

# Oak Lawn Park District Departmental Goals 2022/2023



Director Approved

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Date: August 26, 2022

# Oak Lawn Park District

## 2022-2023 Goals

Tom Hartwig  
Executive Director

### **Goal 1. To implement and assess the District's strategic plan**

- Objectives:**
- a. Hold quarterly strategic initiative meetings with staff to assess progress.
  - b. Evaluate staff bi-yearly based on achievement of goals and objectives
  - c. Set and evaluate departments goals based on the strategic plan.
  - d. Display strategic plan goals and progress to Board of Commissioners and public.
  - e. Utilize the strategic plan to help the District evaluate policies and procedures.

### **Goal 2. To provide professional leadership**

- Objectives:**
- a. Encourage staff to earn certifications like CPRP, CPRE, CPO and other certifications that prove their commitment to learning.
  - b. Make decisions based on our core values, mission, and vision.
  - c. Maintain CPRP by attending various training opportunities.
  - d. Acquire CPRE certification
  - e. Provide staff with training opportunities to help them grow professionally and provide the best programs and services to our residents and patrons.
  - f. Stay current on trends and best practices in the field of parks and recreation and share those with staff.
  - g. Encourage staff to balance work and life to avoid burnout and increase their overall health and welfare.

### **Goal 3. To analyze and organize full time staff in an efficient manner to provide programs and service to our residents and patrons**

- Objectives:**
- a. Meet with all full time staff to ascertain their thoughts on the District in general as well as what their current responsibilities are.
  - b. Meet with facility staff on a biannual basis in an informal setting to discuss staff needs, policies, procedures and to discuss ideas that make the District more effective at delivering our programs and services.
  - c. Analyze current staffing levels and workloads to determine the best allocation of current staff.
  - d. Determine if additional staffing is required do to workloads and staffing needs.

### **Goal 4. Build relationships with other taxing bodies, not for profit groups, and local businesses**

- Objectives:**
- a. Meet with Village staff, superintendents, directors, and managers from all of these groups.
  - b. Attend as many of the Oak Lawn Chamber of Commerce events.
  - c. Work with other leaders within the Village to create partnerships that bring value to all of our residents.

### **Goal 5. Foster positive Board relations**

- Objectives:**
- a. Continue to communicate with the Board through weekly reports outlining all aspects of the District.
  - b. Prepare all information for the Board so that they can make decisions as needed with all relevant information possible
  - c. Encourage Board members to attend District functions
  - d. Encourage Board members to attend NRPA, IPRA, and IAPD functions and encourage their participation in IAPD.
  - e. Encourage Board members to meet with staff in the committees that they have been assigned to.
  - f. Continue to work with the Board President to help conduct monthly meetings in a professional and consistent manner.
  - g. Hold a retreat for Board and staff members to meet in a less formal manner.

### **Goal 6. To administer the District finances in a sound and accountable fiscal manner**

- Objectives:**
- a. Continue to address the minimum wage increase through program fees adjustments.
  - b. Work with staff to continually monitor and adjust program and service prices in accordance with policies and our mission and vision.
  - c. Work with staff to continue to identify and implement ways to make routine tasks automated via

- technology.
- d. To encourage staff to continually look for ways to decrease expenses through grants, bulk purchases, and partnerships.
- e. Work with finance department to ensure that staff has reports and information needed to effectively manage their budgets.
- f. Utilize the facilities assessment to develop a 15 year plan for capital improvement and preventative maintenance.
- g. Investigate opportunities to utilize grants and programs for solar arrays on District facilities.
- h. Oversee large capital projects to ensure that those projects are being run efficiently and effectively.

**Goal 6. To research opportunities and trends**

**Objectives:**

- a. Continue to address the minimum wage increase through program fees adjustments.
- b. Work with staff to continually monitor and adjust program and service prices in accordance with policies and our mission and vision.
- c. Work with staff to continue to identify and implement ways to make routine tasks automated via technology.
- d. To encourage staff to continually look for ways to decrease expenses through grants, bulk purchases, and partnerships.
- e. Work with finance department to ensure that staff has reports and information needed to effectively manage their budgets.
- f. Utilize the facilities assessment to develop a 15 year plan for capital improvement and preventative maintenance.
- g. Investigate opportunities to utilize grants and programs for solar arrays on District facilities.
- h. Oversee large capital projects to ensure that those projects are being run efficiently and effectively.

**Ryan Gory**  
**Supt. of Parks and Planning**

**Goal 1. Plan and oversee capital improvement projects**

**Objectives:**

- a. Assist and oversee the central pool renovations
- b. Roof replacement at Admin David Johnston, Fire House, Memorial, Dream Center, and Stony Creek Driving Range
- c. Seal, crack fill, and stripe all parking lots.
- d. Install new pathway & lighting at Lewandowski.
- e. Replace theater seats at Oak View.
- f. Install new Ice Arena camera system
- g. Remove and replace 4 locker room doors, install electronic locks, and repair masonry at Ice Arena locker rooms.
- h. Install an access control system at Administration and Central Pool.
- i. Renovate Pavilion men's locker room.
- j. Renovate Oak View Playground with new play equipment, rubber surfacing,

**Goal 2. Beautify Facilities**

**Objectives:**

- a. Install a permanent shade structure at Centennial Pool concession deck.
- b. Paint Fascia at Oakview.
- c. Paint Outside of Salt Shed at Central.
- d. Purchase and deploy better picnic tables.
- e. Purchase and deploy additional plastic garbage cans.
- f. Have colorful well maintained flower beds at facilities and parks.
- g. Replace the mini golf carpeting at Stony Creek.

**Goal 3. Perform Preventative Maintenance to ensure our facilities and equipment are in peak condition**

**Objectives:**

- a. Inspect 2 splash pad activity pumps at Centennial to determine if they need to be rebuilt.
- b. Pull and rebuild Centennial Flume Slide Pump.
- c. Repair rubber playground surfacing at Worthbrook, Wolfe, Memorial, Dillon, & Columbus Manor
- d. Replace the entire surface course of the surfacing at Centennial.

