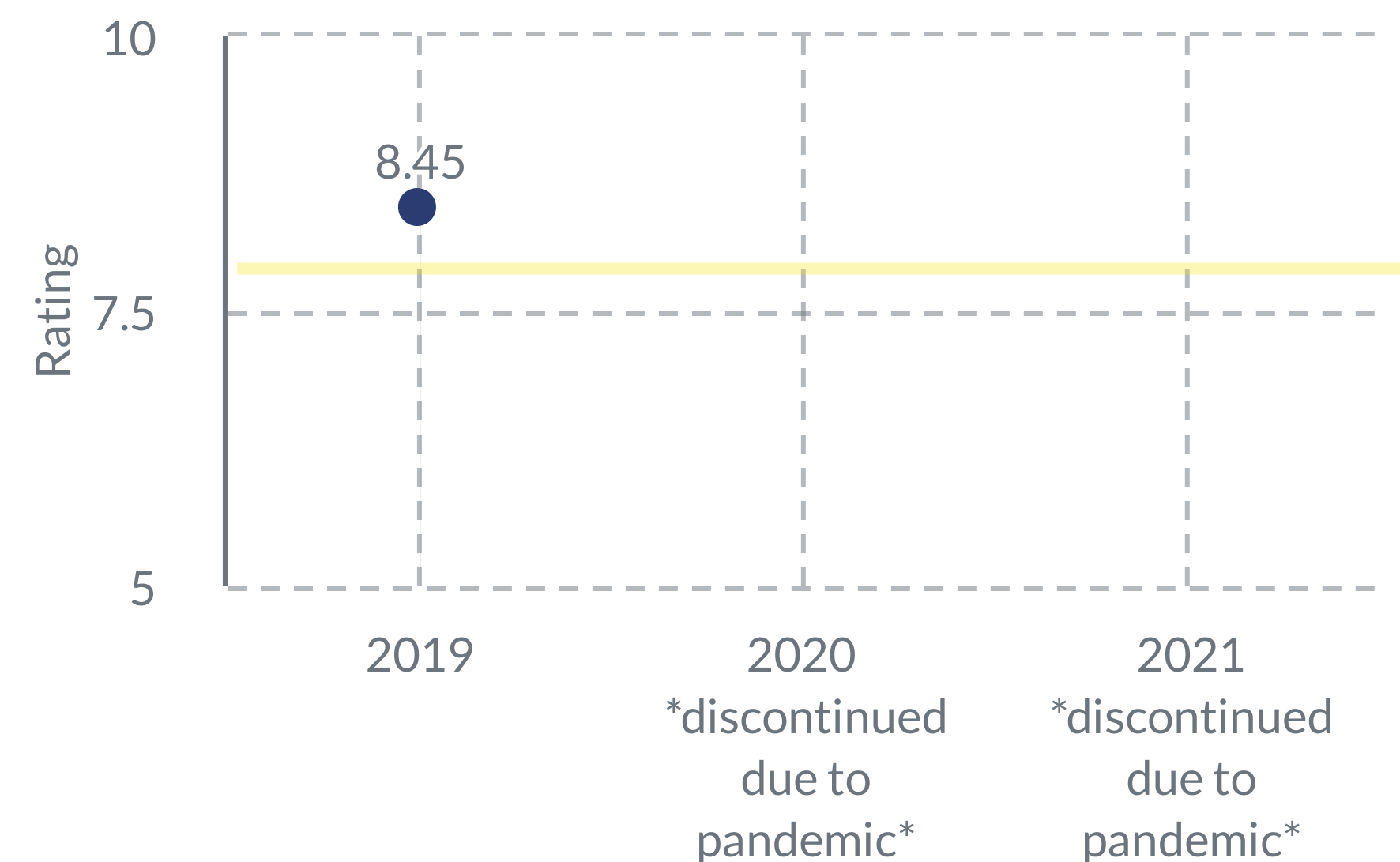
What does the data say?
- The Park District's goal was to average above an 8.0 on its customer service survey. The District achieved this in 2019 with an 8.45. The survey was discontinued in 2020 due to COVID-19, The survey is being restructured.

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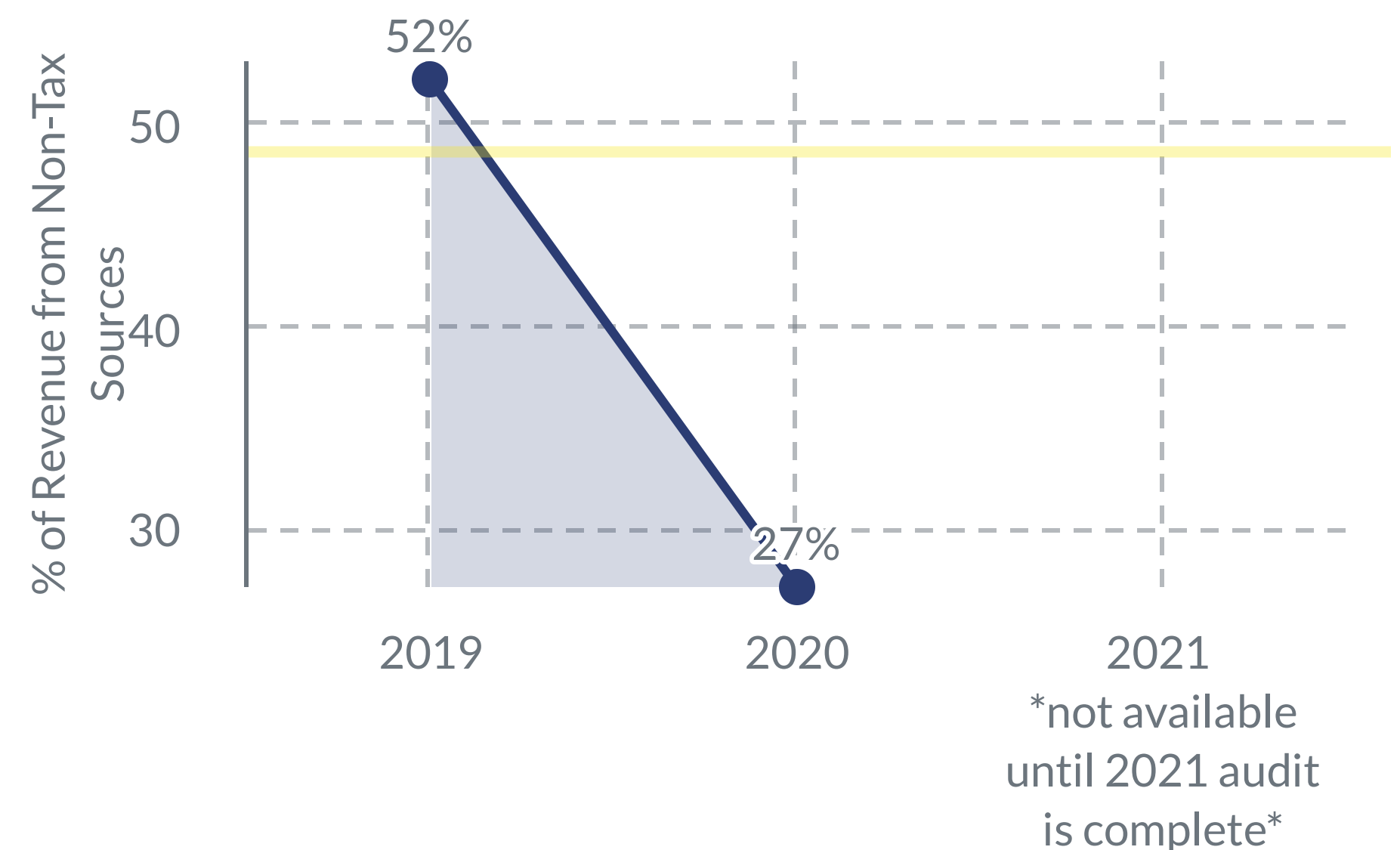
What does the data say?
- The Park District's goal was to remain above 50%, which was achieved in 2018. We grew it to 52% in 2019. However, it was not maintained in 2020 (and likely 2021), due to the pandemic.

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.

PARK DISTRICT of OAK PARK

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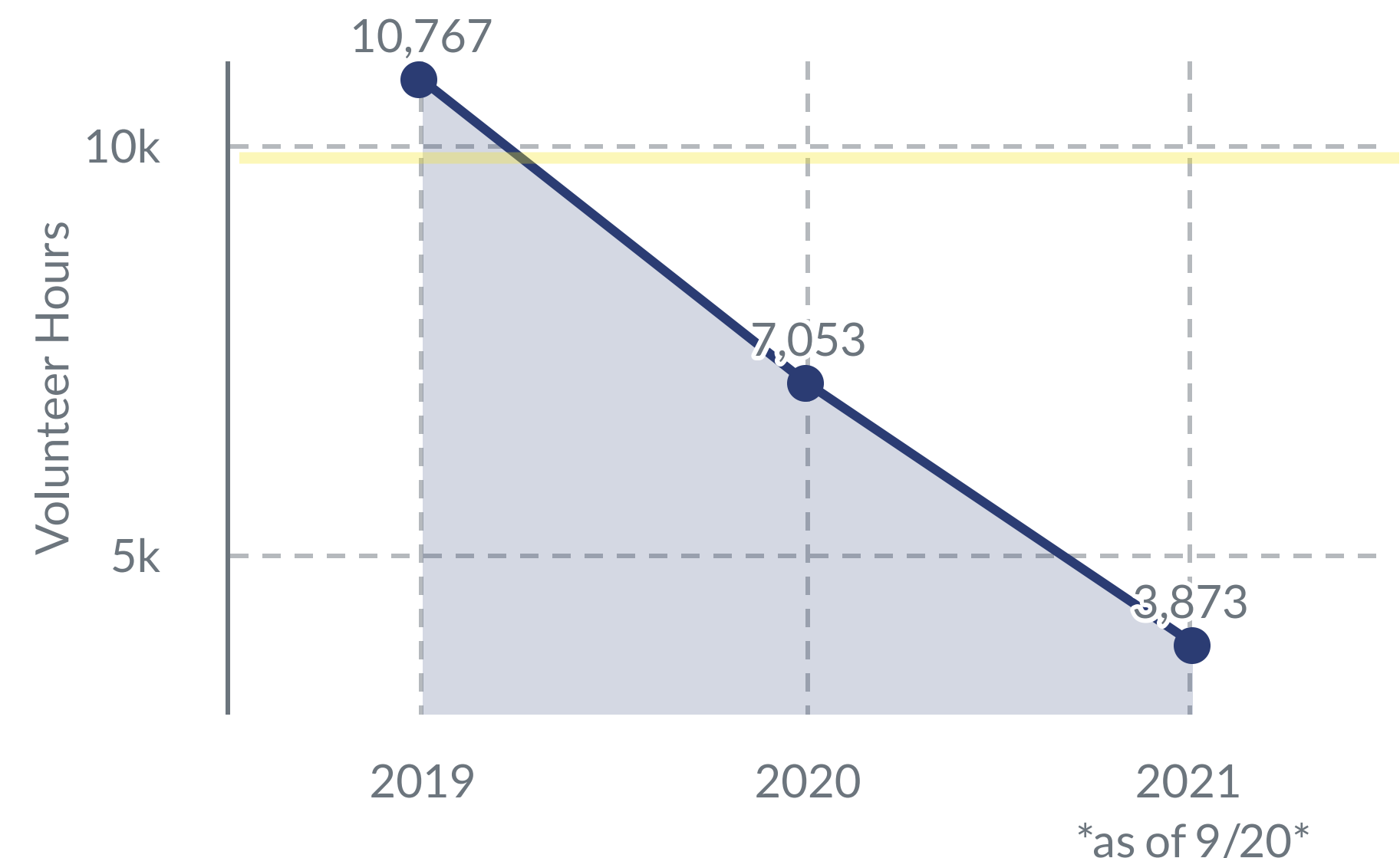
What does the data say?
- The Park District's goal was 10,000 hours or higher. The District achieved this in 2019 with 10,767 before declining to 7,053 in 2020.

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.

PARK DISTRICT of OAK PARK

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

not available until 2021 audit is complete
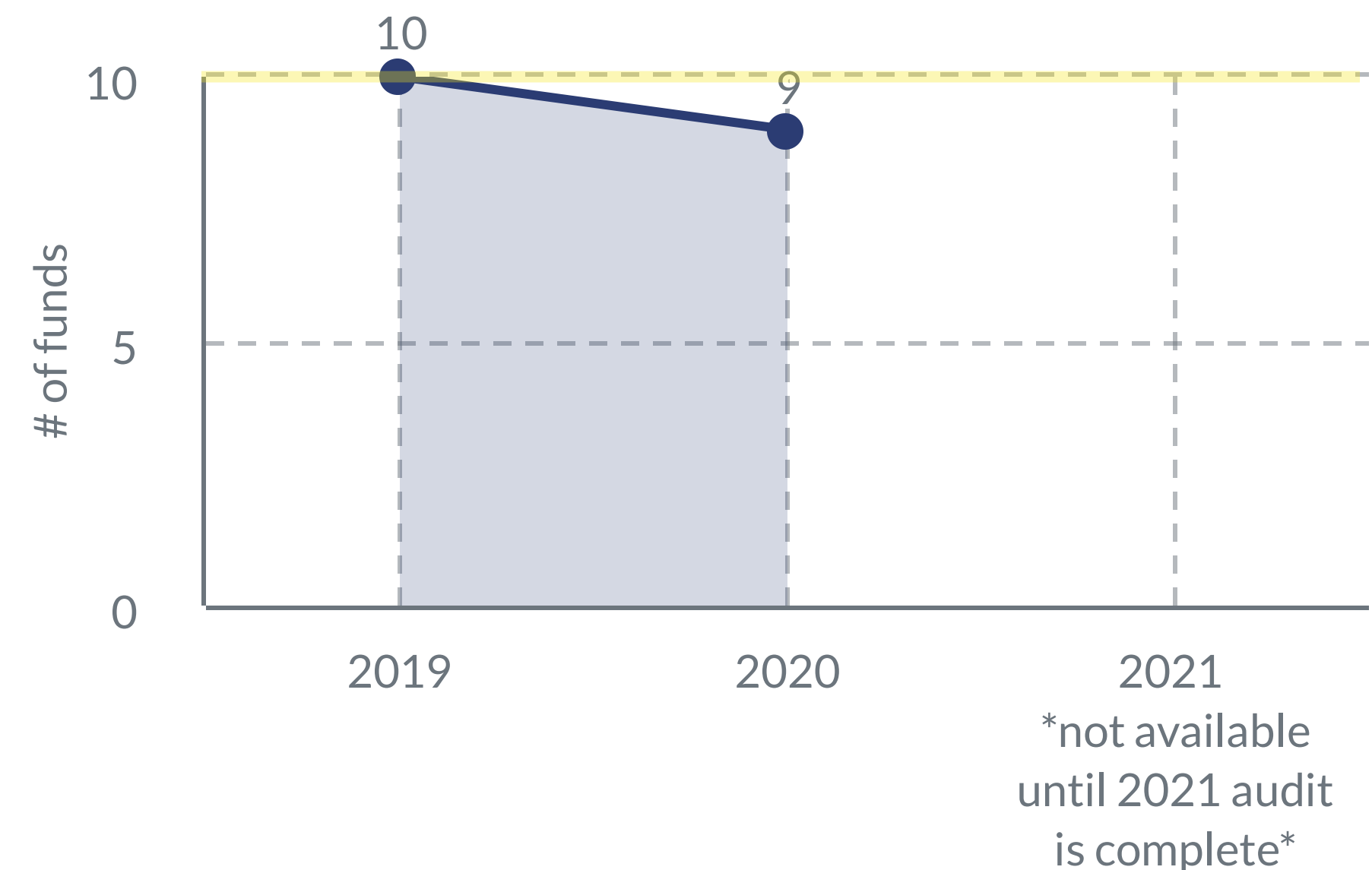
What does the data say?
- The Park District's goal was to keep all the funds in the positive. The 10 funds finished in the positive from 2019 before falling to 9 in 2020.

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.

PARK DISTRICT of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE FINANCIAL STRENGTH

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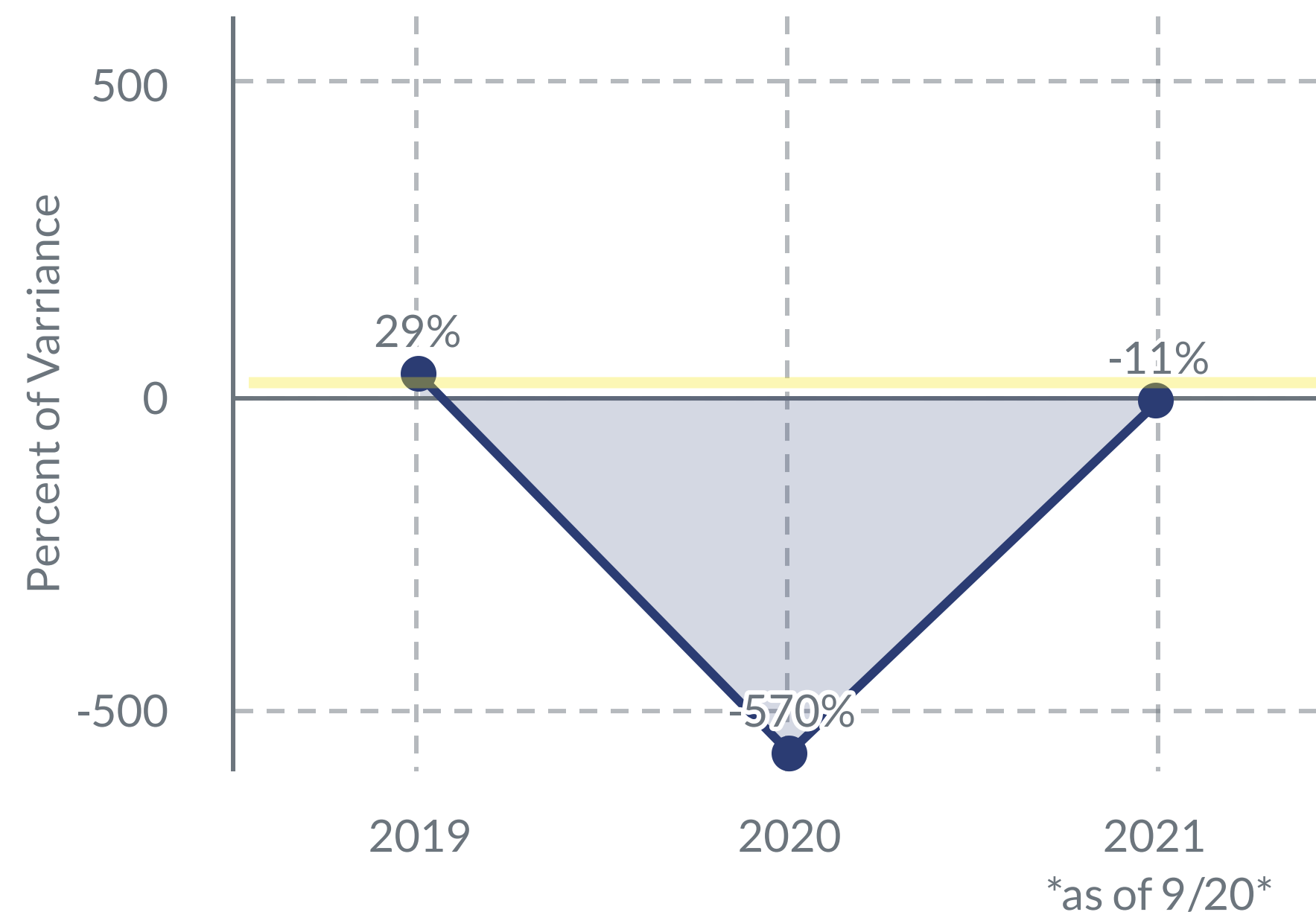
The difference between the actual total fund to fund budget for the current year.

