



Strategic Plan 2014 - 2018

Bolingbrook Park District

Bolingbrook, IL



Prepared by Heller and Heller Consulting, Inc. - August 2013



ACKNOWLEDGEMENTS

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Introduction

The Bolingbrook Park District collaborated with Heller and Heller Consulting, Inc. (HHC) to develop the Park District 2014-18 Strategic Plan. The Plan will be aligned with the start of the budget year, beginning January 2014 and continuing through December 2018. The Strategic Plan's intent is to:

- Confirm vision, mission, and values of the District
- Establish strategic initiatives in support of the mission and vision
- Align the organization with a common vision
- Reinforce the culture, demonstrated through values
- Create action toward accomplishment, including measurement of progress
- Provide priorities for resource allocation
- Continuous improvement of operations
- Strengthen organizational competencies related to strategic thinking and integrating strategy within the organizational culture

The District desired to engage employees and Board members in the strategy development and implementation process, resulting in a meaningful document for the District. As a result, there was a series of staff workshops for input into the strategic vision of the District and a Board focus group and presentation.

Additionally, the District desired to engage the community as well. The process included a series of focus groups of key stakeholders and users of the District. In addition, a statistically valid Community Survey was distributed randomly to Bolingbrook Park District households, both users and non-users of the system, to capture resident impressions and perspectives of District services. The Community Survey results are included in a separate document. The “voice” of the employee and customer are woven throughout the strategic direction.

As a further means of establishing strategic direction, the process included a Demographics and Trend Report. This report identified demographics changes in the community relative to future service offerings.

The District, through its Vision Statement: ***We strive for operational excellence through leadership, innovation, adaptability, efficiency, trust, and world class service*** will align its efforts around the key words of the statement. These words are repeated throughout this document and form the basis for many of the strategic initiatives.

The Vision Statement supports the tenets of World Class Diamond practices, including:

- Operational excellence
- Strategy and leadership
- Unique voice
- Capability to adapt

The Bolingbrook Park District Strategic Plan includes major areas as follows:

- Revised mission, vision, and values
- Demographics and Trend Report
- Summary of community, Board, and staff input
- Summary of the Community Survey
- Information about the Balanced Scorecard framework for strategy
- Strategic Themes
- Strategic Objectives
- Strategy Map
- Strategic Initiatives
- Guidelines for Implementation
- Strategic Plan Definitions

Mission, Vision and Values

A good starting point for strategy is a review and development of mission and vision. This was achieved in successive Board and staff workshops, providing an opportunity to reflect on the revised statements. Mission statements define the business or purpose of the organization. Vision statements are more aspirational; what do we hope to become? The essence of strategic planning asks these three basic questions:

- Where are we now?
- Where do we want to go?
- How will we get there?

The intent of the Bolingbrook Park District is to address these questions. Both the Mission and Vision Statements were reviewed and refined.

Mission Statement

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

Vision Statement

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



Values

Values define how work is done; what it is like working for the District. In individual and group exercises, the staff developed the following values:

- Fun
- Community
- Accountability
- Excellence
- Team Oriented
- Family
- Innovation

The values will be reinforced in hiring and promotional processes, staff orientation, ongoing operations, recognition systems, and the performance appraisal process.

Demographics and Trends

This section outlines current and projected population demographic changes and industry trends affecting the recreation industry. This information is important for positioning services for the future and ensuring services are connected to upcoming demographic changes.

The report is a culmination of information derived from Environmental Systems Research Institute (ESRI), The Sports and Fitness Industry Association (SFIA), Physical Activity Council (PAC), and the 2013 Household Survey results prepared by Leisure Vision. This information compiles results for age, gender, race, ethnicity and household income of Bolingbrook residents and compares the data to state and national statistics. ESRI projects population information through 2017. Recreational trends are explored at the local and national levels to direct future planning. Additionally, survey results are presented in relationship to the demographics and trends results.

Bolingbrook has been a fast growing community over the last 30 years. Compared to 1980 when the population was 37,261, today the Village of Bolingbrook has nearly 74,000 residents. Other than the Village growing in population, Bolingbrook will continue to grow more diverse through race and ethnicity over the next five years, and the baby boomer population will increase in size. This information is a testament to more diverse program offerings in the future.

Bolingbrook's median household income is significantly higher than the Illinois and national averages and is projected to increase by 2017. As the economy may have slowed spending, more people plan to increase spending rather than decrease spending on sports and recreation, a 2012 SFIA Topline Participation Report revealed. Key areas of spending may be in lessons, instructions and camps in sports and recreation. Additional opportunities point out swimming to increase in popularity and fitness and wellness to continue to flourish. This is encouraging to a possible increase in visitors to both the indoor and outdoor facilities at Pelican Harbor and Lifestyles Fitness Center and Spa.

METHODOLOGY

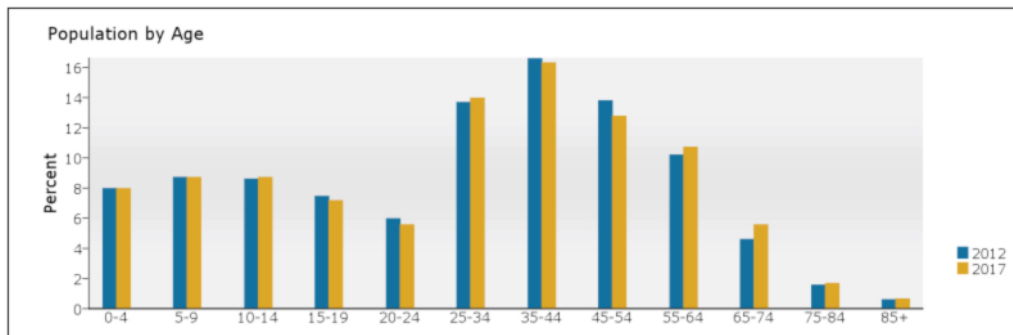
Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in April 2013, and reflects actual numbers as reported in the 2010 US Bureau of the Census and demographic projections for 2012 and 2017 as estimated by ESRI. The Village of Bolingbrook was utilized as the demographic analysis boundary.

AGE SEGMENT AND GENDER

Age segments appear to remain relatively constant with a slight decrease in ages 15-19 and 35-54 and the greatest decrease occurring for ages 45-54 by 2017. The greatest increases by 2017 will be ages 55-74, driven by the aging baby boomer population. From a program and services perspective, this suggests a need to augment services for the active adult population.

Overall, males represent 49.6% of the population and females represent 50.4%.

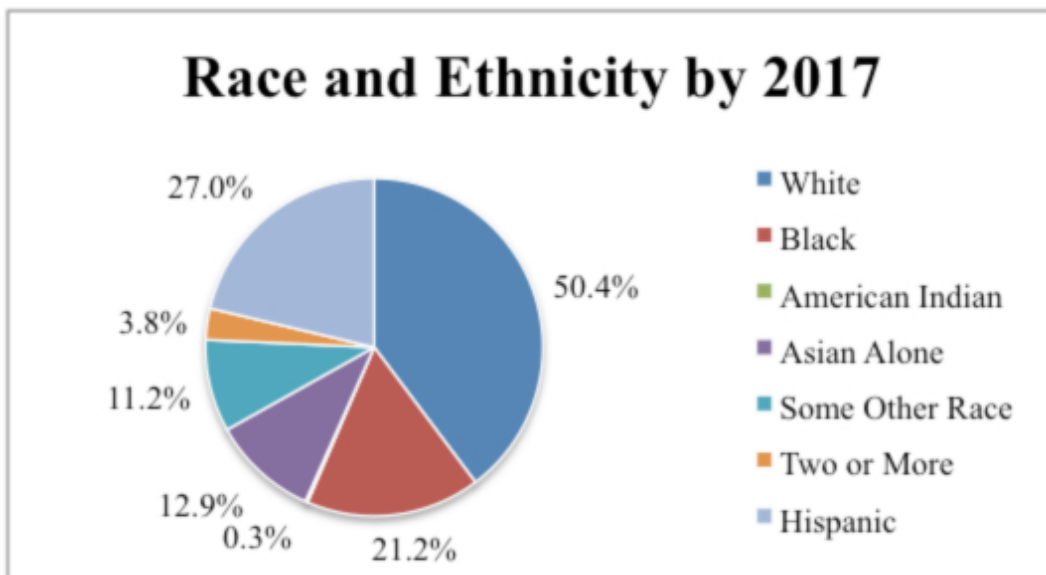
<i>Population by Age</i>	Census 2010		2012		2017	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
0 – 4	5,860	8.0%	5,889	8.0%	6,004	8.0%
5 – 9	6,446	8.8%	6,445	8.7%	6,533	8.7%
10 – 14	6,413	8.7%	6,344	8.6%	6,497	8.7%
15 – 19	5,845	8.0%	5,570	7.5%	5,409	7.2%
20 – 24	4,306	5.9%	4,429	6.0%	4,163	5.6%
25 – 34	9,875	13.5%	10,137	13.7%	10,442	14.0%
35 – 44	12,482	17.0%	12,249	16.6%	12,217	16.3%
45 – 54	10,453	14.2%	10,179	13.8%	9,585	12.8%
55 – 64	7,038	9.6%	7,533	10.2%	8,002	10.7%
65 – 74	3,096	4.2%	3,399	4.6%	4,175	5.6%
75 – 84	1,117	1.5%	1,147	1.6%	1,242	1.7%
85+	435	0.6%	461	0.6%	490	0.7%



