



# STRATEGIC PLAN



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**2016-2020**

**Updated November 2018**





# Strategic Plan 2016-2020

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## ACKNOWLEDGMENTS

### Board of Park Commissioners

Sharon Knitter	President
Kathleen Carson	Vice President
Kevin Tan	Treasurer
Frank Trombetta	Commissioner
Tom Truedson	Commissioner

### Strategic Planning Input and Review Schedule

#### September 2016

Comprehensive Community Wide Survey

#### October 2016 Employee Satisfaction Survey

#### February 5-11, 2017

Facility Usage Surveys Available

#### February 19-25, 2017:

Tennis Usage Survey Available

#### July 2017 Regular Board Meeting

Strategic Plan Updates Presented

#### May 21, 2018 Regular Board Meeting

Strategic Plan Updates Presented

#### June 2018 Community Focus Groups

#### November 12, 2018 Regular Board Meeting

Strategic Plan Updates Presented

### Staff

Laure Kosey	Executive Director
Dave Thommes	Deputy Director
Santos Alvarado	Landscape Specialist
Mike Azzaretto	Athletic and Recreation Manager
Katie Basile	Facility Manger/Rentals
Alex Bonarirgo	Aquatic Supervisor
Alice Belden	Tennis Admin Assistant/Programming
Rob Bond	Family Aquatic Center Manager
Jessica Cannaday	Marketing & Communications Manager
Kim Catris	Rec Supervisor/Pioneers/Camp
Kathy Chartrand	Registration Coordinator
Matthew Crilly	Building Technician
Mike Delgado	Fitness Supervisor
Carmen Enriquez	Facility Coordinator/Rentals
Santiago Escobedo	Park Technician
Bonnie Gibellina	Executive Administrative Assistant
Ryan Husch	Facility Supervisor/Membership
Bob Johnson	Director of Parks and Planning
Michelle Korman	Account Clerk
Leticia Limonez	Tennis Center Assistant Manager
Liz Littwin	Corporate and Community Relations
Gloria Marquez	Lead Custodian
Olga Martinez	Custodian
Matt Murtaugh	Building Engineer
Linda Noonan	Human Resources Manager
Patricia Ornelas	Custodian
Robert Pechous	IT Manager
Felipe Perez	Parks Specialist
Linda Pizzello	Administrative Assistant
Alin Pop	Superintendent of Enterprise Operations
Marco Salinas	Chief Financial Officer
Karen Spandikow	Assistant Director of Recreation
Jake Stachowiak	Park Technician
Nancy Strathdee	Finance Manager
Deanna Terrafino	Tennis Admin Assistant/Accounting
Greg Wooley	Graphic Designer

# Mission:

It is the mission of the Oak Brook Park District to provide the **very best** in **park** and **recreational opportunities, facilities, and open lands** for **our community**.

## Vision:

To provide a diverse range of opportunities designed to keep the members of the Greater Oak Brook Community happy, fit and active. By maintaining fiscally responsible practices and focusing on communication, environmental stewardship, and accessibility, the Oak Brook Park District works to help our community as a whole be its very best and feel its very best.



## Strategic Initiatives:

- To ensure that the very best facilities are available to our constituents.
- To provide the very best in parks and open space to our constituents and to be a community leader in environmental conservation and stewardship.
- To provide a diverse range of the very best passive and active recreational programs and opportunities to our entire community, regardless of age or ability.
- To foster a work environment that encourages collaborative teamwork and the development of the very best in park and recreation professionals.
- To prioritize the fiscally responsible use of resources in all aspects of our operations.

## Core Values:

### Communication



Engaging in open, honest, and respectful communication both internally and externally will educate our community as to

the benefits of parks & recreation and help to foster creativity, program development, encouragement, motivation, and loyalty among our staff and constituents.

### Collaboration



Working together to incorporate the diverse culture and viewpoints of our staff and community to effectively bring the numerous

benefits of park and recreational opportunities and open space to our community.

### Accessibility & Inclusion



Ensuring that everyone, regardless of age or ability, has access to the very best in park and recreational opportunities to enrich their quality of

life and help them work to be their very best and feel their very best.

### Holistic Wellness



Providing programs, services, and opportunities designed to improve all aspects of the overall wellness of the Greater Oak Brook community.

### Consistent Customer Service



Providing the very best experience to each individual who visits park district facilities or participates in programming.

### Environmental Conservation & Stewardship



Fostering the responsible use and protection of the natural environment through education, conservation, and sustainable practices.



# PROCESS

*The Oak Brook Park District's Strategic Planning process focuses on developing a tactical and adaptive working plan linking our mission and vision with policy making and organization. This will ensure the operational goals for the next three years fall within the parameters of our mission and vision.*

*The following plan was guided by the Oak Brook Park District's continuous effort to provide the very best in park and recreational opportunities, facilities, and open lands for our community.*

## 2016 Strategic Planning Workshop

On May 18, 2016 a Special Meeting of the Board of Park Commissioners was held to discuss the strategic plans of the District with Park District staff. The meeting reviewed the accomplishments completed under the previous strategic plan that was developed in 2010, discussed the needs identified through the community wide interest and assessment survey, and identified strategic initiatives and projects to guide the District for the future.