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

not available until 2021 audit is complete
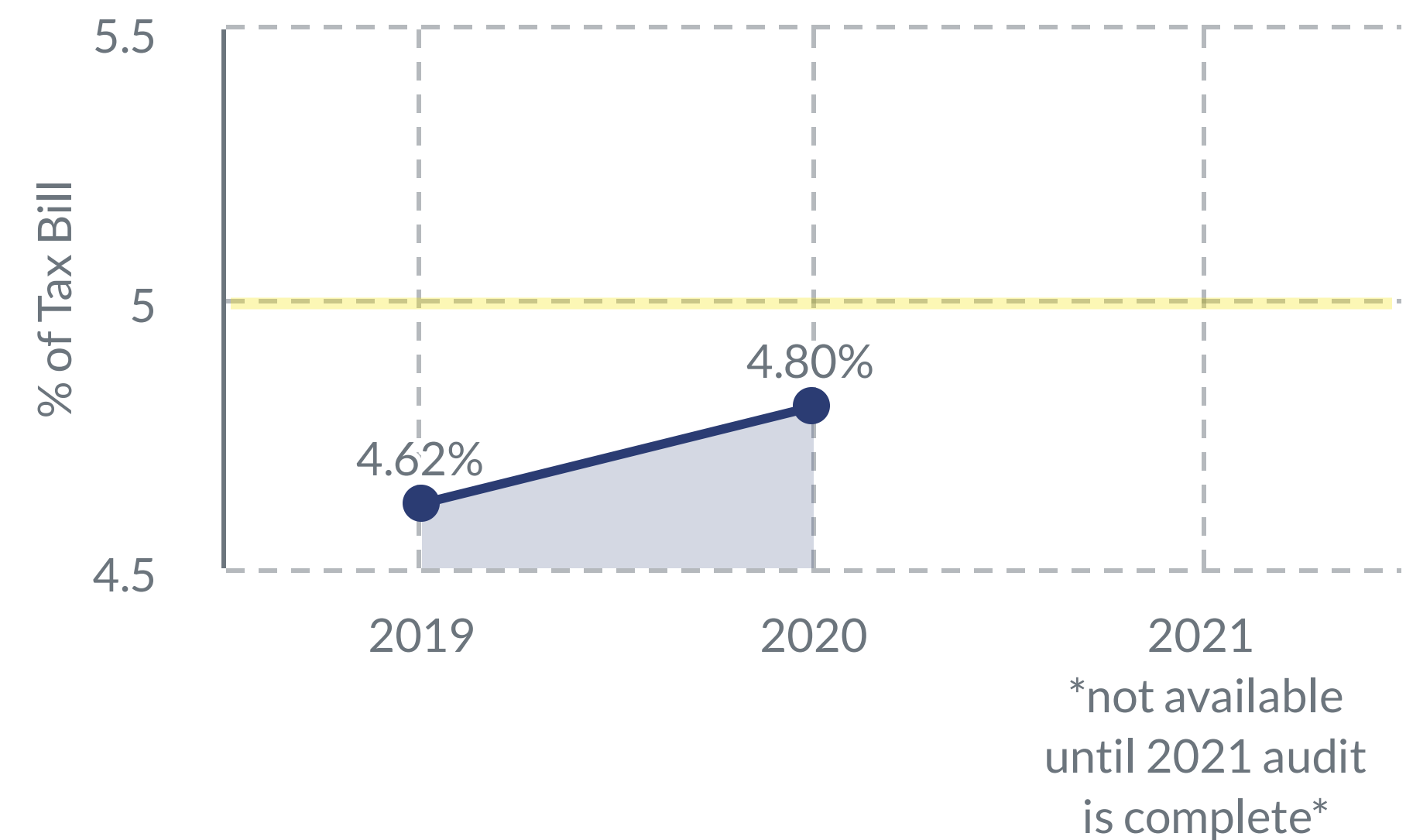
What does the data say?
- The Park District's goal was to remain below 5% of the tax bill. The District's share of the tax bill grew from 4.62% to 4.80% but achieved its goal.

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.

PARK DISTRICT
of OAK PARK

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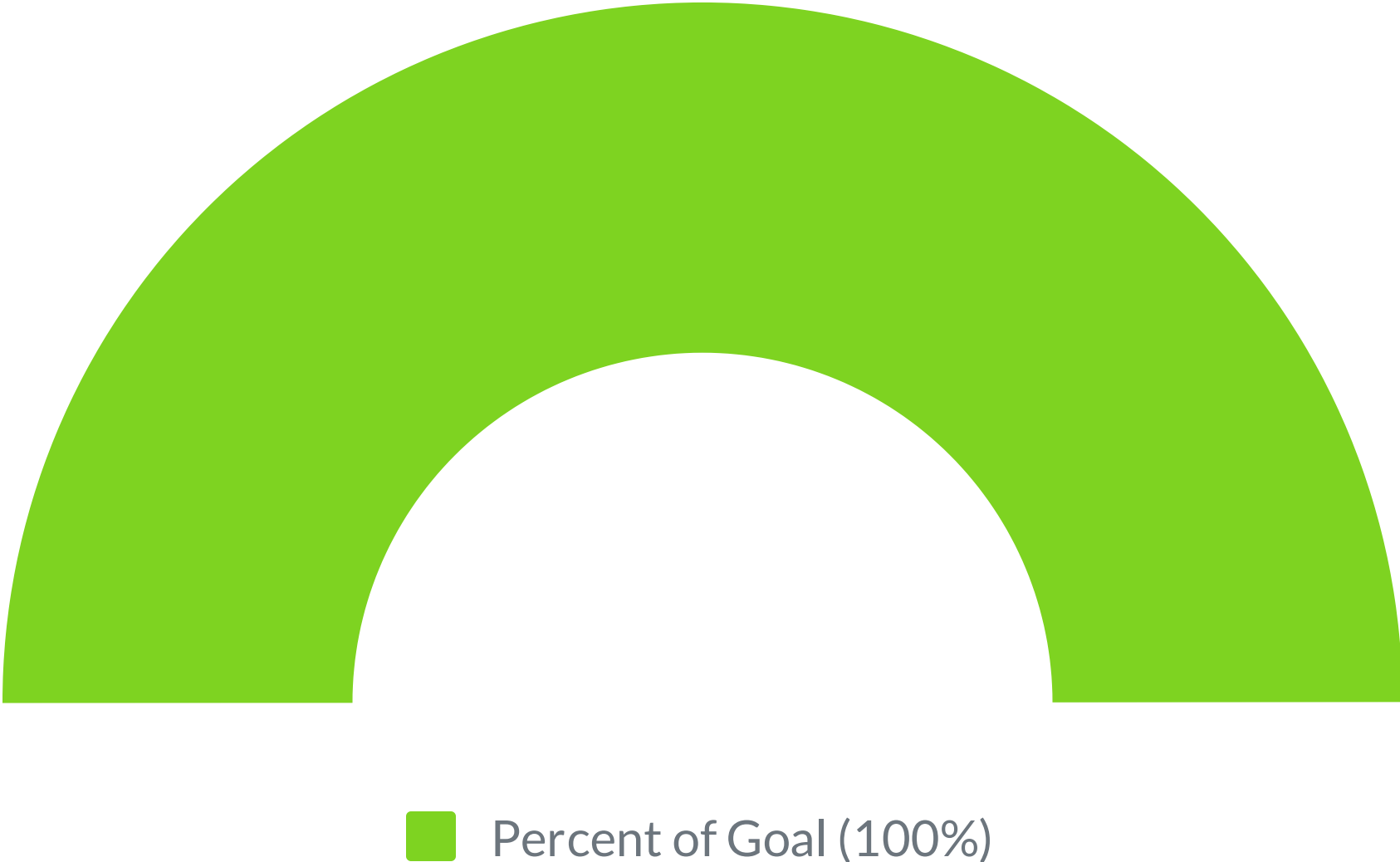
The Park District defines the measurement as the number of accident and/or incident reports of a serious nature submitted to the Park District Risk Management Association (PDRMA) in the current year as reported by Park District staff.

Who are the stakeholders impacted?
- Park users, participants, PDRMA, staff
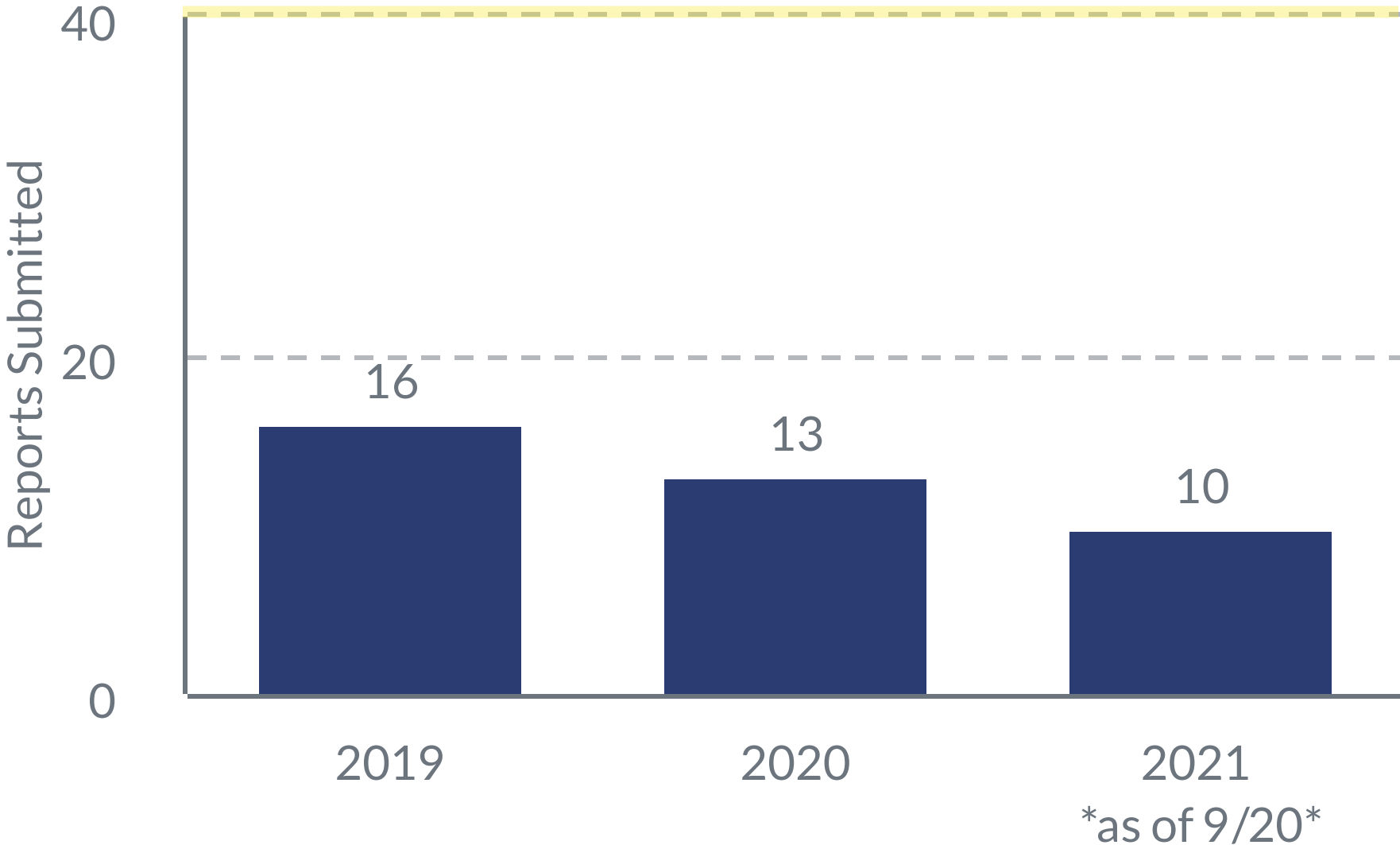
What does the data say?
- The Park District's goal was to finish below 40 reports submitted each year. The District achieved this in 2019.

What caused the data trend?
- The Park District's performance was driven by new trainings and standards to build awareness and education.

PARK DISTRICT of OAK PARK

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%)

as of 9/20

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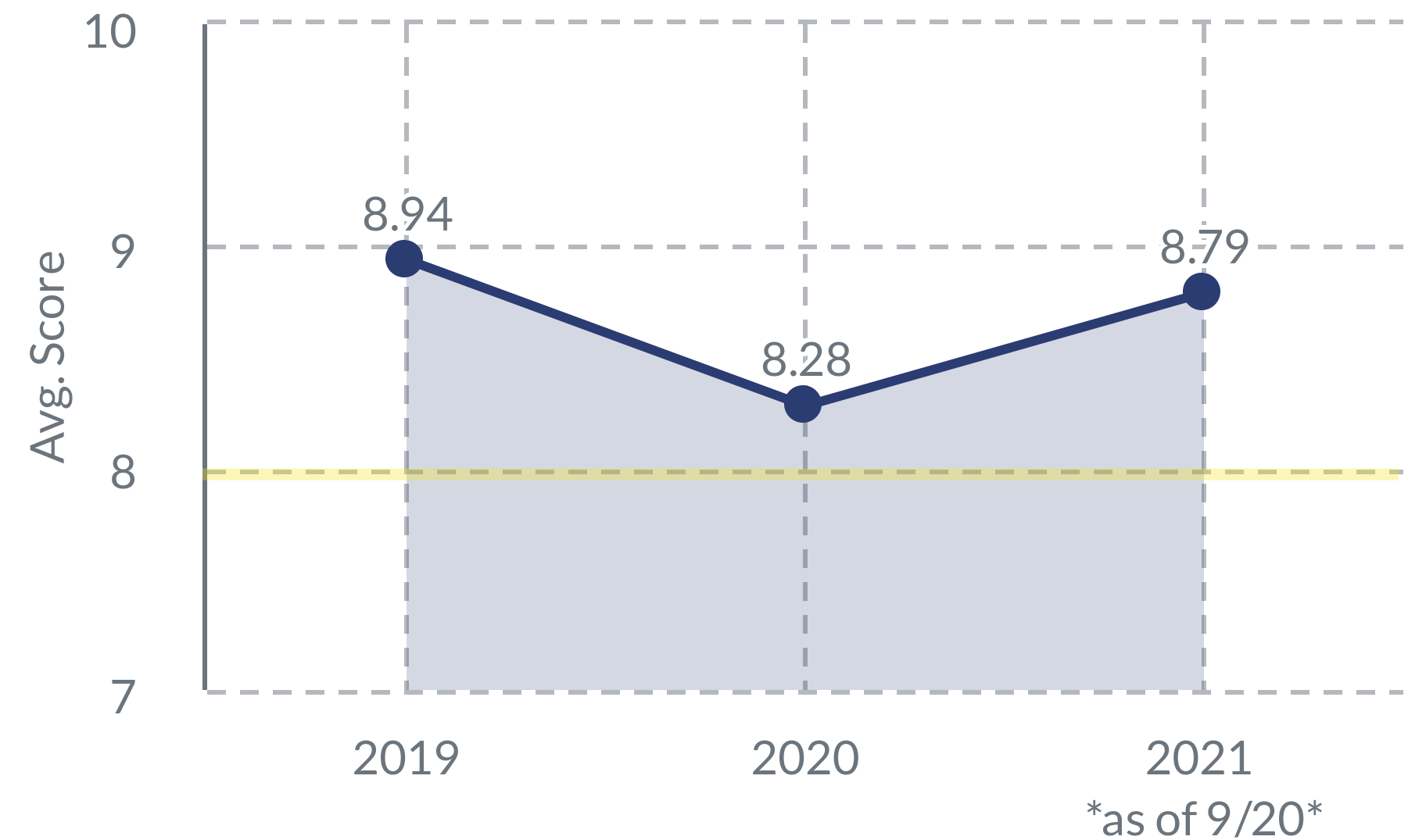
What does the data say?
- The Park District's goal was to average an 8.0 or higher on its internal customer service survey. The District achieved this in 2019 with an 8.94 and 8.28 in 2020.

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.

PARK DISTRICT of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE ORGANIZATIONAL EXCELLENCE

IPRA ENVIRONMENTAL REPORT CARD SCORE

Percent of Goal (98%)   Within (2%)
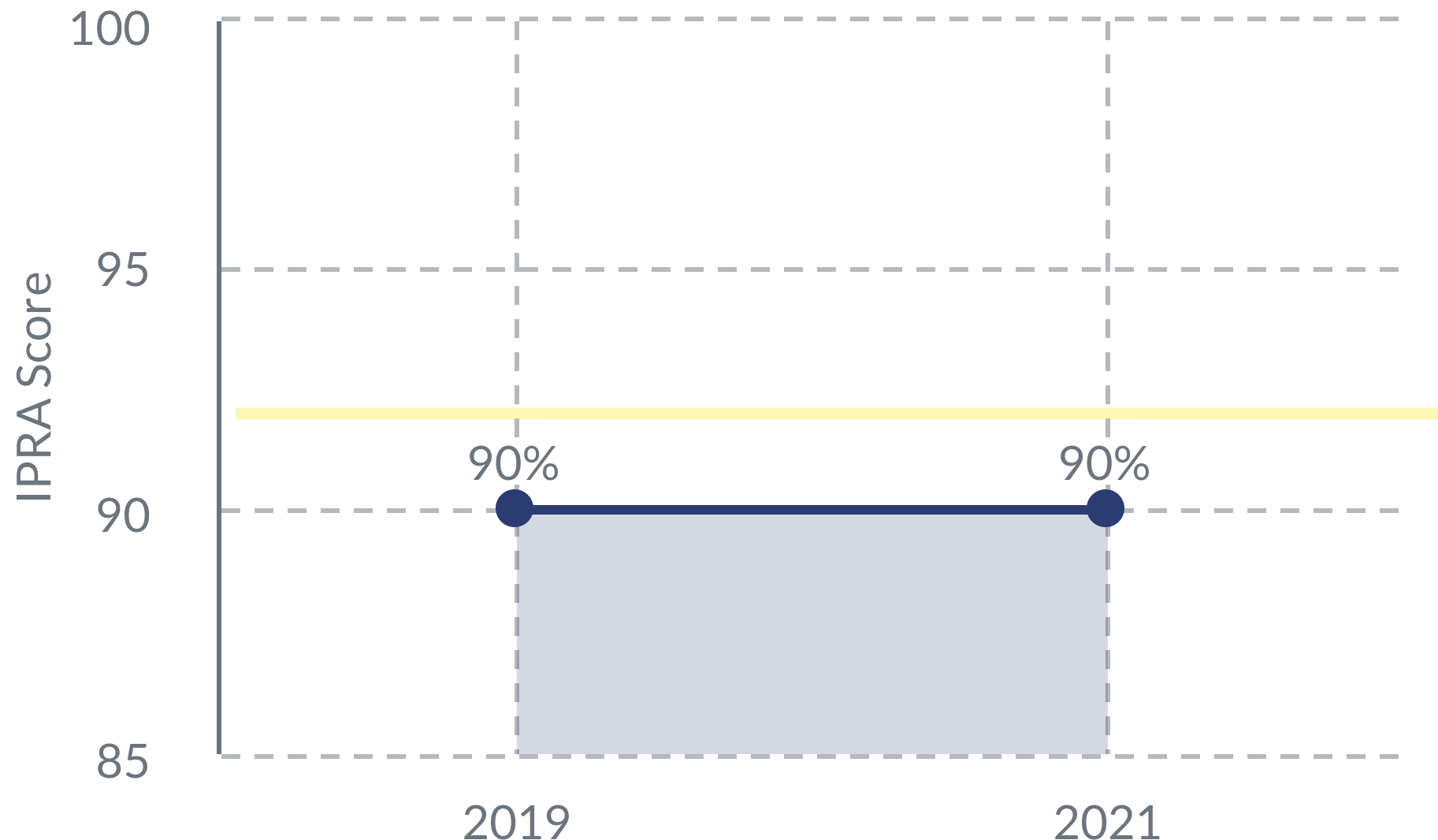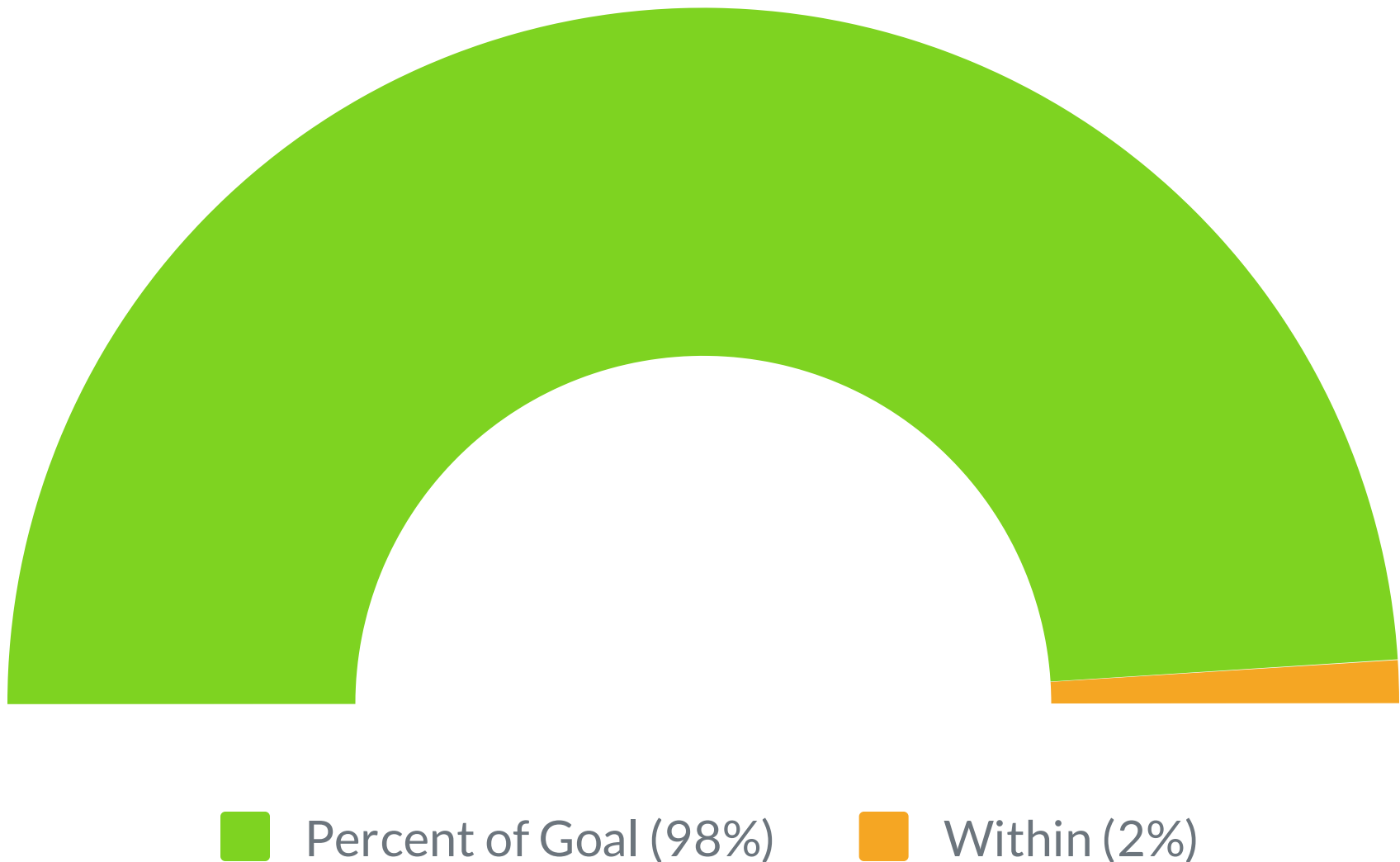
The Park District measures our environmental leadership through the Illinois Parks and Recreation Association Environmental Scorecard, a bi-annual self-assessment.

