



STRATEGIC PLAN

2024 - 2027

STRATEGIC PROCESS

In March of 2023, the Oregon Park District Board of Commissioners engaged Amber Johnson to facilitate the process to create the 2024-2027 Strategic Plan. The process included development of a Value's Team, stakeholder input via community focus groups, resident interviews, and workshops with staff to develop values and strategy. Staff workshops centered around feedback from the community to identify where the Park District is and wants to be as an organization and how we can positively impact the community's quality of life in both the short and long term.

The Oregon Park District has continually demonstrated strategic leadership when developing the organizations' vision, mission and priorities as a mark of good stewardship.

This report serves as a summary of the 2023 planning process, feedback, values, strategic priorities and goals that will define the direction of the District for the next three years.

We are the Oregon Park District

Strategic planning seeks to anticipate future industry trends. During the process, the Oregon Park District reflected on the agency's current mission, vision and values in preparation of setting strategic goals. These strategic goals inform operational goals and incremental milestones that need to be reached. The project included three-parts: 1) Identify Values, 2) Embed the Values, and 3) Shape Strategy.



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STAKEHOLDER INPUT

Engaging stakeholders is crucial for successful strategic planning. It involves identifying, understanding and involving residents who have a stake in the outcome of the plan.

The District engaged a variety of stakeholders in an 'Appreciative Inquiry' process. Appreciative inquiry is both a mindset and a method for making good things happen stronger, better, and faster.

The results gathered during the initial stakeholder interviews was utilized in the first staff summit held on June 1st to begin to formulate our mission, vision and values.

STAKEHOLDER QUOTES

“ I'm so happy with the park district and how they contribute to our community. ”

“ Park district is very important to the overall feel of the city and livability (good place to live, work, and play). ”

“ Went away for school. A big reason my husband and I came back is because of the park district. ”

“ I remember bragging to family members - sending pictures and videos - It's so much cooler than your town. ”

“ Concerts in the park - really enjoy being around people. The music is secondary. Free community events like that are great for getting outside and socializing. ”



STAFF SUMMIT

A staff summit was held on June 1st. The Board of Commissioners, full-time staff and part-time staff were invited to attend and share their ideas and views for the future. Amber Johnson, Strategic Planner, guided staff through a day of sharing and idea gathering. Employees were paired up and conducted 20 minute interviews of one another. This was an opportunity to share positive experiences and gather insight on the values exhibited by co-workers daily. Information gathered during the stakeholder interviews was shared with staff, alongside the stories of co-workers to begin to shape the values exhibited currently and those we wish to represent in the future.

The second half of the day included discussion pertaining to the mission and vision. Our mission is our purpose for existing and informs our actions. Our vision represents the future and is a statement we are striving to achieve.

The outcomes for the day included a collective effort to identify a values set, mission and vision statement for recommendation to the Board of Commissioners.



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MISSION, VISION AND VALUES

The District's previous Mission and Vision statement was the result of strategic planning completed in 2005. The current strategic planning process has allowed the District to revisit the values that guide both the Mission and Vision of the Oregon Park District.

OUR MISSION

Approved September 12, 2023

To provide community-focused social and recreational activities through exceptional programs, parks and facilities.

OUR VISION

Approved September 12, 2023

We strive for operational excellence through caring, creative and community-focused service.

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OUR VALUES

Approved July 11, 2023

The District has identified a values set that reflects the best of who we are and who we strive to be. The values set is unique to us and will be used to guide and inspire our decisions and behaviors towards people, experiences and stewardship. The values, also referred to as the 3C's, reflect the values identified by community stakeholders and staff throughout this process.

The 3C's

Caring

We show responsibility for resources and care for people - and we take pride in all we do.

Creative

We bring imagination, innovation, and fun to our work.

Community-Focused

We build a healthier community where everyone belongs.



COMPETENCY FRAMEWORK

Developing a competency framework for the defined values broadly describes performance excellence within our organization. Each competency communicates which behaviors are expected, valued, recognized and rewarded with respect to specific roles. A competency framework was developed for each of the 3C's.

STAFF STORIES - CARING

“

Kids with special needs have mainstreamed in our programs. Those kids are doing great, but so are their teammates. In summer camp, there's a little boy in a wheelchair. I hear all the kids arguing over who gets to push him and hang out with him.

”

“

I see caring in the way staff help staff. We volunteer at events, jump in to help when someone gets sick, and aren't afraid to get dirty. That can be said of everyone - we can text and get help right away.

”

“

We had a mower with over 5000 hours on it. When we took it to the dealer, they said they'd never seen one with that many hours on it. We'd done all the preventative maintenance that made that possible. It takes extra time in the shop, but it saves the district and taxpayers.

”

CARING

We show responsibility for resources and care for people—and we take pride in all we do.