- e. Replenish playground safety surfacing at: Wolfe, Eagle Ridge, Lawn Manor, Sullivan, Keeler, Lakeshore, Columbus Manor, Centennial, McVickers, Phillips, and Shubert parks.
- f. Perform leak tests on Memorial splash pad & centennial flume slide piping.

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**Shari Wolfe**  
**Maintenance Office Manager**

**Goal 1. To work with the Finance Dept. to update assets in AssetWorks**

- Objectives:**
- a. By entering Capital Projects for the years 2019 - 2021
  - b. By updating all fleet entries to make them current
  - c. By using data from MainTrac to better determine what areas the staff should focus on

**Goal 2. To digitize important documents**

- Objectives:**
- a. By scanning property titles and information and saving for all to access
  - b. By scanning fleet titles and information and saving for all to access

**Goal 3. To streamline payment to regular vendors**

- Objectives:**
- a. By working with Accounts Payable to create a list of vendors which Maintenance uses that are regularly paid and set amounts
  - b. By working with Accounts Payable to provide GL#s for the invoices for vendors which have set amounts and are paid regularly

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**Deirdre White**  
**General Manager – Racquet Center**

**Goal 1. Update Sauna in Men’s locker room Summer 2022**

- Objectives:**
- a. Research options available for retrofitting heating elements into the existing sauna and best fit the following criteria
    - 1. The most cost-effective and energy-efficient
    - 2. Best fits our dimensions and needs for the sauna
  - b. Order and oversee the installation.

**Goal 2. Plan, design, and schedule install two custom-painted murals in the gymnastics area as photo opportunities for students/parents that just moved up to the next level. Summer 2022**

- Objectives:**
- a. Determine the best placement.
  - b. Determine the target audience and design for each mural.

**Goal 3. Update fitness facility at the Racquet Center Summer/Fall 2022**

- Objectives:**
- a. Clean out the storage room
  - b. Build a new wall and install a new entrance door to the storage room
  - c. Determine new flooring for the new area
  - d. Paint the ceiling in the new area
  - e. Research, purchase and install a new piece of equipment

**Goal 4. Strategic Plan Initiative #5 Program Service Evaluations 2-year goal**

- Objectives:**
- a. Work with the group as the leader to focus on and improve our program service Evaluations in the following areas meeting at least quarterly see SI Goals & Objectives#5 for more details.
    - 1. Patron/Program Survey- software, templates, training, best practice
    - 2. Quarterly/Yearly Program Evaluations- DA & CAPRA compliance, goal setting, and review, staff orientation
    - 3. Additional Patron Feedback Opportunities- facility feedback, QR code, memberships

**Goal 5. Update Batting Cages Summer 2022**

- Objectives:**
- a. Research, plan, oversee, installation of new long tunnel cages
  - b. Add hitting backdrop as a safety measure in two small cages

**Goal 6. Open Gym Events 2022-2023**

- Objectives:**
- a. Development of original theme, marketing, organization, implementation, and evaluation of the annual spring fling gymnastics show for school-aged participants.
  - b. Further development of family-centered Holiday-themed open gym event, marketing, organization, implementation, and evaluation of the annual Holiday gymnastics open gym for all ages.
  - c. Further development of Easter/Candyland theme, marketing, organization, implementation, and evaluation of the annual EGGcellent gymnastics open gym for all ages.
  - d. Development, marketing, organization, implementation, and evaluation of a family-centered Halloween-themed open gym event.
  - e. Development, marketing, organization, implementation 2023 August, and evaluation of a family-centered Super Hero-themed open gym event.
  - f. Implement and evaluate the changes collected in the prior year's evaluation.
  - g. Add Snapchat Filter, and Instagram as a marketing tool for Open Gym Events, and Spring Fling.

**Goal 7. Oversee the development of tennis and gymnastics websites to increase communications**

- Objectives:**
- a. Tennis website information will contain, special event info, results of league play
  - b. Gymnastics website information will contain special event info, team competitive results, relevant calendars/timelines

**Goal 8. Continue to further education as related to job responsibilities.**

- Objectives:**
- a. Attend State Conference for IPRA in January 2023.
  - b. Attend webinars and conferences related to job responsibilities.

**Goal 9. Plan, host, and coordinate with all gymnastics staff training at our facility**

- Objectives:**
- a. Coordinate Full-time staff and floor managers to design training for our staff.
  - b. Hold training in June 2022 and December 2022.
  - c. Send out weekly emails with training tips to Staff on Mondays in place of in-person spotting training.

**Goal 10. Further, integrate speedygrid.com rotation software into the Oak Lawn Park District for Gymnastics program**

- Objectives:**
- a. Work with gymnastics staff and support staff from speedygrid.com to integrate classes from VSI quarterly.
  - b. Continue to learn the speedygrid.com program to have it best fit our needs in the gymnastics department.

**Goal 11. Further, integrate Myskillchart.com online skill testing program into the Oak Lawn Park District for Tennis and Gymnastics curriculum**

- Objectives:**
- a. Continue training of staff on the process of evaluations of students
  - b. Addition of Girls Competitive Team skills videos to use for team tryouts as well as team-level mobility.
  - c. Addition of Boys Competitive Team skills and videos to use for team tryouts as well as team-level mobility.
  - d. Continued development of our youtube channel for skill criteria function for myskillchart.com.
  - e. Continue to educate parents on how best to incorporate myskillchart.com into their child's gymnastics or tennis education.

**Goal 12. Oversee Gymnastics full-time staff in developing the Gymnastics Floor Manager and Mentoring program**

- Objectives:**
- a. Develop floor managers' responsibilities and requirements
  - b. Develop a mentoring program for younger staff.

**Goal 13. Oversee the development of a quarterly maintenance program for the Racquet Center Facility. Assigned development to the facility manager and maintenance supervisor of the Racquet Center.**

- Objectives:**
- a. Tour facility looking for additional areas that need attention on an infrequent basis.
  - b. Develop and implement a schedule and a calendar of these items that have reminders in outlook calendar programs reminder to staff when to complete.

