

Oak Brook
Park District

A National Gold Medal Agency



STRATEGIC PLAN

www.obparks.org



Years

2020-2024

Updated May, 2024



Strategic Plan 2020-2024

Contents

Mission, Vision, and Core Values	1
Process	2
Performance Measures	3
SWOC Analysis	12
Appendix	14

ACKNOWLEDGMENTS

Board of Park Commissioners

Sharon Knitter	President
Lara Suleiman	Vice President
Ivana Ivkovic Kelley	Treasurer
Ron Gondek	Commissioner
Mario C. Vescovi	Commissioner

Staff

Laure Kosey	Executive Director
Mallory Price	Administrative Services Specialist
Grace Harrast	Administrative Services Assistant
Marco Salinas	Chief Financial Officer
Alli Siamis	Human Resource & Risk Manager
Nicole Lawler	Finance Manager
Bob Johnson	Deputy Director
Jake Stachowiak	Superintendent of Parks
Sally Beaumont	Landscape Specialist
Santiago Escobedo	Park Specialist
Josh DeSalvo	Park Technician
Bob Sleva	Landscape Specialist
Felipe Perez	Park Specialist
Valerie Louthan	Superintendent of Facilities
Kathy Chartrand	Registration Coordinator
Ryan Husch	Facility Manager
Kara Smith	Fitness Supervisor
Gloria Marquez	Lead Custodian
Patricia Ornelas	Custodian
Rafael Rodriguez	Custodian
Maria Medina	Custodian

Strategic Planning Input and Review Schedule

September, 2016

Comprehensive Community Wide Survey

June, 2018

Community Focus Groups

November 21, 2019

All Staff Strategic Planning Workshop

March 12, 2020

Board of Commissioners Strategic Planning Workshop

June 15, 2020 Regular Board Meeting

Strategic Plan Approved

November 16, 2020

Strategic Plan Update

Robert Pechous

Haley Colucci
Erik Ruiz
Rachel Jones

Director of Recreation & Communication

Marketing & Communications Manager
Graphic Designer
Corporate and Community Relations

Rob Bond

Josh Chartrand
Matt Murtaugh
Steve Nemitz
Grant Gilchrist
Caroline Reimann

Superintendent of Aquatics

Building Technician
Building Engineer
Facility Maintenance Manager
Aquatic Manager
Aquatic Programming Supervisor

Mike Contreras

Kim Catris
Brian DeWolf
Monica Lockie
Kate Sniegowski

Superintendent of Recreation

Recreation Manager, Youth & Camp
Recreation Manager, Athletics
Recreation Manager, Adult
Recreation Manager, Specialty Programming

Alin Pop

Michelle Beczarski
Alice Belden
Leticia Limonez
Craig Tuley

Superintendent of Enterprise Operations

Director of Tennis Operations
Tennis Admin/Programming
Tennis Customer Service Manager
Facility Maintenance Manager

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 community happy, fit and active while being its very best and feeling its very best.



Strategic Initiatives:

- To ensure that the very best facilities are accessible and available.
- 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 an all inclusive range of the very best passive and active recreational programs and opportunities to our entire community.
- To foster a diverse 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:

Holistic Wellness



Provide programs, services, and opportunities designed to improve all aspects of the overall wellness of the community.

Environmental Stewardship



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

Inclusion



Promote a sense of belonging and provide access to the very best in park and recreational opportunities for all.

Teamwork



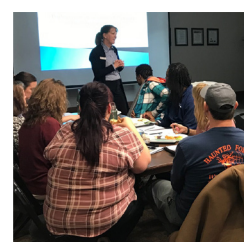
Embrace the individuality and diverse viewpoints of our staff in order to foster recreational creativity and encourage a collaborative culture.

Community Engagement



Provide the very best customer experience with every interaction.

Open Communication



Engage in honest, and respectful communication, to connect and build relationships with our community.

PROCESS

The COVID-19 pandemic brought about unprecedented challenges and obstacles for the Oak Brook Park District. This Strategic Plan will reflect and incorporate these obstacles and serves as a working document. The Board of Commissioners and Staff are guided by the Oak Brook Park District's mission to provide the very best in park and recreational opportunities, facilities, and open lands for our community, and strive to do so even when faced with uncertain times.

