



Bolingbrook Park District Strategic Plan Overview

Bolingbrook Park District collaborated with Customer Lifecycle LLC to develop the Bolingbrook Park District Strategic Plan. The Plan will be aligned with the start of the budget year, beginning January 2023 and continuing through 2026 for certain initiatives.

The District gathered input from the residents of Bolingbrook, employees, and the Board of Commissioners. As a result of that process, we have a clear strategic direction moving forward. We thank all the groups and individuals who helped us get to this next step.

Bolingbrook Park District Mission Statement

To provide world class park and recreation services in a fiscally responsible manner to enhance the community's quality of life

Bolingbrook Park District Vision Statement

We strive for operational excellence through leadership, innovation, adaptability, efficiency, trust, and world class service

The Strategic Planning Process:

Gathering input from a variety of stakeholders, including the residents of Bolingbrook (Community Wide Survey), employees, and the Board of Commissioners.

Staff and Board participating in a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis.

A series of strategic input sessions with management and board.

Community Input

An important component to the Strategic Plan was the Community Wide Survey.

- Bolingbrook Park District conducted a scheduled Community Wide Survey in 2020, which showed fairly positive results despite the ongoing Pandemic. Much of the feedback in 2020 demonstrated the need for the District to make some cosmetic and operational improvements.
- People were also mindful of the impacts of the Pandemic on their recreation needs (facility closures, program and event cancellations, staff furloughs).
- Thankfully, many of the upgrades the public asked for were already planned for 2020 and 2021 due to the successful 2018 referendum.

Due to the results of the 2020 survey and the overarching atmosphere the Pandemic left in its wake, the Staff and Board made the decision to conduct a Community Wide Survey “Pulse Check.”

- This quick hit survey was designed to assess the success of improvements the district made since the 2020 survey.
- This was accomplished by asking the same participants from the 2020 live survey sessions to participate in the 2022 “pulse check” by participating in 45-minute in-depth interview phone calls.

Community “Pulse Check” Survey Summary

Organizational Strengths

- Customer Service.
- Strong sense of community.
- The new Website is great!
- Variety of quality programs for all ages.
- The new playgrounds, parks, and bike paths are beautiful and well maintained.
- The BRAC renovation was needed and looks great!
- Pelican Harbor’s new river island is also very nice.
- The District was the equivalent of a Chevy Impala in 2020 (reliable but not very exciting).
- The District is now a Chevy Tahoe (reliable but sleek and classy as well).
- The programs are a great value.
- Glad the free events are back. Missed them during the Pandemic.

Opportunities for improvement

- **Instructor staff:**
 - Improved training
 - More mature so they can demonstrate authority
 - Able to structure classes so the participants can apply their learned skills
- **Parks and Facilities:**
 - Look at the other facilities and improve them if needed.
 - There are still a few playgrounds that need upgrades.
- **Events:**
 - Events need to come in several formats;
 - Large free events (we already do this)
 - Pop up events that are fun and spontaneous
 - Ongoing weekly or monthly gathering events at different locations

Major issues facing the Park District in the future

- Increasing costs with limited funding sources (outside of property taxes) to cover the rising expenses.
- Staffing levels and succession planning
- Funding for capital improvements
- Unforeseen/unpredictable/uncontrollable situations such as another pandemic, legislation changes and unfunded mandates
- Increased competition

Description of Strategic Initiatives

From feedback received and key demographic information, Bolingbrook Park District has developed several Strategic Initiatives that will drive decision making and operations for the next five years. These initiatives will be short-range, medium-range, and long-range, beginning in January of 2023.

Addressing the Changing Needs of the Public

Short-Range Initiatives (2023)

- Streamline Program Offerings
- Increasing Services for Residents with Special Needs
- Ensure Balance of Program Offerings
- Increase Innovation for Program Offerings and Services

Medium / Long-Range Initiatives (2024-2027)

- Increasing Median Age of Residents
- Changing Cultural Demographics
- Increased Financial Assistance

Improved Communications

Short-Range Initiatives (2023)

- Create Operational Standards / Procedures Doc for Staff to Follow
- Improved Internal Operations/ Management Meetings
- Improved Communications Between BPD and VVSD
- Improved Communications Between BPD and BAC
- Reduction in Duplication of Community events.