RACE AND ETHNICITY

Race and ethnicity for Bolingbrook is fairly diverse with 54.3% of the population being White, 24.5% of the population Hispanic, and 20.4% of the population Black. It is projected that Bolingbrook will continue to grow more diverse as the White population is projected to reduce to 50.4% while the Hispanic and Black populations are projected to increase by 2017. Additionally, the Asian population is expected to increase from 11.4% to 12.9% by 2017. During the public input sessions, references were made to ensure communication and awareness methods need to ensure reaching diverse audiences. Strategically, having bi-lingual staff capability will be important for the District.

<i>Race and Ethnicity</i>	Census 2010		2012		2017	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
White Alone	39,819	54.3%	39,596	53.7%	37,692	50.4%
Black Alone	14,999	20.4%	15,128	20.5%	15,883	21.2%
American Indian Alone	230	0.3%	227	0.3%	249	0.3%
Asian Alone	8,357	11.4%	8,569	11.6%	9,679	12.9%
Pacific Islander Alone	15	0.0%	15	0.0%	16	0.0%
Some Other Race Alone	7,453	10.2%	7,663	10.4%	8,385	11.2%
Two or More Races	2,493	3.4%	2,581	3.5%	2,855	3.8
Hispanic (Any Race)	17,957	24.5%	18,350	24.9%	20,199	27.0%



HOUSEHOLDS AND INCOME

Based on the 2010 census, 22,212 households are in Bolingbrook with an average household size of 3.29 persons. The median age is 33.1 aging slightly to 33.25 through 2017. Of these households, 18,168 were identified as families, representing 82% of the total households. Therefore, there will be continued need for programs attractive to families.

<i>Summary</i>	Census 2010	2012	2017
Population	73,366	73,779	74,759
Households	22,212	22,402	22,606
Families	18,168	18,209	18,294
Average Household Size	3.29	3.28	3.29
Owner Occupied Housing Units	18,460	18,304	18,564
Renter Occupied Housing Units	3,752	4,098	4,042
Median Age	33.1	33.3	33.5

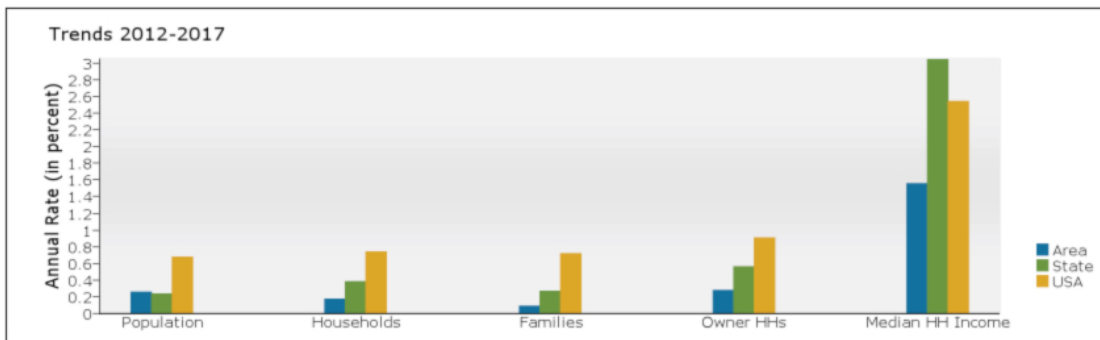
The median household income is currently estimated as \$80,536 and is projected to increase to \$87,037 by 2017.

<i>Households by Income</i>	2012		2017	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
<\$15,000	1,057	4.7%	974	4.3%
\$15,000 - \$24,999	860	3.8%	621	2.7%
\$25,000 - \$34,999	1,362	6.1%	990	4.4%
\$35,000 - \$49,999	2,124	9.5%	1,743	7.7%
\$50,000 - \$74,999	4,559	20.3%	3,931	17.4%
\$75,000 - \$99,999	4,299	19.2%	5,300	23.4%
\$100,000 - \$149,999	5,683	25.4%	5,999	26.5%
\$150,000 - \$199,999	1,466	6.5%	1,981	8.8%
\$200,000+	993	4.4%	1,069	4.7%

AREA, STATE AND NATIONAL COMPARISON

The Bolingbrook Park District area rate of population growth is projected to be slightly higher than the state average, but remains significantly lower than national average. The number of households, families and homeowners has also increased; however, is still significantly lower than state and national averages. The median household income has increased greatly and remains significantly higher than the national median and somewhat higher than state median.

- Bolingbrook median household income: \$80,536
- National median household income: \$52,762
- Illinois median household income: \$56,576



RECREATION TRENDS

LOCAL TRENDS

Recreation trends information was also derived from ESRI and is a report entitled Sports and Leisure Market Potential. These data are based upon national propensities to use various products and services, applied to the local demographic composition of the Bolingbrook Park District area. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. MPI (Market Potential Index) measures the relative likelihood of the adults in the specified area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Based on projected population, the top recreational activities the Bolingbrook Park District residents will participate in (based on percentage of population as well as above the national average with an MPI over 100) include:

<i>Product/Consumer Behavior</i>	<i>Expected Number of Adults</i>	<i>Percent</i>	<i>MPI</i>
Participated in aerobics	6,823	13.3%	133
Participated in archery	1,128	2.2%	84
Participated in backpacking/hiking	5,755	11.2%	119
Participated in baseball	3,067	6.0%	115
Participated in basketball	5,849	11.4%	122
Participated in bicycling (mountain)	2,374	4.6%	125
Participated in bicycling (road)	6,091	11.9%	122
Participated in boating (power)	3,649	7.1%	116
Participated in bowling	7,727	15.0%	129
Participated in canoeing/kayaking	2,542	4.9%	104
Participated in downhill skiing	1,833	3.6%	121
Participated in fishing (fresh water)	6,993	13.6%	105
Participated in fishing (salt water)	2,583	5.0%	110
Participated in football	3,628	7.1%	113
Participated in Frisbee	3,387	6.6%	121
Participated in golf	7,438	14.5%	140
Play golf < once a month	3,053	5.9%	150
Play golf 1+ times a month	3,696	7.2%	135
Participated in horseback riding	1,760	3.4%	113
Participated in hunting with rifle	2,161	4.2%	88