**Goal 14. Continue to work with VSI to have the RecTrac system work best for the Oak Lawn Park District**

- Objectives:**
- a. Attend core team meetings as a representative of the Racquet Center

- b. Work with VSI to improve my knowledge of the system
- c. Attend any available VSI training
- d. Train, educate, and assist full-time/part-time staff about the system and any updates.

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**Dan Linde**  
**Racquet Center Manager**

**Goal 1. Finalize an accurate job description for Racquet Center Facility Manager**

- Objectives:**
- a. Discuss with General Manager what job assignments are crucial to the position.
  - b. Create new tasks to increase responsibility.
  - c. Finalize chain of command for Racquet Center.
  - d. Complete all duties on job description.

**Goal 2. Create a new racquetball membership with only automatic credit card billing to make sure all members are paying for their monthly membership.**

- Objectives:**
- a. Require all new racquetball members to put a credit card on file for automatic billing.
  - b. Ensure all credit cards are active and members are being charged monthly.
  - c. Communicate with new members to make sure they are aware of the billing process and setup a cancellation process.
  - d. Cancellation process should require a deadline to cancel by to avoid payment for next month

**Goal 3. Finalize the large scale maintenance list for the entire facility**

- Objectives:**
- a. Complete structure and organization of the list.
  - b. Sit with Maintenance Supervisor and General Manager to create deadlines for the each task.
  - c. Post list in visible area to ensure the tasks are being completed as required.
  - d. Maintain list overtime with adding new tasks as needed.

**Goal 4. Create new up-to-date front desk manual that matches current edition of Rectrac**

- Objectives:**
- a. Go through current front desk manual to see what needs to be changed.
  - b. Edit all old Rectrac systems pictures to the newer system.
  - c. Add more information over time as system updates.

**Goal 5. Reevaluate front desk staff to assure patrons are getting reliable help at all times**

- Objectives:**
- a. Edit current front desk training form.
  - b. Sit down with each front desk employee to retrain or evaluate each task on the list.
  - c. Check list to make additions as they arise – make memos for new additions.

**Goal 6. Restructure golf side of youth golf and tennis camp to have a structured program**

- Objectives:**
- a. Communicate with golf instructor what the goal of the camp will be.
  - b. Supply resources to make the camp fun while learning basic skills.
  - c. Help facilitate the golf side while making sure lunch is organized.

**Goal 7. Develop more knowledge of Rectrac system to help with figuring out any potential problems**

- Objectives:**
- a. Join more rectrac webinars to learn more about the system.
  - b. Work with General Manager to supply more help in solving system problems.
  - c. Assist with editing pricing, classes, Touch POS, Supergrid, and other areas.

**Goal 8. Take on more responsibility in preparing the seasonal brochures**

- Objectives:**
- a. Discuss with General Manager on what areas to help structure.
  - b. Work with General Manger on providing the correct information.
  - c. Find new ways to promote our Social Media pages and RC related pages on website to get quick information from looking at the brochure.

**Goal 9. Develop fitness survey/needs assessment for members to complete**

- Objectives:**
- a. Structure a survey to find out what fitness members think of the fitness center or what is needed in the fitness center.
  - b. Create poster for patrons to be able to scan and submit their answers with.

- c. Analyze the results after a set period of time.
- d. Provide logical solutions to the survey answers that stay within budgetary reason.

**Goal 10. Stay on top of marketing**

- Objectives:**
- a. Take pictures of each session of all programming being offered.
  - b. Work on how to get our social media pages more noticeable for patrons.
  - c. Take pictures of facility when empty and clean for promotional material.

**Goal 11. Organize a synchronized calendar with the front desk which displays each day's events (open gyms, drills, parties, etc) to minimize the amount of paper that is posted on the desk.**

- Objectives:**
- a. Communicate with General Manager on which events front desk staff should know about.
  - b. Create a sharable calendar with all events.
  - c. Ask IT to make calendar a synced calendar through Outlook to help desk staff be more aware of what is coming up on the facility schedule.
  - d. Will also clean up the need for printed material to be all over the desk

**Goal 12. Check supplies, forms, and log book weekly/reevaluate front desk organization to ensure staff has everything they need and know where everything is located**

- Objectives:**
- a. Set up reminders for how often supplies and copies need to be restocked.
  - b. Restock supplies/have supplies ordered or created to restock.
  - c. Remind staff where to find supplies when needed.

**Goal 13. Reorganize office and front desk filing cabinets**

- Objectives:**
- a. Clean out old papers and material that is no longer needed or used.
  - b. Stock areas with supplies to de-clutter other storage areas or give easier access to staff getting the needed supplies.
  - c. Monitor cabinets to avoid each from becoming unorganized.

**Goal 14. Assess weekend days to assure staff, programs, and patrons are satisfied/comfortable with how the building is operating without a direct supervisor there.**

- Objectives:**
- a. Communicate better with maintenance supervisors and front desk staff on how the weekends went – problems, unique situations, etc.
  - b. Set a scheduled amount of days for Facility Manager to work a weekend day.
  - c. Monitor the building during those days to make sure staff is completing their job.
  - d. Assist weekend staff with jobs as needed – parties, desk, maintenance.

**Cate Coyle  
General Manager – Community Pavilion**

**Goal 1. Hire and onboard new rec supervisor**

- Objectives:**
- a. Recruit applicants on IPRA job board and through university representatives by May 2022
  - b. Interview and hire new application by June 2022
  - c. Maintain athletic leagues and programming so new supervisor will have the opportunity for a good start by June 2022
  - d. Spend 2 weeks performing one on one training with applicant to train them on park district and program operations by July 2022

**Goal 2. Increase revenue at the Community Pavilion to bring in additional revenue and offset the cost of inflation and minimum wage increase**

- Objectives:**
- a. Increase GSBS club rental fees by August 2022
  - b. Increase club and patron rental fees across the board by August 2022
  - c. Increase rim rental fees by August 2022
  - d. Increase satellite facility, room rental and party rental fees by August 2022.