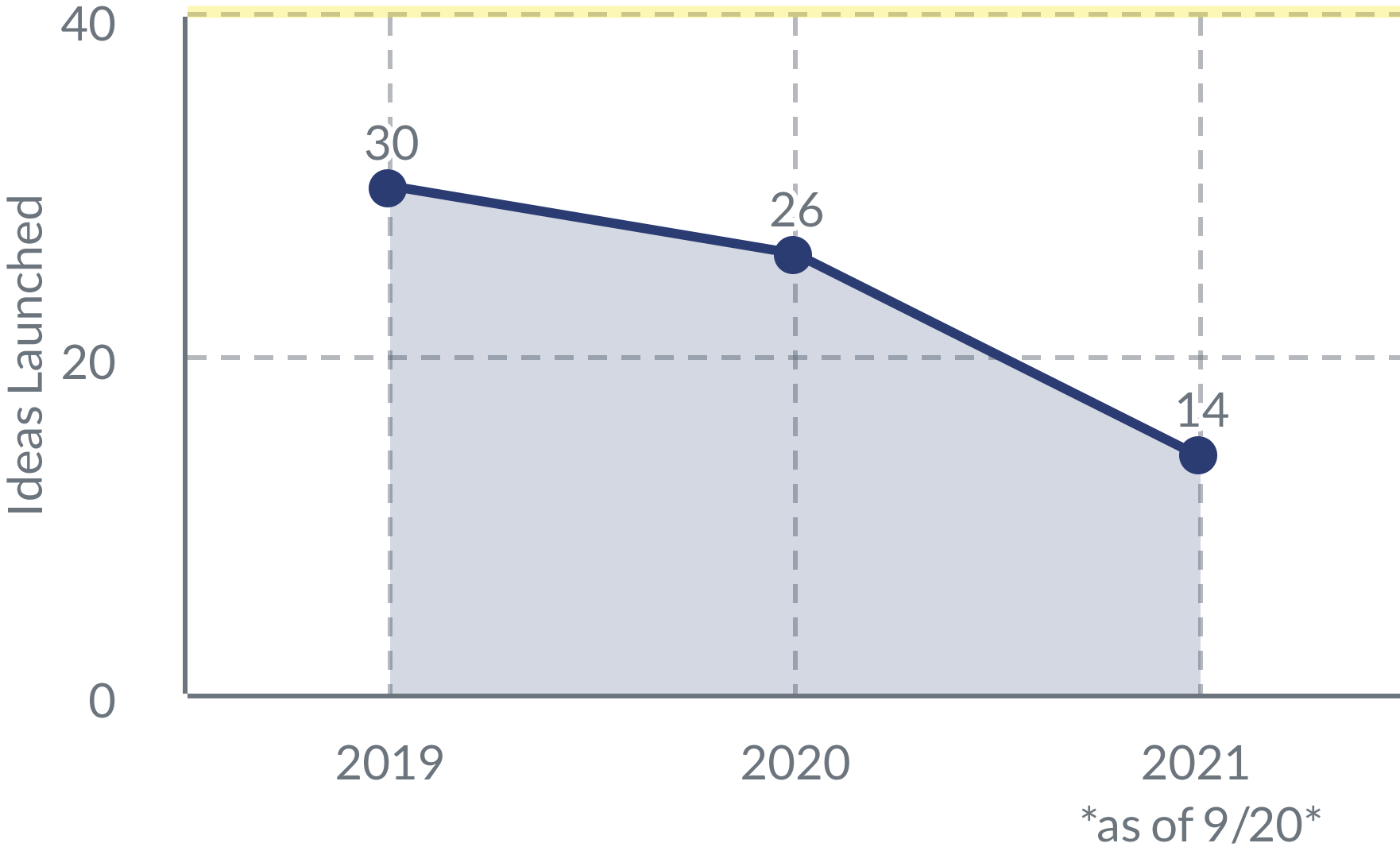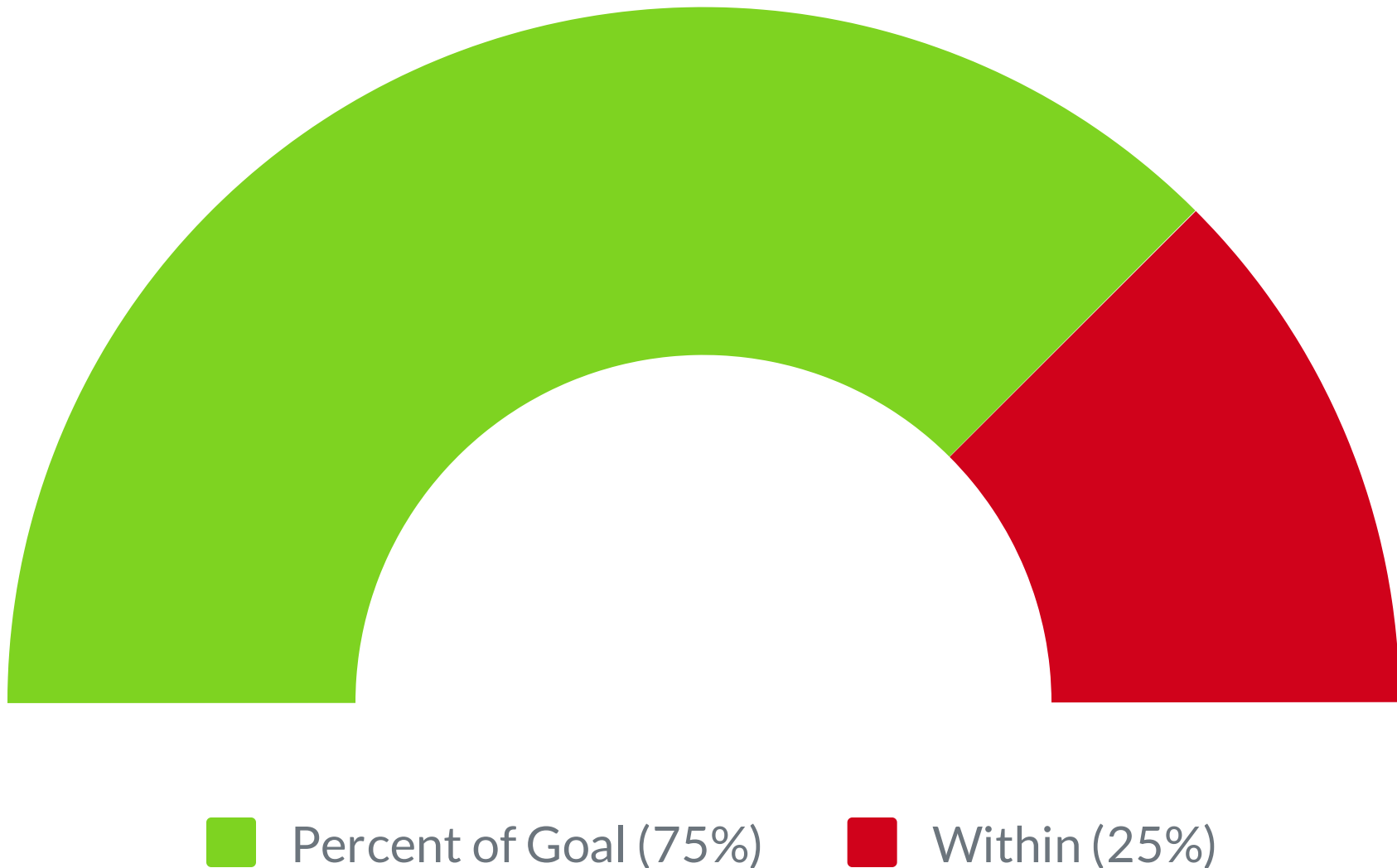**Who are the stakeholders impacted?**
- Green Advisory Committee, community, and staff

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.

PARK DISTRICT of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE ORGANIZATIONAL EXCELLENCE

NUMBER OF LAUNCH PAD INNOVATIONS IMPLEMENTED

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

Ideas Launched

40

30

26

20

14

0

2019   2020   2021
as of 9/20

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.

PARK DISTRICT of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE ORGANIZATIONAL EXCELLENCE

PERCENTAGE OF GOALS ACHIEVED AS SCHEDULED

Percent of Goal (96%)   Within (4%)

Completed/In Progress   Not Completed/Delayed
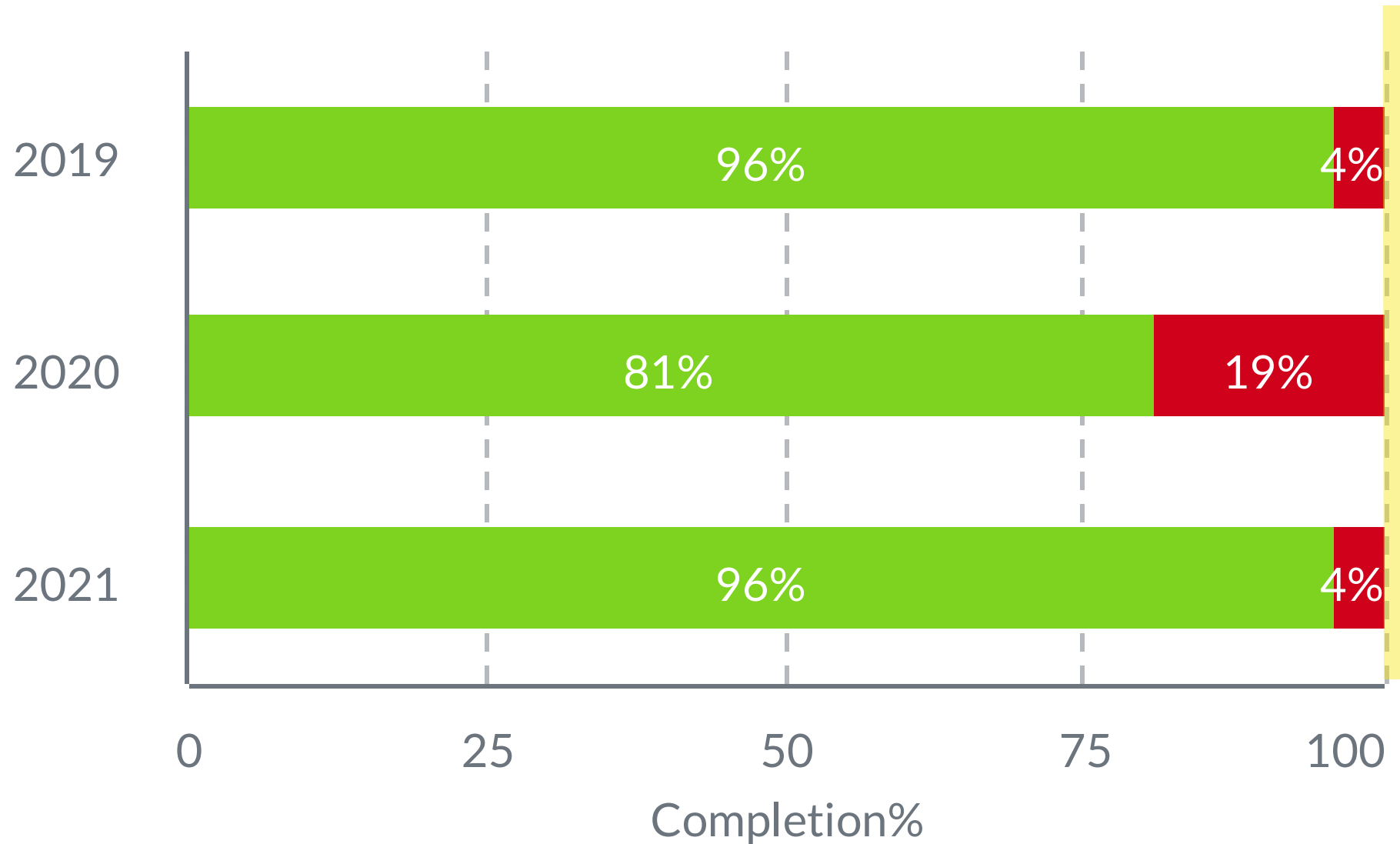
The Park District defines the measurement as the percent of Park District goals met and/or objectives completed as scheduled in the current year as outlined in the Park District Budget, Comprehensive Plan, and Strategic Plan.

Who are the stakeholders impacted?
- Staff, board, community

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.
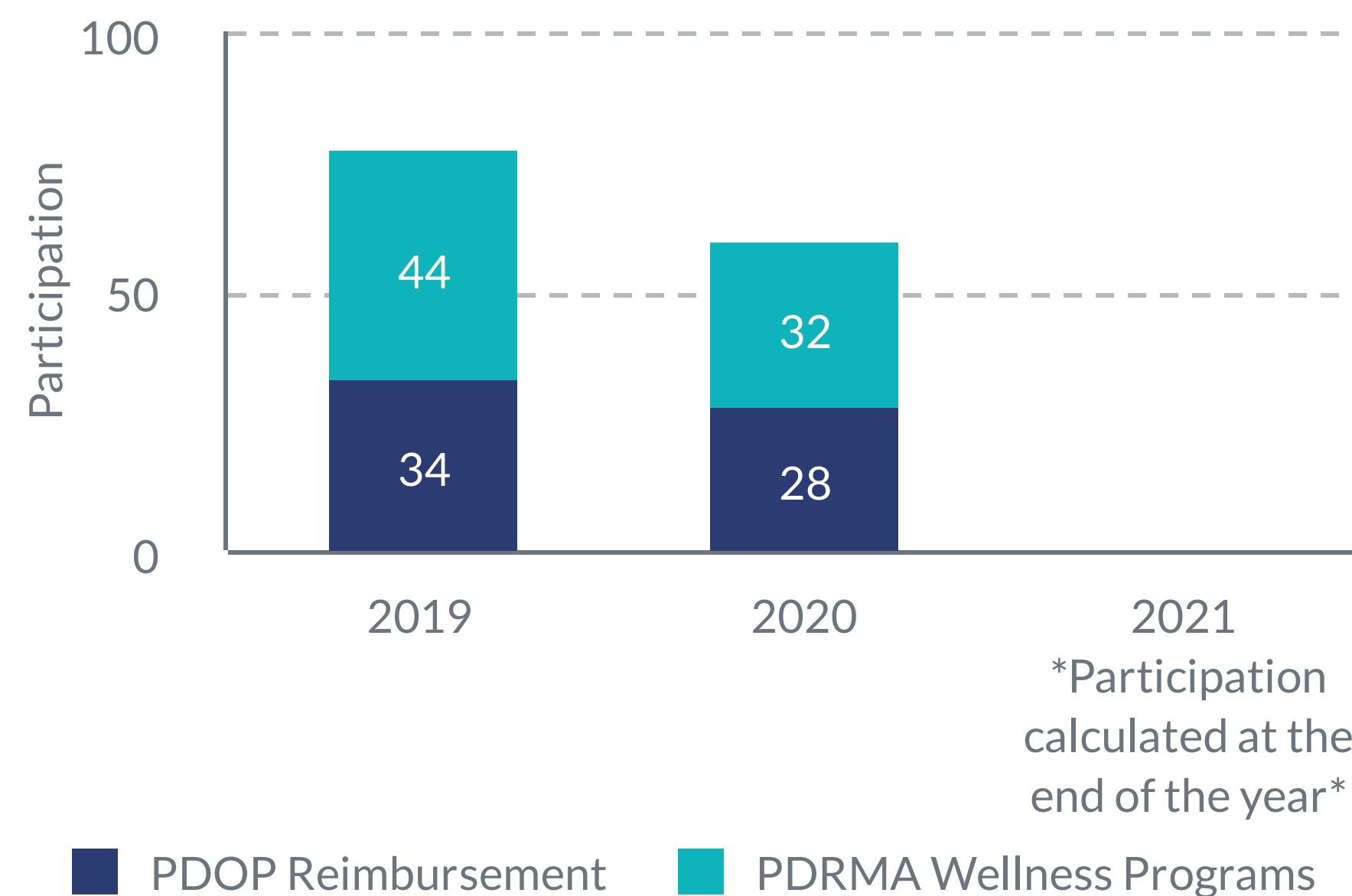
What caused the data trend?
- The reason for the drop is the result of many goals having to be postponed due to COVID-19.

PARK DISTRICT of OAK PARK

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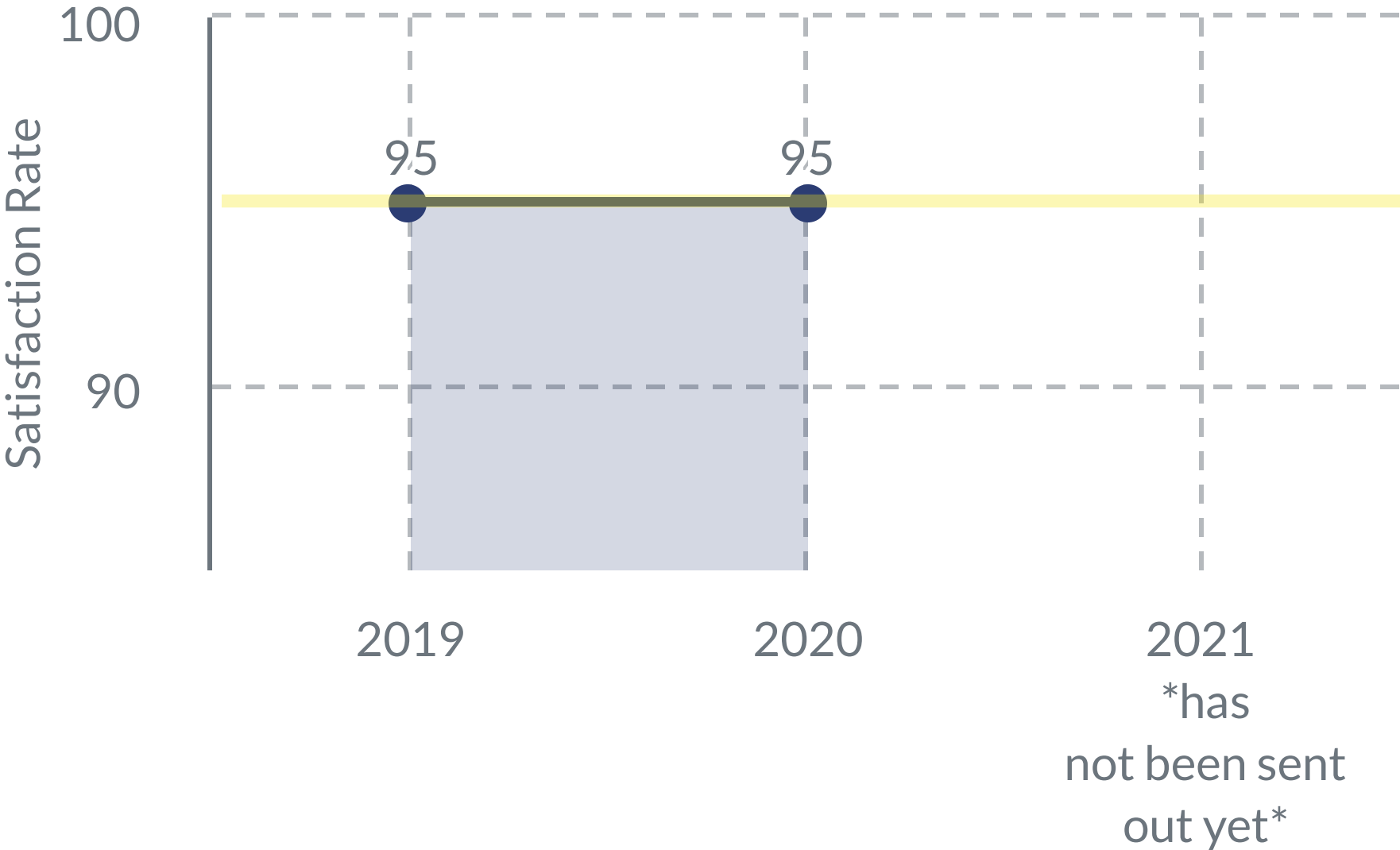
What does the data say?
- The Park District's goal was to remain at or above 95%. The District achieved this in 2019 (95%) and 2020 (95%).