The Oak Brook Park District's Strategic Planning process focuses on developing a tactical and adaptive working plan linking our mission, vision, and core values, with strategic initiatives. This will ensure the operational goals for the next four years fall within the parameters of our Master Vision.

2020 Strategic Planning Workshop

On March 12, 2020 the Oak Brook Park District Board of Park Commissioners held a planning workshop to discuss the strategic plans for the District with Park District staff. The workshop reviewed the accomplishments completed under the previous strategic plan identified strengths, weaknesses, opportunities, and challenges within the District, and identified strategic initiatives and projects to accomplish in the next four years.

Review

The Oak Brook Park District Leadership Team reviews the progress of Strategic Plan initiatives every six months 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 SWOC 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 assessment of the Oak Brook Park District's operational strengths, weaknesses, opportunities and challenges.

Board Involvement

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

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 strategic planning process.

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
■ To ensure that the very best facilities are accessible and available.	<ul style="list-style-type: none"> • Facility usage, including accessibility and inclusion • Facility survey satisfaction scores • Increased membership revenue • Participant attendance
■ 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"> • Park survey satisfaction scores • Park usage, including accessibility and inclusion • Event attendance • Participation in outdoor special events • Recycling in parks
■ To provide an all inclusive range of the very best passive and active recreational programs and opportunities to our entire community.	<ul style="list-style-type: none"> • Number of recreation programs offered each season • Registration numbers • Program survey satisfaction scores • Program evaluation scores • Resident participation • Nonresident participation • Inclusion statistics
■ To foster a diverse work environment that encourages collaborative teamwork and the development of the very best in park and recreation professionals.	<ul style="list-style-type: none"> • Retention • CPRP and professional certification status • Employee satisfaction survey scores • Board participation and visibility • Volunteer hours served • Safety Audit scores • Orientation completion • Staff knowledge of Mission Statement • Participation in voluntary team building events • Goal achievement
■ To prioritize the fiscally responsible use of resources in all aspects of our operations.	<ul style="list-style-type: none"> • Financial audit results • Excellence in Financial Reporting status • OBPARKS Foundation involvement • Maintain healthy financial reserve balances

Be Your Very Best. Feel Your Very Best.

HAPPY | FIT | ACTIVE

IMPLEMENTATION

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

Primary Goals: Completion by November, 2022

Initiative(s)	Goal	Objectives	Lead/Department & Updates
■	Install electronic schedule displays and online registration kiosks	<ul style="list-style-type: none"> • Increase the amount of information to patrons. • Identify locations and equipment needed. • Create an installation plan recognizing accessibility and inclusion. 	Facilities, IT Completion set for fall, 2024.
■ ■	Electronic personal training tracking	<ul style="list-style-type: none"> • Evaluate current process and inefficiencies. • Develop a better tracking system. 	Facilities, IT Completion set for November, 2024.
Secondary Goals: Completion by November, 2024			
■ ■	Increase safety of the pathway system	<ul style="list-style-type: none"> • Repair and pave pathways. • Apply for grants to assist with funding. 	Parks Completion set for November, 2024.
■ ■	Increase path system	<ul style="list-style-type: none"> • Assess areas of growth. • Work with Village. • Develop long term development plan. • Charging stations and water refill options. 	Parks Completion set for November, 2024.
■ ■	Develop pocket parks	<ul style="list-style-type: none"> • Develop an implementation strategy with the Village. 	Parks, Administration Completion set for November, 2024.
■ ■ ■	Better utilize Studio D	<ul style="list-style-type: none"> • Continue to evaluate feasibility of offering nighttime classes. • Created timed opening/closing of exterior door to allow for better security during class times. 	Recreation, Fitness Completion set for November, 2024.
■ ■ ■ ■	Diversify outdoor Tennis space	<ul style="list-style-type: none"> • Add clay courts. • Add U10 Courts. • Consider accessibility and inclusion. 	Tennis, Finance, Parks Due to lack of funding, this initiative will be moved to the 2025-2029 Strategic Plan.
■ ■ ■ ■	Reconfigure outdoor courts	<ul style="list-style-type: none"> • Expand outdoor courts bookings and programming. • Offer different playing surfaces. • Organize bigger tennis events/tournaments. 	Tennis Due to lack of funding, this initiative will be moved to the 2025-2029 Strategic Plan.
■ ■	Establish an updated interior and exterior Family Recreation Center maintenance plan	<ul style="list-style-type: none"> • Maintenance is provided and administered for Family Recreation Center on a consistent basis. • Staff will continue to work on the development of a structured plan. 	Facilities Completion set for November 2024.