### Review

Oak Brook Park District Board and Staff participate in an annual strategic planning session each May. The Oak Brook Park District Leadership Team reviews the progress of Strategic Plan initiatives throughout the year during regular staff and department head meetings. The Strategic Plan progress is presented semiannually at regular board meetings.

### History of Oak Brook Park District's Strategic Plan

Oak Brook Park District's Strategic Planning initiative began September 11, 2010 with a planning meeting lead by consultant John Fontana. During the meeting, staff and board members utilized a SWOT analysis to better understand critical challenges and needs, then prioritize them to create S.M.A.R.T. (specific, measurable, attainable, realistic, and timely) goals, acknowledging people accountable for results and identify potential obstacles.



### Staff Involvement

To ensure the success and realization of strategic initiatives, staff on every level contributes to an accurate annual assessment of the Oak Brook Park District's operational strengths, weaknesses, opportunities and threats.

### Board Involvement

Elected board members participate in the Strategic Planning workshop to develop goals that are designed to help make the Greater Oak Brook Community the very best it can be.

### Community Involvement

Through regular facility surveys, program evaluations, focus groups, and client engagement, the Oak Brook Park District actively solicits and incorporates formal as well as informal resident, participant, member, and community input throughout the year.

# PERFORMANCE MEASURES

## Mission:

To provide the **very best** in **park** and **recreational opportunities, facilities**, and **open lands** for **our community**.

- The Very Best Facilities
- The Very Best Parks, Conservation, & Open Space
- The Very Best Recreational Opportunities
- The Very Best Team
- Fiscal Responsibility

Strategic Initiative	Performance Measures
<span style="color: red;">■</span> To ensure that the very best facilities are available to our constituents.	<ul style="list-style-type: none"> <li>• Facility usage</li> <li>• Facility survey satisfaction scores</li> <li>• Increased membership revenue</li> <li>• Party numbers</li> <li>• Rental numbers</li> </ul>
<span style="color: green;">■</span> To provide the very best in parks and open space to our constituents and to be a community leader in environmental conservation and stewardship.	<ul style="list-style-type: none"> <li>• Park survey satisfaction scores</li> <li>• Park usage</li> <li>• Event attendance</li> <li>• Increased participation in outdoor special events</li> <li>• Increased recycling in parks</li> </ul>
<span style="color: blue;">■</span> To provide a diverse range of the very best passive and active recreational programs and opportunities to our entire community, regardless of age or ability.	<ul style="list-style-type: none"> <li>• Number of recreation programs offered each season</li> <li>• Registration numbers</li> <li>• Program survey satisfaction scores</li> <li>• Program evaluation scores</li> <li>• Resident participation</li> <li>• Nonresident participation</li> <li>• Inclusion statistics</li> </ul>
<span style="color: orange;">■</span> To foster a work environment that encourages collaborative teamwork and the development of the very best in park and recreation professionals.	<ul style="list-style-type: none"> <li>• Retention</li> <li>• CPRP and professional certification status</li> <li>• Employee satisfaction survey scores</li> <li>• Board participation and visibility</li> <li>• Volunteer hours served</li> <li>• Safety Audit scores</li> <li>• Orientation completion</li> <li>• Staff knowledge of Mission Statement</li> <li>• Participation in voluntary team building events</li> <li>• Goal achievement</li> </ul>
<span style="color: brown;">■</span> To prioritize the fiscally responsible use of resources in all aspects of our operations.	<ul style="list-style-type: none"> <li>• Fund balances-Budget vs. Actual</li> <li>• Financial audit results</li> <li>• Excellence in Financial Reporting status</li> <li>• OBPARKS Foundation involvement</li> </ul>

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# IMPLEMENTATION

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## Short Term Goals: Completion by December 2018