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
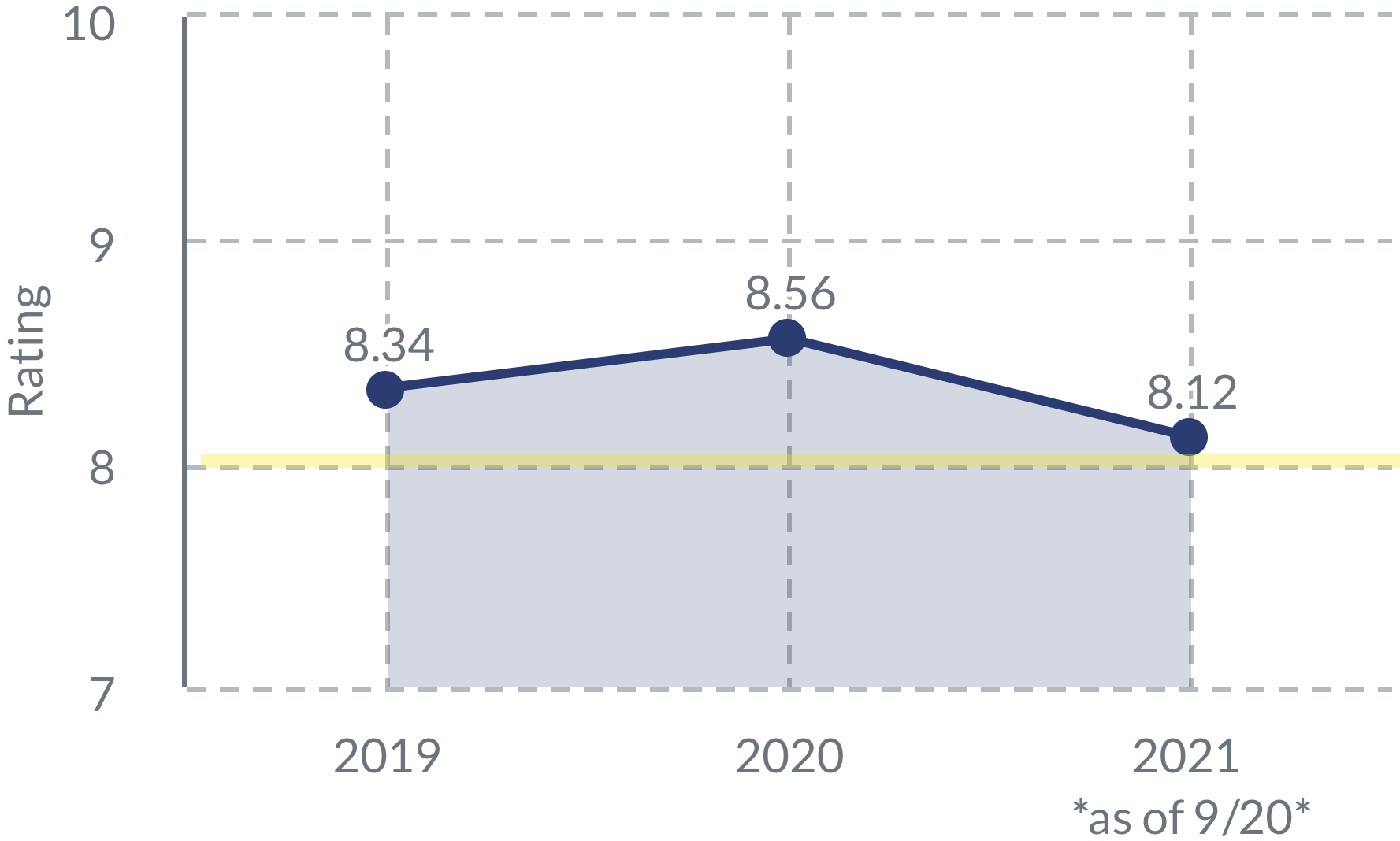
on a 10 point scale (10 is the best)

■ 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

as of 9/20

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 8.94 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.
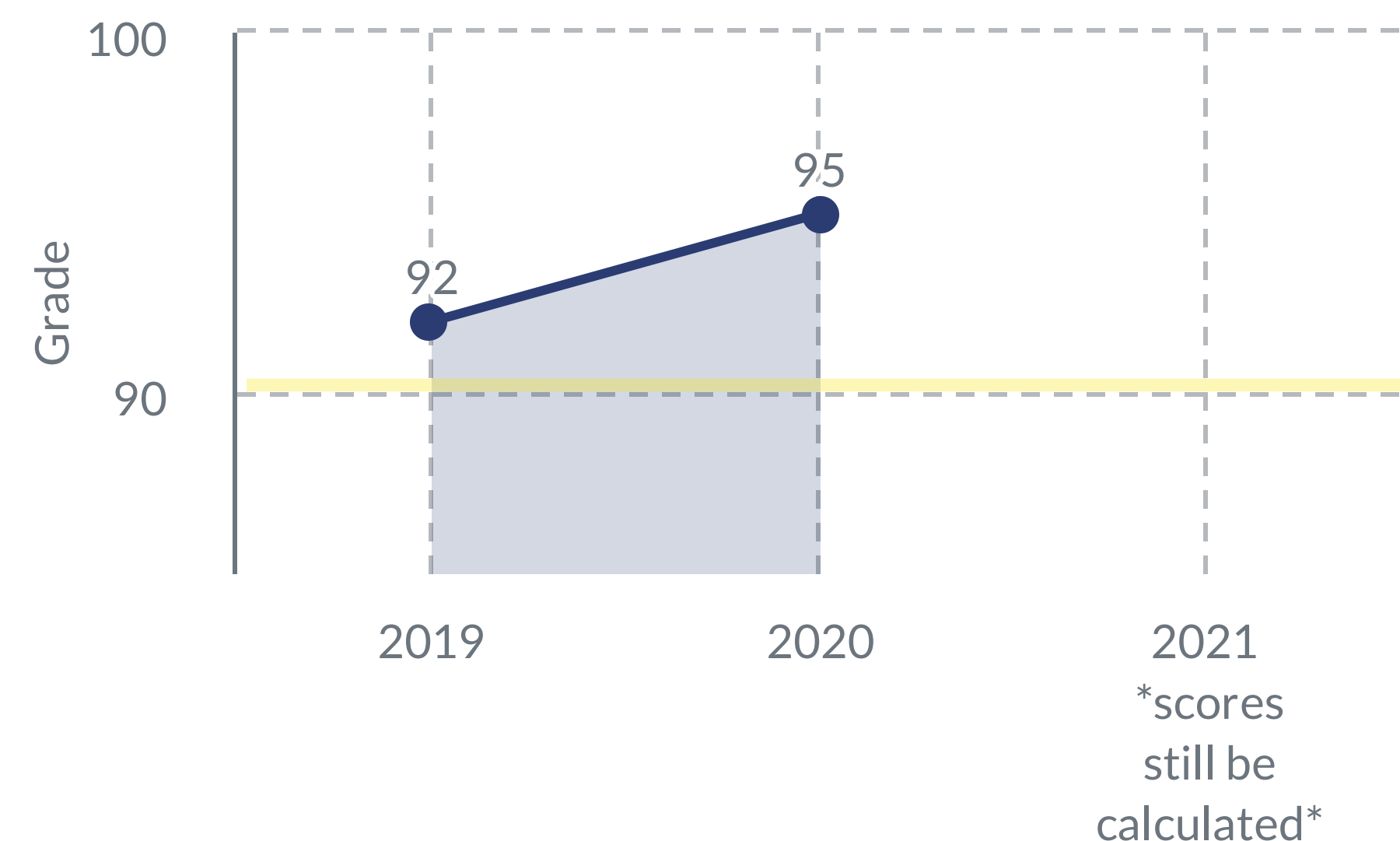
PARK DISTRICT
of OAK PARK

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%)

100

95

92

90

Grade

2019   2020   2021
                           *scores
                           still be
                           calculated*

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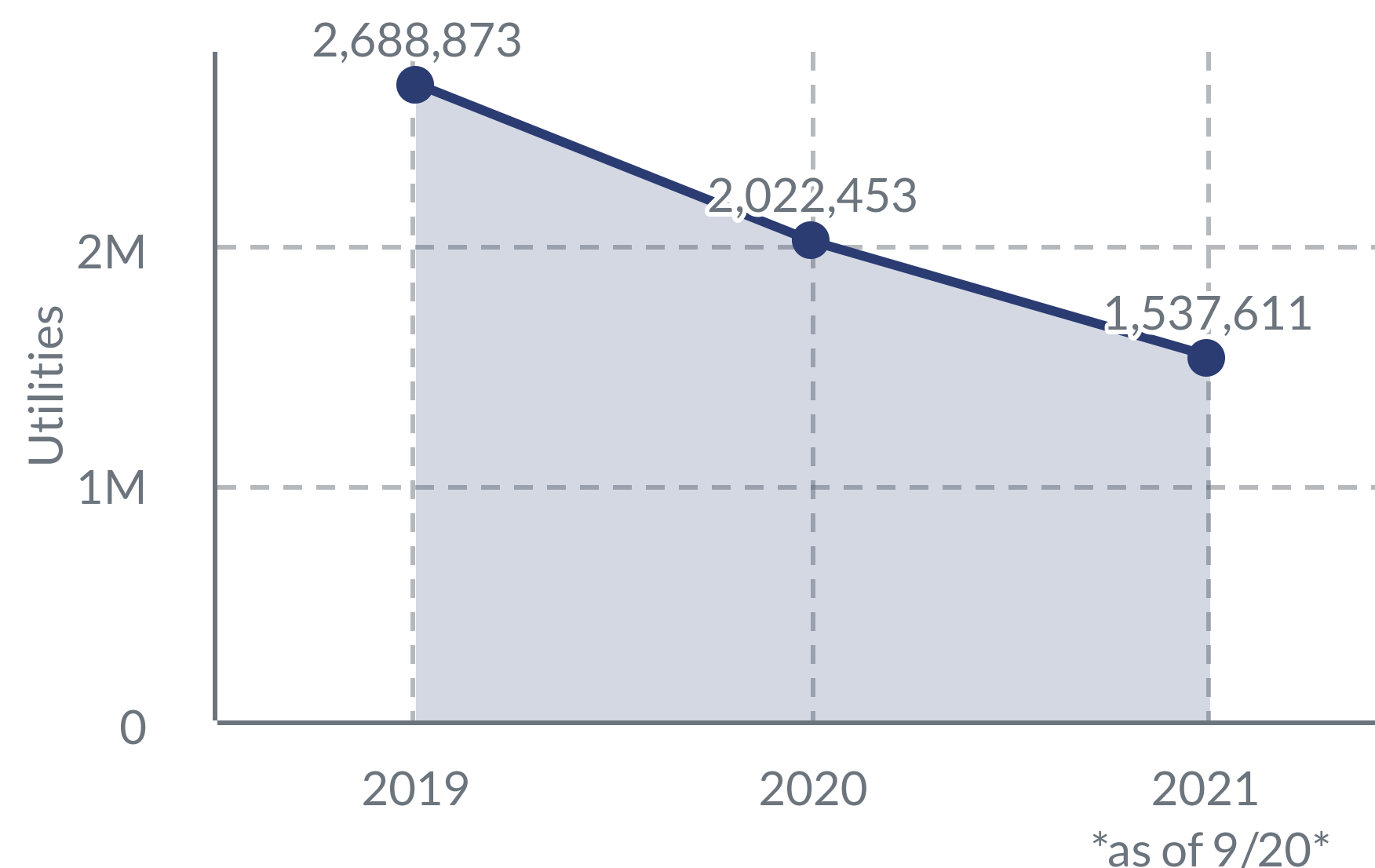- The Park District's goal was to be above 90. The District achieved this in 2019 (92) and 2020 (95).

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

PARK DISTRICT
of OAK PARK

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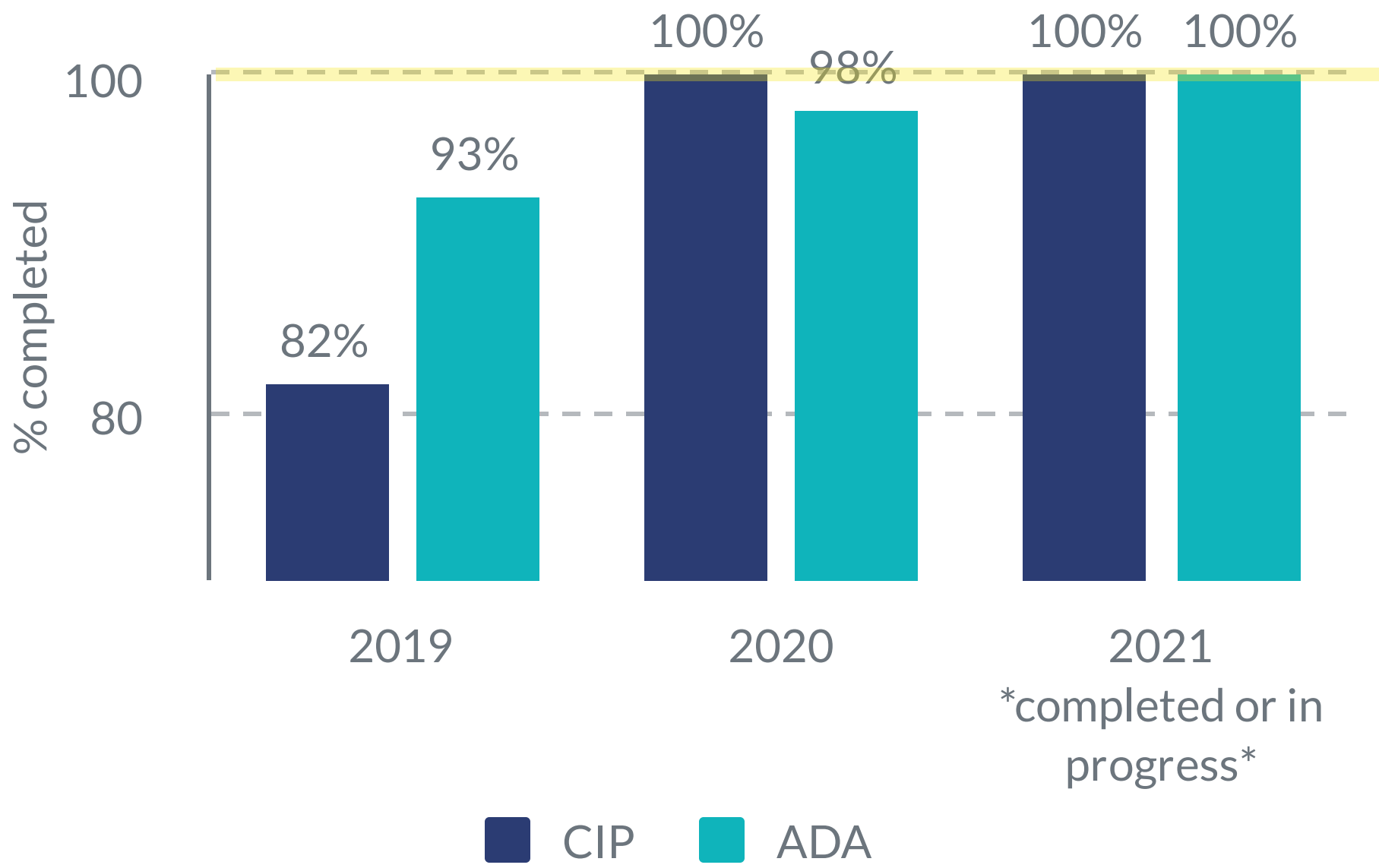- The conservation investments we have made are having an impact.

PARK DISTRICT
of OAK PARK

APPENDIX A: 2019-2021 PERFORMANCE
QUALITY INFRASTRUCTURE MANAGEMENT

CAPITAL IMPROVEMENTS COMPLETED

Percent of Goal (99%)   Within (1%)

2019   2020   2021
completed or in progress

CIP   ADA

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.

PARK DISTRICT of OAK PARK

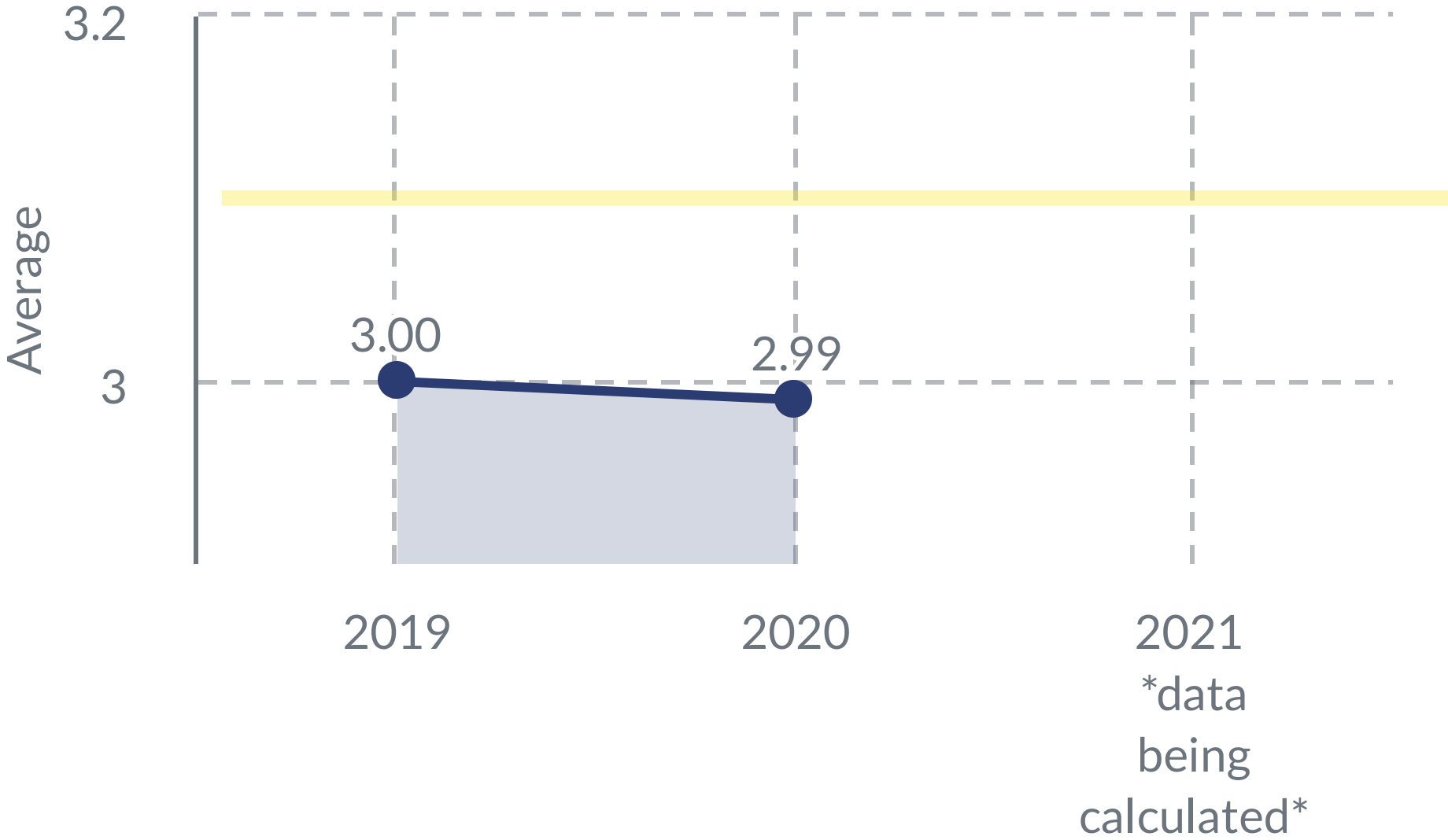# APPENDIX A: 2019-2021 PERFORMANCE
QUALITY INFRASTRUCTURE MANAGEMENT

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.