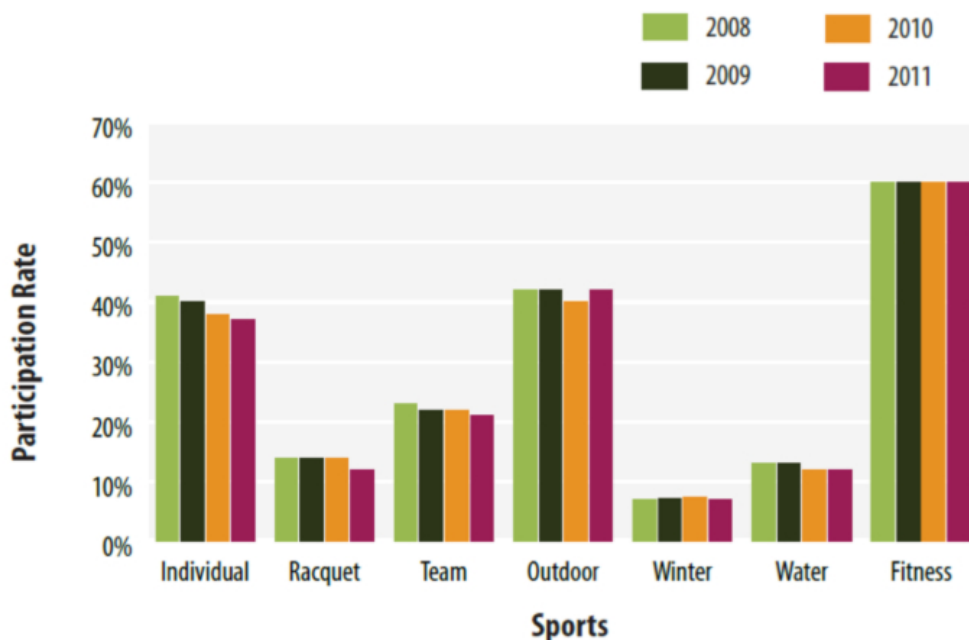
Participated in hunting with shotgun	1,797	3.5%	84
Participated in ice skating	1,832	3.6%	123
Participated in jogging/running	7,583	14.8%	138
Participated in martial arts	646	1.3%	89
Participated in motorcycling	1,879	3.7%	100
Participated in Pilates	2,100	4.1%	123
Participated in roller skating	911	1.8%	85
Participated in snowboarding	1,018	2.0%	102
Participated in soccer	2,638	5.1%	119
Participated in softball	2,365	4.6%	117
Participated in swimming	12,324	24.0%	123
Participated in target shooting	2,206	4.3%	112
Participated in tennis	2,689	5.2%	122
Participated in volleyball	2,028	3.9%	113
Participated in walking for exercise	17,499	34.1%	114
Participated in weight lifting	8,184	15.9%	135
Participated in yoga	3,454	6.7%	115
Spent on high end sports/recreation equipment/12 mo: <\$250	2,585	5.0%	114
Spent on high end sports/recreation equipment/12 mo: \$250+	2,727	5.3%	136
Attend sports event: auto racing (NASCAR)	4,429	8.6%	118
Attend sports event: auto racing (not NASCAR)	3,613	7.0%	112
Attend sports event: baseball game	9,830	19.1%	129

NATIONAL TRENDS

Additional recreational trends were derived from the Sports, Fitness & Recreational Activities Topline Participation Report (2012) developed by The Sports & Fitness Industry Association, a top national researcher in the sports and fitness industry. The data reflecting the national trends stem from a statistically valid survey which over 38,000 online responses were compiled and analyzed. These surveys were then weighted against a total population of 283,753,000 ages 6 and up. The following variables were used: gender, age, income, household size, region, and population density.

Overall, many activities are experiencing a slow increase and/or decline due to the recent poor economic conditions, including those that have a cyclical pattern. However, a few activities have made a foothold and are increasing in participation. In general, the survey reveals the following:

- Fitness sports remain the most popular physical activity and includes activities such as yoga, boot camp-style training, and other classes
- Increased participation among a number of key sports and activities
- An expressed desire to increase the amount of travel done for participation in favorite sports and recreational activities
- Aspirational activities show a desire and demand to participate in the coming year
- An expressed desire to participate in favorite sports and recreational activities with some areas showing an increase in spending which is encouraging
- Niche sports such as racquet sports shows a slight increase
- Significant opportunities to engage inactive populations in swimming and working out
- Smart phone apps for fitness and nutrition recording

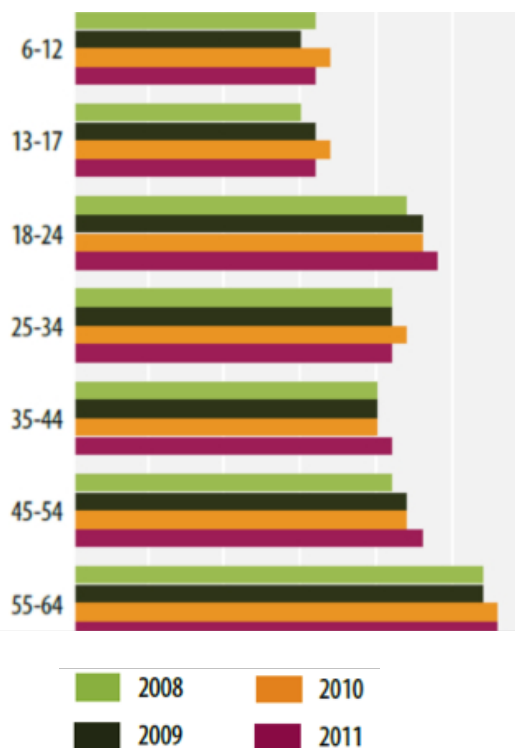


Note: This measure of winter sports does not include motorized winter sports.

In particular, the categories of participation include individual sports, racquet sports, team sports, outdoor sports, winter sports, water sports and fitness sports. As the chart below reveals, individual, team, and winter sports have slightly decreased while water and fitness sports have held steady.

Other categories despite their slight decrease have remained steady and are expected to gain participation with the improving economy.

The survey reveals that 76% of Americans have participated in some activity in the last four years; however, the general trend is that Americans have become more inactive with the rate of inactivity increasing from 21.5 percent in 2007 to 23.9 percent in 2011. Inactivity increased among young adults aged 18 to 24 and 35 to 54. Conversely, inactivity rates fell slightly among children ages 6 to 12 from 16.6 percent in 2010 to 16 percent in 2011. This decrease may be a result of efforts towards the fight against childhood obesity. Additionally, for adolescents ages 13 to 17, inactivity fell from 16.7 percent to 16.4 percent which, although modest, is a positive step in the right direction.



Increased spending areas will likely be seen in lessons, instruction, and camps (24.5 percent); individual sports events (23.1 percent); and team sports at school (22.8 percent).

	<i>Spend More</i>	<i>Spend Same</i>	<i>Spend Less</i>
Team Sports at School	22.8%	64.6%	12.6%
Team Sports Outside of School	21.6%	66.3%	12.4%
Travel for Sports and Rec	22.5%	64.2%	13.3%
Lessons, Instruction and Camps	24.5%	62.9%	12.2%
Gym Membership/Fees	20.7%	67.6%	11.7%
Individual Sports Events	23.1%	65.1%	11.3%
Golf Membership/Fees	15.5%	71.4%	13.7%
Tennis Membership/Fees	9.9%	76.2%	12.9%
Winter Sports	17.6%	66.8%	15.5%
Outdoor Recreation	20.7%	70.1%	9.2%
Sports/Rec Clothing	16.5%	69.2%	14.1%
Sports/Rec Footwear	16.4%	70.4%	13.2%
Sports/Rec Equipment	16.0%	66.7%	17.3%

INCREASING PARTICIPATION

The Survey revealed that one of the best ways to increase activity and participation later in life is to encourage casual play at the younger ages and in school through Physical Education. The survey points out that an adult who participated in physical education while in school is four times more likely to participate in a racquet sport and about three times more likely to participate in team, outdoor, winter and golf. Through the institution of more opportunities for casual play, there is strong correlation that it translates the casual play into a core activity later in life.

In particular, the survey examined the difference between Generation X and Generation Y population. “Generation Y (born 1980-1999) are twice as likely to take part in team sports than Generation X (born 1965-1979). Although much is explained by the age difference, the psychological tendency of Generation Y is more positively disposed to team sports than their Generation X predecessors who are more individual in nature. Generation Y are also more social in their interactions in terms of:

- The way they play (gravitating towards team sports)
- The way they exercise (including a tendency to participate in group exercise)
- The way they communicate (Social Networking, Facebook, Twitter)

Fitness sports remained the most popular physical activity. The participation rate has held steady at 60% over the last 4 years. There are also opportunities to engage the inactive populations. Swimming ranks as a popular “aspirational sport” for inactive participants ages 6 to 12 and 45 and older. Working out with weights and fitness machines are the top “aspirational sports” for inactive participants ages 13 to 44.

