

Strategic Plan Initiatives FY 22/25

Strategic Initiative: To ensure the opportunity of recreation for all through the scope of diversity, equity, and inclusion.

Objectives:

- Internal assessment of district policies and practices.
 - Create a district statement on our goals for Diversity, Equity, and Inclusion.
 - Develop and distribute an internal staff survey for full-time and part-time staff to see if district is meeting the needs of staff.
 - Review results and create an action plan to address any opportunities for improvement in the scope of diversity, equity, and inclusion.
 - Research and setup staff trainings to help educate staff and introduce new policies & best practices.
- External assessment of meeting community's and surrounding communities' needs.
 - Research opportunities to reach out to non-users and users of district's offerings to ensure district is meeting the needs of both.
 - Reach out directly to diverse user and non-user groups by meeting them out in the community
 - Review results of research conducted with users and non-users of district offerings and create and action plan to address any deficiencies in the scope of diversity, equity, and inclusion.
- Address actions that will assist in the district's mission of being inclusive and equitable to all.
 - Conduct an internal assessment of current district programs and policies to highlight areas where we can adjust to better meet the needs of all.
 - Establish partnerships with local community organizations focused on diversity and inclusion.
 - Review and update district signage, language, and practices of communication with the community.
 - Research and develop opportunities to supplement the costs of district services so that all community members have access to recreation.
 - Review opportunities to diversify vendors utilized throughout the district.

Strategic Initiative: To improve internal communication

Objectives:

- Create internal communication guidelines
 - Update contact lists/intranet (work with IT)
 - Update phone directory, cell phone list, email addresses and email distribution lists
 - Create shareable doc list (each facility/department manages their own changes once developed)
 - Best contact for full time staff during week/weekend specified (Contact preferences for staff). Send out survey to gather the staffs preferences)
 - Clarify connected apps (new ones, work with IT for best options, reach out to other districts and see what works best for them)
 - Slack, Group Me, Remind etc.
- Create online resources
 - FAQ's for programs
 - FLASH, Day/Sports Camp, Dance etc.
 - District wide special events calendar (so we are not double booking, aware of programs to share with community at our facilities)
 - This will require working with marketing to get onto website
 - Weekly Update dispersed – updates from each facility (info Tracey can share from reports sent to Tom). Programs coming up, new programs, special events ect.
- Resurrect “Lunch and Learn”
 - Roundtable discussion to share district news on projects, plans and programs. (could be part of healthy living)
 - Formalize a work flow process where affected departments sign off at various stages of project development and implementation. (ex. New features in parks, who should be part of the process)

Strategic Initiative: To drive people to the Oak Lawn Park District website

Objectives:

- Add and update content and photographs for all program and facilities areas.
- Staff to review their content pages and provide edits once per month.
- Review analytics on a quarterly basis with Management Team.
- Add QR codes and/or shortened links on all marketing materials.

Strategic Initiative: To Invest in New and Continuing Staff Culture and Success

Objectives:

- Create district wide recruitment strategies for departments and program areas to use when struggling with incoming applications. (Shannon & Melissa)
 - Build a formal Referral Program to utilize when supervisors are not receiving new applications.
 - Work with Justin on updating and improving the job postings section of the website to be more user-friendly and enticing to potential applicants.
 - Establish a recruitment database of local contacts to set up opportunities to visit schools, campuses, and do further on site recruiting.
- Create district wide retention strategies for departments and program areas to use when struggling keeping staff at OLPD. (Brad & Robbie)
 - Clean up and advertise our current employee benefits for full and part time staff.
 - Design an employee recognition strategy based upon performance, and not length of service.
 - Find a business to partner with in Oak Lawn to provide employee recognition gift cards of some sort.
- Streamline the Onboarding and Training Process for new staff. (Delaney & Whitney)
 - Generate a training checklist and/or archives of all major trainings district staff undergo to alleviate supervisor's coverage and so that supervisors can focus on program specific training.
 - Track trainings through Bamboo to be more accountable on renewals.
 - Digitize all Hiring paperwork through Bamboo to make onboarding more efficient.

Strategic Initiative: Program Service Evaluations

Objectives:

- Patron/Program Survey
 - Choose new program survey software (survey monkey, checkbox, google forms etc.)
 - Create template surveys for programs including form language, sample questions, survey formatting
 - Create best practice information for program surveys, including appropriate number of questions, determining when to send program surveys to patrons, determining which patrons should receive program surveys, receiving staff feedback on programs etc.
 - Train program staff on the new survey software and best practices so we receive the most helpful feedback from patrons regarding our programs and services
- Quarterly/Yearly Program Evaluations
 - Determine program evaluation content needed for DA & CAPRA compliance
 - Create an updated, fillable, program survey that contains valuable, program specific information that will be helpful for goal setting & program review. This includes changing language or other financial information on the program survey so it is easier to understand and interpret.
 - Meet with GMs to collaborate on what information is helpful on the program evaluations and how to complete the evaluations for a more uniform program evaluation process.
 - Create a staff orientation/training document regarding program evaluations that includes how to fill out the program evaluation, where to find metrics for financial and enrollment data, how often program evaluations are completed for specific programs etc.
- Additional Patron Feedback Opportunities
 - Create a live facility feedback survey where patrons can give feedback on their visit to the facility at any time. This feedback would be relayed to facility GMs so we can address problems or successes that are shared quickly, instead of waiting until quarterly reviews of programs and facilities.
 - Create a QR code sign for patrons to scan to be able to complete the survey quickly.
 - Review all non-program services the district provides, like memberships, amenities etc. that are currently not included in the quarterly program evaluations and create a schedule for surveys, checklists and evaluations so we are reviewing all services the district offers and nothing is being missed.