**Goal 3. Purchase new equipment for the Pavilion Weight Room**

- Objectives:**
- a. Work with local vendors to find good quality and affordable equipment options by August 2022
  - b. Create a campaign to garner patron feedback to assist in the decision making process by September 2022
  - c. If necessary, assist in the facilitation of the bid process to purchase equipment by November 2022

**Goal 4. Promote the Community Pavilion Fitness Facility and amenities to new customers**

- Objectives:**
- a. Work with marketing department to update the website and make fitness options more easily accessible by September 2022
  - b. Work with marketing department to create a mailer that will be sent out to surrounding community by October 2022
  - c. Explore additional promotional options, like the utilization of Audio Fetch advertising on the app by December 2022

**Goal 5. Work with OLCHS and other art departments on mural project**

- Objectives:**
- a. Determine the best surface for the students to use by July 2022
  - b. Meet with art department to create criteria for students by September 2022
  - c. Create a description of the project with student expectations by September 2022

**Goal 6. Increase my level of professional involvement**

- Objectives:**
- a. Chair/Co-Chair the SSPRPA Facility Management Committee by July 2022
  - b. Join IPRA Facility Management Joint Section by June 2022
  - c. Serve as IPRA Facility Management Workshop panel speaker by September 2022
  - d. Attend IPRA conference by January 2023
  - e. Attend NRPA conference by September 2022

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**Shannon Nolan  
Pavilion Manager**

**Goal 1. Continue to re-grow Sports Camp post-pandemic**

- Objectives:**
- a. Work with the PR Director on ways to advertise to Residents and Non-Residents.
  - b. Implement new team building activities at staff orientation, to get the counselors to know one another and start working together before camp begins.

**Goal 2. Continue to Improve on Youth Basketball League**

- Objectives:**
- a. Continue to offer the NYSCA on-line certification training for each youth sport league throughout the year, which is convenient for coaches. This is mandatory for at least one coach per team.
  - b. Continue to find ways to reach out to younger families to increase numbers for our youth leagues.

**Goal 3. Find ways to organize some of the paperwork in the facility and behind the front desk**

- Objectives:**
- a. Organize system of Membership Applications, Rim Rental Forms, etc. from binders to back office to storage.

**Goal 4. Find ways to improve court rentals and increase fees for renters and the general public**

- Objectives:**
- a. Assist the General Manager in getting the word out as to why fees need to be increased due to inflation and implement those changes.
  - b. Assist the General Manager in making expectations clear to our patrons.

**Goal 5. Continue to maintain my CPRP certification with professional development**

- Objectives:**
- a. Attend CEU workshops related to my position.

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**Alo Pulido  
FLASH Coordinator**

**Goal 1. Have pre-covid numbers for children enrolled by end of year**

- Objectives:**
- a. Advertise the program extensively through social media (OLPD Facebook, FLASH Facebook)
  - b. Send out an email to previous FLASH families and let them know that registration for FLASH has opened
  - c. Offer the program at Simmons school again, per patron feedback



**Goal 2. Stay on top of monthly balances throughout the school year**

- Objectives:**
- a. Reach out to parents whose cards declined/didn't go through immediately
  - b. Have a note sent home/Spoken to upon pick up if they're still attending
  - c. Contact the school and let them know which kid(s) cannot attend FLASH (if i'm not able to get in contact with the parent)

**Goal 3. Hire an abundant amount of staff for the year**

- Objectives:**
- a. Reach out to current camp counselors from Summer Camp
  - b. Have Justin create a flier to post on social media
  - c. Post on the FLASH facebook page and reach out to parents to see if they of anyone arelooking for a part time job
  - d. Create my own ad on other places (LinkedIn, Handshake)

**Goal 4. Have more instructors to offer more classes**

- Objectives:**
- a. Have Justin+Genae create a flier to post that we are hiring for instructors
  - b. Ask other facilities + facilities outside the Park District

**Goal 5. Get more patrons to sign up for classes**

- Objectives:**
- a. Promote Drop-In classes so they can try them out
  - b. Make contact with previous patrons to encourage them to sign up again

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**Ryan McGrath**  
**Athletic Supervisor**

**Goal 1. Gain CPRP certification**

- Objectives:**
- a. Talk with Cate and/or Delaney about if the park district covers certification fees, and how to do this
  - b. Register through NRPA
  - c. Continue studying for CPRP exam and get a test date set

**Goal 2. Boost co-rec softball registration numbers**

- Objectives:**
- a. Explore rule changes that could lead to higher registration (i.e. change leagues from 5 men/ 5 women per team, to 6 men/4 females per team)
  - b. Share ideas with co-rec captains and have them vote on whether or not they would like to implement a 6/4 rule change.

**Goal 3. Gain both formal and informal feedback from participants, supervisors and officials on ways to improve the delivery of our adult athletic leagues**

- Objectives:**
- a. Attend programs occasionally and talk with site supervisors and officials about what is working well and could be improved upon
  - b. Review the program evaluations and see if improvements to the survey items or distribution of surveys can be improved upon

**Goal 4. Reduce the number of late registrations for adult volleyball and basketball**

- Objectives:**
- a. Create captain email/call lists for each sport and send out reminders of registration dates two weeks before the end of the registration period.
  - b. Increase the late registration fee from \$10 to \$25 to incentivize teams to sign up on time.

**Goal 5. Look into new adult athletic programs that could possibly be introduced to reach underserved residents, new users and provide additional sources of revenue**

- Objectives:**
- a. Research feasibility and demand for various adult sports leagues (i.e. flag football, women's basketball, 35+ basketball, soccer) etc. See what other park districts have been successful with and where unmet demand may exist.
  - b. Work with Justin Waters on a marketing strategy for new leagues that would be developed.