Competency Framework

Expectations for Everyone

How we act toward others

- Greet everyone and offer a warm welcome—give that small town feel
- Show empathy and be kind
- Be helpful: lend a hand, take time for others, offer good customer service
- Build relationships with one another
- Respect coworkers and the community
- Help kids learn to be good citizens
- Listen actively, be attentive
- Encourage teamwork and don't tolerate bad behavior
- Be responsive

How we care for our resources & work

- Keep our parks and facilities clean
- Take good care of our properties and equipment
- Appreciate our coaches and volunteers, and each other
- Do your best, always

Additional Expectations for Supervisors and Managers

- Work to understand community and staff needs
- Increase physical and financial accessibility
- Help staff members grow professionally
- Seek input from others
- Mind the budget and the environment: use resources conservatively
- Work to understand differing perspectives
- Partner with the community and support local businesses
- Plan for regular maintenance and upkeep
- Reduce stress where possible
- Be outcomes oriented
- Be as transparent as possible
- Encourage flexibility and balance
- Reach out to underserved or unengaged pockets of the community





STAFF STORIES - CREATIVE



“ So many of our programs show creativity. Our Wednesday drop in for soccer on the mini pitch made better use of the pitch. Our Bingo, Brownies and Booze event brought folks together and increased adult opportunities. And the 1-hour summer preschool classes help young kids stay connected with their teacher. ”

“ Instead of replacing a skylight in the Children’s Center, we were able to fill it in and ended up saving over \$20,000 and decreased the potential for future issues with roof leaks. ”

“ Our ideas are heard. I brought forward a creative new water program and it happened. ”

“ At the front counter, we worked together on how to arrange the necessary materials to make it flow easier. The space works better for all users now. ”

“ During COVID we had to quickly shift our activities, moving to digital and remote. Staff did so without hesitation and we were successful. ”

“ The leaders who were able to tie the park district to nuclear plant funding were creative and thinking about our future. ”



CREATIVE

We bring imagination, innovation, and fun to our work.

Competency Framework

Expectations for Everyone

How we show creativity for others

- Make fun things happen for the community
- Adapt activities to meet the needs of participants
- Use the resources we have to engage our community
- Encourage play

How we show creativity in our work

- Have a solutions-orientation
- Innovate: find new and better ways of doing our work
- Take reasonable risks and try new things
- Use technology to enhance our work and creativity
- Bring your best ideas and your passions to work
- Be willing to change and adapt
- Seek out learning and new ideas
- Encourage variety

Additional Expectations for Supervisors and Managers

- Motivate staff and foster engagement
- Encourage an environment where it's safe to try new things and take reasonable risks
- Support the creativity and hard work of our staff with the appropriate resources
- Ensure the creativity and variety of programming to meet community needs and interests
- Explore industry trends and seek input from the community; research and develop ideas
- Build strong relationships with vendors
- Encourage continuous improvement
- Aim high: set goals that go beyond what other park districts might





STAFF STORIES - COMMUNITY-FOCUSED

“ The route for the Village of Progress’s annual TOSOC ride conflicted with the Park District’s route through town. So we aligned the routes to avoid conflict and updated signage as needed. ”

“ I sent out a volunteer request to staff, asking for help at the Color Run. Within 3 days, every slot was full. ”

“ We continually partner with local, regional and state authorities to create opportunity the community has requested. We are now on the verge of building a bike path. ”

“ My team members have ideas that trump my own. I celebrate that! ”

“ Concerts in the Park bring people together and gives them a sense of community and belonging. ”

“ Extra effort was placed on involving the OHS Varsity Coaches in our youth clinics. As a result, the District has donated more than \$10,000 back to the OHS athletic fund two years in a row. ”



COMMUNITY-FOCUSED

We build a healthier community where everyone belongs.

Competency Framework

Expectations for Everyone

How we engage with the community

- Be involved in the community and volunteer internally
- Have healthy relationships with colleagues and community members
- Encourage good citizenship
- Seek out external partners who represent the community
- Encourage healthy and safe behaviors

How our community focus shows in our work and resources

- Keep our spaces safe: protect against injury and liability, don't tolerate bad behavior
- Keep our spaces beautiful
- Speak up if you have a concern
- Complete CPR training
- Work as a team
- Work to see the bigger picture

Additional Expectations for Supervisors and Managers

- Encourage belonging and respect for staff and community
- Give staff credit for their ideas
- Develop staff and provide opportunities for social interaction
- Offer training that advances understanding of health and safety
- Facilitate information sharing and two-way internal communication
- Provide for the needs of staff

- Meet the needs of as many demographic groups as possible
- Seek community input and be responsive
- Raise awareness of district programs and facilities
- Keep the focus on community impact
- Support programming that encourages healthy behavior
- Support other community organizations and share resources
- Reduce barriers to participation in programs and facilities



EMBEDDING OUR VALUES

When we embed our core values into our culture, we create a common language and shared purpose that unites every team member. This alignment ensures every action and decision we make is in sync with our overarching mission.