Initiative(s)	Goal	Objectives	Lead/Department & Updates
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Develop Monthly Facility Inspections	<ul style="list-style-type: none"> <li>Develop inspections- <b>COMPLETED</b></li> <li>Assign inspections - <b>COMPLETED</b></li> <li>Create inspection schedule - <b>COMPLETED</b></li> <li>Follow-up - <b>COMPLETED/ONGOING</b></li> </ul> <i>Parks developed and implemented park, playground, athletic field, and equipment inspections. Data is documented.</i>	Facilities and Parks <i>Staff is working on a technology based system for inputting and tracking inspection data to be implemented in early 2018.</i>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: brown;">■</span>	Create a Preventative Maintenance Plan	<ul style="list-style-type: none"> <li>Inventory equipment - <b>COMPLETED</b></li> <li>Identify tasks - <b>ONGOING</b></li> <li>Identify frequently contracted/outsourced jobs <b>COMPLETED</b></li> </ul> <i>An HVAC schedule has been implemented.</i>	Facilities and Parks <i>Parks developed a comprehensive maintenance plan, park classifications, and operating standards for equipment and park sites.</i>
<span style="color: red;">■</span> <span style="color: blue;">■</span>	Better Utilize Studio D	<ul style="list-style-type: none"> <li>Develop free programming outside of fitness</li> <li>Increase paid fitness classes offered in Studio D - <b>ONGOING</b></li> <li>Solve public accessibility issues and investigate renovation options</li> </ul>	Recreation and Facilities <i>Added Younguns LIFT and Interval Training for Winter 2018. PAIN and Get Tough or Give Up also use Studio D.</i>
<span style="color: red;">■</span> <span style="color: orange;">■</span> <span style="color: brown;">■</span>	Organize Storage Areas	<ul style="list-style-type: none"> <li>Evaluate inefficiencies - <b>ONGOING</b></li> <li>Evaluate storage needs - <b>ONGOING</b></li> </ul>	Recreation, Facilities, AIM, Tennis <i>FRC storage was reorganized in 2017.</i>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span> <span style="color: brown;">■</span>	Increase Recycling at the Park District	<ul style="list-style-type: none"> <li>Educate staff members <b>ONGOING</b></li> <li>Training provided by WM employees</li> <li>Develop visuals for key locations <b>COMPLETED</b></li> <li>Recycling at special events <b>COMPLETE/ONGOING</b></li> <li>Reduce the use of styrofoam</li> </ul>	Director of Parks and Planning, Facilities, Marketing <i>A formal recycling plan has been developed.</i>
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Promote Current Family Locker Rooms <i>Installed Family Locker Rooms</i>	<ul style="list-style-type: none"> <li>Increase staff training - <i>Trained staff on new locker room use</i></li> <li>Add security access to boiler room <i>No longer applicable</i></li> <li>Increase signage <i>Completely new sign system for all locker rooms was completed</i></li> <li>Make the locker rooms more fun <b>COMPLETED</b></li> <li>Increase benches, hooks, and lockers <b>COMPLETED</b></li> </ul>	Facilities, IT, and Marketing <i>This initiative has been completed through the Locker Room Renovation Project.</i>
<span style="color: orange;">■</span>	Employee Open House For New Improvements	<ul style="list-style-type: none"> <li>Team building events at facilities</li> <li>Host department meeting in different facilities</li> </ul>	All Departments
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Improved Security	<ul style="list-style-type: none"> <li>Identify locations that need access control - <b>ONGOING</b></li> <li>Develop a purchasing plan</li> </ul> <i>20 security cameras have been replaced at the FRC and 4 new cameras have been added. A plan is in place to increase security at the Dean Nature Sanctuary and Tennis Center.</i>	Facilities & IT <i>2 Access Control Points were added to the FRC in Spring of 2017</i>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span>	Improve Parking by Tennis Center & Soccer Fields <i>COMPLETED through the CP Improvement Plan</i>	<ul style="list-style-type: none"> <li>Add signage and increase communication</li> <li>Develop central scheduling procedures to better communicate rental of Central Park West (CPW) with field use, and Tennis Center use.</li> <li>Incorporate Pioneer Parking into communication</li> </ul>	Facilities, Recreation, Marketing, Athletic and Recreation Manager, Tennis Center Manager <i>COMPLETED through the CP Improvement Plan</i>

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# IMPLEMENTATION

## Short Term Goals: Completion by December 2018

Initiative(s)	Goal	Objectives	Lead/Department & Updates
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Develop renovation plan for outdoor basketball and tennis courts	<ul style="list-style-type: none"> <li>Assess amenities and prioritize need - <b>COMPLETED</b></li> <li>Prioritize safety improvements - <b>COMPLETED</b></li> <li>Increase public use</li> <li>Increase value of the satellite parks - <b>ONGOING</b></li> </ul> <i>2018 Tennis Court renovations included the addition of Pickleball lines.</i>	Parks <i>Basketball Court and Tennis Court renovation plan will begin in the 2018/19 Fiscal Year.</i>
<span style="color: green;">■</span> <span style="color: orange;">■</span>	Increase staff knowledge of parks and facilities	<ul style="list-style-type: none"> <li>Improve staff orientation <b>COMPLETED/ONGOING</b></li> <li>Improve cross training staff</li> <li>Market amenities in newsletters and employee communication <b>COMPLETED/ONGOING</b></li> </ul>	Parks, HR, and Marketing
<span style="color: blue;">■</span> <span style="color: orange;">■</span>	Update Passport and online orientation annually	<ul style="list-style-type: none"> <li>Provide the most up to date training to all new staff <b>COMPLETED/ONGOING</b></li> <li>Provide continuous training to existing staff in the review process <b>COMPLETED/ONGOING</b></li> </ul>	Marketing, HR <i>Marketing and HR work to update this program annually or as needed.</i>
<span style="color: blue;">■</span> <span style="color: orange;">■</span>	Revamp the BOB Award	<ul style="list-style-type: none"> <li>Allow supervisors to distribute the awards to staff <b>COMPLETED</b></li> <li>Improve morale/attitude - <b>COMPLETED/ONGOING</b></li> </ul>	HR, Directors/Managers, Executive Director
<span style="color: orange;">■</span>	Make leadership more visible/accessible	<ul style="list-style-type: none"> <li>Directors/Department heads to make appearances at other departmental meetings <b>COMPLETED</b></li> <li>Develop a central staff/department meeting schedule</li> <li>Create more open lines of communication</li> </ul>	All Directors <i>Finance &amp; Human Resources Department implemented weekly staff meetings.</i>
<span style="color: blue;">■</span> <span style="color: orange;">■</span>	Create staff focus groups	<ul style="list-style-type: none"> <li>Determine the types of activities in which staff prefers to participate</li> <li>Improve staff recognition programs</li> <li>Teambuild across departments</li> </ul>	HR and Executive Director <i>Fitness staff &amp; group ex instructors were included in a focus group to discuss using a potential meditation garend for fitness opportunities.</i>
<span style="color: orange;">■</span>	Develop a bi-annual All Part Time Staff PDRMA Training	<ul style="list-style-type: none"> <li>Provide a unified message and training to all part time staff</li> <li>Provide the opportunity for staff to get to know each other across departments</li> </ul>	Recreation, Aquatics, Tennis, Parks, HR
<span style="color: orange;">■</span>	Create an annual coupon book for staff <b>NOT FEASIBLE</b>	<ul style="list-style-type: none"> <li>Solicit coupons from local businesses</li> <li>Create an employee appreciation book</li> </ul> <b>NOT FEASIBLE</b>	Marketing/Corporate and Community Relations <b>NOT FEASIBLE</b>
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Tennis Pro Retention	<ul style="list-style-type: none"> <li>Create an attractive employment package <b>ONGOING</b></li> <li>Support continuing education and training</li> <li>Promote a positive working environment</li> </ul>	Tennis Center Manager and HR <i>Began offering health benefits for certain Tennis Pros</i>