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**Brad Burke**  
**Athletic Supervisor**

- Goal 1. Maintain or increase concession stand sales from the 2021 season for the 2022 season**
- Objectives:**
- Compare prices at multiple stores to ensure that items are bought at the best available price.
  - Increase prices relative to purchase price for the new season
  - Communicate with beer distributor to offer different selections and specials, to drive sales.

- Goal 2. Increase the overall enrollment for our Tot and Youth Athletic Programs**
- Objectives:**
- Communicate and work with Justin to ensure programs are being advertised throughout the district (flyers, posters, social media, etc)
  - Work with SportsKids Inc to come up with program offerings the fit the needs of the community.
  - Create an email list with previous participants so reminder emails can be sent out about registration and class offerings.

- Goal 3. Create and Run an NFL Flag Football League**
- Objectives:**
- Partner with NFL Flag to run a league.
  - Work with Justin on promoting the league via flyers, posters, social media, website
  - Hire and train site supervisors to oversee leagues. Communicate with referee assignors to ensure qualified referees are overseeing games.
  - Create and follow a budget for this new league.

- Goal 4. Offer and run a Boys High School Indoor Soccer League**
- Objectives:**
- Reach out via email local high schools in the area to promote our league.
  - Encourage schools that may have enough boys interested to create multiple teams to increase numbers.
  - Communicate with local high school coaches to see what time of year works best for teams. Possibly moving the season to Winter/Spring to ensure teams are able to register.

- Goal 5. Obtain CPRP Certification**
- Objectives:**
- Choose a day to complete the test.
  - Study for test with study guides, practice tests, and flash cards.

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**Michael Sinkewich**  
**General Manager – Ice Arena, Performance Metrics Analyst**

- Goal 1. Continue to Expand on Success of Contract & Daily Rental Ice**
- Objectives:**
- Surpass the \$500,000 revenue mark for contracted ice slots
  - Maintain current yearly ice contracts with organizations & explore options to expand and solicit new contracts and new organizations
  - Monitor rental fees to continue to be competitive in market
  - Explore Catch Corner software and usefulness to rent daily spotlight ice slots
  - Explore the possibility of dynamic pricing for spotlight hours
  - Continue to standardize pricing for ice slots

- Goal 2. Develop, Adjust & Improve Team Operations At Ice Arena & Aquatics Facilities**
- Objectives:**
- Develop and adjust new roles for Ice Arena/Aquatics team
  - Ensure successful implementation of newly hired Recreation Supervisor position for Ice Arena & Aquatics
  - Oversee Ice & Aquatics Manager success with new role in front desk and special event development for Ice Arena
  - Assist Ice Arena Manager with new branding of rink front desk apparel
  - Oversee growth and development of Ice Technician and Facility Supervisor position

- Goal 3. Adjust, Expand & Improve Programming/Revenue Generating Opportunities At Ice Arena & Aquatics**
- Objectives:**
- Review and reimagine special events at rink with Ice Arena Manager
  - Review special event and rental opportunities at Aquatics facilities with Aquatics Manager, especially after Central Pool renovation
  - Implement new structure for Friday night Open skates that maintains/raises revenue and reduces DJ expenses
  - Raise skate rental and Friday night admission fees
  - Continue to expand and maintain inventory of rental skates

- f. Build on prior year's success of SSAHL
- g. Assess option for rented Brother Rice Locker Room space or initiate limited restart of concessions
- h. Assess sponsorship opportunities for both Ice Arena and Aquatics facilities with Marketing team
- i. Implement performance metrics practices to measure success of facilities

**Goal 4. Complete Ice Arena Facility Improvements & Develop Future Improvement Plans**

- Objectives:**
- a. Work with Maintenance Department to complete locker room door project
  - b. Work with Maintenance Department to complete security cameras project
  - c. Plan for successful scheduled shutdown in summer 2023
  - d. Plan and budget for future projects and facility upkeep needs, including research on ice resurfacers options

**Goal 5. Reassess "GO OAK LAWN" Community Health Movement**

- Objectives:**
- a. Determine program's future
  - b. If program continues, develop new committee represented by all facilities to help grow movement

**Goal 6. Continue Education Through Professional Development Opportunities**

- Objectives:**
- a. Obtain a CPO certification
  - b. Continue developing CORE Team meetings and plans
  - c. Become more involved with SSPRPA/IPRA Facility Committees
  - d. Research and join any ice rink management groups
  - e. Continue to learn to drive the Zamboni & mechanics of the rink
  - f. Develop certification plan for self and team with U.S. Ice Rink Association Courses
  - g. Develop plan for team's continued professional development
  - h. Obtain a Food Handler's Certification, if concessions is restarted

**Whitney DeBoer**  
**Ice Arena and Aquatics Manager**

**Goal 1. Lap Swim**

- Objectives:**
- a. Move all lap swim to Central pool as requested by patrons
  - b. Sell 30 Lap Swim memberships – \$2,924
    - 1. 15 early bird - Average of \$1,237 revenue
    - 2. 15 regular price – Average of \$1,387 revenue
    - 3. 50 walk up lap swim sales - \$300 revenue

**Goal 2. Rentals – ½ of 2019 reservations**

- Objectives:**
- a. Central Pool
    - 1. 10 rentals – Average \$2,275 Revenue
  - b. Centennial Pool
    - 1. 24 Rentals (2 per weekend) – Average \$10,700 Revenue
  - c. Splash Pad Rentals
    - 1. 48 Rentals (4 rentals/week for 12 weeks. Only one rental/day) – Average \$12,200 Revenue

**Goal 3. Increase DEI efforts at the pool and create a culture of inclusion on our team**

- Objectives:**
- a. Swim Suit Policy
  - b. Audit pool rules
  - c. Women's and Men's only swim
  - d. Update signage – inclusive signs with pictures and potentially QR codes

**Goal 4. Attend 75% of Friday In-services to practice lifeguarding techniques**

**Goal 5. Obtain my LGI certificate by May 2023**

**Goal 6. Update Training**

- Objectives:**
- a. Swim lessons – More intensive and swim coordinator to oversee every class
  - b. In-services – Planned and organized well and covers a variety of topics
  - c. Cashier Training