PARK DISTRICT
of OAK PARK

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

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

TO ENGAGE THE PUBLIC

% Growth in Social Media Engagements

— **2019:** .843%

— **3 Year Goal:** average 1% or higher annually
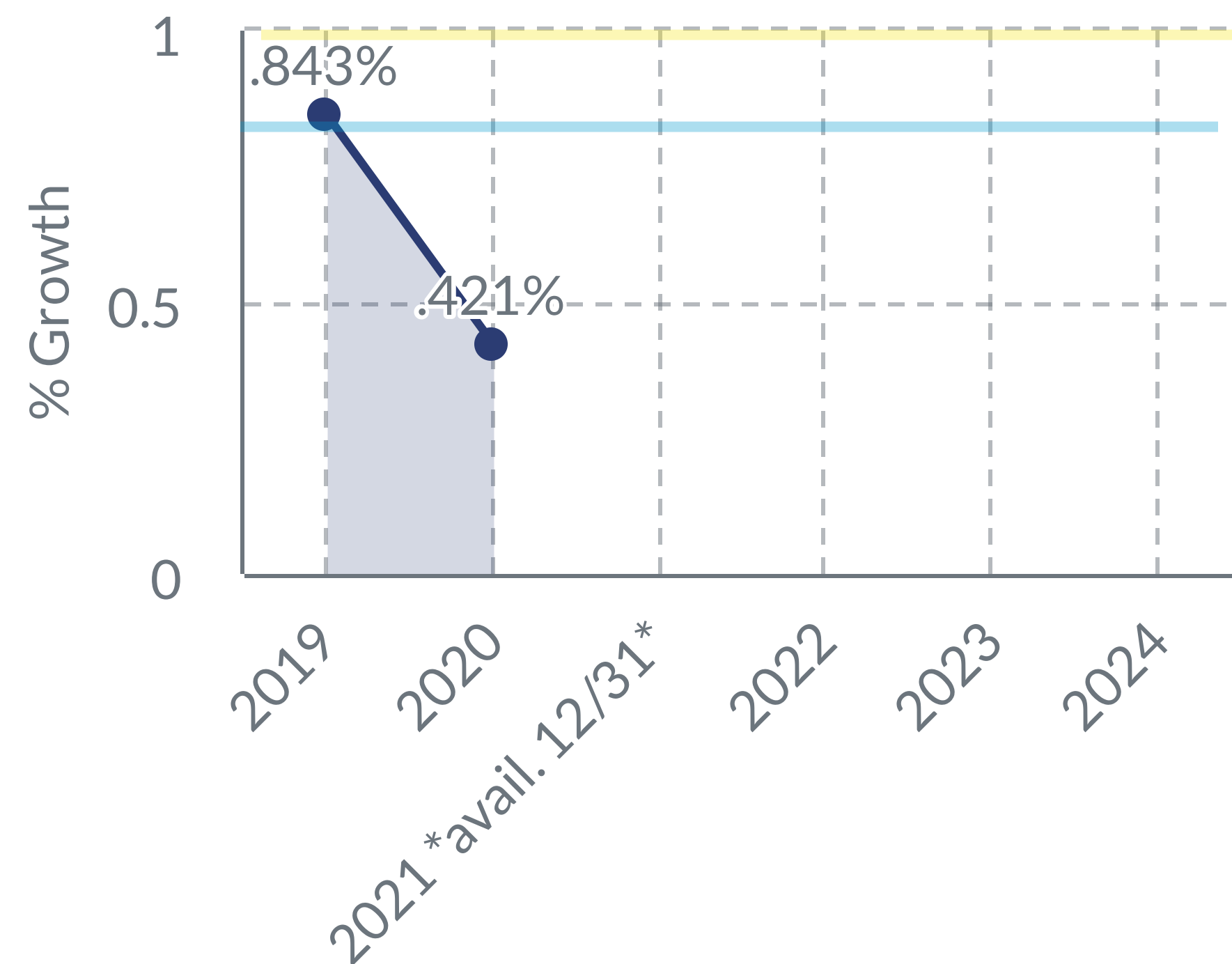
The Park District defines the measurement as percent growth in total engagements on its social media platforms for Twitter, Instagram, and Facebook. Engagements include "likes", "comments", "shares", "clicks", and "views."

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT
of OAK PARK

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

TO CREATE MEMORABLE EXPERIENCES FOR ALL

Youth Participation

— **2018-2019 average:** 94%

— **3 Year Goal:** average 90% or higher annually
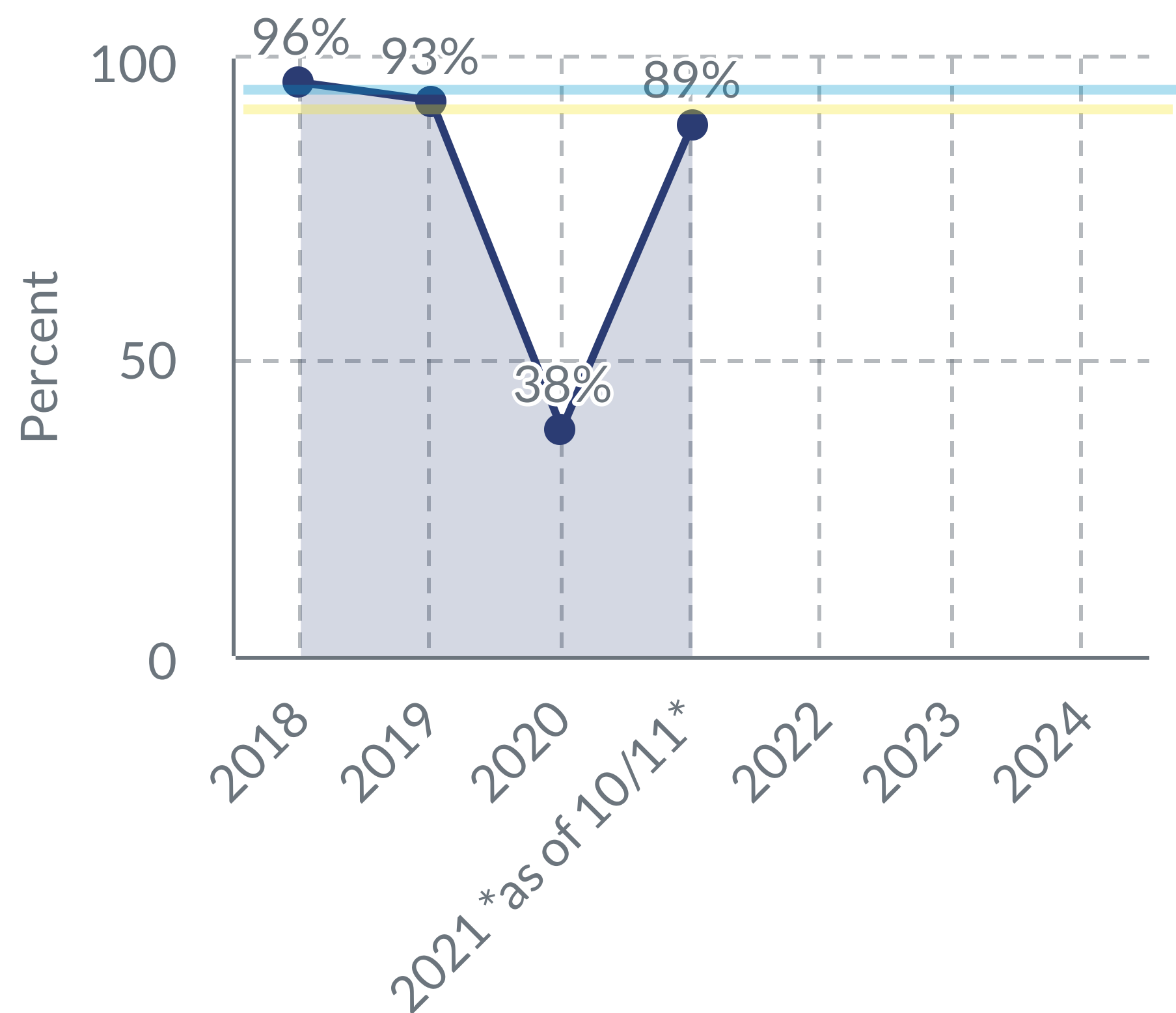
The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in the age group of 5-11, as indicated by the most recent Census data.
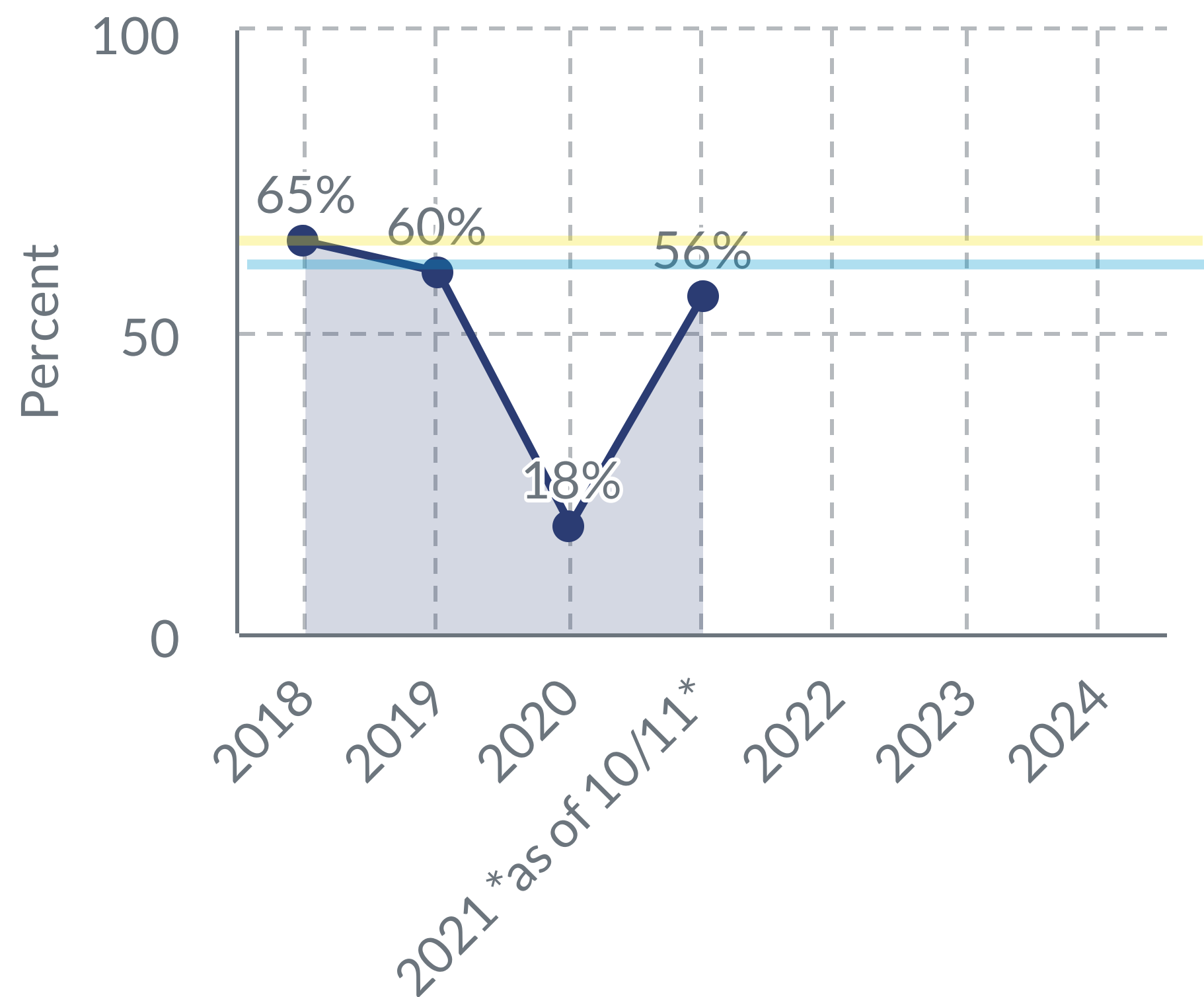
What does the data say?
- From 2018-2019, the District saw an average of 94%. The District has set a 3-year goal of averaging 90% or higher annually.

PARK DISTRICT of OAK PARK

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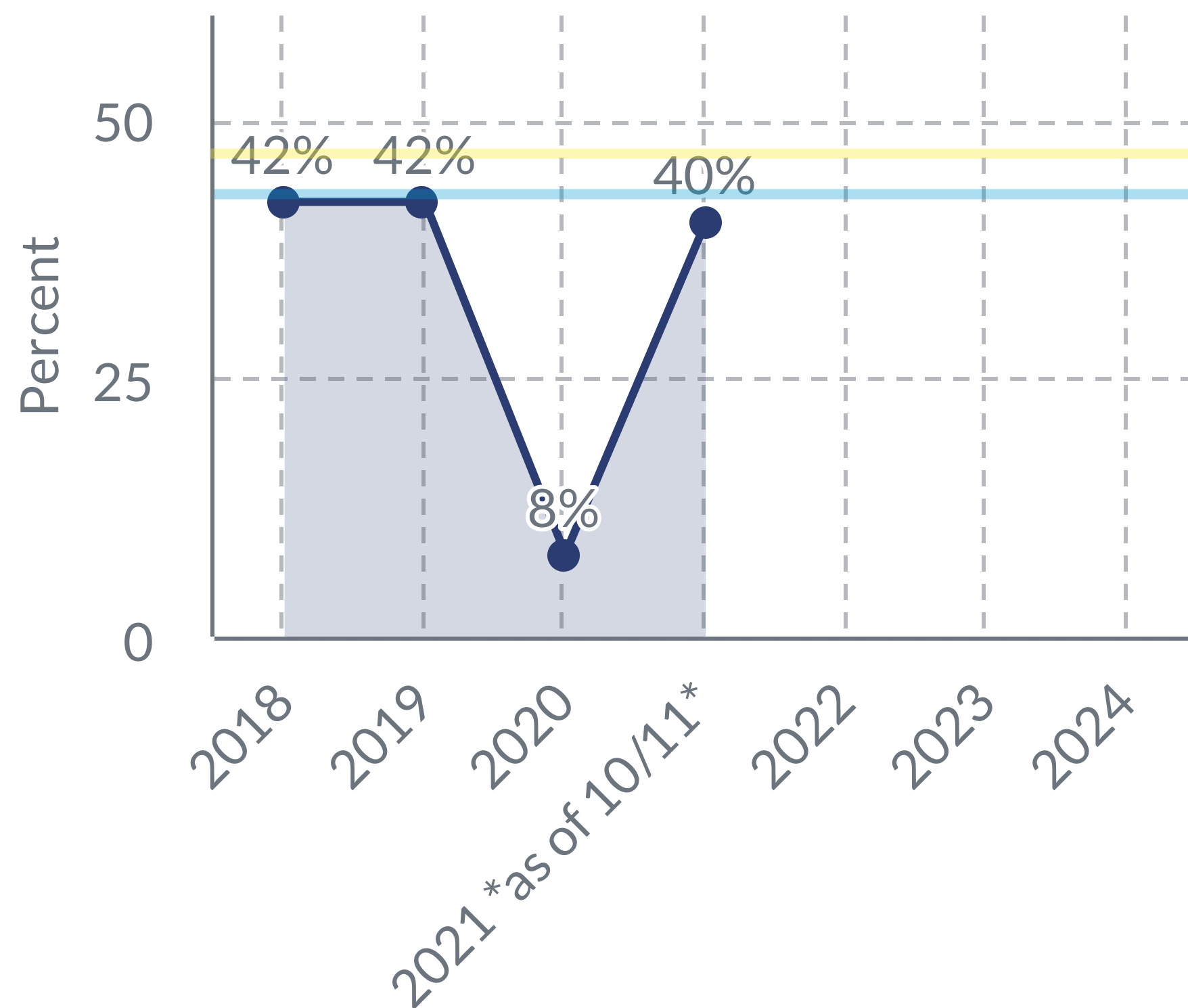
What does the data say?
- From 2018-2019, the District saw an average of 62%. The District has set a 3-year goal of reaching 65% or higher by the end of 2024.

Infant/Pre-K Participation

2018-2019 average: 62%

3 Year Goal: 65% or higher by end of 2024

PARK DISTRICT
of OAK PARK

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

TO CREATE MEMORABLE EXPERIENCES FOR ALL

Teen Participation

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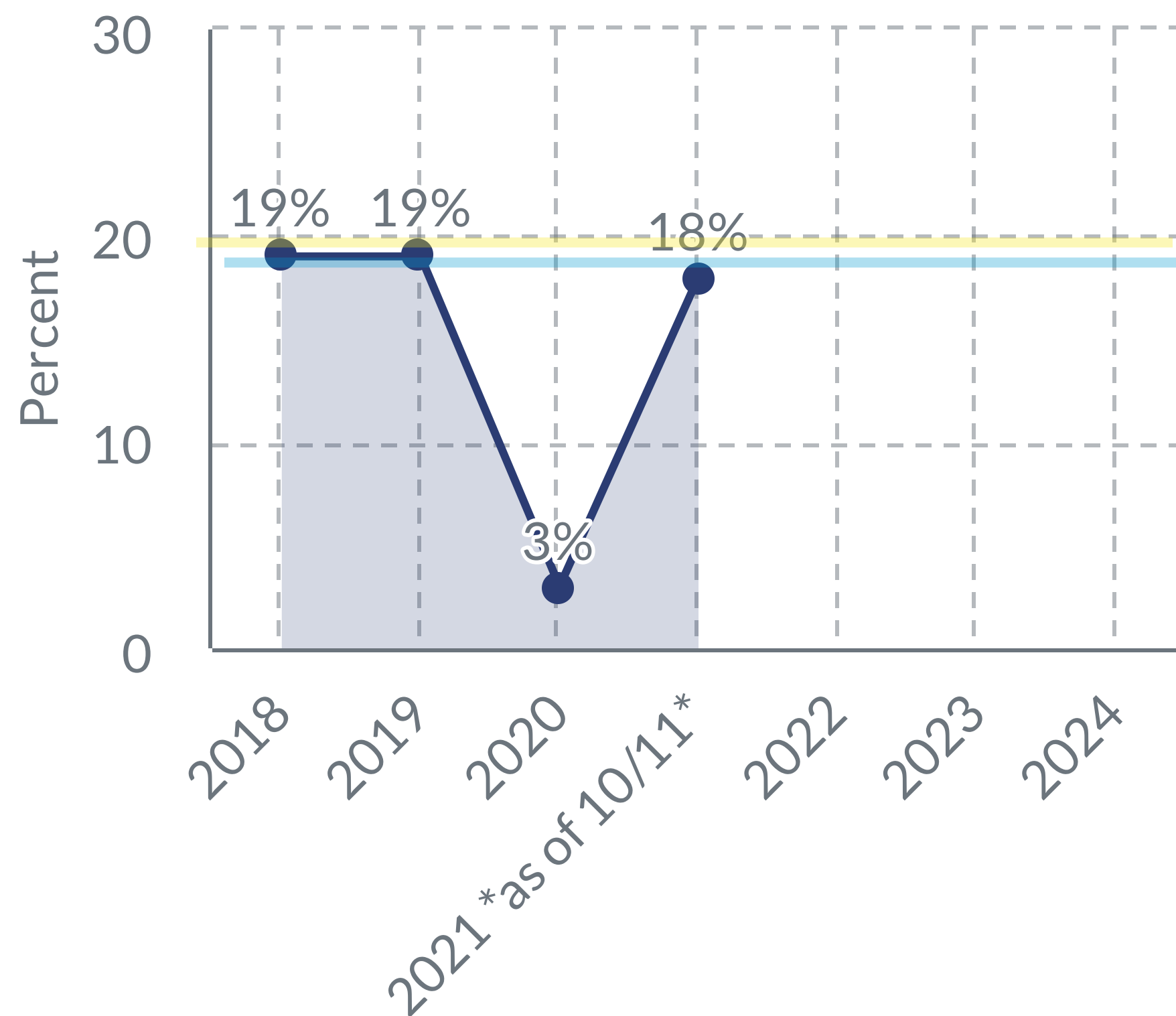
— **3 Year Goal:** 45% or higher by end of 2024

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 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.

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 18-64 as indicated by the most recent Census data.

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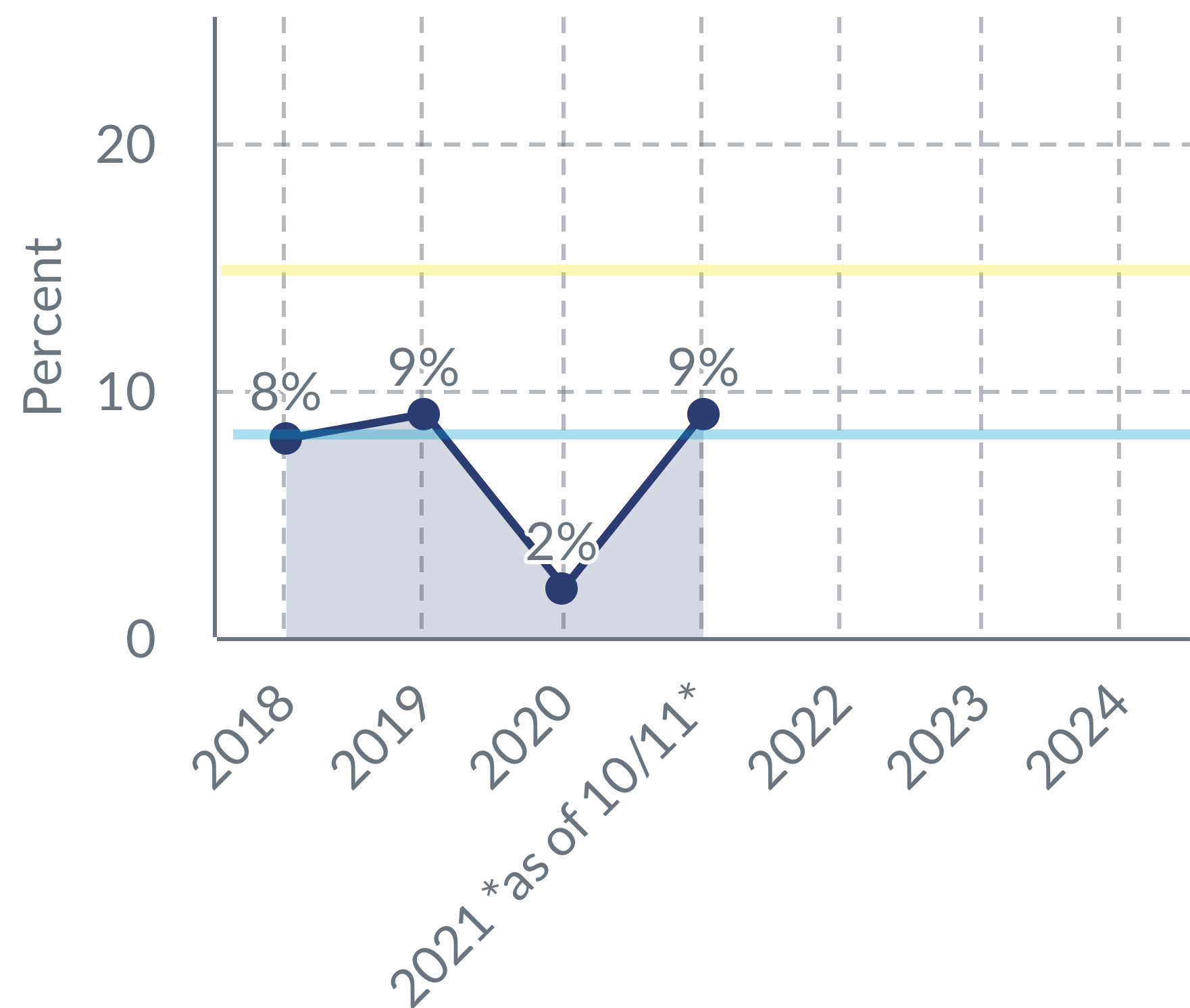- From 2018-2019, the District saw an average of 19%. The District has set a 3-year goal of reaching 20% or higher by end of 2024.