Operational Improvements

Short-Range Initiatives (2023)

- Streamline the BPD Internal Computer Filing System
- Combating Increasing Utility Costs
- Update and Re-energize Internal BPD Committees

Medium / Long Range Initiatives (2024 / 2027)

- Investigate Opportunities to Streamline the Budget Process
- Analyze the Monthly Financial Approval Process
- Combating Increasing Supply Costs

Staffing: (Recruitment / Retention / Training)

Short-Range Initiatives (2023)

- Improve Staff Recruitment Efforts
- Improve Staff Retention Efforts
- Improve Staff Training Efforts

Medium / Long Range Initiatives (2024 / 2027)

- Update the BPD Succession Plan

Future Planning Initiatives

Short-Range Initiatives (2023)

- Future Technology Improvements
- Future Parks Improvements
- Future Facility Improvements
- Future Equipment Needs
- Seek out Alternate Revenue Sources

Medium / Long Range Initiatives (2024 / 2027)

- Secure Future Funding
- Increase Corporate Partnerships

Implementation

Staff has developed an implementation plan with specific objectives for each Strategic Initiative, including a timeline for completion categorized as follows:

Short-Range Initiatives: Initiated in 2023 / Projected Completion in 2023/2024

Mid-Range Initiatives: Initiated in 2024 / Projected Completion in 2024/2025

Long-Range Initiatives: Initiated in 2025 / Projected Completion in 2027

We will track progress on implementation of initiatives via the BPD Website



Bolingbrook Park District

Strategic Initiatives

Short Range (2023)

Medium to Long Range (2024-2027)

Addressing the Changing Needs of the Public

Short Range Initiatives (2023)

Objective: Streamline Program Offerings	Implementation Timeline
Conduct a program lifecycle study to determine which programs are up and coming and which programs should be retired.	Start in fall of 2022. Projected completion: May, 2023

<p>Objective: Increasing Services for Residents with Special Needs</p>	<p>Implementation Timeline</p>
<ul style="list-style-type: none"> ▪ Work with NWCSRA to create a survey of participant families to determine if additional programs / inclusion / services are needed. 	<p>Strategize plan by March of 2023 for implementation in 2024</p>

<p>Objective: Ensure Balance of Program Offerings (including market segmentation)</p>	<p>Implementation Timeline</p>
<p>Target Ages</p> <ul style="list-style-type: none"> ▪ Early Childhood and Teen programming ▪ 20-30 Age group. 30-40 age group. 50-60 age group. ▪ Active adult age group. ▪ Leagues ▪ Free special events, fee based special events ▪ New ideas: (Pickle Ball leagues, pop up events, programs with alcohol, virtual programming, female adult leagues, specialized/private instruction opportunities) 	
<p>Create the actual breakdown of the market segments and then conduct analysis of programs within each market segment.</p>	<p>Start in fall of 2022. Projected completion: May, 2023</p>

Objective: Increase Innovation for Program Offerings and Services	Implementation Timeline
Focus on trends / innovations at each monthly Operations Meeting.	Starting January 2023. Projected Completion: December, 2023
Take the innovations discussed and further research feasibility of implementing at BPD. Understanding who and what our competition is.	Starting January 2023. Projected Completion: December, 2023
Re-energize the post program surveys with required reporting to Department Heads, especially on suggestions from participants for future ideas.	Starting planning in October / November 2022. Implement, January 2023.

Medium / Long Range Initiatives (2024-2027)

Objective: Increasing Median Age of Residents	Implementation Timeline
Conduct a targeted survey to active adult (55+) residents inquiring how Bolingbrook Park District can better serve them.	Strategize plan by December of 2023 for implementation in 2024

<p>Objective: Changing Cultural Demographics <i>(culture, language, changing needs)</i></p>	<p>Implementation Timeline</p>
<ul style="list-style-type: none"> ▪ Staff and Board Training on DEI initiatives. ▪ Investigate how other communities are integrating DEI initiatives into their culture and programming. ▪ Infuse findings into the newly created internal DEI Committee for discussion, potential development, and implementation over a two-year period. 	<p>New Committee forming in 2023.</p> <p>They will strategize plan by March of 2024 for implementation in 2024/2025</p>

<p>Objective: Increased Financial Assistance</p>	<p>Implementation Timeline</p>
<ul style="list-style-type: none"> ▪ Work closer with the Foundation for Bolingbrook Parks on fundraising opportunities that will add to the BPD Financial Assistance Program. ▪ Incrementally increase the financial award percentages and streamline the application process. 	<p>Strategize plan by December of 2023 for incremental increase plan 2024-2026</p>