- Goal 7. Update Paperwork at Pools**  
**Objectives:**
- a. Staff Manual
  - b. Create Safety Plan
  - c. Update EAPs
- Goal 8. Take patron feedback and implement changes for the 2022 summer season**  
**Objectives:**
- a. Lap Swim
  - b. Jr Lifeguard course
- Goal 9. Employ a staff of...**  
**Objectives:**
- a. Managers – employ 6 managers
  - b. Head Guards – employ 8 head guards
  - c. Lifeguards – employ 40 lifeguards total
  - d. Swim Instructors – employ 20 swim instructors
  - e. Cashiers – employ 10 cashiers
- Goal 10. Take over all front desk scheduling and management**  
**Objectives:**
- a. Plan and run an Ice Arena all staff training focusing on expectations, safety, job specific training etc. for Fall/winter 2022
- Goal 11. Plan and execute special events**
- Goal 12. Learn how to do ice makes and drive the Zamboni by May 2023**
- Goal 13. Take over running the adult hockey league in Fall/Winter 2022 – co-run league with Ben**
- Goal 14. Freestyles**  
**Objectives:**
- a. Look into moving freestyles to a self check-in/digital system? Asks them how many sessions they are staying for. Auto sends emails when they are running low on punches.
  - b. Create a fillable private lesson request form
- Goal 15 Exhibitions**  
**Objectives:**
- a. Plan and Execute 2 successful exhibitions for the 2022-2023 season
    1. Increase spectator attendance
  - b. Summer Exhibition
    1. Enroll 30 Solos
    2. Enroll 5 duets
  - c. Winter Exhibition
    1. Enroll 30 Solos
    2. Enroll 12 duets
- Goal 16. Attend ice conference in 2022-2023**

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**Ben Stacy**  
**Recreation Supervisor**

- Goal 1. Obtain Professional Certifications**  
**Objectives:**
- a. Earn a CPRP certified
  - b. Earn a AFO certified
- Goal 2. Network and become involved with professional organizations**  
**Objectives:**
- a. Join SSPRPA Athletics committee
  - b. Join IPRA Recreations committee
- Goal 3. Swim Lessons (Summer)**  
**Objectives:**
- a. Move all swim lessons to Centennial Pool

- b. Offer 17 sessions of swim lessons for Splish Splash, Tiny Tots and Swim 1-5 each with additional sessions of swim level 6, diving, and adult swim lessons for a total of 127 sessions
- c. Average 8 participants in Splish Splash and 5 in all other classes for 800 total participants this summer

**Goal 4. Water Aerobics (Summer)**

- Objectives:**
- a. Offer 17 sessions of water aerobics/deep water aerobics with all offered classes running
  - b. Average 9 participants in each session of water aerobics/total aqua fitness for a total of 153 participants for summer

**Goal 5. Summer Splashes Swim Camp**

- Objectives:**
- a. Enroll a minimum of 15 campers

**Goal 6. Swim Lessons (Indoor)**

- Objectives:**
- a. Offer fall, winter, and spring swim lessons for Splish Splash, Tiny Tots, and swim 1-5 each with additional sessions of swim 6, diving, and adult swim lessons for a total of 52 sessions
  - b. Average 5-6 participants in each swim sessions for a total of 350 participants

**Goal 7. Water Aerobics/Lap Swim**

- Objectives:**
- a. Offer 3 sessions of water aerob9ic/lap swim each
  - b. Average 5 participants in each session of lap swim for a total of 15 participants
  - c. Average 10 participants in each session of water aerobics for a total 30 participants

**Goal 8. Group Lesson Enrollment (Ice Arena)**

- Objectives:**
- a. Summer 2022
    - 1. Total of 85 enrollments (Thursdays only)
  - b. Fall 2022 Session 1
    - 1. Total of 168 enrollments for all sessions (average 4 participants)
  - c. Fall 2022 Session 2
    - 1. Total of 210 enrollments for all sessions (average 5 participants)
  - d. Winter 2023
    - 1. Total of 250 participants enrolled for winter
  - e. Spring 2023
    - 1. Total of 228 participants enrolled for spring

**Goal 9. Assist with the planning and execution of special events including Friday Theme Skates**

**Ryan Leifker  
Ice Technician/Facility Supervisor**

**Goal 1. Complete courses to expand my knowledge and become a better resource for staff**

- Objectives:**
- a. Ammonia training through Dual Temp.
  - b. Basic Arena Refrigeration
  - c. Ice Making and Painting Technologies
  - d. Ice Maintenance and Equipment Operation
  - e. Supervisor Symposium

**Goal 2. Prepare and Plan to take out the ice and repaint summer of 2023, while completing various updates in a 3.5 week window**

- Objectives:**
- a. Put together deadlines and checklists of jobs on and off the ice surface
  - b. Decide and discover additional repairs around facility
  - c. Figure out necessary supplies based off of facility needs

**Goal 3. Hold a high quality level of ice by using preventive measures**

- Objectives:**
- a. Change and adjusting blade
  - b. Dry shaves and Floods
  - c. Edging to keep the corners down
  - d. Cross cuts to keep the ice level

**Goal 4. Implement training programs for guards and supervisors for first aid, customer service, and general daily tasks**

- Objectives:**
- a. Continue to remind skate guards and supervisors of daily expectations
  - b. Read up on and take additional courses on first aid and how to better deal with blood, diseases, and concussions.
  - c. Become more involved with re-training staff more regularly during the year.
  - d. Incorporate a stronger plan for recruiting new staff

**Goal 5. Hold the building maintenance to a higher standard of cleanliness**

- Objectives:**
- a. Continue to make sure the building remains as clean as it is.
  - b. Finish painting over all of the red in the building
  - c. Work on projects that have been overlooked
- 

**Tracey Gallik**  
**General Manager – Oak View Center, Executive Assistant to the Director**

**Goal 1. To assist the Director in maintaining relationship with Board members and serve as Recording Secretary for the Board**

- Objectives:**
- a. Respond to Board members in a timely manner.
  - b. Organize registrations and reservations for conferences, special events, etc.
  - c. Prepare monthly Board meeting information.