The power of embedding core values into the Oregon Park District culture will be fundamental to our success. These values will serve as the foundation upon which our culture is built, and the driving force behind our achievements.

Staff met on several occasions with Amber Johnson to discuss the priorities for embedding the values in our daily work lives and organization. Many key areas were discussed and identified as opportunity for embedding the identified values.

Hiring &
Onboarding

Email
Signature

Staff Training

Marketing
Hashtags

Website

Values in
Action

Launch Week

Tshirts

Awards &
Recognition

Graphics in
Parks & Facilities

Values Logo

CARING. CREATIVE.
COMMUNITY-FOCUSED.



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STRATEGIC FOCUS GROUPS

Following approval of our values, mission and vision, it was necessary to engage an additional round of key stakeholders in focus group sessions. Focus group sessions were held on July 13th and each group was divided based on the following:

Resident/Program Participant Group
Board of Commissioners

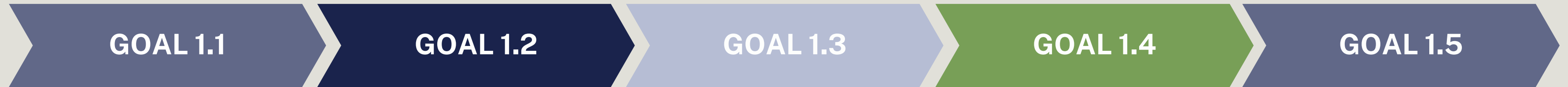
The focus group sessions served as an interactive listening tool for the strategic planning process. The information gathered was shared in summation at the strategic planning workshop held with staff on July 27th.

As a result of the focus group responses and staff workshop, five overarching themes were presented.



STRATEGY #1

Provide Programming to Under Served Demographics



- Identify programming assistance to address the mental health needs of program participants.

- Expand the recreation opportunities to include outdoor education, programs for senior citizens, and non-sports programs for children.

- Increase awareness of the Oregon Park District Scholarship Fund.

- Develop a community survey to identify specific areas which could benefit from additional programming.

- Create opportunities to utilize the amenities we have in our facility and parks.

STRATEGY #2

Improve Internal and External Communication



GOAL 2.1

- Improve our customers' online and in-person service experience.

GOAL 2.2

- Develop customer appreciation efforts.

GOAL 2.3

- Further develop staff appreciation efforts.

GOAL 2.4

- Communicate the District's fiscal responsibility and value to the community.

GOAL 2.5

- Create an app for internal communication among individual employees and departments.



GOAL 2.6

- Create an app for external communication to streamline delivery of program updates, volunteer opportunities, weather cancellations, etc.

GOAL 2.7

- Increase awareness of departmental achievements to eliminate the stigma of departmental favoritism among board members.

GOAL 2.8

- Understand departmental and individual staff contributions to nurture a culture of support and respect.

GOAL 2.9

- Discuss the approved value's, strategies and goals at monthly staff meetings and incorporate into annual departmental goals.

GOAL 2.10

- Provide an annual strategic plan progress report for the Board.

STRATEGY #3

Expand Partnerships to Strengthen Our Community

GOAL 3.1

- Develop a community coalition involving local taxing bodies to discuss resource sharing, cooperative opportunities and under-served populations.

GOAL 3.2

- Identify reciprocal volunteer opportunities for OPD and local organizations.

GOAL 3.3

- Identify community partners (social, cultural, mental health, etc) to support community needs that align with the District's mission.

GOAL 3.4

- Develop volunteer opportunities for the Board to participate as representatives of the District.

GOAL 3.5

- Identify possible partnership opportunities with the Oregon business community.

STRATEGY #4

Fiscal Planning & Continued Stability

GOAL 4.1

- Maintain the District's strong fiscal position.

GOAL 4.2

- Update the organizational structure and staffing plans for future goals.

GOAL 4.3

- Continue to assess the District technology and identify opportunity for user enhancement to streamline the experience for staff and patrons.

GOAL 4.4

- Evaluate the District's use of capital funding and utilization of debt service to address prioritized projects.

GOAL 4.5

- Develop a communication plan to remain transparent and celebrate goal achievement.

STRATEGY #5

Parks & Facility Planning

GOAL 5.1

- Develop organizational practices to meet the parks & facility needs related to planned and unexpected maintenance developments.

GOAL 5.2

- Create flexibility in the Park District operations and identify areas for future innovation, redesign and refinement.

GOAL 5.3

- Develop and execute a District-wide plan for natural area maintenance and enhancements.

GOAL 5.4

- Update and refine the annually rolling 5-year capital plan to reflect current and future needs.

GOAL 5.5

- Implement a new playground replacement plan and identify areas for future toddler based playground features.