Adult Participation

— **2018-2019 average:** 19%

— **3 Year Goal:** 20% or higher by end of 2024

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

TO CREATE MEMORABLE EXPERIENCES FOR ALL

Senior Participation

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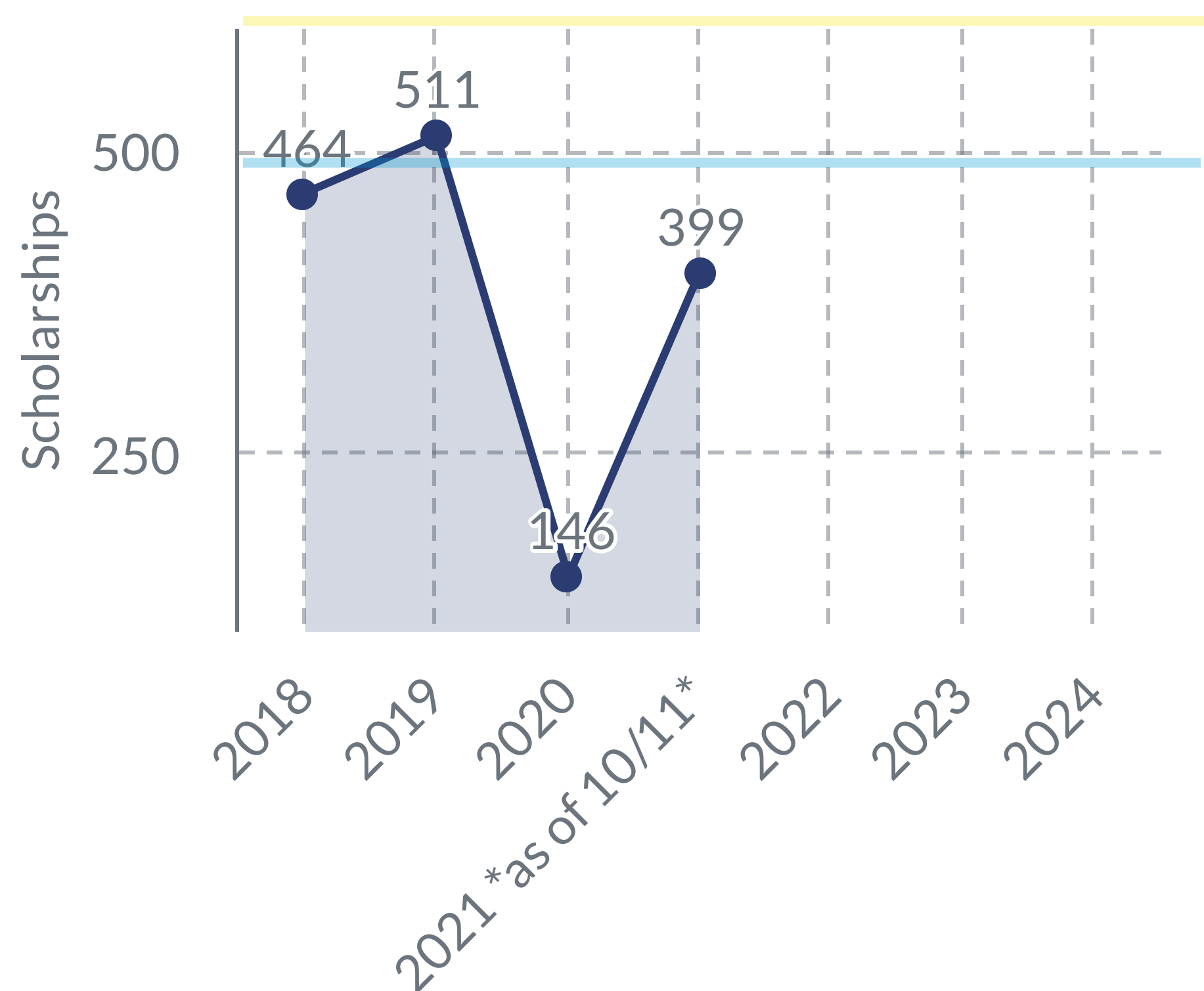
— **3 Year Goal:** 15% or higher by end of 2024

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 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.

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.
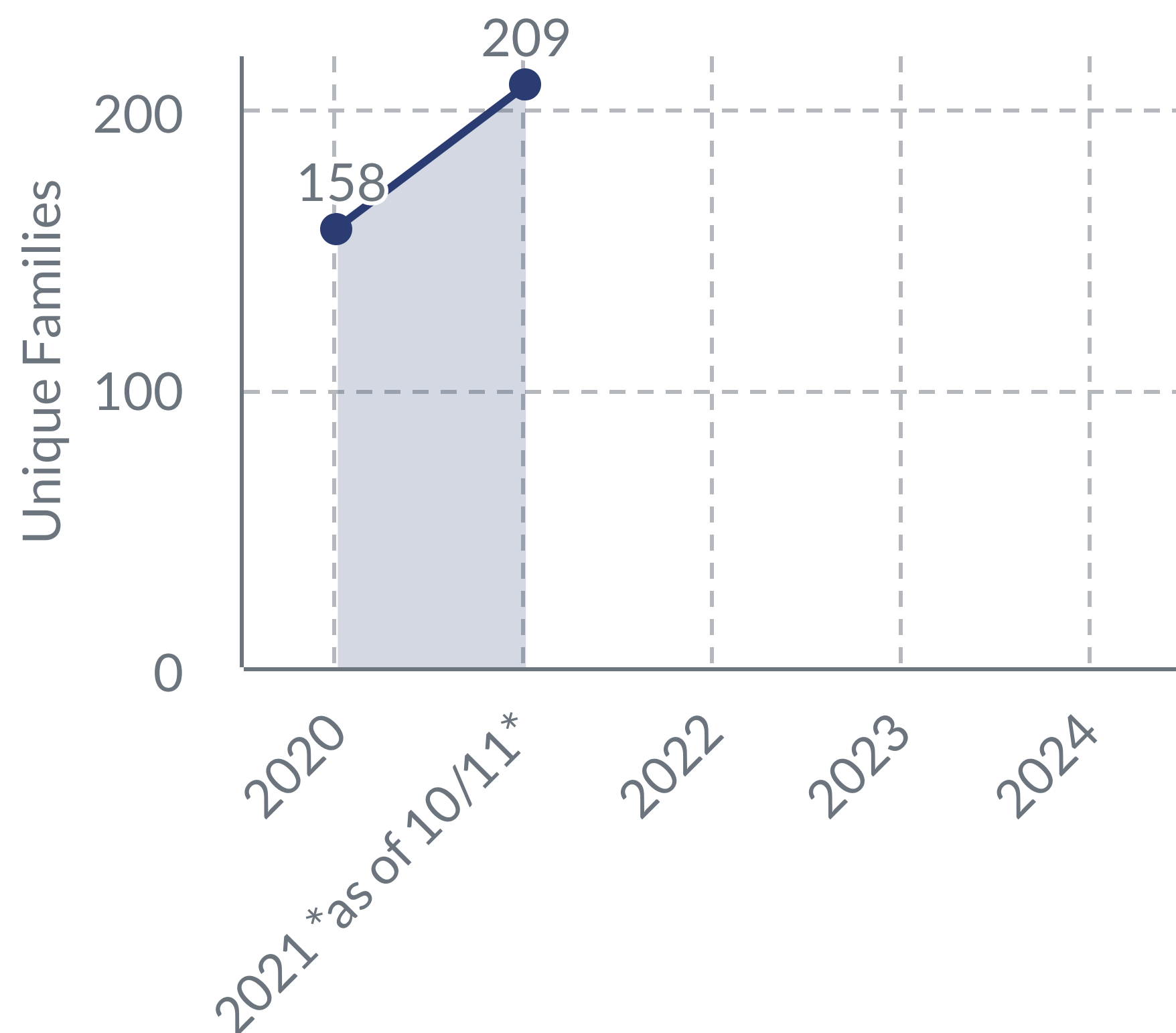
Total Scholarships

— **2018-2019 average:** 487

— **3 Year Goal:** 525 or higher by end of 2024

PARK DISTRICT of OAK PARK

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.

TO INCREASE CUSTOMER LOYALTY
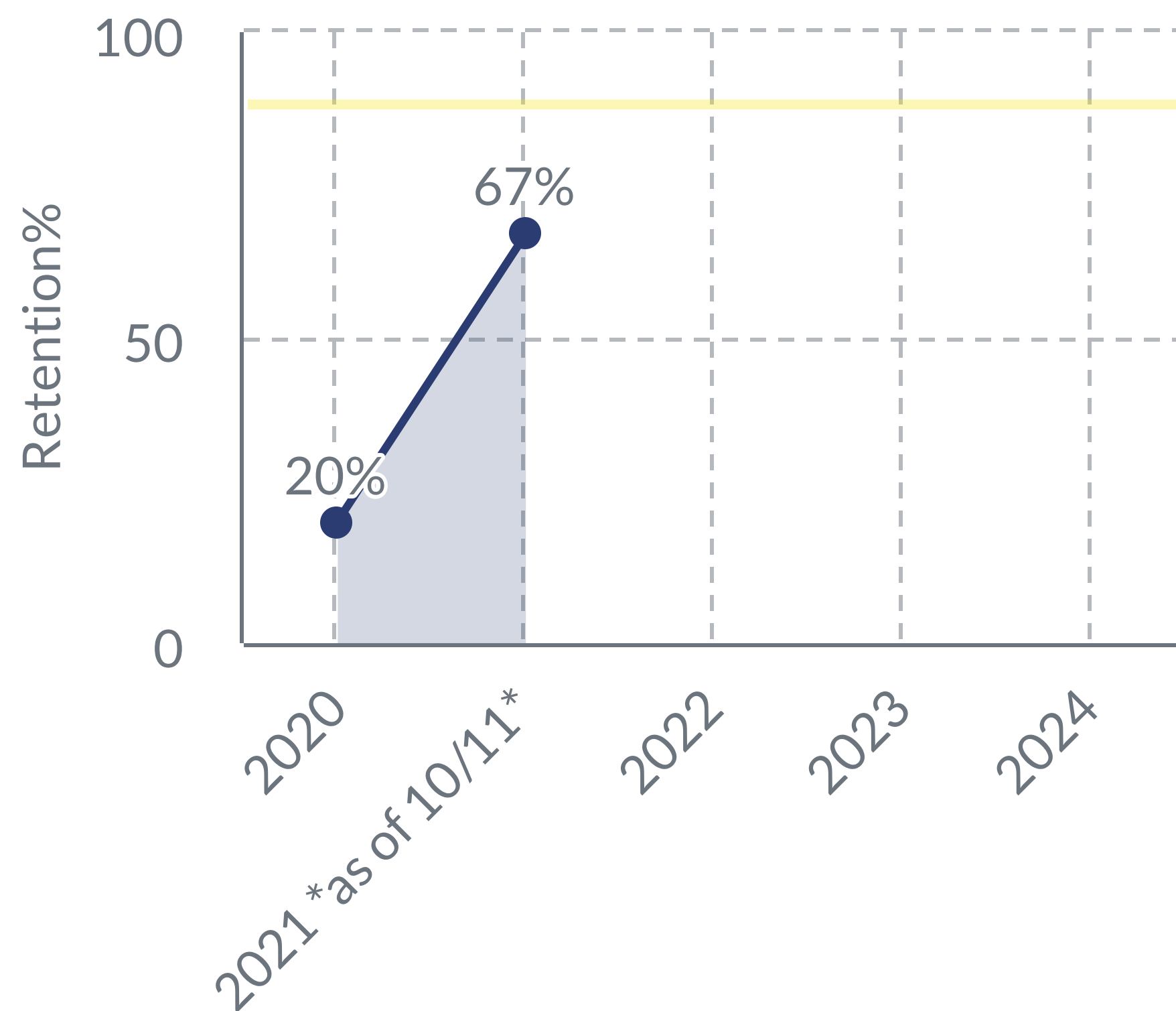
Household Retention Rate

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.

TO INCREASE CUSTOMER LOYALTY

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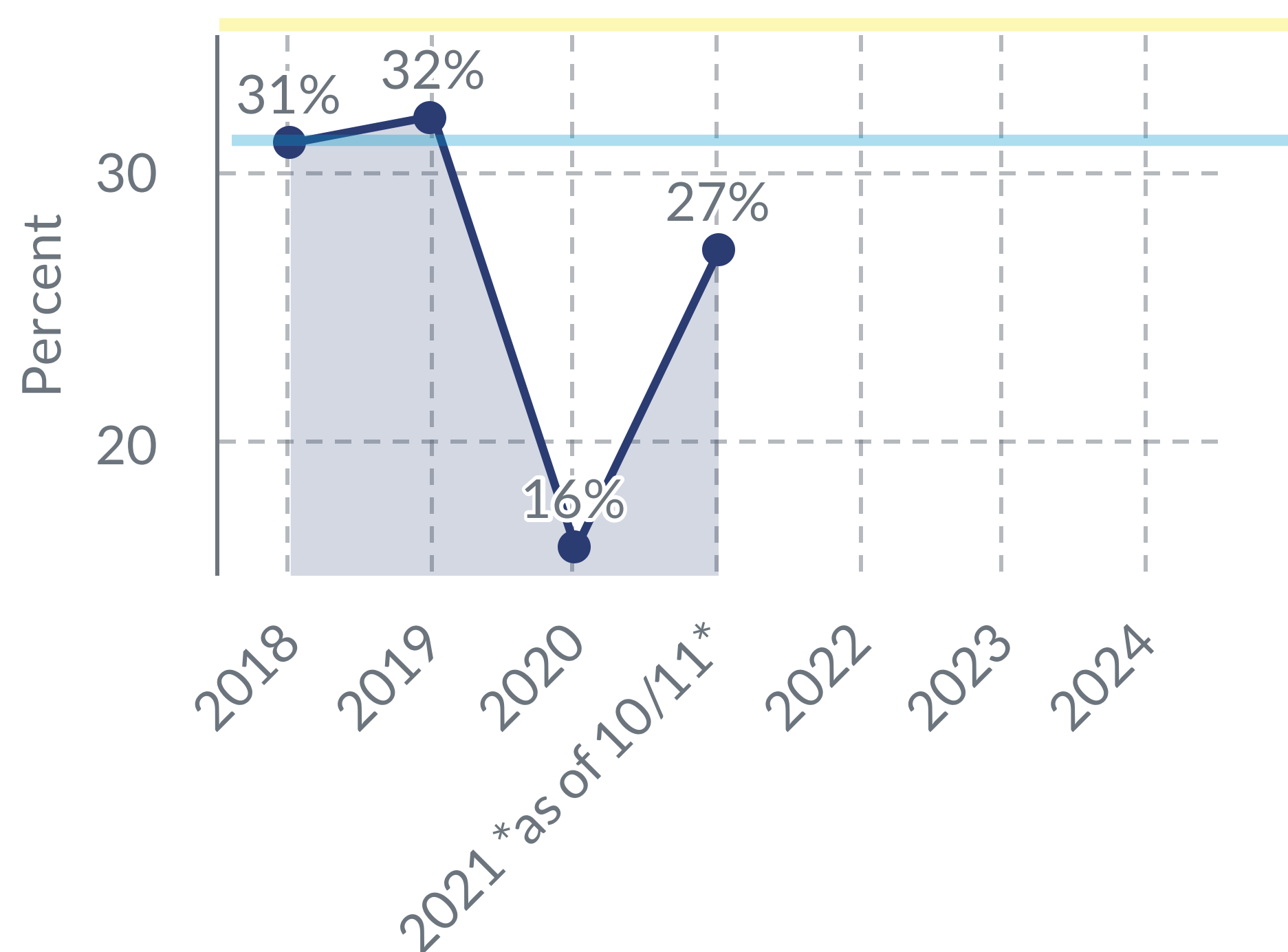
The Park District defines the measurement as the percent of unique resident household accounts that have completed a transaction of any kind, divided by the total number of households in Oak Park.

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.

— **2018-2019 average:** 31%

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

APPENDIX B:
2022-2024 PERFORMANCE INDICATORS
FINANCIAL STRENGTH

TO MAXIMIZE FUNDING OPPORTUNITIES
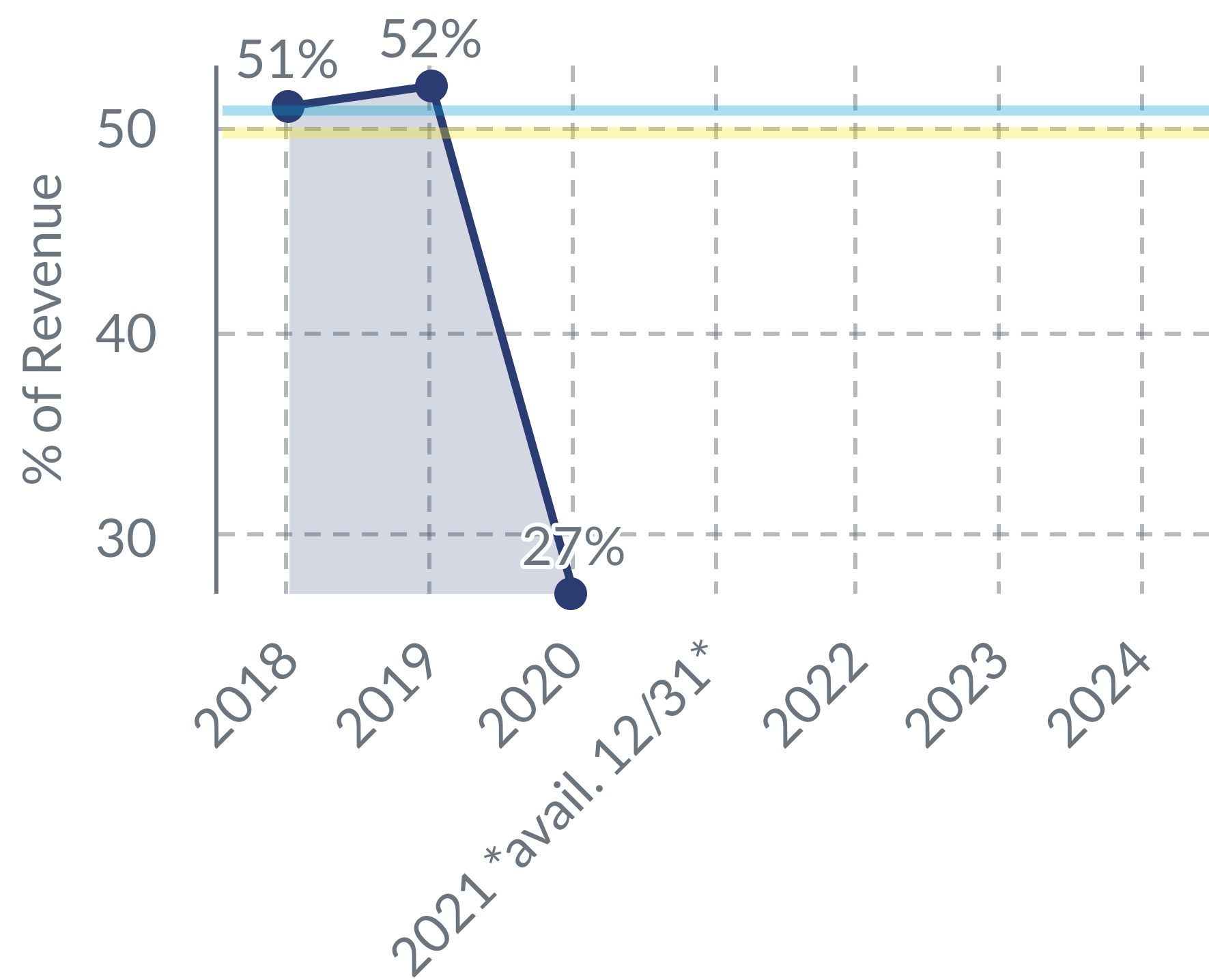
% of Revenue from Non-Tax Sources