IMPLEMENTATION

Secondary Goals: Completion by November, 2024

Initiative(s)	Goal	Objectives	Lead/Department & Updates
■ ■ ■	Update Family Recreation Center appearance and quality of use with new flooring, paint, window treatment, HVAC system and water treatment tools	<ul style="list-style-type: none"> • Improve the aesthetics of the Family Aquatics Center to a more modern look. • Replace 1" tile with safe and easier to maintain surfacing. • Replace current window shade treatment. • Replace HVAC system for better air circulation and reduced noise pollution. • Implement UV disinfection system for improved water treatment. 	Aquatics Completion set for November, 2024.
■ ■	Install video analytics on tennis courts	<ul style="list-style-type: none"> • Improve patron's overall experience through availability of video recording their matches and line-call assistance. • Improve programming quality by offering video analytics. 	Tennis Moving to 2025-2029 Strategic Plan.
■ ■	Establish a recruitment plan	<ul style="list-style-type: none"> • Assess the recruitment needs of each department for hiring full-time and part-time employees. • Identify and select sources to recruit various types of employees. • Prepare a recruitment template that identifies the essential functions of the job and that promotes the District as a great place to work. • Assess the feasibility of integrating the recruitment process with the on-boarding process. 	Human Resources, Administration Completion set for November, 2024.

IMPLEMENTATION

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



















Completed

Initiative(s)	Goal	Objectives	Lead/Department & Updates
■ ■ ■	Develop a corporate team building facility	<ul style="list-style-type: none"> • Build a challenge course near Central Park West. • Consider accessibility and inclusion. 	Parks COMPLETED.
■	Automate HR on-boarding process (part 2)	<ul style="list-style-type: none"> • Prepare a plan for implementation of the software. • Train supervisors on system use. 	HR COMPLETED.
■ ■	Increase music availability in fitness studios	<ul style="list-style-type: none"> • Research streaming music platforms. • Install equipment in studios. 	Facilities, IT COMPLETED.
■ ■ ■	Construct restrooms at Central Park North site	<ul style="list-style-type: none"> • Research the feasibility of constructing outdoor restrooms. • Determine the size and amenities of the restrooms. • Work with architect and engineer to develop cost opinion. • Construct restrooms that best serve the needs of the site. 	Parks, Recreation COMPLETED.
■ ■	Examine the perpetual swim lesson model	<ul style="list-style-type: none"> • Improve swim lesson program management by having more control over registration levels and number of participants. • Allow for better budget planning with consistent revenue flow through monthly installments. • Understand concerns with staffing and scheduling consistency. • Evaluate the feasibility of implementing the model. 	Aquatics COMPLETED.
■ ■ ■ ■	Improve picnic area at Tennis Center patio	<ul style="list-style-type: none"> • Repair damage and make improvements. • Develop into a family picnic area/rental opportunity. • Consider accessibility and inclusion. 	Parks, Tennis, Facilities COMPLETED.
■ ■ ■	Replace synthetic soccer field	<ul style="list-style-type: none"> • 10-year life span on current turf surfacing. • Replace to maintain high-quality, safe playing field. 	Parks COMPLETED.
■ ■	Implement consistent customer service throughout our facilities	<ul style="list-style-type: none"> • Quarterly customer service training is provided to the service desk team, including the new COVID-19 protocol. • Positive reinforcement for staff customer service excellence is provided through direct staff acknowledgment and Action Awards. • The District Core Values will continue to be used for the development of a quarterly customer service training plan for all departments. 	Facilities COMPLETED.
■ ■ ■ ■	Improve security	<ul style="list-style-type: none"> • Develop a purchasing/replacement plan. • Identify locations that need access control. 	Parks, Facilities, IT COMPLETED.
■ ■ ■ ■	Update and distribute the new member welcome packet	<ul style="list-style-type: none"> • New Member Welcome Packet has been developed and is set to launch. 	Facilities, Marketing COMPLETED.
■ ■ ■ ■ ■	Update and implement tour procedure for Family Recreation Center	<ul style="list-style-type: none"> • Redesign Family Recreation Center tour process. • Consider accessibility and inclusion. 	Facilities COMPLETED.