The economy has also had a slight impact on sports and recreation spending. While many active people are still not spending money on sports and recreation, more people spent the same amount or increased spending, rather than spending less.

In order to increase participation, knowing the trends and what various users groups are interested in participating is crucial. Significant changes in specific activities (both increases and decreases) over the past 2 years are summarized and listed below. This data is extracted directly from the PAC study, 2012, SGMA Participation Topline Report © 2012 SGMA Research.

TEAM SPORTS

Over the last 2 years, there has been a slight rebound in the traditional team sports area. These include decreases in negative growth in baseball (+2%), football (+12%), softball (+31%) and wrestling (+4%). Trending growth in the newer more evolving transplant sports like Lacrosse continue to grow at significant rates.

Baseball	-6.0%
Basketball	-1.4%
Football	-4.0%
Ice Hockey	5.6%
Lacrosse	29.1%
Roller Hockey	-13.3%
Softball (Fast Pitch)	-3.1%
Softball (Slow Pitch)	-14.9%
Wrestling	-37.8%

FITNESS

Class based fitness and exercise programs like Zumba continue to drive positive participation performance for these types of fitness activities. Many agencies around the country have moved these classes outside and are using parks as programming space. Several systems have also advertised the availability of park space for contractual instructors to use for various class activities.

Another recent trend includes “functional fitness” as reported in the April 22, 2013 New York Times article Gyms Move from Machines to Fitness Playgrounds. Sandbags, ropes and climbing areas are taking over the floor space as part of a functional fitness movement. Companies such as Lifetime Fitness are removing weight machines and are replacing them with open areas of space for people to use as more natural strength training, rather than being locked in a machine.

“Fun” fitness is a current trend. Exercises like P90x or Insanity has proven that you don’t need a lot of equipment to look and feel good. These types of classes will be growing in popularity at park districts.

Group cycling continues its rapid growth as the younger fitness enthusiasts embrace this high performance group exercise activity as well as program variations to attract the beginner participant are developed. For most age groups, swimming for fitness or weight training are the two most frequently mentioned activities that people indicate they would like to participate in.

While Pilates has shown an incredible 10 year growth trend, the past 2 years have seen a decline in participation. Perhaps participation migrated to Yoga, as participation is up across all levels for the year. Yoga is more class based while Pilates is more of an individual activity. The Gen Y fitness participants are showing a higher propensity to go with group oriented programs.

Running and Walking for Fitness continue to show strong and consistent growth. Running is up 17% year/year growth.

Aerobics (High Impact)	23.4%
Aerobics (Low Impact)	4.1%
Elliptical	14.8%
Running/Jogging	17.8%
Stationary Cycling (Group)	29.2%
Treadmill	5.7%
Walking for Fitness	1.7%
Abdominal Machine	-4.9%
Pilates	-3.0%
Stretching	-4.4%
Free Weights	11.3%
Home Gym	1.8%
Weight/Resistance Machines	1.2%



INDIVIDUAL SPORTS

Much like the trends for individual fitness participation, sports are showing significant declines across most levels of participation.

Billiards/Pool	-20.0%
Golf	-5.2%
Martial Arts	-24.2%
Roller Skating	-18.6%
Scooter Riding	-15.7%
Skateboarding	-16.7%
Badminton	-4.5%
Table Tennis	1.7%
Tennis	-4.2%

OUTDOOR SPORTS

Compared to previous years, outdoors sports have experienced significant increase in participation. BMX has seen the greatest growth with an increase of over 30% in the last two years.

Bicycling – BMX	5.4%
Camping	-10.1%
Fishing (fresh)	-4.4%
Target Shooting	6.5%

SURVEY RESULTS IMPACT

The Community Survey for the Bolingbrook Park District resulted in 401 completed surveys by mail or phone.

From the survey, we know the following regarding Bolingbrook Park District today:

- Usage and satisfaction is high for parks and facilities
- Participation and satisfaction is high for recreation programs
- Location of facility is most important reason to participate in programs or activities
- The Park District is the leading community provider of recreation services
- The Park District brochure is a major means for marketing
- Pelican Harbor Indoor Aquatic Park and Pelican Harbor Outdoor Aquatic Park are the most used facilities

Currently ages 10-19 make up 16.1% of the population in Bolingbrook. Even though there will be a slight decline by 2017, residents feel it is important to increase programming for a wide range of ages, with programs for teens (13-17 years old) rating as the #1 age for additional programs to be offered. Similar to national trends, adult fitness and wellness programs had the highest percentage of households that had a need for and rated most important (46%). Of the total households in Bolingbrook, 82% were identified as families. Three of the top five recreation programs households have a need for are family-oriented programs: youth learn to swim (29%), youth sports programs (26%) and special events (24%). Focusing on these program areas should also foster participation through encouraging casual play at a younger age.

For reasons that prevent households from using Bolingbrook Park District services, respondents listed: don't have time (34%), fees are too high (30%) and program times are not convenient (21%) as the top three. The Illinois benchmark for fees being too high is 18%. As Bolingbrook Park District moves forward "Funding the Vision," respondents felt pricing of recreation programs and maintenance and cleanliness of parks should receive the most attention over the next two years.

As technology advances, most Bolingbrook residents would continually like to receive Park District information from the brochure as well as increased email correspondence.

Summary of Input Information

As part of the Strategic Planning process, interviews were completed with key community leaders, Board members, and staff. The following section is a summary of comments divided into two groupings: one for key leader and public focus group comments and the other for Park Board member and staff focus groups.

FOCUS GROUP INPUT SUMMARY OF KEY LEADER AND PUBLIC FOCUS GROUPS

Do you use Park District services?

People are indeed using the services of the Park District and for a variety of reasons. The most mentioned include: Gymnastics, Adult Fitness Classes, Dance programs and the clean, well maintained parks and facilities. Other specific services include:

- Youth Athletics
- Swim classes
- Fitness center
- Community events and community meeting room
- Golf
- Water Park
- Recommending kids to specific programs from the outreach we do, summer reading program partnering with the District, H₂O (water park and nature center)
- Comedy club
- 5K
- Youth Sports
- Preschool

What are examples of organizational strengths that we need to make sure we build on for the development of a strategic plan?

There are many of examples of organizational strengths. Those mentioned most frequently are customer service and the general sense of the community. Also, the organization has a wide variety of quality programs for all ages. Lastly, important to the development of the strategic plan is keeping services financially accessible. Other responses include:

- Integration of Hidden Oaks programs
- Build character
- Accepting environment
- Physical fitness centers have improved; aerobics that go with it
- Quality instructors

- Emails sent out for fitness tips
- Different incentive rewards
- Customer service
- Professionalism
- Parks and building are clean and well maintained

What opportunities are there for improvement or areas of weakness the District needs to strengthen in order to effectively implement the plan?

The most common responses reveal the opportunity for smarter scheduling of all programming and smarter spaces for those programs. A specific common idea was for the climbing wall to get more action in terms of advertising. However, many responses revealed different opportunities:

- Amount of equipment at Lifestyles not adequate
- Updated equipment needed
- Lack of discipline by young swim instructors at times
- Better connectivity of bike trails – more accessibility to areas of use
- Offering youth fitness/strength classes (under 11)
- Day-time programs for adults
- Social outlet programs – drop in
- Temp of pool too cold at BRAC
- Another inline skate park and/or program
- Bathrooms at BRAC
- Repeat of canceled programs
- Busy weekends resulting in a lack of parking (increase communication)
- Combination of climbing program levels takes away from proper teaching/participation
- Bathrooms turn into loitering opportunities for kids
- Ashbury brings focus to local food market
- Ashbury atmosphere seems cliquish
- Kiosks
- Gymnastics is expensive (the equity of the pricing; six hours are more expensive than nine)
- Punch card possibility for various programs
- Why are some classes included in the membership and others not?
- We pay more for lower level gymnastics than higher levels
- Dance rooms are small...blow out walls to make them bigger
- More advance notice for promotion
- Overcrowded pool
- Access to indoor pool needed to access from the outdoor pool
- Why have people pay just for going to the pool when they do not swim?
- Pool locker room power doesn't always work

- Publicity
- The Board does not make it a point to get out and engage with the community
- The scholarship program
- Business discounts
- More hip hop music when working out, I want to be pumped up

What do you consider to be the major issues facing the Park District in the future?