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<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span> <span style="color: brown;">■</span>	Continue to develop Junior and Adult Tennis Programming	<ul style="list-style-type: none"> <li>• Increase participation numbers - <b>ONGOING</b></li> <li>• Add teams</li> <li>• Add match play opportunities</li> <li>• Add crossfit programming</li> <li>• Increase revenue - <b>COMPLETED/ONGOING</b></li> </ul>	Tennis Center Manager
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span> <span style="color: brown;">■</span>	Diversify Tennis Membership	<ul style="list-style-type: none"> <li>• Increase membership revenue - <b>ONGOING</b></li> <li>• Increase adult memberships - <b>ONGOING</b></li> <li>• Promote Combo memberships - <b>ONGOING</b></li> <li>• Increase fees/dues - <b>ONGOING</b></li> <li>• Increase percentage of EFT members - <b>ONGOING</b></li> </ul>	Tennis Center Manager, Marketing, Finance <i>All members were upgraded to Premiere status during construction.</i>
<span style="color: blue;">■</span>	Offer more social recreational special events	<ul style="list-style-type: none"> <li>• Create 2 new special events <b>COMPLETED</b> <i>In 2018, staff added a wagon and wine tour and revamped Oktoberfest to Autumn Fest. The park district also hosted Ground Breaking and Ribbon Cutting events for the Universal Playground. In 2017, Unwine Wednesday was introduced.</i></li> </ul>	Recreation and Marketing <i>Staff offered the Mutt Miler, Turkey Dri Tri, Hockey Day, and Haunted Hustle.</i>
<span style="color: blue;">■</span> <span style="color: brown;">■</span>	Increase participation in current special events	<ul style="list-style-type: none"> <li>• Create a plan to increase revenue and attendance at The Pink 5k, Concerts, and Autumnfest <b>ONGOING</b></li> </ul>	Marketing and Recreation <i>Staff recorded record numbers and revenue at 2018 Haunted Forest</i>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span>	Offer more outdoor recreational opportunities at Dean Nature Sanctuary	<ul style="list-style-type: none"> <li>• Create 4 programs at Dean Nature Sanctuary</li> </ul>	Recreation, Early Childhood <i>Offered a Pollinator Education Course in 2017- did not run. Offered Bee Aware in 2018 to a limited audience.</i>
<span style="color: blue;">■</span> <span style="color: brown;">■</span>	Transition group training into specialized fitness/ tennis classes	<ul style="list-style-type: none"> <li>• Create fitness focus groups to determine specialty classes <b>COMPLETED/ONGOING</b> <i>Fitness staff has added a wide range of opportunities to effectively transition group training into specialized classes. This includes Get Tough, Fit for a 5K, Younguns Lift, and more.</i></li> </ul>	Fitness <b>COMPLETED/ONGOING</b>
<span style="color: blue;">■</span>	Explore the possibility to offer more Martial Arts Programming	<ul style="list-style-type: none"> <li>• Add exploratory questions to Community Wide Survey <b>COMPLETED</b></li> </ul>	Recreation, Marketing <i>Exploratory questions were included in the Community Attitude and Assessment.</i>
<span style="color: red;">■</span> <span style="color: blue;">■</span>	Utilize unique spaces to increase programming	<ul style="list-style-type: none"> <li>• Create new programming opportunities for Central Park West <b>ONGOING</b></li> <li>• Utilize racquetball courts for programming <b>ONGOING</b></li> <li>• Utilize Studio D for programming <b>COMPLETED/ONGOING</b></li> </ul>	Recreation, Facilities <i>Paint Nights were offered at CPW but did not run. Staff is implementing rental procedures for Studio D. In 2018, Open Pickleball gained traction at the</i>