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

IMPLEMENTATION

Completed

Initiative(s)	Goal	Objectives	Lead/Department & Updates
 	Focus on member retention at Family Recreation Center	<ul style="list-style-type: none"> • Member retention efforts are ongoing, including the member referral program & the monthly member challenge incentive program. • The New Member Welcome Packet has been developed and will be sent to all new members via e-mail. This member retention initiative will be launched September 2022 and will be provided on an on-going basis to all new members. • A partnership has been created with Silver Sneakers and Renew Active. • The Aquatics and Fitness 3 year Business Plans were developed, which provided additional member retention services and programs that will be explored and/or provided. 	Facilities COMPLETED.
  	Update lighting in Family Recreation Center to LED	<ul style="list-style-type: none"> • Several regions within the facility, including the gymnasium, has been upgraded to LED lighting. • Future budgetary and operational plans include on-going upgrades for Family Recreation Center to LED lighting. 	Facilities COMPLETED.
	Automate HR on-boarding process (part 1)	<ul style="list-style-type: none"> • Identify system capabilities needed to improve the efficiency of the on-boarding process (i.e., recruitment, hire, on-boarding, orientation). • Research system options, feasibility of integration with BS&A Software, and cost. • Establish a budget to purchase and implement software. • Prepare a Request for Proposal. 	COMPLETED.
   	Offer more outdoor recreational opportunities at Dean Nature Sanctuary	<ul style="list-style-type: none"> • Create 4 programs at Dean Nature Sanctuary. • Evaluate programming and adjust accordingly. • Consider accessibility and inclusion opportunities. 	Recreation COMPLETED.
  	Analyze program offerings to identify gaps in service	<ul style="list-style-type: none"> • Identify times of the day where new programs can be offered. • Conduct surveys with current participants to identify new program ideas. 	Recreation COMPLETED.
  	Incorporate fitness stations and new technology throughout Central Park	<ul style="list-style-type: none"> • Explore cost and feasibility of installing fitness stations. • Research apps to incorporate with stations to link technology. • Consider accessibility and inclusion with new stations and technology. • Two new fitness stations added to the north fields central plaza in the fall of 2020. 	Parks, IT COMPLETED.
 	Develop community garden plots	<ul style="list-style-type: none"> • Develop a plan to create community garden plots at a park • Research how other Park Districts are managing garden plots. • Create plots and work with marketing to advertise to the public. 	Parks, Marketing COMPLETED.

IMPLEMENTATION

Completed






















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

Initiative(s)	Goal	Objectives	Lead/Department & Updates
■ ■ ■	Conduct an inventory of the District's historical and cultural resources	<ul style="list-style-type: none"> Identify programs, events, parks, and facilities which have historical and/or cultural significance. Find opportunities for collaboration with local historical and cultural stewards. 	Administration, Marketing COMPLETED.
■ ■	Reorganizing staff job descriptions	<ul style="list-style-type: none"> Optimize administrative operation. Review and adjust administrative staff tasks. Include new COVID-19 requirement. 	Tennis, HR COMPLETED.
■ ■	Upgrade outdoor lighting to energy efficient LED fixtures	<ul style="list-style-type: none"> Research energy grants and rebates. Conduct an energy efficiency audit of all outdoor lighting. Select new LED fixtures with a life-expectancy of at least 10 years. Replace all parking lot lighting and select new security lighting at Central Park. 	Facilities, Parks COMPLETED.
■ ■ ■	Create new relationships with local businesses and retail existing sponsors	<ul style="list-style-type: none"> Keep touch with existing sponsors and partners to retain their business and keep inquiring how we can make the relationship better. Reach out to local businesses and organizations to see how we can work together with programming and special events. 	Marketing COMPLETED.
■ ■ ■	Develop Sustainability Team	<ul style="list-style-type: none"> Further develop the role of the team to undertake challenges like recycling, reduction of single-use plastics, and increased awareness. Develop and facilitate internal and external educational on the new rules of recycling. Considering adding community engagement, composting, zero-waste events. 	Parks, Marketing, Administration COMPLETED.
■	Add one SUV and pick-up truck to vehicle fleet and replace skid steer	<ul style="list-style-type: none"> The District's only SUV is in high demand by all departments. Purchase a second SUV to accommodate demand. Purchase a pickup truck to support the increasing responsibilities of the Parks department. Replace current undersized skid-steer with an appropriate model. 	Parks COMPLETED.
■ ■ ■ ■	Central Park West improvements	<ul style="list-style-type: none"> Fix drainage and basement issues. Upgrade plumbing. Create better storage. 	Facilities, Parks COMPLETED.
■ ■ ■ ■	Continue to develop junior and adult Tennis programming	<ul style="list-style-type: none"> Increase participation numbers. Add teams Add match play opportunities Add cross-fit programming. 	Tennis COMPLETED.
■ ■	Organize storage areas	<ul style="list-style-type: none"> Evaluate inefficiencies. Evaluate storage needs. 	Recreation, Facilities, Marketing, Tennis COMPLETED.

