

Park District of Oak Park

Park District 2013-15 Strategic Plan



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Prepared by Heller and Heller Consulting, Inc. - November 2012

Strategic Initiatives, Goals, and Objectives 2013-2015

The following are the initiatives, goals, and objectives for the next three years, 2013-2015. The year the objectives are to be developed and completed is listed next to each objective. Ongoing Goals are repeated continuously during the next three years.

Strategic Initiative: Customer Focus

Goal 1: Memorable Experiences

- Develop methods to ensure consistent service delivery, such as the use of standards 2013
- Determine customer expectations in key program and service areas, document, and train staff to exceed expectations 2014

Goal 2: Customer Loyalty

- Develop a systematic approach to measuring customer satisfaction; utilize results to enhance existing programs/services and/or add new ones 2013

Goal 3: Anticipating Future Need

- Review other agency strategic/comprehensive plans and incorporate any appropriate changes, based on their future direction 2013
- Create a process to identify underserved groups and determine the appropriateness and ability of the District to better meet their needs 2014
- Develop a process for identifying new trends, research their possibility, and implement into the program mix as appropriate to attract new customers as well as enhance existing customer's experience 2015

Strategic Initiative: Financial Strength

Goal 1: Align Resources Efficiently

- Complete an annual update of the capital improvement plan prior to the annual operational budget process Ongoing

Goal 2: Optimize Return on Investment

- Utilize fee policy to price programs and services appropriately 2013
- Analyze center operations and revise to meet new program objectives 2015

Goal 3: Sustainable Operations Plan

- Develop an asset management plan, including equipment and supply inventory management program 2015

Goal 4: Maximize Funding Opportunities

- Research, evaluate, and pursue grant opportunities Ongoing
- Update fee structure for facility/park rentals based on new facilities 2014

Strategic Initiative: Maintain Infrastructure

Goal 1: Sustainable Practices

- Implement field assessment/practices to improve the quality of maintenance and use of athletic fields 2013

Goal 2: Pro-active and Systematic Approach

- Develop an automated work order system 2013
- Establish/follow best practices for materials and maintenance 2014

Goal 3: Evaluation of Systems

- Create operation plans for revenue facilities 2013
- Update comprehensive plan and, as appropriate, align recommendations with other government entities' comprehensive plan 2015

Strategic Initiative: Organizational Excellence

Goal 1: Seek Synergy

- Annually review strategic plan Ongoing

Goal 2: Innovative Operational Excellence

- Submit applications for Distinguished Accreditation/CAPRA/Gold Medal 2013
- Develop a performance measurement system for month-to-month tracking 2013
- Develop minimum operating standards for program areas (aquatics, youth sports, etc.) 2014
- Create comprehensive volunteer engagement plan 2015

Goal 3: Leverage Technology

- Assess and analyze internal communication processes and determine methods of improvement 2014
- Provide Wi-Fi access to users of all PDOP parks and facilities 2015

Strategic Initiative: Employee Excellence

Goal 1: Foster a Culture of Innovation

- Create an organization culture of measure it, define it, grow toward it 2014

Goal 2: Foster a Culture of Continuous Learning

- Identify a training and development philosophy and establish a system for employees to learn, improve, and maintain skills 2013
- Develop documentation protocol (special events, seasonal activities – provides an historical perspective and a means to measure program area trends) 2014

Goal 3: Leadership and Development of Staff

- Develop a robust employee reward and recognition program that reinforces the mission, vision, and values of the District and contributes to the establishment of an innovative work environment 2015