― **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

PARK DISTRICT
of OAK PARK

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS FINANCIAL STRENGTH

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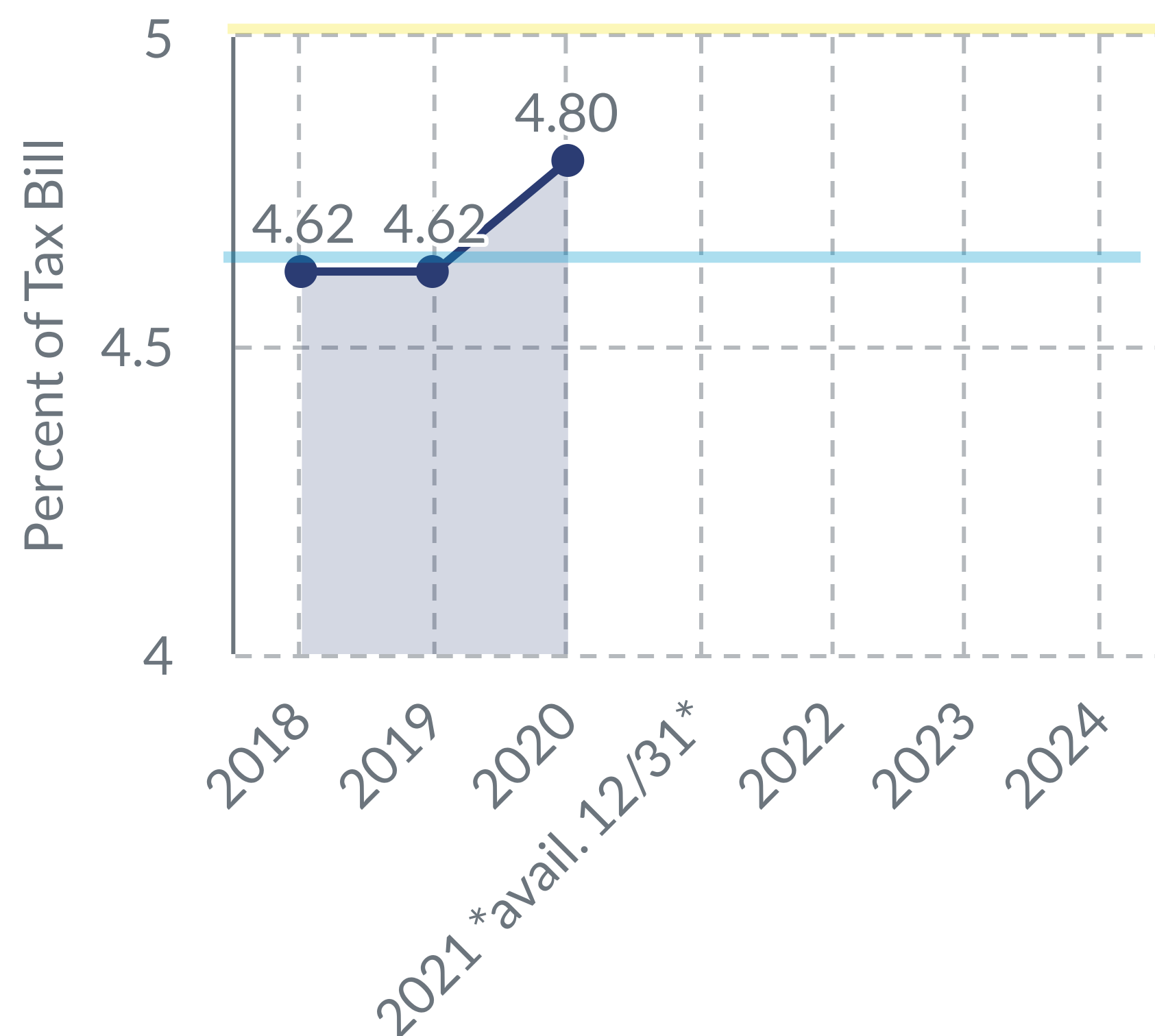
The percent of property tax revenue collected by the Park District compared to other overlapping jurisdictions such as county, village, township, library, school districts, community colleges, and other special districts.

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

2018-2019 average: 10,689

3 Year Goal: Average 10,000 or higher annually
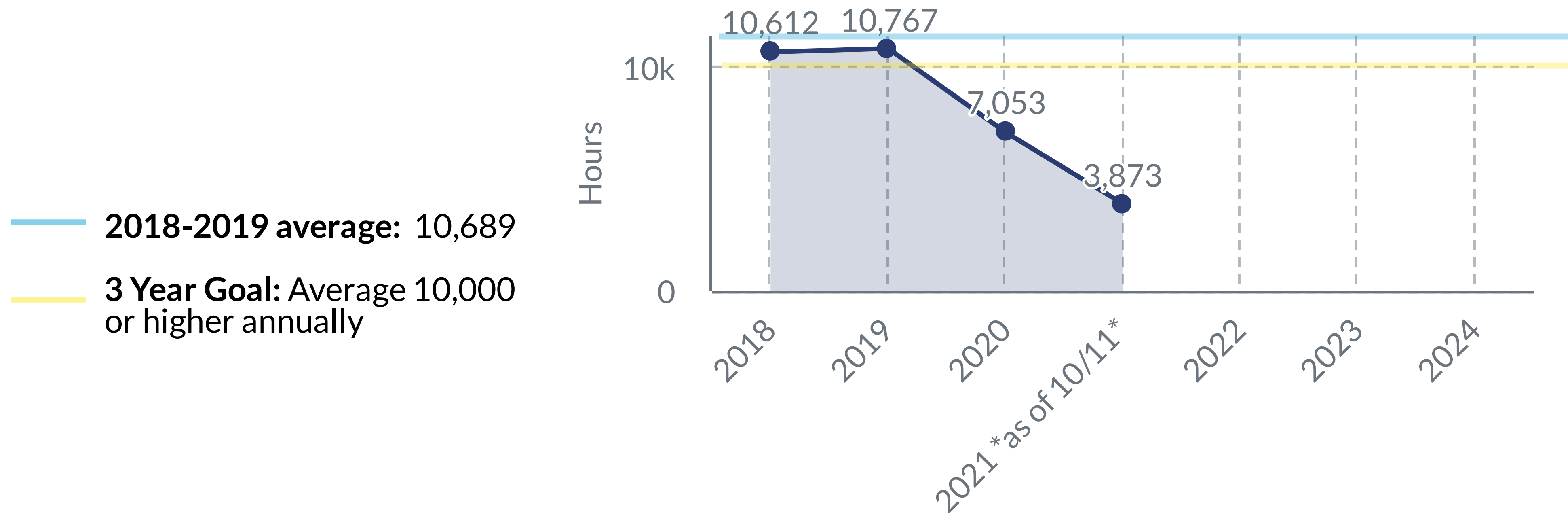
Volunteer Hours Worked

The number of volunteer hours reported at facilities, special events, citizen committees, and other efforts, and the dollars saved based on current minimum wage.
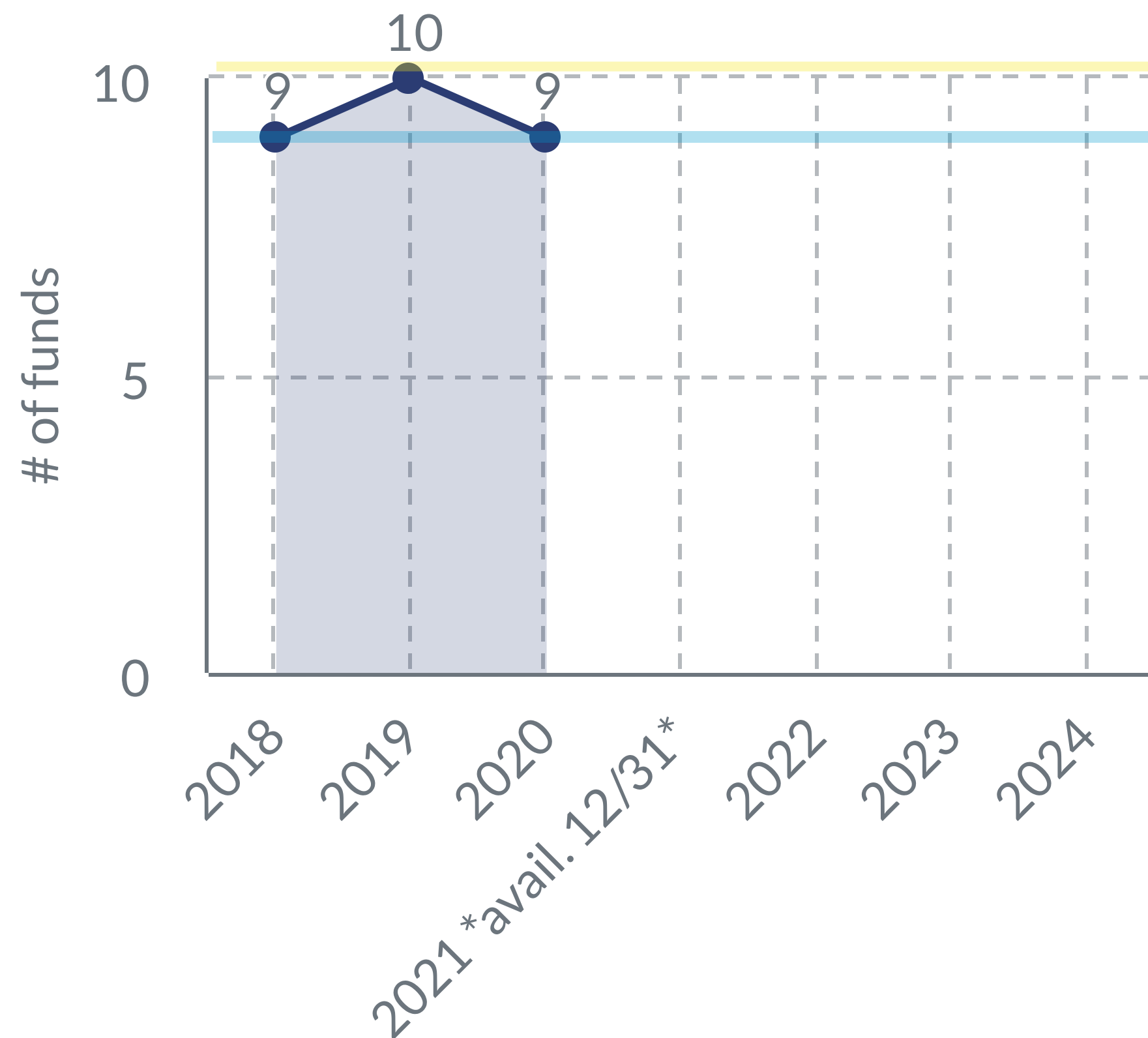
What does the data say?
- From 2018-2019, the District saw an average of 10,689 hours of volunteer worked. The District has set a 3-year goal of averaging 10,000 or higher annually.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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

96% 95% 95%
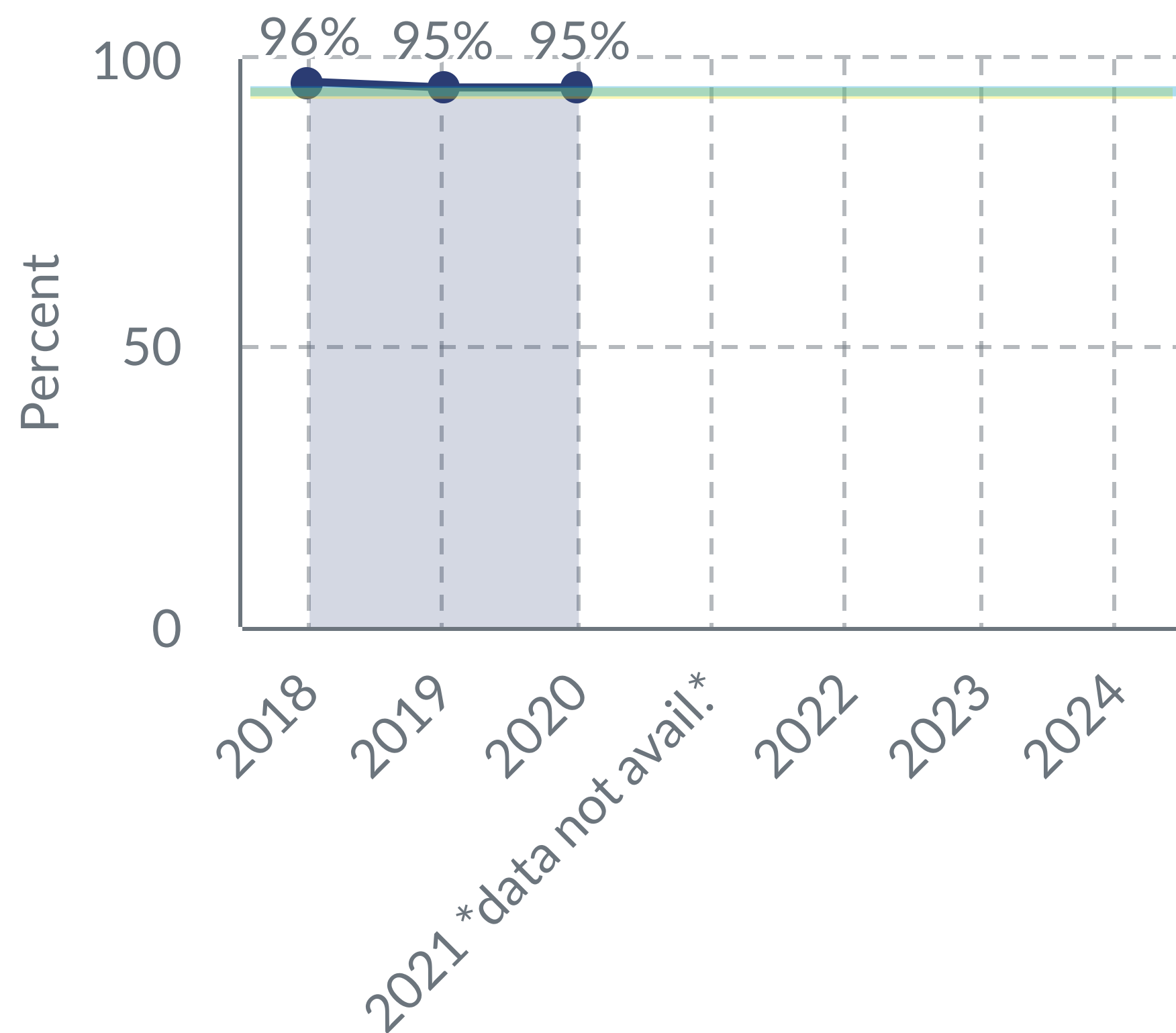
The average percent of part-time and full-time employees who agree or strongly agree in the areas of Vision, Leadership, Communication, Customer Service, Immediate Supervisor, Team Values, Senior Leadership, and My Job.

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

PARK DISTRICT
of OAK PARK

TO LEAD AND DEVELOP STAFF

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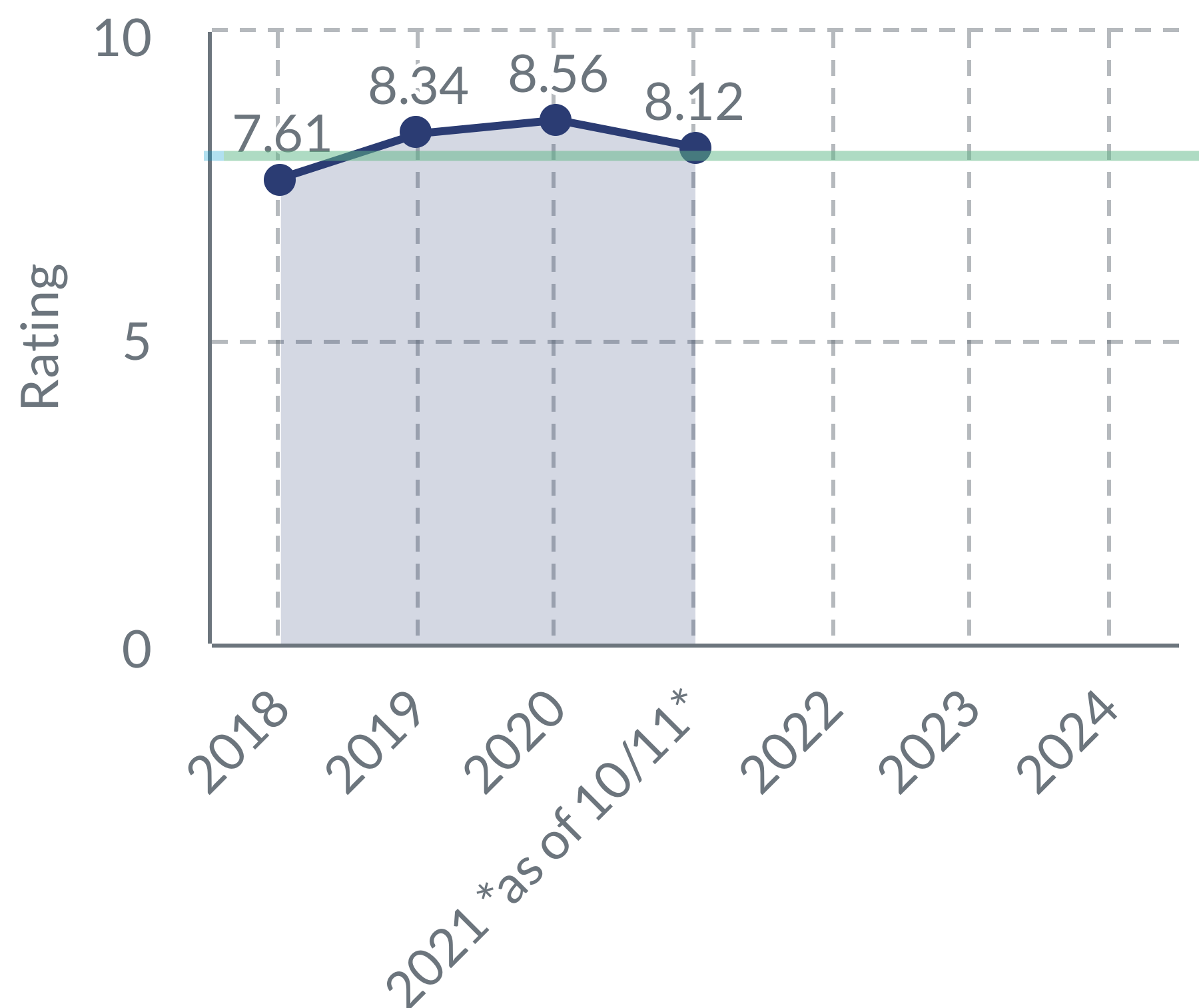
The average "Overall Quality" score, on a scale of 0-10, given by staff through the Park District's Training Evaluation from the current year.

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.

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS ORGANIZATIONAL EXCELLENCE

TO STRIVE FOR INNOVATIVE AND OPERATIONAL EXCELLENCE

2018-2019 average: 33

3 Year Goal: Average 25 or higher annually
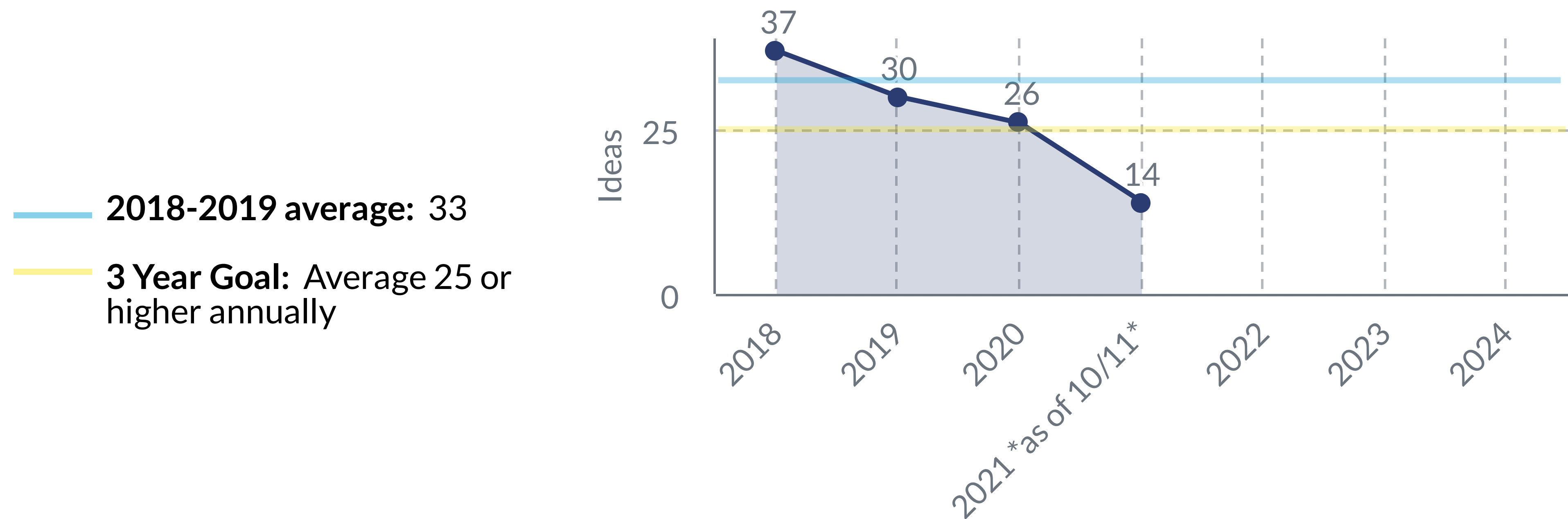
Launch Pad Ideas Implemented

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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT of OAK PARK

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS ORGANIZATIONAL EXCELLENCE

TO STRATEGICALLY ALIGN THE ORGANIZATION

Percent of Goals Completed

— **2018-2019 average:** 94%

— **3 Year Goal:** Averaging 100%

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%.