**Goal 2. To continue to assist with annual legal requirements**

- Objectives:**
- a. Provide administrative support for: display of budget, prevailing wage, and legal notices.
  - b. Serve as OMA and FOIA officer.

**Goal 3. To expand existing programs and initiate new special events**

- Objectives:**
- a. Research trends and offer relevant programs
  - b. Brainstorm with supervisors to add new ideas and expand current ones.
  - c. Introduce “meet and greets” for cast involved in theatre productions
  - d. Evaluate current special events and add changes or expand offerings where needed.

**Goal 4. To improve theater operation efficiency and improve financial success**

- Objectives:**
- a. Adhere to season timeline in planning productions to budget accordingly.
  - b. Set schedule to upgrade equipment systematically.
  - c. Solicit more program sponsors.
  - b. Explore possibility of new ticketing system.
  - c. Offer incentives for season tickets holders.

**Goal 5. To provide professional leadership**

- Objectives:**
- a. Encourage teamwork and team building.
  - b. Be responsive to staff’s needs.
  - c. Give staff the freedom to work independently.
  - d. Show support by attending major special events and programs that staff have implemented.

**Goal 6. To attend additional professional development programs**

- Objectives:**
- a. Attend and participate in conferences.
  - b. Share knowledge with staff.
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**Todd Mallo**  
**Facility Manager/Special Recreation Supervisor**

**Goal 1. To promote Special Recreation Programs among the Oak Lawn Park District, Community, and Schools.**

- Objectives:**
- a. Maintain Special Rec. display cases at Oak View Center
  - b. Continue open communication with area residential facilities. (Park Lawn, Garden Center)
  - c. To communicate with local schools. (Leisure Education)

- d. To promote the benefits of parks and recreation in all events and publicity.
- e. Update website with new activities that Spec. Rec. department is promoting.
- f. Update Facebook fan page with Special Recreation information, also updated Instagram for all Oak View activities.
- g. Utilizes Constant contact, Survey Monkey

**Goal 2. To keep open communication with Special Recreation Athletic Support Association (SRASA) and Volleyball for Charity (VFC) on fund-raising events for promotion.**

- Objectives:**
- a. Attend meetings
  - b. Help out with fund-raising in all Special Olympic sports
  - c. Promote Association to parents to be involved.
  - d. Assist in Fundraising events
  - e. Make awareness to parents on what SRASA's goals and objectives are.
  - f. Assist in Fall Banquet

**Goal 3. To continue to improve Part-time Staff /Full time supervision and training**

- Objectives:**
- a. Hire / Train part-time staff
  - b. Continue to hold part-time staff evaluation to review policies, and procedures.
  - c. Improve Manuals
  - d. Increase Staff Training

**Goal 4. Maintain good working relationship with full-time and part-time Maintenance staff**

- Objectives:**
- a. Be involved with day to day involvement.
  - b. Hire and train any new employees
  - c. Continue to work on making Supergrid as correct as we can.

**Goal 5. Continue to update & maintain buildings (OV, Dream Center, & Little White)**

- Objectives:**
- a. Signage consistent with other park district buildings.
  - b. Change display cases on a regular basis.
  - c. Assist in ADA updates.
  - d. Schedule Oakview, dream center, little white floors for wax.

**Goal 6. Continue professional and administrative involvements**

- Objectives:**
- a. Continue professional involvement (IPRA, TR-Section, SSSRPA, PDRMA)
  - b. Continue to be involved in comities (Day Camp Workshop, Facility Managers meetings.)

**Goal 7. Programs/Clubs/Other**

- Objectives:**
- a. Leisure Education program for Reavis High School, & Argo High School.
  - b. Continue to provide programs for Residents & Coop residents that have been successful in the past.
  - c. Continue to be involved in village activities. (Parade, Cops on Top) Bridgeview P.D.
  - d. Continue relationship with Oak Lawn Fire Department
  - e. Continue to Evaluate/ change programs to challenge participants.
  - f. Open relationship with all clubs and renters.
  - g. Partner with National Wheelchair Softball Association, LWSRA, and Windy City Thunderbolts in planning 2022 national tournament.

**Jacqueline Canty  
Special Recreation Supervisor**

**Goal 1. Continue to ensure relevant services within Special Recreation Summer Day Camp**

- Objectives:**
- a. Provide updated trainings for counselors, site directors and coordinators that will include disability awareness, behavior management tips & expectations.
  - b. Camp staff will resume attending 2022 SSSRPA Day Camp Workshop to gain valuable information to bring back to our programs.
  - c. Include a team building day with camp training to ensure the staff are comfortable working together & with our campers.

- Goal 2. Continue professional and administrative involvements**
- Objectives:**
- Continue professional involvement through membership with IPRA & SSPRPA.
  - Continued participation in career fairs, family nights, etc at local school districts to advertise our programs to the specific group the event targets.
  - Present at the SSPRPA Day Camp Workshop on behavior management and how to facilitate difficult conversations.
- Goal 3. Be proactive regarding programming updates & additions**
- Objectives:**
- Utilize other Special Recreation department offerings to ensure relevant/competitive programming is offered.
  - Be consistent in evaluating participants after each session to ensure their needs are being met, programs are enjoyed, and to obtain their suggestions for future programs.
  - By communicating with our current early childhood inclusion participants & their families, we will inquire about the interest in offering special recreation (self-contained) parent & tots programming, music therapy, etc.
  - Continue to provide 7-10 virtual programs each week.
  - Continue to offer Sensory Santa (December) & introduce Sensory Easter Bingo in Spring 2023.
  - Continue to grow Special Recreation University by getting involved with local school districts & having our flier distributed at transition IEP meetings.
- Goal 4. To continue to see growth within the Salute to Health Veterans Program post COVID-19**
- Objectives:**
- Through input from evaluations & veteran's comments, continue to provide high-interest, low cost monthly socials.
  - Maintain professional relationships with other veteran service providers
  - Offer fitness challenges within the program for all veterans to participate in & increase their fitness.
  - Restart our monthly socials for veterans & their families
- Goal 5. To continue to spur creativity & compassion within the Special Recreation Department**
- Objectives:**
- Build relationships among peers (i.e. staff, coworkers, volunteers) that foster collaboration & discussion of new ideas in a safe & open environment.
  - Appreciate & showcase the unique perspectives, skills and experiences that each staff member brings to the team.
  - Discover & solve the problems that prevent staff members from performing at the highest level of success.