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

IMPLEMENTATION

Completed

Initiative(s)	Goal	Objectives	Lead/Department & Updates
 	Implement a formal departmental training plan	<ul style="list-style-type: none"> Staff training on District policies & procedures, including the Emergency Action Plan, is provided on a consistent monthly and quarterly basis. Consistent staff training for all departments will continue into the future. 	Facilities COMPLETED.
 	Transition group training into specialized fitness/tennis classes	<ul style="list-style-type: none"> Create fitness focus groups to determine specialty classes. Implement 2 classes. 	Fitness, Tennis COMPLETED.
  	Use technology in our parks for education	<ul style="list-style-type: none"> Investigate geocaching opportunities within parks. Determine feasibility of QR code technology and research comparable technology for nature education and tours via mobile devices in the parks. 	Recreation, IT COMPLETED.
  	Convert Central Park basketball courts to pickleball courts	<ul style="list-style-type: none"> Evaluate the cost to convert the existing courts to pickleball. Design courts to make the most effective use of the space. Hire qualified court surface professionals to perform the conversion. Work with marketing team to advertise the new courts. 	Parks, Marketing COMPLETED.
   	Complete phase 1 of Master Vision for Central Park North Fields	<ul style="list-style-type: none"> Begin construction in summer of 2020. Perform value-engineering throughout project to provide the best improvements at the lowest cost. Ensure new soccer fields feature high-quality and resilient turf grass. Have park open for use in the spring of 2021 with fields open in fall of 2021. 	Parks COMPLETED.
 	Streamline front desk operations	<ul style="list-style-type: none"> Assess streamlining service desk staff. Consider COVID-19 requirements, accessibility and inclusion. 	Facilities, IT COMPLETED.
   	Increase cross promotion of programming and events within departments	<ul style="list-style-type: none"> Create more awareness of programming and facility options available our members and guests. Develop programming that brings departments together in designing and managing the program/event. Offer new and innovative programming that showcases the Park District staff and facilities. 	Marketing, Aquatics, Recreation, Fitness COMPLETED.
	Increased cross promotion of programming and events within departments	<ul style="list-style-type: none"> Create more awareness of programming and facility options available our members and guests post COVID-19. Develop programming that brings departments together in designing and managing the program/event. Offer new and innovative programming that showcases the Park District. 	Marketing, Aquatics, Recreation, Facilities COMPLETED.