Improved Communications

Short Range Initiatives (2023)

INTERNAL

Objective: Create Operational Standards / Procedures Document for Staff to Follow	Implementation Timeline
<p>Include expectations on response times.</p> <p>Include expectations and examples of internal communications.</p> <ul style="list-style-type: none">○ E-mail, Text, phone, jabber <p>Include email subject description suggestions</p> <p>Include the latest in operational expectations.</p> <p>What warrants a phone call versus a text</p> <p>Out of office communication</p> <p>Work Orders and Ticketing</p>	<p>Start process in November, 2022.</p> <p>Implementation in 2023.</p>
<p>This document should be reviewed and updated quarterly.</p> <p>This document should be added to the BPD overview on-boarding conducted by Executive Director.</p>	

Objective: Improved Operations Meetings	Implementation Timeline
<p>Departmental updates focusing on what is upcoming.</p> <p>“Innovation Corner” discussion at each meeting.</p> <p>Operational Standards updates / status at each meeting.</p> <p>Training of Operations Team.</p> <p>Carry this into BGNR with more frequent and improved departmental meetings.</p>	<p>Discussion in November 2022 and Implement in 2023</p>

EXTERNAL

Objective: Improved Communications with Bolingbrook Athletic Council	Implementation Timeline
<p>Finalize BAC / BPD Agreement.</p>	<p>January, 2023</p>
<p>Create a new orientation program.</p>	<p>January, 2023</p>
<p>Research feasibility of using Slack as a communication tool between groups.</p>	<p>Begin discussion in November, 2022.</p>

Objective: Improved Communications with Valley View School District	Implementation Timeline
<p>Suggest quarterly meeting between BPD and VVSD Leadership to discuss any issues and upcoming needs. BAC, REACH, Dance, Playgrounds.</p> <p>Mike, Chris F., Kai, Ron</p>	<p>Communicate concept with Kinder by November 30, 2022</p>

Objective: Reduction in Duplication of Community Events	Implementation Timeline
<p>BPD continue to inform Village of upcoming special events.</p>	<p>Ongoing</p>
<p>Schedule meeting up with Library leadership to discuss their scope of programming.</p>	<p>November, 2022</p>

Operational Improvements

Short Range Initiatives (2023)

Objective: Streamline the BPD Internal Computer Filing System	Implementation Timeline
I.T. to initiate cleanup communications (instructing Managers to go through shared files and eliminate ones that are no longer needed).	December, 2023
I.T. to work with Business and HR to determine what are the most current required documents and replace the existing if updated docs are needed.	December, 2023
Create an approval system so future files are not created haphazardly.	December, 2023
Train the Management Team on the new file system (requiring signature sign off).	December, 2023
The systems should be reviewed annually	Ongoing

Objective - Combating Increasing Utility Costs	Implementation Timeline
Implement energy reduction practices to include the following: <ul style="list-style-type: none"> ○ Changing office light switches to motion activated. ○ Changing all florescent lights to LED. (Seek out potential grant opportunities for this). ○ Implement gymnasium and hallway light reduction program ○ Regulate pool temperatures 	Begin process in November, 2022.
Investigate feasibility / cost to add solar to BGNR, ACC, Ashburys'	Begin process in April, 2023

Objective: Update and Re-energize Internal BPD Committees	Implementation Timeline
<ul style="list-style-type: none"> • Determine which committees are to continue or be absorbed / streamlined into other committees. May need to create task force (shorter time-span committee). Determine Committee and Task Force Chairpersons and set times for re-launch 2023. • Ron will send out the Committee description doc and ask for volunteers to fill spots based on their interests. • In an attempt to have each committee have representation in all Strengths Domains, we will look at each committee members strengths and potentially recruit employees into committees based on their individual strengths, 	December 2022 for implementation in 2023
Re-energize the Green Team (committee for green initiatives). Re-energize BPDU (Looking at revamping the offerings) Re-energize / revamp Safety Committee	Begin process in Fall of 2022 for implementation by May, 2023.
As previously mentioned, create a DEI Committee. Determine critical components for the successful operation of this committee. Potentially include Dress Code Task Force under this committee.	Begin process in Fall of 2022 for implementation by July, 2023.