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<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Offer more outdoor recreational opportunities in the winter	<ul style="list-style-type: none"> <li>Offer one new winter event <b>COMPLETED/ONGOING</b> Snowshoeing Clinic, Hockey Night, Wagon/Wine Tour</li> </ul>	Assistant Director of Recreation
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span> <span style="color: brown;">■</span>	Increase revenue generated by athletic programs	<ul style="list-style-type: none"> <li>Offer new in house programs each season <b>COMPLETED/ONGOING</b></li> <li>Utilize unique programming space/Synthetic Field <b>COMPLETED/ONGOING</b></li> <li>Develop feeder programs <b>COMPLETED/ONGOING</b></li> </ul>	Athletic and Recreation Manager <i>2016 Summer General Athletic Camp Net Revenue: \$1,389</i> <i>2017 Summer General Athletic Camp Net Revenue: \$8,042</i>
<span style="color: blue;">■</span>	Attract teens and college students to Central Park	<ul style="list-style-type: none"> <li>Promote Disc Golf</li> <li>Promote unstructured recreational opportunities in Central Park</li> <li>Create targeted summer camp <b>COMPLETED</b></li> </ul>	Assistant Director of Recreation <i>Teen Service Camp that was introduced in 2017 saw continued success in 2018.</i>
<span style="color: blue;">■</span> <span style="color: brown;">■</span>	Collaborate programs with other community groups	<ul style="list-style-type: none"> <li>Co-op one event with Kiwanis <b>COMPLETED/ONGOING</b></li> <li>Co-op one event or program with School District <b>COMPLETED/ONGOING</b></li> </ul> <i>We currently partner with Kiwanis on the Pancake Breakfast, Oak Brook Police on National Night Out, and we co-op with the School District on Dolphin Station. We also participated in Butler 53's Trunk or Treat in 2017.</i>	Assistant Director of Recreation <i>In 2017/2018, the Oak Brook Park District and Village partnered to execute the summer Sports Core Aquatic Operations.</i>
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span> <span style="color: brown;">■</span>	Increase efficiency of communication systems	<ul style="list-style-type: none"> <li>Explore technological alternatives to improve program evaluation and survey distribution. <b>COMPLETED/ONGOING</b></li> <li>Utilize new technology to better communicate with patrons and promote programming <b>COMPLETED/ONGOING</b></li> </ul> <i>In 2018, staff implemented content-driven marketing strategies.</i>	Marketing Manager, IT Manager <i>Program evaluations are now automatically delivered upon the last session of a program. NPS is also being tracked.</i> <i>A new obparks.org was launched in Nov. 2017.</i>



# IMPLEMENTATION

## Long Term Goals: Completion by December 2020

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Initiative(s)	Goal	Objectives	Lead/Department & Updates
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: brown;">■</span>	Develop Underutilized Space at the Garage	<ul style="list-style-type: none"> <li>Add additional loft</li> <li>Pave "trailer area"</li> <li>Create material storage area</li> </ul>	Parks <i>The unpaved portion on the west side of the garage has been cleared of debris, greatly increasing storage.</i>
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Build Family Locker Rooms	<ul style="list-style-type: none"> <li>Prioritize in Capital Improvement Plan <b>COMPLETED</b></li> <li>Develop focus group with participants <b>COMPLETED</b></li> <li>Engineering consultation <b>COMPLETED</b></li> </ul>	Facilities & Recreation <b>COMPLETED</b>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Improve Picnic area at Tennis Center Patio	<ul style="list-style-type: none"> <li>Repair damage and make improvements <b>ONGOING</b></li> <li>Develop into family picnic area/rental opportunity</li> </ul>	Parks, Tennis, Facilities <i>Brick pavers have been replaced while a permanent solution is developed.</i>
<span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Ginger Creek Restoration	<ul style="list-style-type: none"> <li>Shoreline restoration <b>ONGOING</b></li> <li>Geese Mitigation <b>IN PROGRESS</b></li> </ul> <p><i>In 2018, a \$140,000 project to replace the failed Gabion Weir and restore the shoreline on the lower end of Ginger Creek.</i></p>	Parks <i>A phased approach addressing shoreline stabilization will begin in 2018.</i>
<span style="color: green;">■</span> <span style="color: blue;">■</span>	Increase Safety of the Pathway System	<ul style="list-style-type: none"> <li>Develop a repaving plan</li> <li>Repair and pave pathways <b>ONGOING</b></li> </ul>	Parks <i>Paving is prioritized by condition until a long-term plan is completed.</i>
<span style="color: green;">■</span> <span style="color: blue;">■</span>	Increase Path System	<ul style="list-style-type: none"> <li>Assess areas of growth <b>IN PROGRESS</b></li> <li>Work with Village <b>IN PROGRESS</b></li> <li>Develop longterm development plan <b>IN PROGRESS</b></li> </ul>	Parks
<span style="color: green;">■</span> <span style="color: blue;">■</span>	Develop Pocket Parks	<ul style="list-style-type: none"> <li>Develop implementation strategy with the Village</li> <li>Utilize the Foundation to supply benches</li> </ul>	OBPARKS Foundation Executive Director; Director of Parks and Planning, Marketing
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Diversify Outdoor Tennis Space	<ul style="list-style-type: none"> <li>Add clay courts</li> <li>Add Pickleball courts <b>COMPLETED</b></li> <li>Add U10 Courts</li> </ul>	Tennis Center Manager, Finance, Director of Parks and Planning
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Central Park West (CPW) Improvements	<ul style="list-style-type: none"> <li>Fix drainage and basement issues</li> <li>Replace gutters and repair water damage <b>GUTTERS REPLACED</b></li> <li>Plumbing upgrades</li> <li>Create better storage</li> </ul>	Facility Manger, Director of Parks and Planning <b>ONGOING</b>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span>	Increase CPW Capacity <b>NOT FEASIBLE</b>	<ul style="list-style-type: none"> <li>Evaluate funding feasibility</li> <li>Consult an architect</li> </ul> <p><b>NOT FEASIBLE</b></p>	Facility Manager, Finance, Director of Parks & Planning <b>NOT FEASIBLE</b>
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Increase awareness of CPW	<ul style="list-style-type: none"> <li>Promote to corporate rentals <b>IN PROGRESS</b></li> <li>Research other rental rates <b>COMPLETED/ONGOING</b></li> <li>Add signage <b>COMPLETED</b></li> </ul>	Marketing Manager <i>Weekday events have increased.</i>

