



STRATEGIC  
**PLAN**



OSWEGOLAND  
PARK DISTRICT



# OSWEGOLAND PARK DISTRICT STRATEGIC PLAN



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## MISSION STATEMENT

It is the mission of the Oswegoland Park District to effectively and responsively:

- ... plan, acquire, develop, maintain, and preserve parks, facilities, and natural and historic areas.
- ... provide diverse, accessible, high-quality services and programs.
- ... provide our community with opportunities to play, gather, celebrate, learn, and enjoy nature.
- ... provide the leadership, staff, and volunteers with the resources and environment to create a park district that reflects the spirit of our community.

## VISION STATEMENT

Creating Opportunities for a Healthy Community!

## VALUES

Quality • People • Integrity • Safety • Teamwork • Commitment & Dedication

## INTRODUCTION

Strategic planning is the formal consideration of an organization’s future course, a process that determines where an organization is going and how it will get there. Developing a strategic plan defines the purpose of the organization; establishes realistic goals consistent with a mission in a defined time frame; provides a base from which progress can be measured; and focuses resources on the key priorities.

The resulting document is the Strategic Plan. The Oswegoland Park District has developed a Strategic Plan to provide direction in serving the community for a five-year period from 2017 through 2021. This Plan is the result of the collaborative efforts of the District staff, Management Team and the Board of Commissioners and prepared in partnership with Primer, Michaels & Associates, Inc.

## STRATEGIC PLAN DEVELOPMENT

The starting point for the strategic planning process is establishing a Mission Statement to clearly define the purpose of the Park District. This statement represents the core of the organization. The Values reflect our set of values as individuals, a team and an organization, defining how we intend to relate to each other and to our community. The Strategic Themes represent our broad level of direction and are supported by Strategic Goals. Strategic Initiatives are specific tasks to support the Goals.

## STRATEGIC PLAN DEFINITIONS

<b>Mission</b>	A statement that describes the business of our District. The Mission also defines our core purpose and why we exist.
<b>Values</b>	Our set of beliefs that establish how we will relate to each other and to our patrons.
<b>Strategic Themes</b>	Primary components that include customer, financial, internal business, and employee growth and development. These define the organizational direction based on the concept of the Balanced Scorecard.
<b>Strategic Goals</b>	Concise statements describing the specific actions the District will execute to achieve our strategy.
<b>Strategic Initiatives</b>	The specific programs, activities, projects, or actions that our District will introduce to meet our performance targets.
<b>Measurements</b>	Standards used to evaluate and communicate performance against expected results. Measurements are normally quantitative indicators and capture numbers, dollars and percentages, allowing the Board and staff to determine organizational performance.

## STRATEGIC THEMES

The District has developed Strategic Themes that are broad organizational descriptions to provide direction. They include:

- Upgrading and Expanding Core Assets
- Building Market Share and Competitiveness
- Developing and Sustaining Meaningful Partnerships and Revenue Sources
- Developing and Executing Strategies for Internal Engagement and Continuous Improvement

The Strategic Themes are geared not only for the employees of the organization but also the Board members, given their role in organizational strategy. The Mission shapes these strategic recommendations. The Themes provide the overall focus for the Plan’s implementation.

## STRATEGY MAP

The Oswegoland Park District Strategic Plan (2017-2021) is designed to ensure that elements of the Mission shape the Strategic Plan implementation. Strategic Themes, Strategic Goals, Strategic Initiatives and Measurements create the framework for decision-making during the next five years. The Themes provide the primary focus for the Plan’s implementation. The Strategy Map outlines the four Themes and supporting Goals.

OSWEGOLAND PARK DISTRICT STRATEGY MAP	
THEMES	
Land & Facilities	<b>UPGRADE &amp; EXPAND CORE ASSETS</b> Develop a Master Plan   Develop site specific plan for each component to optimize existing resources   Create and Implement a Five Year Capital Improvement Plan
	<b>BUILD MARKET SHARE &amp; COMPETITIVENESS IN OFFERINGS</b> Develop a strategy for fees and charges for District programs and services   Design and implement a unified marketing plan
Customer	<b>DEVELOP &amp; SUSTAIN MEANINGFUL PARTNERSHIPS &amp; REVENUE SOURCES</b> Seek alternate funding such as grants, donations, and sponsorships   Foster productive collaborations & partnerships with local governmental agencies and community organizations   Review existing policies and procedures to provide guidance as to how funds are generated, reserved, and expended   Develop best practices in financial systems
Fiscal Awareness	<b>DEVELOP &amp; EXECUTE STRATEGIES FOR INTERNAL ENGAGEMENT &amp; CONTINUOUS IMPROVEMENT</b> Develop a philosophy & plan for implementation and review of staff compensation   Develop specific action steps to enhance staff engagement.   Seek professional recognition at the agency, staff, and board level   Develop an orientation and training plan
Employee Engagement	

## STRATEGIC THEMES & GOALS

### Land & Facilities

**Upgrading and Expanding Core Assets** - Develop Standards for Land Acquisition and Planning and Construction of New Facilities and Renovation of Existing Facilities.