IMPLEMENTATION

Completed

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

Initiative(s)	Goal	Objectives	Lead/Department & Updates
■ ■ ■	Co-op programming with local library, schools, and surrounding park districts	<ul style="list-style-type: none"> • Create and improve relations with local organizations by serving on committees and attending meetings. • Collaborate with other local organizations to limit duplications and provide the best program opportunities. • Focus on accessibility and inclusion. 	Recreation COMPLETED.
■ ■ ■ ■	Install front entrance pavers at Tennis Center	<ul style="list-style-type: none"> • Improve front entrance aesthetic. • Replace front pavers and parking lot curb. 	Tennis COMPLETED.
■	Increase low-impact/balance/ Pioneer fitness programming	<ul style="list-style-type: none"> • Offer at least 2 new programs in the Pioneer fitness area. • Creating a paid progressive balance program for Pioneers. • Create virtual programming post COVID-19. 	Recreation, Facilities COMPLETED.
■ ■	Perform roof and mechanical repairs to Family Recreation Center	<ul style="list-style-type: none"> • Roof and mechanical repairs have been completed and are on-going. • Additional funds have been allocated within the capital budget for future repairs. 	Facilities COMPLETED.
■ ■ ■ ■	Offer more outdoor recreational opportunities in the winter	<ul style="list-style-type: none"> • Offer one new winter event. • Explore virtual programming in winter months. 	Recreation COMPLETED.
■	Expand obparks.org email addresses	<ul style="list-style-type: none"> • Identify which staff need official email addresses. • Determine the benefit vs. the cost. 	Facilities, IT, Tennis, Recreation COMPLETED.
■	Develop a bi-annual all part time staff PDRMA training	<ul style="list-style-type: none"> • Provide a unified message and training to all part time staff emphasizing inclusion and anti-racism. • Provide the opportunity for staff to get to know each other across departments. . 	Recreation, Aquatics, Tennis, Parks, HR COMPLETED.
■	Tennis Pro retention	<ul style="list-style-type: none"> • Create an attractive employment package.. • Support continuing education and training. • Promote a positive working environment. • Began offering health benefits to certain Tennis Pros. 	Tennis, HR COMPLETED.
■ ■	Do a feasibility study and renovate existing facilities as needed to meet programming needs	<ul style="list-style-type: none"> • Evaluate existing facilities to identify areas of improvements. • Evaluate existing programming to identify areas of improvements. 	Recreation, Fitness COMPLETED.
■ ■ ■	Expand custodial hours and schedule	<ul style="list-style-type: none"> • Determine feasibility of adding additional shifts for cleaning high-traffic areas after hours. • Explore shifting responsibilities and expanding hours and duties of custodial staff to alleviate other departmental cleaning needs. 	Facilities COMPLETED.



SWOC Analysis

Strengths

- Leadership
- Oak Brook Community
- Brochure quality
- Quality programs/special events
- Facilities
- Good value for programs
- Oak Brook name/brand
- Community pride
- Dedicated staff
- Customer service and hospitality
- Board strives to meet community needs
- Desire to be center of community
- Financial reserves
- Board is involved/invested
- Intelligent staff-professionally accomplished
- Customer Retention
- Social media/marketing
- Executive director/board/staff working relationship
- Corporate relations /sponsorships/partnerships
- Parks and open space
- Website
- Cleanliness and atmosphere
- Master Vision
- Staff collaboration
- Diversity and accessibility
- Work/life balance
- Safety/risk management
- Good vision
- Human resource plans
- Maintenance
- Cooperation with Village and other organizations

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

Weaknesses

- Size of the community
- Staff cross-training on systems
- Staff turnover/fatigue (part-time)
- No bus transportation for programming
- Aging Family Recreation Center
- Aging Tennis Center
- Engaging teen participation
- Tennis court improvements
- Directional signage
- Landlocked
- Lack of program space
- Cultural arts programming

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

SWOC Analysis

Opportunities

- Maintenance plans
- Branding plan/benchmarking
- Increase programming & co-op with other park districts
- Grants
- Sponsorships
- Marketing and communications
- Collaborative relationships with village, library, forest preserve, schools
- Reach out to the corporate community
- Capital plans – 10 years
- Staff development
- Human Resources
- Revenue
- Facilities
- Technology
- Cross-promotions
- Website
- Registration software program integration
- Master Vision
- Improve and update all park district equipment
- Studio D
- Pocket parks
- Tennis and recreation cross promotion
- The Village's Sports Core

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

Challenges

- Competition – Lifetime Fitness, Kidtopia, Natatorium
- Aging facilities
- Parking
- Customer expectations
- Burnout
- Minimum wage increase
- Resident turnover and retention
- Investing and maintaining Capital Projects
- Changing population demographics
- Parks and Recreation post-pandemic
- Unknown diseases and/or insects
- Climate change
- Duplication of services with other organizations
- Technology and security

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

APPENDIX

MINUTES OF A SPECIAL MEETING OF THE OAK BROOK PARK DISTRICT BOARD OF COMMISSIONERS March 12, 2020

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

President Sharon Knitter called the March 12, 2020 Special Meeting of the Oak Brook Park District Board of Commissioners to order at the hour of 9:00 a.m. Commissioners Tan, Suleiman, Trombetta and Knitter were present. Commissioner Truedson was absent. Also present were Laure Kosey, Executive Director, Dave Thommes, Deputy Director, Bob Johnson, Director of Parks and Planning, and Marco Salinas, Chief Financial Officer.