- The Very Best Facilities
- The Very Best Parks, Conservation, & Open Space
- The Very Best Recreational Opportunities
- The Very Best Team
- Fiscal Responsibility

# IMPLEMENTATION

## Long Term Goals: Completion by December 2020

Initiative(s)	Goal	Objectives	Lead/Department & Updates
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Develop a Corporate Team Building Facility	<ul style="list-style-type: none"> <li>Build a challenge course</li> <li>Hire an Event Planner</li> </ul>	Executive Director
<span style="color: red;">■</span> <span style="color: blue;">■</span>	Improve technology at Central Park West (CPW)	<ul style="list-style-type: none"> <li>Replace sound system <b>COMPLETED</b></li> <li>Add TVs <b>COMPLETED</b></li> </ul>	Facility Manager <i>A new projector was installed in lieu of TVs.</i>
<span style="color: red;">■</span> <span style="color: blue;">■</span>	Offer unique program space for Gateway	<ul style="list-style-type: none"> <li>Utilize our facilities to provide two new programs for Gateway Special Recreation</li> </ul>	Assistant Director of Recreation
<span style="color: red;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Offer OBPD incentives to party participants	<ul style="list-style-type: none"> <li>Provide a giveaway to new trial party participants to encourage them to return to the facility <b>IN PROGRESS</b></li> <li>Increase daily admission/membership revenue <b>IN PROGRESS</b></li> </ul>	Facilities and Marketing <i>Party offerings and structure are currently under evaluation.</i>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: brown;">■</span>	Ballfield Renovation	<ul style="list-style-type: none"> <li>Evaluate funding feasibility <b>COMPLETED</b></li> <li>Prioritize usage to determine amenities <b>COMPLETED</b></li> <li>Develop Capital Plan <b>COMPLETED</b></li> </ul>	Executive Director, Director of Parks and Planning, Corporate Relations <i>Breaking ground in 2018</i>
<span style="color: red;">■</span> <span style="color: green;">■</span> <span style="color: blue;">■</span> <span style="color: orange;">■</span> <span style="color: brown;">■</span>	Utilize new technology in program development	<ul style="list-style-type: none"> <li>Monitor technological trends and how they can be applied to new programming and operations</li> <li>Increase adult education programming on trending technologies</li> </ul>	Recreation, IT, Marketing





# SWOT Analysis

## Strengths

- Location
- Affordable fees
- Cleanliness
- Programming
- Equipment is protected
- Rentals
- High Standards
- Strong nonresident participation/visits
- Attractive open space
- Wide range of outdoor amenities
- Mature trees
- Centralized flagship park location
- Village pathway system
- Synthetic Soccer Field
- Outdoor Special Events
- Strong niche programming
- 55+ programming
- Aquatic programming location
- Good name recognition
- Solid signature special events
- Staff diversity
- Staff loyalty
- Part time staff recruitment
- Tennis membership value
- Tennis Center customer service
- Indoor & outdoor tennis courts
- Captive audience
- Consistent tennis programming
- Facility reinvestment (Tennis)

## Weaknesses

- Entrance to Central Park West (CPW)
- Basement and concrete of CPW
- Parking capacity at CPW
- Gutters
- Amenities surrounding CPW need updating
- Number of contracted programs
- Customer service Family Recreation Center (FRC)
- Repair and replacement planning
- Lack of rentable space
- Field and tennis courts need improvements
- Signage to different locations
- Staff is not aware of all the park locations and amenities
- Inadequate canoe launch at Dean Nature Sanctuary
- Landlocked
- Lack of programming space
- Teen programming
- In house athletic programming
- Youth and adult cultural arts programming
- Time management for training
- Passport for new hires
- Staff at Tennis Center and FRC do not know each other
- Employee appreciation
- Morale
- Drainage at the Tennis Center
- Membership demographic
- Tennis Center staff knowledge of all park services
- Aging facility
- Young adult participation at Tennis Center