The two biggest issues facing the park district are essentially money and space. How can the organization manage quality and stay affordable? How can we balance resources in providing fields and parks? Other issues:

- Increased taxes
- Facility needed on the Plainfield side of Bolingbrook; I drive 20 minutes to get there
- Lots of competition with private clubs...ramp up programs to be more competitive so people do not leave programs

Do you have any suggestions for future programs or services for the future?

A long list of suggestions follow and the responses reveal the themes of social engagement, programming (especially for ongoing education for adults) and special events. The list of suggestions:

- Kickboxing
- Expand community plots or find another location
- Off season training for kids
- Inline roller hockey
- Programs for seniors
- Day-time social programming
- Nutrition/Healthy eating
- Marketing support needed
- Need to promote credentials of instructors
- Some people feel as though it is just a park district and can't be good quality
- More programs needed for adults...knitting, home decorating, cake decorating, sewing, etc.
- Curriculum such as business class, computer classes, social media
- Classes for adults who have kids on Facebook to learn more about their use
- There are not enough programs for little boys
- Art programs for youth and adults

- Language classes
- School district activities have been cut back; the District can fill the gaps
- For kids staying home alone for the first time; CPR, first aid, stranger danger
- Safety town
- Neighborhood tournaments such as 3x3 soccer,
- Indoor movie nights
- Flea/farmer market
- Park trail activities
- More done with the nature center
- Steps to effective parenting
- How to deal with teenagers
- Opportunities for parents to learn such as drug awareness
- More low impact couple exercise programs
- Evening hours or active adult programming

Any ideas how the District can strengthen or build new partnerships?

Ideas for partnerships include looking to business for sponsorships and helping people with the how and the where regarding community service information. There were a variety of additional ideas:

- Adventist
- Tutoring programs with school district
- Big brothers Big sisters mentorship programs
- Literacy programs
- Police department
- Library
- More oversight on athletic affiliate relationship with Park District
- Generally the Park District and School Districts have good relationships; there are examples of relationship issues at some school locations
- Strengthen the partnership between the District and Township

**How would you assess the District's efforts in communicating with its residents? Any ideas for improvement?
How would you assess the District's brand and image?**

Overall a good image and communication, but there's the need to keep up with new technology and new avenues to contact participants (without abandoning the old technologies). Also, more wow in the marketing and advertising of the District.

- The registration process is not easy
- Summer camp does not have online registration
- Target market with separate program guides
- The Board has allocated money to revise the Website
- Incentive program for email signup



How do we ensure the Plan becomes a document that is meaningful to the District and the community?

Ideas on how to implement the plan include involving the community, forming advisory committees and creating a database yielding a visual representation of the strategic plan. Also, the plan needs to be broken down into time frames creating deadlines for initiatives. Other comments:

- Advertise what is the Plan
- Every employee and board member has to buy into it

Can you think of any questions I have not covered or any additional information you would like to share?

- Increase bike path connectivity
- What is the District's vision and mission? I have lived here but do not know it
- Honoring deceased employees
- Trees named after people; it would be great to have an art project for kids, we are a family community
- Body pump classes need more and newer equipment
- It would be nice for one of the facilities to have a café/concession stand during events
- The School District should have good input into the plan
- Community wide exercise program such as the biggest loser and building on that aspect, Capitalizing on what's offered
- Healthy choices in vending machines
- I am troubled about getting the word out to the kids... can local businesses help?

Focus Group Input Summary of Staff and Board

What are examples of organizational strengths that we need to make sure we build on for the development of a strategic plan?

The greatest examples of organizational strength are found in the staff. They are a cohesive unit that exhibits professionalism, teamwork, and the feeling of a family. This is supported by leaders who are great at empowering the staff. These strengths result in an overall good reputation, thus allowing the ability to be creative and innovative. Ultimately, it's a fun place to work. Other responses:

- Strength Finders is important to us
- Opportunity for feedback has improved and people are starting to feel part of process
- Variety of programs
- Our KPI results
- Recruitment of good staff
- We are updating our Website
- Orientation program
- Commitment to mission and vision
- Staff development opportunities
- Variety of programming/facilities and amenities
- Capability to adapt –will work to keep customers happy
- Maintenance is superb
- Support from the Board

What opportunities are there for improvement or areas of weakness the District needs to strengthen in order to effectively implement the plan?

The three major concerns and opportunities for improvement are: general space and space for programs, keeping up with demographics, and internal/external communication. The following concerns were also mentioned:

- More creative involvement opportunities – better ways to engage staff
- Communication flow up and down in the organization
- Consistency – across the organization needs improvement
- Do too much with too little – some departments are spread too thin
- The ability to have all employees feel as though they are valued members of the team
- Understanding others' roles
- Timeliness of responses from fellow employees
- More efforts in sustainable practices
- Strengthening a commitment to safety

- Having a plan and following through with initiatives
- No follow through with committees and those that are dedicated to those committees
- Frustrated about lack of registration for adult programming
- Accountability - admit mistakes, don't dwell on the past, learn from mistakes and move forward
- Need better understanding from Leadership Team of what it actually takes for staff to get the job done
- Revenue facility revenue production, but not from lack of trying
- Creating better awareness, marketing for the community

What do you consider to be the three major issues facing the Park District in the future?

Tallying up the responses, the top issues are: financial sustainability, maintaining the infrastructure of parks and facilities, technology, and keeping up with similar providers. There is heavy stress to do more with less while simultaneously continuing to grow. Other issues include:

- Changes within the school systems which impact before/after school and preschool
- Health insurance
- The ability to engage more of the community in services
- Keeping current with trends in the industry
- The ability to be more flexible with space

Any ideas how the District can strengthen or build new partnerships?

Generally speaking, relationships with other government agencies are good. The most frequently mentioned partnership is with Adventist Hospital. There is excitement about future opportunities. Other suggestions include:

- Rasmussen College is an opportunity
- Challenge working with Village, School Districts due to finances
- Cisco is a great resource
- Financial assistance partnership opportunities is something to continue to explore
- Possibly a foundation
- Plainfield
- Research opportunities to partner for services to avoid duplication of services
- Looking forward to strengthening the relationship with the Chamber
- Senior services and the Township, identifying roles

What are park and recreation trends we need to pay attention to?

Examples included outdoor gyms, adult playgrounds, team building, online reservations for memberships, RecTrac improvements, trends in cultural diversity and the resultant impact on service offerings.

In the next three to five years, what changes will there be in the competitive landscape that may affect the way you offer services?

The most obvious effect would be technology, which has affected how the organization deals with its customers. Beyond that, the programming decisions are made so far in advance that it is hard stay flexible.

How would you assess the District's efforts in communicating with its residents? Any ideas for improvement? How would you assess the District's brand and image?

Forms of improvement in communication include adding the Spanish language to the brochure as well as taking into consideration the life span of the brochure, don't give out the brochures too early. Another improvement with the Website would be to create more efficient navigation for the user. Lastly, how can we procure emails of participants for communication purposes? Other ideas:

- Good relationship with residents who live near golf course and willing to listen to feedback
- Divided town – impacts willingness to register
- Lack of cross promotion
- Need to promote the Nature Center more

How would you assess the District's ability to change and innovate?

The District is always looking into the future and progressing. However, along with change and innovation, there are more communication challenges. The District has been through a lot of change in recent years, so we are used to it.

Internal support systems are important for effective service delivery. How would you assess yours?

Overall feeling is we are well supported, good experience with finance and generally, things work well. Some points of concern include: marketing may need additional support as well as IT seems to be too busy. Other thoughts:

- One team, one District
- Revenue facilities seem to take priority over recreation

How do we ensure the Plan becomes a document that is meaningful to the District and the community?