The Park District will manage its land and facilities in a manner that contributes to public pride and quality of life throughout the Oswegoland Park District. It values ecological preservation, environmental sustainability, and incorporates these values when making decisions on how land and facilities will be acquired, maintained and managed. Over the next five years, the Park District will focus on: planning; preventive maintenance; ensuring public safety at parks and facilities; and expanding green management practices.

- 1 } **Develop a Master Plan**
  - Develop policies regarding the acquisition of land - *Short-Term*
  - Identify indoor and outdoor facilities based on current needs of the community, as well as forecasted growth areas - *Short-Term*
- 2 } **Develop site/program specific plan to optimize existing resources**
  - Develop business plans to support and justify expenditures as it relates to renovation of and/or acquisition of new resources - *Long-Term*
- 3 } **Create and Implement a Five Year Capital Improvement Planning Process**
  - Review and incorporate replacement schedules, ACG's Facilities Report, Facilities & Community Needs Assessment, ADA Implementation Schedule- *Short-Term*

### Customer

**Building Market Share and Competitiveness** - Align Services with Community Needs

The Park District will focus on providing programs, services and facilities based on financial sustainability and community needs according to community feedback, trend analysis and resources.

- 1 } **Develop a strategy for fees and charges**
  - Update Comprehensive Revenue Policy - *Short-Term*
  - Develop a comprehensive program review process - *Short-Term*
- 2 } **Design and implement a unified marketing plan**
  - Incorporate an advertising plan as part of a comprehensive marketing plan - *Long-Term*
  - Increase revenue through community awareness and participation - *Ongoing*
  - Update the Community Attitude & Interest Survey every 3-5 years - *Short-Term*

## Fiscal Awareness

### Developing and Sustaining Meaningful Partnerships and Revenue Sources - Maximize Funding Opportunities

The Park District will focus on optimizing and leveraging financial position through aligning resources efficiently, maximizing funding opportunities, and collaborating opportunities/partnerships to fulfill the community's needs and interest in effective, innovative ways.

- 1 } **Seek alternative funding such as grants, donations, sponsorships**
  - Create a process for actively seeking grant funding - *Long-Term*
  - Create a sponsorship plan as part of the comprehensive marketing plan - *Long-Term*
- 2 } **Foster productive collaborations and partnerships with local governmental agencies and community organizations**
  - Establish committees, including local government agencies, and community-at-large, to generate ideas on ways to collaborate and maximize taxpayer resources - *Ongoing*
- 3 } **Review existing policies and procedures to provide guidance as to how funds are generated, reserved, and expended**
  - Review reserve fund balances to determine financial stability for future capital projects - *Short-Term/Ongoing*
  - Review Recreation Fund programming, breakdown and structure of revenue sources funding the programs, and how those funds may be increased or spent - *Short-Term*
- 4 } **Develop best practices in financial systems**
  - Continue to receive CAFR, recognizing excellence in reporting and transparency - *Ongoing*
  - Continue to build upon the budget document to meet the criteria for submittal for the Distinguished Budget Award - *Ongoing*

## Employee Engagement

### Developing and Executing Strategies for Internal Engagement and Continuous Improvement - Cultivate Personal and Professional Growth

The Park District emphasizes the importance of employee competency and personal/professional growth. This includes effectively deploying the Mission & Values beginning with the orientation process and reinforcing them throughout employment. In addition, we will launch a comprehensive training program to advance staff skills.

- 1 } **Develop a philosophy and plan for implementation and review of staff compensation**
  - Interpretation/implementation - *Ongoing*
  - Timeline/schedule - *Ongoing*
  - Budget - *Ongoing*
  - Frequency to review and update - *Ongoing*
- 2 } **Develop specific action steps to enhance staff engagement**
  - Develop a monitoring process for the action plan based on the results of culture survey - *Long-Term*
  - In conjunction with strategic action teams, develop a monitoring process for use at management team meetings to keep abreast of team progress and the board reporting calendar - *Ongoing*
- 3 } **Seek professional recognition at the agency, staff, and board level, and recognize and celebrate when achieved**
  - Complete for recognition at 2018 IPRA/IAPD conference - *Short-Term*
  - Consider applying for CAPRA and/or Gold Medal Award - *Long-Term*
- 4 } **Develop an orientation and training plan - *Long-Term***

## IMPLEMENTATION

### Implementation Timeline

The following are Themes, Goals and Initiatives for the next five years 2017 through 2021. Time period priorities are attached to each Initiative. These represent timeframes as follows:



- Short-Term Goals to be accomplished between 2017 and 2019
- Long-Term Goals to be accomplished between 2019 and 2021
- Ongoing Goals are included on an annual basis during the entire time period

### Implementation Guidelines

- All employees will receive a copy of the Strategic Plan or electronic access to the Plan.
- Elements of the Strategic Plan will be incorporated into the District’s orientation process.

The District will provide regular reporting on the Plan’s progress. The Plan will be divided into separate fiscal years and reported on annually.