Medium / Long Range Initiatives (2024-2027)

Objective: Investigate Opportunities to Streamline the Annual Budget Process	Implementation Timeline
Investigate need for a multi-year budget approval. This Allows for earlier staff and board approval on larger capital equipment purchases, reducing supply chain challenges.	Strategize plan by March of 2024 for potential implementation in 2025.

Objective: Analyze the Monthly Financial Approval Process	Implementation Timeline
Investigate feasibility and potential process of BPD paying invoices two-times per month. (potential savings opportunity) <ul style="list-style-type: none">○ Survey other agencies	Strategize plan by March of 2024 for potential implementation in 2025.

Objective: Combating Increasing Supply Costs	Implementation Timeline
Meet with units of local government (including VVSD) to determine if there are areas in which we can purchase supplies / equipment together (in bulk) to reduce unit prices.	Strategize plan by December of 2023 for potential implementation in 2024.

Staffing: (Recruitment / Retention / Training)

Short Range Initiatives (2023)

Objective: Improve Staff Recruitment Efforts	Implementation Timeline
Re-energize the Spring Job Fair. Perhaps hold it in multiple locations at different times of day. Partner with the Bolingbrook Chamber of Commerce to participate in their semi-annual job fair.	Begin discussion in October, 2022. Implement in February, 2023
Re-energize the efforts to attend BHS and set up tables for staff recruitment during lunch periods.	December, 2022
Contact local colleges (JJC, Lewis, St.Francis, and Benedictine) to see if we can get into their student publications promoting summer jobs or attend their job fairs.	January, 2023
Continue with the staff recommendation incentive program. Perhaps do a quarterly drawing.	December, 2022
Review if we need to re-introduce free childcare for internal instructional staff	December, 2022
Create a “why I love working at BPD” video to share with potential employees and have on website	

Objective: Improve Staff Retention Efforts	Implementation Timeline
Conduct a study on the staffing structure. What do we need now, what could we potentially need in the future (short and long-term).	May, 2023
Ron and Terri working with HR Source to conduct a salary and wage survey for full-time staff.	Start process in Nov, 2022.
Work with HR to allow for permanent part time staff to be utilized in multiple departments as long as they do not exceed 30 hours per week.	October, 2022
<p>Increase Wellness opportunities for all staff.</p> <p>Start with Survey of staff to determine what they would like to see in district driven wellness for employees.</p> <p>Create several Wellness and Fun Committee events throughout 2023 and beyond that are both fun and beneficial for the staff.</p> <ul style="list-style-type: none"> - Staff BBQ, Family Day at Pelican, Holiday Party 	Begin process in October 2022.

Objective: Improve Staff Training Efforts	Implementation Timeline
<p>Re-energize the Part Time Staff orientation program.</p> <ul style="list-style-type: none"> ○ Need to determine if we can utilize the Learning Management System the Ascentis ○ If so: How will that work for newly hired employees to log on? ○ If not: Determine the best schedule to hold the orientation meetings and share the responsibility of conducting the events, especially in the spring. 	<p><i>In-person Orientation implementation by April 2023</i></p> <p><i>Discussion and feasibility of using LMS May, 2023</i></p>
<p>Work with each Department Head to create a staff training expectations document for each of their respective business units.</p> <ul style="list-style-type: none"> ○ This will require the Mangers in each area to outline the specific staff training components for their areas. ○ This document can be updated annually as staff needs and training needs change. 	<p><i>Begin discussion on this in January of 2023</i></p>
<p>Determine the feasibility and need for a full-time Training and Safety Manager.</p>	<p><i>Decision by May, 2023</i></p>

Medium / Long Range Initiatives (2024-2027)

Objective: Update the BPD Succession Plan	Implementation Timeline
<ul style="list-style-type: none"> ▪ Update the existing succession plan with current management staff and years in current position. ▪ Once complete, share with the Board for approval. 	<p><i>Strategize plan by March of 2024</i></p>

Future Planning Initiatives

Short Range Initiatives (2023)

Objective: Future Technology	Implementation Timeline
I.T. Department to do a current inventory and planning assessment of potential future technology needs.	Start process in January, 2023.
I.T. to continue with annual cyber security training for all system users.	Ongoing

Objective: Future Parks	Implementation Timeline
Update the existing Long-Range Park Improvement Plan to include the latest playground replacements.	Start process in January, 2023.
Finalize the 2022 capital prioritization for parks and open spaces, adding a timeline of potential execution.	Start process in January, 2023.
Work with the BAC Reps for outdoor sports to assess their potential growth plans. Discussion will include potential contributions from the organizations toward their prospective improvements.	Start process in January of 2023