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**Dawn Farrell**  
**Dance Supervisor & Coordinator**

- Goal 1. Relaunch season ticket holder subscriptions**
- Objectives:**
- Send out letters to our current season ticket holders
  - Pull patron email addresses from ShowTix4U and email letters.
  - Blast a survey link on social media platforms asking for contact info for those interested in purchasing season tickets.
- Goal 2. Get local businesses to purchase ads for our full season.**
- Objectives:**
- Visit businesses in person and pass out our new ad letter.
  - Target small businesses by advertising ad availability in local FB groups such as: Moms of Oak Lawn, Oak Lawn Talk of the Town, Families of Oak Lawn, Stand Up and Support Local Small Businesses.
  - Offer an opportunity for former and current cast members to get seasonal ads from their family owned businesses.
- Goal 3. Get more patrons to follow and/or like us on social media**
- Objectives:**
- Utilize *On the Stage* to help with our Social Media needs.
  - Actively engage with our current followers.
  - Use hashtags and follow relevant accounts



- Goal 4. Offer more dance programs during our off time**
- Objectives:**
- Add a 6 week session in between Recital and Summer.
  - Offer specialty dance events throughout the year: Guest Teachers, Parent’s Night Out, Christmas Break Dance Camps, Holiday Themed One Night Events for: Halloween, NYE, Valentine’s Day, St. Patrick’s Day.
  - Offer a Dance Team Audition workshop prior to auditions.
- Goal 5. Get more patrons to follow and/or like us on social media**
- Objectives:**
- Utilize *On the Stage* to help with our Social Media needs.
  - Actively engage with our current followers.
  - Use hashtags and follow relevant accounts
- Goal 6. Sell more merchandise**
- Objectives:**
- Offer more than just clothing: water bottles, stickers, car decals, dance bags, garment bags etc.
  - Give more opportunities to purchase merch. Sell at our Halloween and Christmas performances. Place an order in time for Christmas so patrons can purchase our merch for Christmas gifts. Set up on-line store.
  - Get our patrons involved. Either a contest to design some merch or allowing them to vote on a design. Patons will feel invested in the outcome. It will ensure we’re creating a design our students will actually want to buy and wear.
- Goal 7. Decrease expenses**
- Objectives:**
- Look into a more reasonably priced recital venue.
  - Go 100% paperless; from notes home to Recital Programs.
  - Utilize interns more.

**Ron Badali**  
**Accounting Manager**

- Goal 1. Become proficient in all areas of responsibility for the Superintendent of Finance role in order to successfully manage the Finance Department of the Park District including the annual functions of audit, tax levy, GO Bond, budget process, etc.**
- Goal 2. Hire and train a new Accounting Manager to assist in the day-to-day operations of the Park District as well as establish their responsibilities for monthly, quarterly and annual reporting and audit process**
- Goal 3. Manage the District’s cash position as we begin a very aggressive Capital Project year which will include funding assessment of annual GO Bond, Tax Levy and expected delay in Cook County property tax receipts during the 2<sup>nd</sup> and 3<sup>rd</sup> quarter of 2022-23**
- Goal 4. Build a solid rapport with Park Board members by providing informative materials and reports to allow them to fully engage the finances of the Park District as well as correspond with each member about all questions and inquires they present**
- Goal 5. Oversee the full implementation of the front desk, A/P and Payroll responsibilities for our newest staff in order to create an efficient and effective business office environment**
- Goal 6. Continue to implement procedural changes which will help to reduce need for physical paper documents for A/P and payroll in order to become more effective and save expenses for copies and physical storage**

**Delaney Harty**  
**Human Resource/Safety Manager and Volunteer Coordinator**

- Goal 1. Go Live with HR digital software to automate Personnel Management**
- Objectives:**
- Develop staff introduction to benefits, inputs, and procedures through a formal roll-out by creating a manual for usage
  - Build hiring paperwork into Bamboo platform for FT Supervisors to utilize
  - Utilize HR Management software for digital signatures and tracking training dates
  - Begin to utilize a hiring feature of software more regularly

**Goal 2. Integrate Payroll Administrative Assistant position to be more involved in other related areas in addition to running payroll**

- Objectives:**
- a. Teach new position new hire processes and transfer that responsibility
  - b. Teach new position creation of employee profiles in different software and where their responsibilities lie
  - c. Teach new position how to make payroll tax payments and payroll deduction adjustments

**Goal 3. Build network within HR/Safety Areas**

- Objectives:**
- a. Join and partake in IPRA HR group webinars and meetings
  - b. Meet regularly or utilize PDRMA as a reference point; Lindsey Robertson
  - c. Continue monthly safety committee meetings within OLPD

**Goal 4. Look into other Volunteer Management Systems**

- Objectives:**
- a. Get input from other districts on which software is being used
  - b. Clean up volunteer portion of website to be more direct/user friendly
  - c. Potentially use personnel management software for storage of volunteer information

**Goal 5. Familiarize and improve and/or confirm staff policy and procedure**

- Objectives:**
- a. Look at potential benefit opportunities that are appealing to current and future staff in order to retain and attract staff by staying competitive
  - b. Clarify certain policies through dissecting them and keep all staff on the same page
  - c. Better familiarize myself with employment laws and other areas of HR through research and education opportunities this upcoming year.
-