2) APPROVAL OF THE MARCH 12, 2020 AGENDA OF THE SPECIAL MEETING

Commissioner Kevin Tan made a motion, seconded by Commissioner Lara Suleiman, to approve the March 12, 2020 Agenda of the Special Meeting.

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

Ayes: Commissioners Suleiman, Trombetta, Tan and President Knitter.

Nays: None

Absent: Commissioner Truedson

3) OPEN FORUM

President Knitter asked whether there are any public comments under the "Open Forum." There were no public comments.

4) SPECIAL MEETING BUSINESS

a.) COVID-19 Discussions

- i. President Knitter requested Executive Director Kosey to reach out to other park districts to receive feedback regarding their action plan to address the COVID-19 concern.
- ii. Executive Director Kosey stated that a letter was going to be sent to all staff as well as a separate letter to the public. Executive Director Kosey also stated that she would be available during pre-designated times throughout the week and week end to directly address any concerns.
- iii. Specific action plans and processes were discussed to address staff feeling ill and the use of sick time. If the staff was diagnosed with COVID-19, the staff member would stay at home for 2 weeks and not have to utilize sick time. The diagnosis of COVID-19 would be promptly reported to OSHA. After 2 weeks, a note would need to be received confirming the diagnosis of COVID-19 as well as the ability for the staff person to return to work.
- iv. On-going discussions ensued, with the discussion including attorney approval of aspects in handling employee concerns and employee and public communications.
- v. Discussions included facility closure and actions steps that would be taken, in the event of facility closure. The Park District would consult with the local school district, coinciding the Park District in accordance with the school district action.
- vi. Discussions included ensuring staff were cross trained in multiple departments and prepared to work remotely, in the event of facility closure.

b.) Discussion of the strategic plan of the Oak Brook Park District

- i. Mission, Visions, and Core Values were reviewed by Executive Director, Laure Kosey. Executive Director Kosey discussed development process completed by staff, who worked on the strategic initiatives within November. The Mission, Vision, and Core Values were printed and posted on the walls of the rooms for all team and Commissioners to view during presentation.
- ii. Commissioner Suleiman commented that she would like the concept of inclusion within the Vision Statement. This was acknowledged. Inclusion was also reviewed, as part of our Core Values.
- iii. The Park District SWOT Analysis was discussed within small groups, which consisted of Commissioners, intermeshed with Park District staff.
- iv. The Strategic Initiatives were discussed and prioritized.
- v. The Autumn Oaks Property was addressed, with an overview presented by Bob Johnson, Director of Parks and Planning. Diagrams were provided and noted for the proposed phases of development for the open space.

c.) Training for the Prevention of Sexual Harassment Pursuant to Article 6 of the Workplace Transparency Act, Public Act 101-0221

- i. Training for Park District supervisory and administrative team as well as Commissioners was provided by Stanley Griggs, Employee Assistance Program, Perspectives Representative
- ii. Training included formal presentation as well as small group discussions which took place among 3-4 Park District team members and Commissioners

5) THE NEXT REGULAR MEETING WILL BE HELD ON MARCH 16, 2020, 6:30 p.m.

President Knitter announced the next regular Board Meeting of the Oak Brook Park District Board of Park Commissioners will be held on March 16, 2020, 6:30 p.m.

6) ADJOURNMENT

Commissioner Tan made a motion, seconded by Commissioner Trombetta to adjourn the March 12, 2020 Special Meeting at the hour of 1:00 p.m. There was no discussion and the motion passed by voice vote.



Laure L. Kosey, Executive Director



HAPPY | FIT | ACTIVE

1300-1500 Forest Gate Road, Oak Brook, IL 60523 | 630-990-4233
www.obparks.org | [Facebook.com/obparks](https://www.facebook.com/obparks) | [Twitter.com/obparks](https://twitter.com/obparks) | [Pinterest.com/obparks](https://www.pinterest.com/obparks) | [Instagram.com/obparks](https://www.instagram.com/obparks)