**Strategic initiatives  
capitalize on our  
strengths to further our  
mission and vision.**

**Strategic initiatives  
address areas of  
needed improvement  
to increase revenue and  
service successes.**

# SWOT Analysis

## Opportunities

- Increase the capacity of Central Park West (CPW)
- Corporate rentals
- Room for rental fee increase
- Corporate team building challenge course
- Monthly visual facility inspections
- New work order software
- New uses for underutilized spaces
- Studio D
- Storage utilization at maintenance facility
- Cooperation with Village
- Pocket parks in subdivisions
- Land acquisition
- Update landscaping
- Picnic area for large groups
- Increased police presence
- Grant funding or cooperative funding for trails
- Financial assistance from OBPARKS Foundation
- Community Survey
- Feeder programming
- Increasing niche paid fitness classes
- Tennis and recreation cross promotion
- Oktoberfest
- Library and school district audience
- Social hours at the Tennis Center
- Stay at home moms/childcare service
- Cross training Tennis Center and FRC staff
- Team building for part time staff
- One on one time with staff and supervisors
- Staff recognition
- Jr. programming development
- Adult program development
- Promoting Combo/Premiere memberships
- Transition from yearly to monthly memberships
- Ability to increase fees
- Adult club teams

**Strategic initiatives  
evaluate the feasibility  
of opportunities that can  
increase service delivery  
and financial success.**

## Threats

- Competition
- Aging facilities
- Lack of advertising/awareness of CPW
- Perception that the park district belongs to the village
- Wear and tear
- Limited funding for park maintenance
- Limited staffing for park maintenance
- Unknown or new diseases or insects
- Geese
- Weather
- Aging amenities/playgrounds
- Residents aging out of programming
- Duplication of services with library and school district
- Club teams
- Staff training
- Aging Tennis Center
- Limited availability of Tennis Pros
- Technology and security

**Strategic initiatives  
work to prevent  
service and revenue  
interruptions and  
mitigate risks.**

# APPENDIX 1

## MINUTES OF THE SPECIAL MEETING OF THE OAK BROOK PARK DISTRICT BOARD OF COMMISSIONERS May 18, 2016

### 1) CALL TO ORDER THE SPECIAL MEETING OF THE OAK BROOK PARK DISTRICT BOARD OF COMMISSIONERS AND ROLL CALL

Vice President Kathy Carson called to order the Special Meeting of the Oak Brook Park District Board of Commissioners, at the hour of 9:11 a.m., held on Wednesday, May 18, 2016. at the Oak Brook Park District Central Park West Facility, 1500 Forest Gate Road, Oak Brook, IL 60523. Commissioners Trombetta, Tan, and Carson answered "present". Commissioners Knitter and Truedson were absent.

Also present were Laure Kosey, Executive Director and staff representing the various departments of the Park District.

### 2) APPROVAL OF AGENDA FOR THE SPECIAL MEETING OF May 18, 2016

Motion: Commissioner Trombetta made a motion, seconded by Commissioner Tan to approve the Agenda of the Special Meeting of May 18, 2016.

There was no discussion and the motion passed by roll call vote.

Ayes: Commissioners: Trombetta, Tan, and Vice President Carson  
Nays: None

### 3) OPEN FORUM

No one addressed the Board.

### 4) COMMUNICATIONS

a) Commissioners to share communications  
No communications were shared.

### 5) NEW BUSINESS

a) Strategic Planning Workshop

Laure Kosey opened the Strategic Planning session of the meeting. Ms. Kosey reviewed the prior history of the park district's strategic planning.

She also stated that preliminary meetings were held in preparation of this meeting. Now we need to get everyone's input. She encourages commissioners and staff to make a goal to speak up at least once or twice. She reminded all that this is our park district and that we need to make the park district the best it can be.



The park district's Mission Statement was reviewed. Ms. Kosey asked staff to think of the Mission Statement as a personal mission statement such as "I am trying to provide the very best for our customers."

The park district's Vision Statement and Core Values were reviewed. The Core Values' seven pillars incorporate the park district's "4 C's" – Communication, Collaboration, Consistency and Customer Service, with the three remaining pillars standing for Environmental Conservation Stewardship, Accessibility and Inclusion, and Holistic Wellness.

Staff with the commissioners were divided into five teams to conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis pertaining to the group topic assigned, keeping the Mission Statement, Vision Statement and Core Values in mind.

The five teams addressed the SWOT Analysis in the following categories:

- Family Recreation Center and Maintenance Garage, chaired by Dave Thommes, Director of Recreation and Facilities
- Tennis Center and Central Park West Facilities, chaired by Laure Kosey, Executive Director
- Staff/Human Resources, chaired by Nancy Strathdee, director of Finance and HR
- Parks, chaired by Bob Johnson, Director of Parks and Planning
- Programming, chaired by Karen Spandikow, Assistant Director of Recreation.