The varying responses include accountability, communication about the Plan, flexibility, and engage the entire team, not just the administrative team. Develop measures and make sure the initiatives are manageable. Develop clear definitions of what the intended outcomes are. The other points of concern are found in the long term of implementing the plan with the suggestions of starting small then developing an adequate timeframe for completion of projects and getting buy-in from multiple points of view and all levels. In addition, creating a strategy focused organization using world class diamond techniques. Others:

- Celebrate and evaluate successes
- Involving everyone
- Dynamic, not static
- Taking ownership of the Plan

When you think about the Park District's human resource requirements (staffing, job roles) what changes/additions to staff will be needed to serve future needs of residents?

An array of responses includes:

- How is health care plan going to affect the future?
- Turnover – a lot of people depend on 40 hours
- Supervisory staff could be trained more
- Some departments seem spread too thin
- Will the plan determine if the District needs to hire someone who will carry out the plan?
- Full-time Risk Manager
- Technology could help HR, but is costly

Can you think of any questions I have not covered or any additional information you would like to share?

- Look at balance of leadership – are we too top heavy
- There are some staffing issues – some part-time staff working overtime consistently when they could potentially become full-time
- The Strategic Plan should result in aligning all of the District's moving parts into one solid direction
- Feedback from frontline staff is important
- Meetings should be more efficient
- There needs to be more focus on part-time staff – more competitive wages

- Not being able to respond to customers on the spot is a disservice- would be helpful to have answers or be able to reach the appropriate managers
- Staff does not always have authority to make decisions or resolve issues
- Not all customer care staff are trained or able to handle billing issues
- Communication of events and programs should be communicated to Customer Care Staff
- Program managers need to answer phones
- Would like to see final plan and have a copy

Community Survey Summary

As part of the Strategic Planning process, a statistically valid community survey was completed. The survey was administered by Leisure Vision, a firm specializing in park and recreation needs assessment surveys. The number of completed surveys was 401, representing a 95% level of confidence with a margin of error of +/- 4.9%. The survey was sent to 2,000 households.

The information generated from the input sessions was used to determine specific questions. In addition, Bolingbrook Park District staff provided input into the survey design in relationship to a previous survey completed by the District. Complete survey results are included in a separate document from the Strategic Plan. General highlights of the survey included:

VISITATION OF PARK DISTRICT PARKS Seventy-eight percent (78%) of households have visited Bolingbrook Park District parks over the past 12 months. This is similar to the National Benchmarking average (78%) and the Illinois Benchmarking average (80%).

SATISFACTION WITH PARK DISTRICT PARKS Of the 78% of households that have visited Bolingbrook Park District parks during the past 12 months, 89% are either “very satisfied” (31%) or “somewhat satisfied” (58%) with the overall value their household receives from the parks they’ve visited. Only 4% of households are either “somewhat dissatisfied” or “very dissatisfied”, and 7% indicated “neutral”.

PARTICIPATION IN PARK DISTRICT PROGRAMS Forty-seven percent (47%) of households have participated in recreation programs offered by the Bolingbrook Park District parks during the past 12 months. This is significantly higher than the National Benchmarking average (36%), and also higher than the Illinois Benchmarking average (42%).

SATISFACTION WITH PARK DISTRICT PROGRAMS Of the 47% of households that have participated in Bolingbrook Park District programs during the past 12 months, 88% are either

“very satisfied” (32%) or “somewhat satisfied” (56%) with the overall value their household receives from the programs in which they’ve participated.

Only 4% of households are either “somewhat dissatisfied” or “very dissatisfied”, and 8% indicated “neutral”.

PRIMARY REASONS FOR USING PARK DISTRICT PROGRAMS The most frequently mentioned reasons that households have participated in Bolingbrook Park District programs during the past 12 months are: location of the program, fees charged for the class, quality of the program, and student-to-staff ratio.

AGE GROUPS THAT IT’S MOST IMPORTANT TO OFFER ADDITIONAL PROGRAMS The age groups that households feel it’s most important to offer additional programs for are: teenagers (46%), children ages 10-12 (39%), adults ages 25-55, (37%), and children ages 5-9 (37%).

WAYS HOUSEHOLDS LEARN ABOUT PARK DISTRICT PROGRAMS AND ACTIVITIES The most frequently mentioned ways that households have learned about Bolingbrook Park District programs and activities during the past 12 months are: Park District brochure (79%), Park District website (32%), direct mail (32%), friends (31%), and word of mouth (27%).

FREQUENCY OF COMMUNICATION RECEIVED FROM THE PARK DISTRICT Sixty-seven (67%) of households feel the frequency of communication received from the Park District is just right. In addition, 22% feel the frequency of communication is too little, 2% feel it’s too much, and 9% indicated “not sure”.

ORGANIZATIONS HOUSEHOLDS USE FOR PARKS AND RECREATION PROGRAMS AND SERVICES The most frequently mentioned organizations that households use for parks and recreation programs and services are: the Bolingbrook Park District (56%), private or public schools (27%), churches (23%), youth sports organizations (21%), and private instruction (19%).

REASONS PREVENTING THE USE OF PARKS, RECREATION FACILITIES AND PROGRAMS OF THE BOLINGBROOK PARK DISTRICT MORE OFTEN The most frequently mentioned reasons preventing households from using Bolingbrook Park District parks, facilities and programs more often are: “don’t have time” (34%), “fees are too high” (30%), “program times are not convenient” (21%), and “program not offered” (16%).

RECREATION PROGRAMS HOUSEHOLDS HAVE A NEED FOR Forty-six percent (46%) of households indicated a need for adult fitness and wellness programs. Other programs households have a need for include: youth learn to swim programs (29%), water fitness programs (27%), youth sports programs (26%), and Park District special events (24%).

PROGRAMS THAT ARE MOST IMPORTANT TO HOUSEHOLDS Based on the sum of their top four choices, the recreation programs that are most important to households are: adult fitness and wellness programs (32%), youth learn to swim programs (21%), youth sports programs (18%), and water fitness programs (14%).

SATISFACTION WITH PARK DISTRICT SERVICES The Bolingbrook Park District services that the highest percentage of households are either very satisfied or somewhat satisfied with are: maintenance and cleanliness of parks (86%), quality of nature conservation areas (77%), accessibility of walking/biking trails (75%), ease of registering for programs (75%), and condition of Park District baseball/softball fields (74%).

PARKS AND RECREATION SERVICES THAT SHOULD RECEIVE THE MOST ATTENTION FROM PARK DISTRICT OFFICIALS Based on the sum of their top two choices, the parks and recreation services that should receive the most attention from Park District officials over the next two years are: pricing of recreation programs (20%), maintenance and cleanliness of parks (16%), pricing of indoor/outdoor aquatic parks (12%), and accessibility of walking/biking trails (10%).

The Balanced Scorecard

The Bolingbrook Park District Strategic Plan is based on the Balanced Scorecard, a strategy framework that emphasizes the cause and effect relationships among distinct yet interrelated perspectives: customer, financial performance, internal support processes, and organizational learning and growth needs. The Scorecard focuses on the key drivers of success that lead to the achievement of mission and vision.

The Balanced Scorecard framework includes four themes:

- **Learning and growth:** To achieve our mission and vision, how will we sustain our ability to change and improve, and develop leaders among the staff and Board?
- **Internal business:** To satisfy our customers, which business practices must we do extremely well?
- **Customer:** To achieve our mission and vision, how should we appear to our customers?
- **Financial:** To succeed financially, how should we appear to our taxpayers?

Basic tenets of the four themes are outlined more specifically below and are listed in the order of importance to the District. It is the District's contention that excellence in employee growth and internal support systems are needed to best support external customers. The following list includes specific examples of areas for consideration within each theme.