Objective: Future Equipment	Implementation Timeline
<p>BGNR Admin conduct an inventory, updating all of the BGNR Fleet as well as major equipment. This updated inventory (including potential replacement year) will be entered into CARP.</p>	<p>Start process in January, 2023.</p>

Objective: Future Facilities	Implementation Timeline
<p>Meet with Facilities and Recreation Managers annually (prior to budget) to determine what new/innovative programming will require upgrades to facilities.</p>	<p>June 2023</p>
<p>Update the existing Long-Range Facility Improvement Plan to include the latest facility renovations and upgrades. (BRAC and PH renovations, eliminating Oaks and Lakes).</p>	<p>Start process in January, 2023.</p>
<p>Re-visit and then finalize the capital prioritization for facilities, adding a timeline of potential execution (2024, 2025, 2026, beyond).</p> <ul style="list-style-type: none"> ○ This will include the late 2021 prioritization results ○ This will also include additional requests/ ideas. (Multi-use facilities) 	<p>Start process in January, 2023.</p>

Objective: Seek Out Alternate Revenue Sources	Implementation Timeline
Full Leadership Team to meet in December each year to target potential Grants that can be applied for based on the new budget workplan.	Begin initial steps in 2022 with full implementation in 2023 and beyond.

Medium / Long Range Initiatives (2024-2027)

Objective: Future Funding	Implementation Timeline
<p>Work with Bond Advisor and Bond Counsel for Future Financing Plan.</p> <p>Begin with potential 2022/2023 bond sale for future funding. Start process with Eric and Board</p> <p>Update ADA improvement plan for 2023 – 2026 starting with the 2023 Budget. Target is updating the bike paths and greenways throughout the District.</p>	Begin initial steps in October, 2022 with potential culmination in 2027.

Objective: Increasing Corporate Partnerships	Implementation Timeline
<p>Re-energize Partnerships Committee. Include a Commissioner on committee</p> <p>Create a new list of potential corporate partners</p> <p>Create a new list of BPD partnering opportunities and partnership levels (naming rights [parks and events], equipment, other)</p>	<p>Begin initial steps in 2023 with full committee implementation in 2024 and beyond.</p>

The Unpredictable / Uncontrollable / Unforeseen

These are areas in which the District has little or no control or input into the potential issue. however the steps listed will be the track followed in the event of such an occurrence.

There is no projected timeline to these, as they are unpredictable.

<p>Challenge:</p> <p>Legislation Changes and Unfunded Mandates</p>
<p>BPD Response:</p> <p>Continue to work closely with IAPD and the Joint Legislative Committee to be ahead of changing legislation before it makes an operational impact.</p> <p>Work with Tressler to implement legislation changes to BPD Operations and/or Personnel Policy Manuals.</p> <p>Attend IAPD Legislative symposiums to stay informed.</p>

Challenge:

Changing Political Environment (Resulting in lack of trust in any unit of government)

BPD Response:

Continue to demonstrate leadership within the community with the following:

- Remaining transparent on District operations through the website and other social media outlets.
- Consistently looking for feedback through surveys.
- Continuing to offer as many FREE activities and events to the residents of Bolingbrook.
- Enhancing the promotion of our BPD Financial Assistance Program and increasing the percentage of awards.
- Partnering with the Village of Bolingbrook, Valley View School District, Fountaindale Public Library, and DuPage Township on events and services.
- Supporting the local Not for Profit groups that have the widest impact: Examples are (Operation Christmas, Community Service Council, H2O, Bolingbrook Chamber of Commerce, Advent Health Bolingbrook Hospital).

Challenge:

Potential Increased Immigration Issues

BPD Response:

- Continue to work with the Illinois State Police to determine a course of action if Criminal Background Check violations increase or come back with No information on the applicant.
- Potentially need to work with PDRMA, and IAPD to potentially reduce restrictions based on the declining availability of staff.

Challenge:

Completely Unforeseen: *(Weather emergencies, another pandemic, severe violent act, etc.)*

BPD Response:

Practice the activation of BPD Emergency Action Plan

- Practice scenario-based situations multiple times each year.
- Board and Administration communications
- Management Team communications
- Police, Fire, Village communications

Solidify BPD operational contingency plans

- I.T. Disaster Recovery Plan
- Facility Emergency Action Plan
- Expense Management Plan