PARK DISTRICT
of OAK PARK

TO STRATEGICALLY ALIGN THE ORGANIZATION
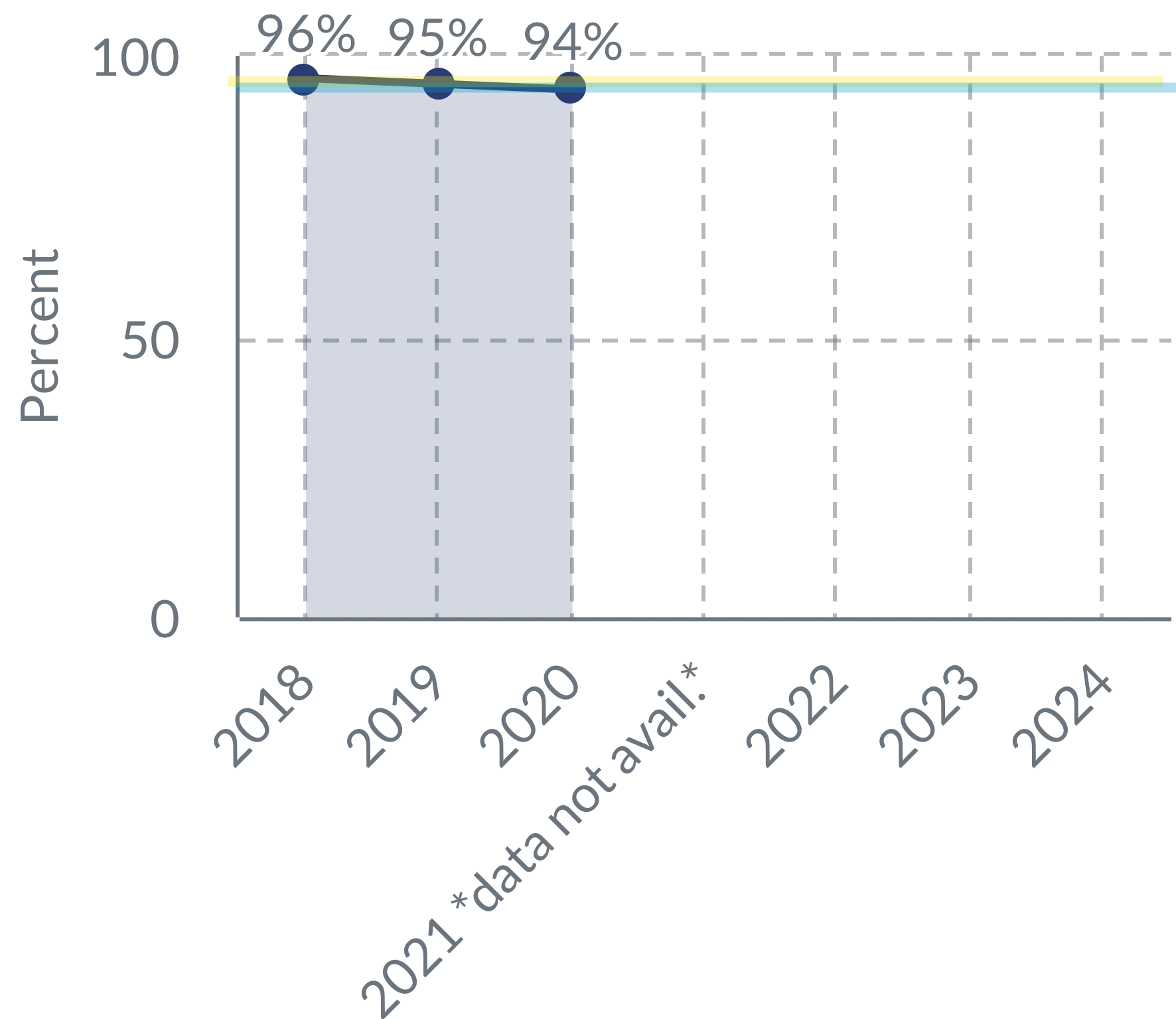
"Vision" Score in Employee Job Satisfaction Survey: The average percent of part-time and full-time employees who agree or strongly agree in the areas of Vision.

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.

Vision Score

— **2018-2019 average:** 95%

— **3 Year Goal:** 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."
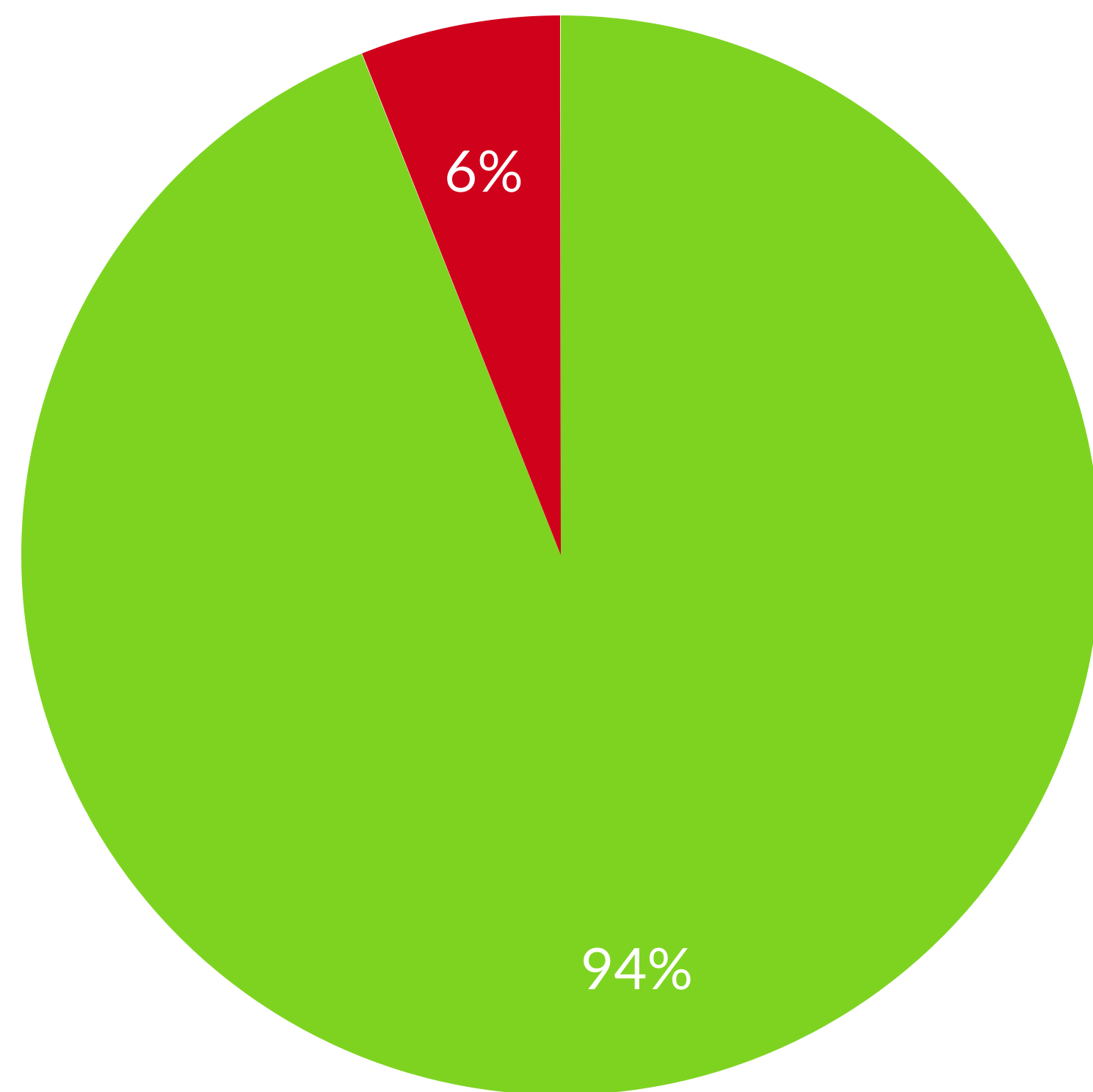
What does the data say?
- The "Technology" Score is a new metric and data is not available. The District 3-year goal is to build a baseline for this data.

PARK DISTRICT
of OAK PARK

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS QUALITY INFRASTRUCTURE MANAGEMENT

TO LEVERAGE TECHNOLOGY

Internal Customer Service: Forms, Technology, and Processes

Chart values: 9.07, 8.68, 7.75, 8.77

Y-axis: Ideas (0, 5, 10)

X-axis: 2018, 2019, 2020, 2021 *as of 10/11*, 2022, 2023, 2024

— 2018-2019 average: 8.9

— 3 Year Goal: Averaging 8.0 or higher annually
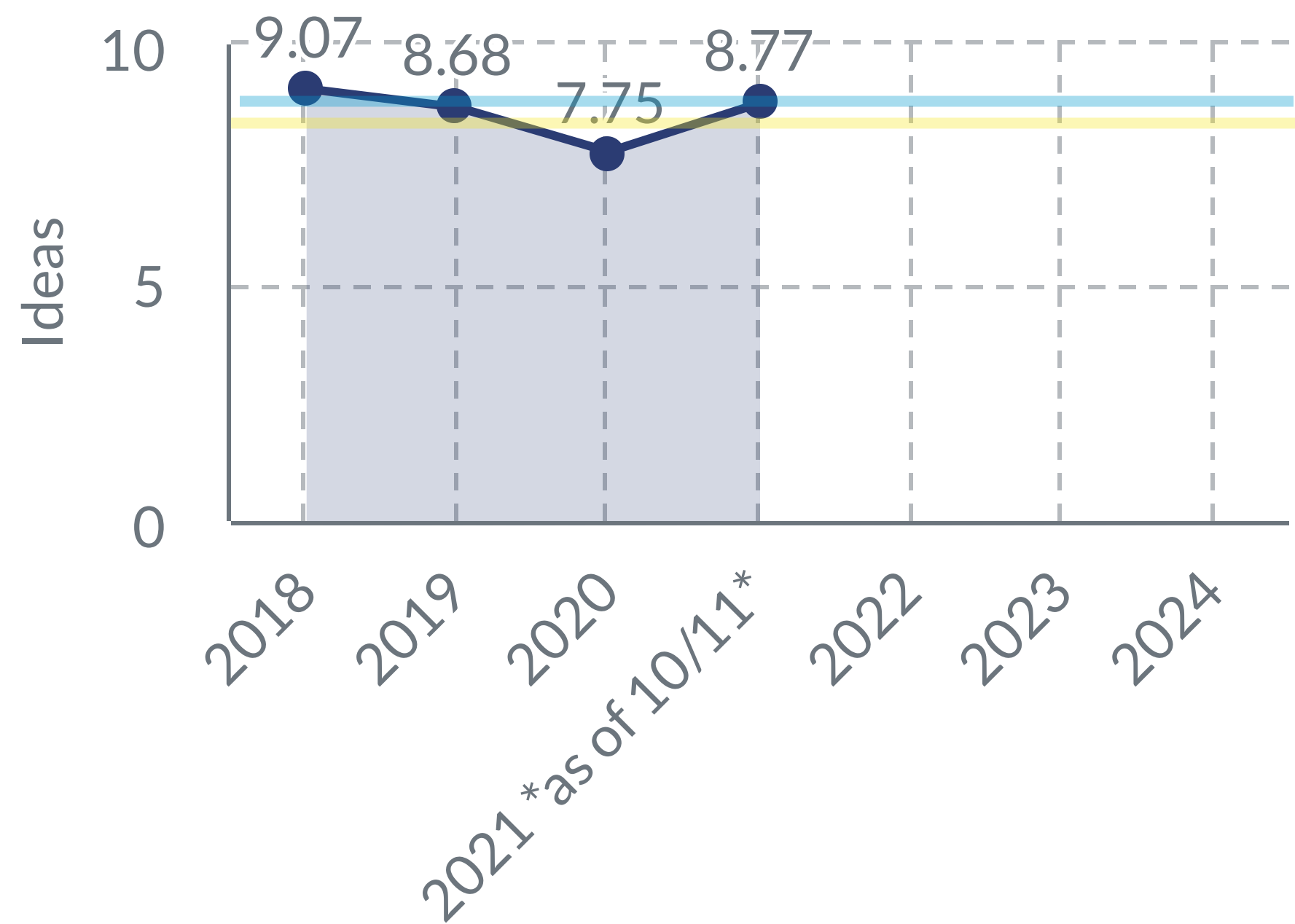
"Forms", "Technology", "and Processes" Score in Internal Customer Service Survey: The average score, on a scale of 0-10, given by staff in the current year in the areas of "Forms", "Technology" and "Processes."

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.

PARK DISTRICT of OAK PARK

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS QUALITY INFRASTRUCTURE MANAGEMENT

TO BE A LEADER IN SUSTAINABILITY
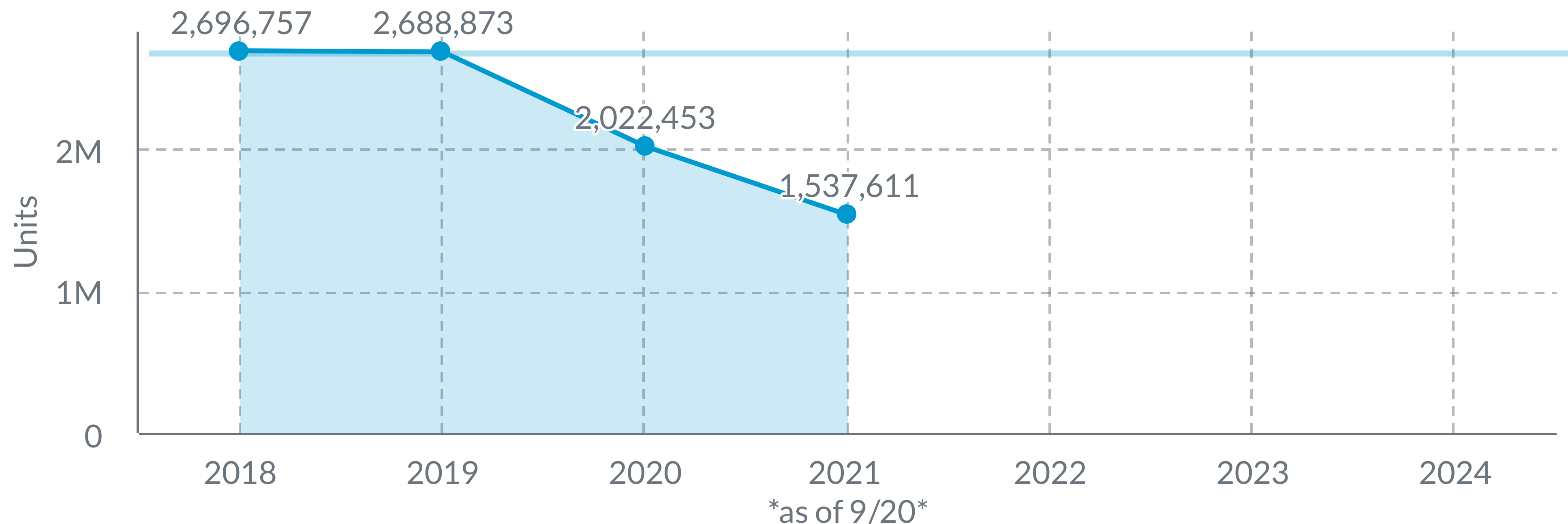
Total Utilities Used

— **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.

PARK DISTRICT of OAK PARK

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.

PARK DISTRICT
of OAK PARK

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.

PARK DISTRICT of OAK PARK

APPENDIX B: 2022-2024 PERFORMANCE INDICATORS QUALITY INFRASTRUCTURE MANAGEMENT

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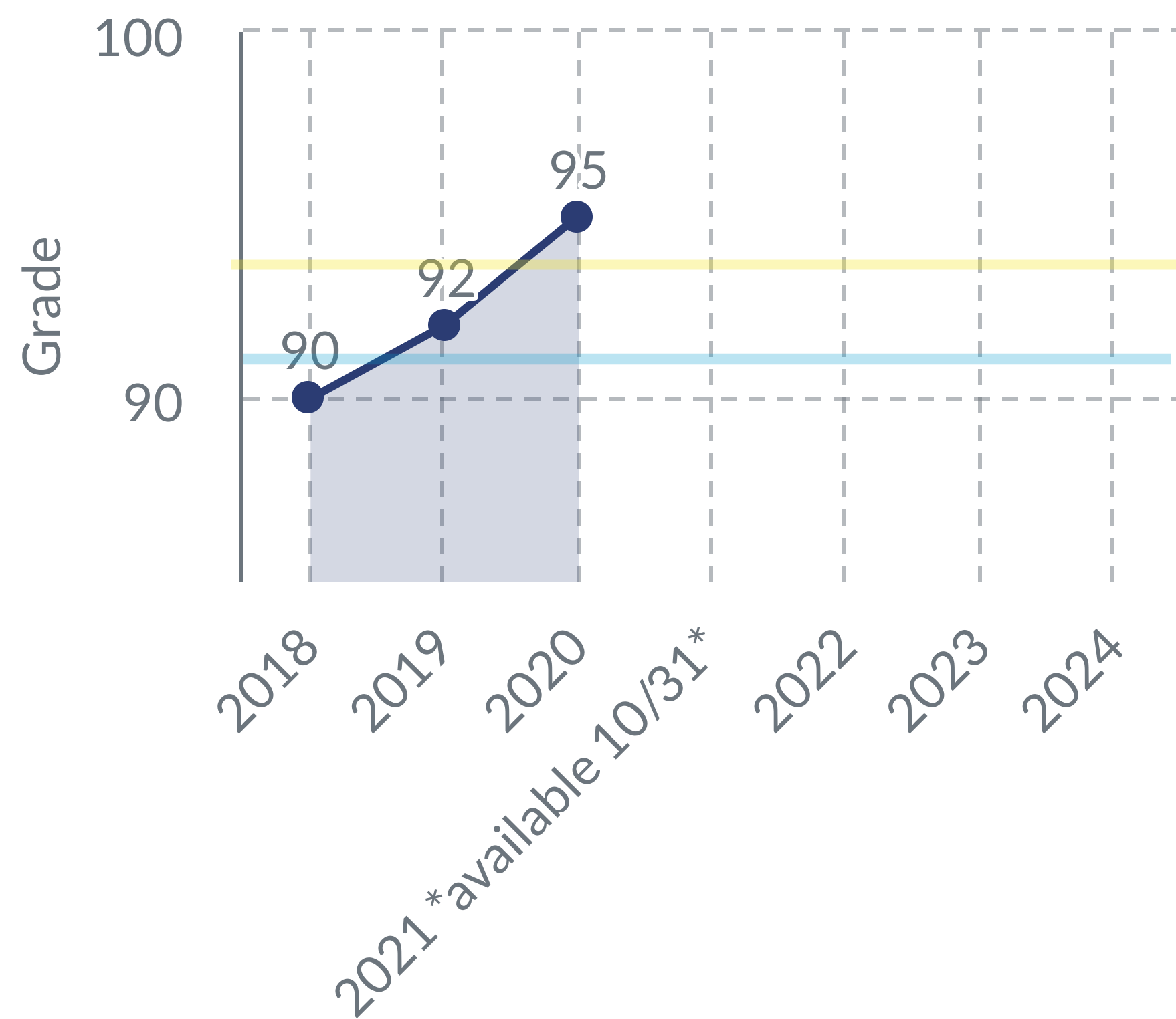
Parks Report Card: The Park District defines the measurements as the average score of all parks, on a scale of 0 to 100, from the Park District's Park Report Card from the current year indicating quality and maintenance of the park system. This measure does not include Park District buildings or pools.

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

PARK DISTRICT of OAK PARK

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

PARK DISTRICT of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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 MCarthy	Ann Marie Buczek

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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 Tumpane and Scott Sekulich

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK

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

PARK DISTRICT
of OAK PARK