A short recess was held at 10:00 a.m.

After returning from the recess, the five team chairs remained at their assigned topic, while the rest of the team moved to the next table to discuss the assigned category SWOT analysis and to offer additional ideas. The teams rotated through each of the categories until all were reviewed.

Ms. Kosey said the SWOT Analyses will be reviewed by department heads to develop the strategic plan of the park district, which will then be presented to the Board of Commissioners for review and approval at the July 2016 Board Meeting.

#### 6) NEXT REGULAR MEETING June 20, 2016

Vice President Carson announced the next regular meeting of the Board of Commissioners would be held on June 20, 2016 at 6:30 p.m.

#### 7) ADJOURNMENT

Motion: Commissioner Trombetta made a motion, seconded by Commissioner Tan to adjourn the Special Board Meeting at the hour of 11:32 a.m.

There was no discussion and the motion passed by roll call vote.

Ayes: Commissioners: Trombetta, Tan, and Vice President Carson

Nays: None



Laure Kosey, Executive Director

# APPENDIX 2

## Situation Analysis

The Oak Brook Park District has currently identified that it is working with an aging community. According to 2010 census information, the median age in Oak Brook is 54.5 (29.3% households are 65 and above).

The Village of Oak Brook has 5 school districts and a large corporate corridor, but no central business district. The Oak Brook Park District has the potential of serving the need for a downtown as it is easily accessible. The median household income is \$132,389 (census of 2010) and residents of Oak Brook expect a very high level of service and quality.

## Current Membership and Client Profile

The Oak Brook Park District currently has over 3,900 members. The Oak Brook Park District's Family Recreation Center serves over 2,100 members and boasts an average retention rate of just over 96% (well above the industry standard average retention rate of 72.4% as reported by the International Health, Racquet and Sportsclub Association, IHRSA).

<b>Aquatic</b>	6.10% Corporate	21.7% Resident	72.2% Nonresident
<b>Aquatic/Tennis</b>	4.30% Corporate	39.2% Resident	56.5% Nonresident
<b>Fitness</b>	19.3% Corporate	54.6% Resident	26.1% Nonresident
<b>Fit/Aquatic</b>	8.30% Corporate	47.9% Resident	43.8% Nonresident
<b>Fit/Tennis</b>	8.50% Corporate	66.1% Resident	25.4% Nonresident
<b>Premiere</b>	8.00% Corporate	61.3% Resident	30.7% Nonresident
<b>Tennis</b>	N/A	21.7% Resident	78.3% Nonresident

According to staff, the agency attracts many nonresidents and corporate professionals. Current members and customers of the Oak Brook Park District are predominantly Caucasian, Asian and Middle Eastern.

# APPENDIX 3

## Key Stake Holders

The Oak Brook Park District has identified key stake holders as residents and non-residents, Commissioners, Village Board and Administration, Oak Brook employees and families, members, corporations, volunteers, outside vendors, Library, School District, Historical Society, Illinois Park and Recreation Association, Illinois Association of Park Districts, National Recreation and Park Association, and Gateway Special Recreation Association for people with special needs.

## Competition

The Oak Brook Park District has identified key competitors as private clubs, Village Sports Core, forest preserves, library, home gyms, home owner associations, churches, other park districts, sport programs at schools, clubs and travel teams, YMCA, country clubs and corporate fitness centers.

## Oak Brook Park District Community Wide Interest and Assessment Survey Synopsis

In early 2014, the Oak Brook Park District mailed a Community Wide Interest and Assessment Survey to each household in Oak Brook to determine the level of recreational usage and needs of the resident constituency. 328 surveys were returned representing 940 Oak Brook residents.

### **Interest and Usage:**

Approximately 43% of the respondents were members of the Oak Brook Park District. 88.5% of the respondents regularly participate in recreational programming at the Oak Brook Park District with swim lessons and group exercise being the most utilized programming.

All of the respondents indicated using facilities or outdoor amenities in some way, with the outdoor walking paths and fitness center being the highest utilized. 14.6% of the respondents indicated that they preferred facilities outside of the Oak Brook Park District for their recreational and wellness needs.

### **Satisfaction and Needs Assessment:**

Overall, the residents of the Oak Brook Park District expressed an above average satisfaction rating of Oak Brook Park District facilities.

Outdoor parks and amenities also received above average satisfaction ratings, with the exception of the Community Ice Rink, Forest Glen Park, and outdoor basketball courts in Central Park.

All age groups communicated a high level of satisfaction with the quality of programming offered. However, residents of the Oak Brook Park District requested a significant increase in the number and variety of group exercise and wellness programming, as well as improved childcare in order to better meet the recreational demands of the community.

Residents also expressed a need for the addition of a sauna or steam room at the Family Recreation Center, increased indoor exercise space, and expressed a need for increased outdoor swimming opportunities.

Information regarding the Community Wide Interest and Assessment Survey may be found at [www.obparks.org](http://www.obparks.org).





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