LEARNING AND GROWTH

- Human capital (competencies)
- Information capital (organizational knowledge)
- Organization capital (culture, work environment, leadership)

INTERNAL BUSINESS

- Operations Management (maintenance practices, program development, park design)
- Customer management processes (support systems and technology)
- Innovation processes
- Regulatory and social processes (safety and environmental)

CUSTOMER

- Product/service attributes such as price, programs, quality, availability of services
- Customer relationships
- Service qualities such as access mechanisms, service standards, customer requirements and encounters
- Partnerships

FINANCIAL

- Revenue growth
- Productivity
- Financial results
- Cost recovery
- Efficiency
- Tax versus non-tax revenue percentages

Strategic Plan Hierarchy

The Plan includes a hierarchy of elements that starts with the most macro level of strategy and moves to a more micro level (moving from strategic to tactical). The starting point for any strategic planning process is the review of the vision and mission. The mission and vision statements were changed from previous wording, and incorporated tenets of World Class Diamond Model of:

- Operational Excellence
- Strategy and Leadership
- Unique Voice
- Capability to Adapt

Subsequent to the development of mission and vision, strategic themes, and objectives were developed. The development of the strategic themes was an easy exercise to complete as they followed the Key Operational Results, previously developed by the District. These will be detailed in the next section of the report.

Subsequent to the development of the objectives, strategic initiatives were developed. Initiatives are very broad brushed descriptions of strategic direction. Each successive element of strategy more specifically details the premise of the four themes.

The Balanced Scorecard hierarchy is presented by the pyramid shown in the following figure.



Strategic Themes

In using the scorecard, the District has developed Strategic Themes that are broad-brushed organizational descriptions that provide direction, following the four Balanced Scorecard themes of: Learning and Growth, Internal Business support, Customer, and Financial. The District selected the themes, using the previously developed Key Operational Results that have been integrated into District operations.

Learning and Growth: Employee Engagement and Satisfaction

Internal Business: Innovation

Customer: Customer Satisfaction and Loyalty

Financial: Financial Growth and Sustainability

Following the development of initiatives, objectives were developed. The objectives are aligned with the themes and demonstrate how the District will work toward its strategic direction. Objectives are more specific elements of strategy the District must do well in support of the four themes listed above.

Objectives

The following section lists the objectives in support of the strategic themes.

LEARNING AND GROWTH: *Employee Engagement and Satisfaction*

Objective 1: One Team, One Voice, One Park District

Objective 2: Defining Expectations

Objective 3: Professional Development and Recognition

INTERNAL BUSINESS: *Innovation*

Objective 1: Use Technology to Improve Services

Objective 2: Communication 360

Objective 3: Investigate New Ideas & Solutions

CUSTOMER: *Customer Satisfaction and Loyalty*

Objective 1: Creating Customers for Life

Objective 2: Anticipating Future Needs

Objective 3: Meaningful Personalized Experience

FINANCIAL: *Financial Growth and Sustainability*

Objective 1: Realistic Operations Plan

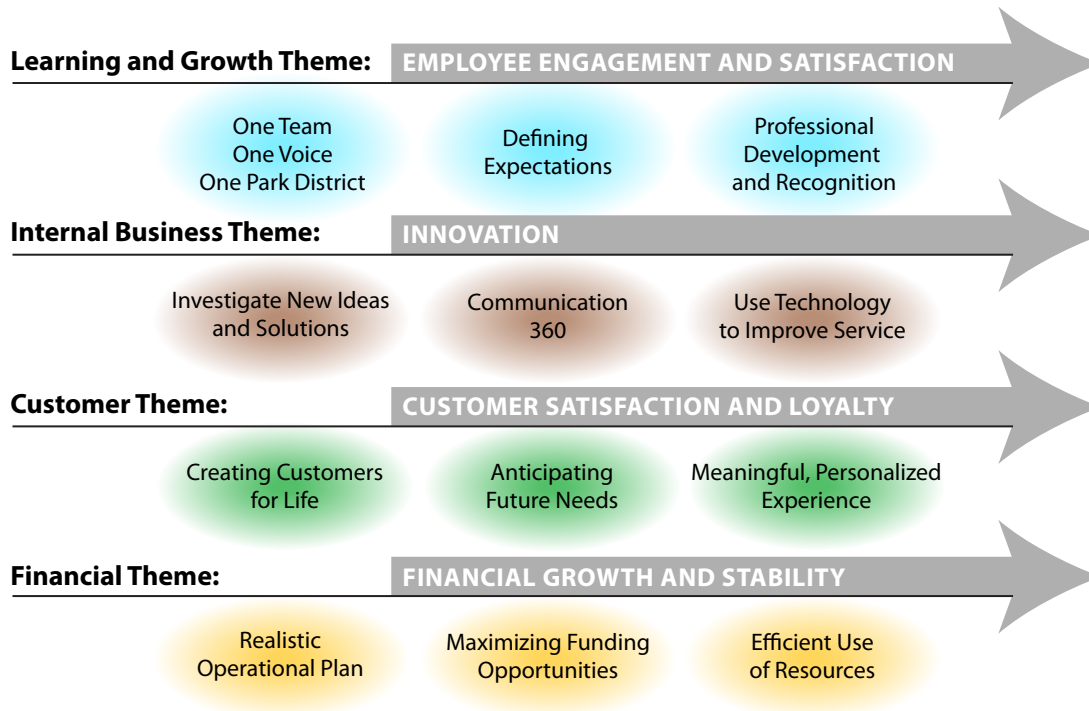
Objective 2: Maximize Funding Opportunities

Objective 3: Efficient Use of Resources

Strategy Map

The following diagram shows the information listed above, the strategic themes and objectives, in a strategy map.

Bolingbrook Strategy Map



Strategic Themes, Objectives, and Initiatives 2014-2018

The following themes, objectives, and initiatives represent a starting point for an ongoing process that will lead to meeting our strategic goals over the next five years, 2014-2018. Initiatives are aligned with the strategic themes and objectives and provide greater specificity of how they will be implemented. More details will be provided in upcoming months.

Before the budget year begins each year, the initiatives for the year will be reviewed and tactics supporting the initiative will be detailed. Generally speaking, the tactics are not included within the Strategic Plan document as they need to be developed closer to the time the initiative is to begin. However, there are a few tactics that are listed. These were developed during the staff workshop. They were originally developed as initiatives, but upon further review were moved to the tactical level.

The timeframe for completion of the initiatives are categorized according to four categories as follows:

- **Short Term Initiatives:** Completed in 2014 and 2015
- **Mid Term Initiatives:** Completed in 2016 and 2017
- **Long Term Initiatives:** Completed in 2018
- **Ongoing Initiatives** are repeated continuously during the next five years

The Strategic Plan will build on the great strengths of the organization, including its brand and image, innovative spirit, team based environment, and quality services and programs. The District’s strategic focus will also include taking advantage of opportunities for future strengthening of the District, including integrating strategic thinking into operations, identifying future customer needs, and ensuring an appropriate inventory of offerings as demographics of the community continue to change. This will result in the District’ continued strengthening of its legacy and being well positioned to fully utilize best practices approaches in its service delivery system.

EMPLOYEE ENGAGEMENT AND SATISFACTION

Objective: One Team, One Voice, One Park District Due Date Projected Term Status

Develop a unified culture, integrating, leadership, communication, employee development, and respect		Mid Term	
Develop ways to provide positive staff relations and understanding team roles		Short Term	
Develop methods to integrate mission, vision, values, and Strategic Initiatives		Short Term	

Objective: Defining Expectations Due Date Projected Term Status

Define a district wide global expectation		Short Term	
Develop and communicate departmental expectations		Mid Term	
Develop recruitment, hiring, training, and promotional processes in support of an innovative culture		Long Term	
Developing leadership accountability through successful completion of strategic planning initiatives		Long Term	

Objective: Professional Development & Recognition **Due Date** **Projected Term** **Status**

Refine the objectives of BPDU		Short Term	
Dedicate resources to support an innovative culture		Mid Term	
Develop succession plans for department head and executive director positions		Mid Term	
Review the employee recognition program		Ongoing	

INNOVATION

Objective: Use Technology to Improve Services **Due Date** **Projected Term** **Status**

Develop a future technology plan to improve internal and external service		Mid Term	
Develop best practice technology solutions based on benchmarking with other early adopter agencies		Long term	

Objective: Communication 360 **Due Date** **Projected Term** **Status**

Develop an internal communications process		Short Term	
Develop a cultural awareness plan and training to be more responsive to changing community demographics		Mid Term	

<i>Objective: Investigate New Ideas & Solutions</i>	Due Date	Projected Term	Status
Research how to develop a culture of sustainable practices		Mid Term	
Complete a public/private sector comparative analysis every two to three years		Continuous	
Develop a culture of research and development that includes identifying and adopting trends, use of data analytics, and identifying a champion to oversee efforts		Mid Term	
Develop a process to continuously assess and improve internal business practices		Continuous	

CUSTOMER SATISFACTION AND LOYALTY

<i>Objective: Ensure a Meaningful Personalized Experience</i>	Due Date	Projected Term	Status
Develop a district wide customer service system to provide consistent customer experiences		Mid Term	
Develop a customer engagement process to retain customers		Long Term	
Identify key customer requirements in order to provide quality services in each of our specific areas of business		Short Term	

<i>Objective: Creating Customers for Life</i>	Due Date	Projected Term	Status
Ensure program availability at multiple economic levels		Continuous	
Develop a District wide loyalty program		Long Term	

<i>Objective: Anticipating Future Needs</i>	Due Date	Projected Term	Status
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Develop implementation plan to infuse future trends into services		Continuous	
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FINANCIAL GROWTH AND SUSTAINABILITY

<i>Objective: Realistic Operations Plan</i>	Due Date	Projected Term	Status
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Enhance and expand efficiency of financial reporting	Mid Term		
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Create ongoing financial trend and forecasting capability		Mid Term	
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Develop processes to easily access and analyze necessary data		Mid Term	
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<i>Objective: Maximize Funding Opportunities</i>	Due Date	Projected Term	Status
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Create a District pricing philosophy		Mid Term	
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Develop a 501(c)3 foundation		Short Term	
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Develop labor resources toward grant writing/community relations		Mid Term	
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Research and develop a financial plan for sustaining current and future needs		Continuous	
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<i>Objective: Efficient Use of Resources</i>	Due Date	Projected Term	Status
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Develop a process to strengthen partnerships with Bolingbrook agencies to share resources and provide joint services		Short Term	
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Complete an analysis of parks and facilities to determine if we are still meeting community needs		Mid Term	
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Implementation Guidelines

The following is a listing of suggestions for successful implementation of the Strategic Plan. It represents the commitment and discipline required to integrate the process into daily operations.

- The Plan becomes the guidepost for the District. When decisions or responses to the community are needed, the Plan becomes the reference point for decision making and whether or not new issues or responses to the community are of higher importance than what's been established as existing direction.
- Strategic Plan information should be included as part of the new Board member and employee orientation program.
- Post a summary or shortened version of the Plan on the Website and track results on the site as well. It may also be helpful to print a short summary of the Plan's progress to distribute to interested partners and community members.
- A staff person or team should have responsibility of being the project manager or "champion" of the Plan's implementation to ensure success. This staff person is responsible for monitoring the Plan's progress and works with staff to effectively integrate the Plan with operations.
- Each initiative will assign a leader to manage the process. Each initiative generally requires a team of employees to work on completing the initiative through a cross functional team and is headed by someone who is responsible for the initiative's completion. Some agencies have made the mistake of cascading each initiative to all departments. For example, for the initiative of: Develop an internal and external communications matrix, this doesn't mean that each Department has its own team of employees developing a matrix. What should occur is a cross functional team is developed that develops a communication matrix system-wide.
- Regular reporting of the Plan's progress should occur. Break the Plan into separate fiscal years and report one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of tactics that support its completion. The tactics are developed prior to each year for the upcoming list of initiatives. It is the project leader's responsibility to report on his/her initiative, included in a monthly or quarterly report. A suggestion is to input each year's data on a spreadsheet that lists the Themes, Objectives, and Initiatives start date and completion date, and which staff person is responsible for the Initiative's completion. The updates should occur at the initiative level, not the tactical level.
- At the end of the year, perform an annual review and documentation of the initiatives.
- Update major stakeholders on the Plan's implementation and results on an annual basis.
- Conduct staff meetings on a quarterly or semi-annual basis to review the Plan's progress and results and report the Plan's progress to the Park Board on a quarterly basis.
- The performance appraisal process should reflect the completion of the Strategic Plan Initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, accountability, and excellence.
- Track the Key Operational Results measures on a quarterly basis. Provide an annual narrative about the results. Review the inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making.
- Complete an annual just-in-time review of the next year's Initiatives to determine if priorities have changed. This can be included at an annual retreat in which successive years' initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.

- Post a chart of each year's initiatives on office walls in administrative areas with a check-off column designating completion as part of a visual management program. Staff meetings should regularly include discussion of strategy. This will help to emphasize the Plan's importance and the District's commitment to execution.
- After each year of the Plan, the staff should review the Plan's process and re-tool any parts of the process that need improvement.
- The Plan is an organizational approach to strategy. Following a year of experience with adapting strategy with the organizational culture, the strategic themes and objectives should then cascade to the department level. Each department would then have their own unique set of initiatives. These initiatives will be aligned with the organizational strategy.
- If there are ideas for new strategies that arise throughout the year, include them on a written "parking lot" and review them as part of the annual just-in-time review to determine if they supplant any existing initiatives.

Summary

The Bolingbrook Park District Strategic Plan 2014-2018 represents the District's efforts in preparing for the future. The vision of: We strive for operational excellence through leadership, innovation, adaptability, efficiency, trust, and world class service will be the focus of future strategy. In order to succeed in achieving the aspiration of operational excellence, the District will focus its strategic themes in alignment with the vision, as follows:

EMPLOYEE ENGAGEMENT AND SATISFACTION

INNOVATION

CUSTOMER SATISFACTION AND LOYALTY

FINANCIAL GROWTH AND SUSTAINABILITY

The Strategic Plan will build on the great strengths of the organization, including its brand and image, innovative spirit, team based environment, and quality services and programs. The District's strategic focus will also include taking advantage of opportunities for future strengthening of the District, including integrating strategic thinking into operations, identifying future customer needs, and ensuring an appropriate inventory of offerings as demographics of the community continue to change. This will result in the District' continued strengthening of its legacy and being well positioned to fully utilize best practices approaches in its service delivery system.

Definitions

The following list of key words describes the definition of the terminology used for the Strategic Plan.

BALANCED SCORECARD PERSPECTIVES—the four perspectives include Customer, Financial, Internal Business Process, and Learning and Growth. They demonstrate cause and effect relationships in the completion of strategy. All of the Strategic Initiatives are aligned with these four perspectives.

KEY OPERATING RESULTS—the Results are a measurement system that supports the four theme areas of Employee Engagement and Satisfaction, Innovation, Customer Satisfaction and Loyalty, and Financial Growth and Sustainability. Measures are normally quantitative indicators and capture numbers, dollars, percentages, etc. Measures assist the staff with the ability to determine organizational performance.

MISSION—describes the business of the organization. The mission also defines the core purpose of the organization and why it exists.

STRATEGIC INITIATIVES— broad brushed, macro-oriented organizational sense of direction that relates to the four Balanced Scorecard perspectives of customer, financial, internal business, and growth and development.

STRATEGIC GOALS—concise statements describing the specific elements an organization must do well in order to execute its strategy.

STRATEGIC OBJECTIVES—the specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets. The strategic initiatives are specifically detailed with specific tactics, which are not included within the body of the Strategic Plan, but will exist in separate documentation.

TACTICS—Tactics are not included as part of the Plan. The development occurs after the Plan's implementation. Tactics are subordinate to the initiatives and detail the steps necessary to complete an initiative. Staff members will identify the tactics for the initiatives before the start of each fiscal year.

VALUES—describe the way the District operates. Values are meaningful expressions of describing what is important in the way we treat our employees and our guests and relates to the internal culture of the organization.

Vision—desired future of the organization. The vision should be a “stretch” for the organization, but possible to achieve in approximately five years. It should state a measurable achievement.

WORLD CLASS DIAMOND MODEL— The World Class Diamond details four areas that identify World Class organizations as:

- Operational Excellence
- Strategic Fit
- Capability to Adapt
- Unique Voice