



2016-2017 STRATEGIC GOALS – COMBINED

Staff List

| STAFF | STAFF NAME | POSITION | DEPARTMENT |
|-------|----------------------|--------------------------------------|--------------------|
| RF | Rita Fletcher | Executive Director | Administration |
| SBS | Superintendent | Superintendent of Business Services | Business Services |
| DE | Dale Erdman | Information Technology Manager | Business Services |
| JK | Judy Kopka | Human Resources Manager | Business Services |
| PM | Patti Mancini | Accounting Manager | Business Services |
| KO | Kelly O'Brien | Superintendent of Parks & Planning | Parks & Planning |
| JB | Josh Biddinger | Parks & Athletic Fields Manager | Parks & Planning |
| JM | Julie Morgan | Facility Maintenance Manager | Parks & Planning |
| PP | Pete Pratt | Project, Golf & Landscape Manager | Parks & Planning |
| JT | Jim Thompson | Facility Maintenance Manager | Parks & Planning |
| KD | Kimberly Dasbach | Superintendent of Recreation | Recreation |
| SF | Stephanie FitzSimons | Marketing Manager | Recreation |
| LH | Lynsey Heathcote | Recreation Manager | Recreation |
| KM | Katie Mix | Recreation Manager | Recreation |
| DM | Dan Mitchell | Environmental Education Manager | Recreation |
| EE | Eric Eichholz | Recreation Manager | Recreation |
| SK | Steven Karoliussen | Superintendent of Special Facilities | Special Facilities |
| KK | Kolbe Kasper | Health & Fitness Manager | Special Facilities |
| DL | Dave Littwin | Aquatics Manager | Special Facilities |
| AM | Amy McKinley | Office Manager | Special Facilities |
| NS | Nick Serritella | Scheduling Manager | Special Facilities |
| PTP | Peter T. Pope | Superintendent of Villa Olivia | Villa Olivia |
| AI | Alan Ickes | Food & Beverage Manager | Villa Olivia |
| JP | Jason Poblocki | Golf & Ski Operations Manager | Villa Olivia |

Status Report Key

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|-------------|--|
| COMPLETE | This work is complete, listing month and year of completion. |
| IN PROGRESS | This work has begun and should be complete this Fiscal Year. |
| DEFERRED | This project will not be worked on this Fiscal Year. See listed explanation. |

FINANCIAL MANAGEMENT

| Priority No. | GOAL | Committee Chair | Committee Members | Completion | Status |
|---------------------|--|------------------------|--------------------------|-------------------|---------------|
| 1 | Develop and continually update rolling five-year pro-forma cash flow forecasts that incorporate selected strategic issues and goals to enable business decision-making. | SBS, RF | SK, PTP | March 2017 | |
| 2 | Benchmark the monetary return of current programs and services, put into place financial outcome measures that will result in improved ROI for all future programs and services. | SBS, SK | KK, DL, NS | Dec. 2017 | |
| 3 | Develop financial models to evaluate the consolidated impact of alternative Villa Olivia business strategies. | SBS, RF | PTP | Oct. 2017 | |
| 3 | Install concrete metrics for BPD to monitor and manage the financial performance of its operations. | SBS | PM | May 2018 | |
| 4 | Take a leadership role in expanding Park District co-op purchasing programs and capital improvement projects to maximize buying power. | KO | SBS, PP | Dec. 2018 | |
| 4 | Develop financial models focused on the Recreation fund to ensure the appropriate balance between revenues and expenses. | SBS | SK, KD, KO | Oct. 2018 | |

MARKETING

| Priority No. | GOAL | Committee Chair | Committee Members | Completion | Status |
|---------------------|---|------------------------|--------------------------|-------------------|---------------|
| 1 | Develop a comprehensive marketing strategy, communications plan, and budget to increase community awareness, program participation across all segments, and drive top-line revenue improvement. | KD | SF, JP, KK, DL, DM | April 2017 | |
| 2 | Design metrics to measure marketing effectiveness in order to plan budget (e.g., website hits, Google search rankings, \$/Unit). | KD | SF, JP, NS, KM | Sept. 2017 | |
| 3 | Evaluate options (including outsourcing) to increase BPD and V.O. advertising revenues and corporate sponsorships. | SK, PTP | DM, KK, LH, JP, SF | Nov. 2017 | |
| 4 | Leverage technology and social media to drive increased reach and volume at lowest cost. | KD | SF, DE, EE, KM | Aug. 2018 | |

PARKS & FACILITIES

| Priority No. | GOAL | Committee Chair | Committee Members | Completion | Status |
|---------------------|--|------------------------|--------------------------|-------------------|---------------|
| 1 | Renovate or re-design existing parks to reflect changing community needs and to manage maintenance costs, incorporating findings from Comprehensive Master Plan. | KO, RF | JB, PP | July 2017 | |
| 1 | Assess the need for and economics of an indoor sports facility. | KD | LH, EE, JT | Aug. 2017 | |
| 2 | Conduct due diligence and build alignment around plans whether to develop parks and facilities west of Route 59, and proceed with implementation. | RF | KO, KD, PTP | March 2018 | |
| 3 | Evaluate the economic benefits of innovative land use techniques (synthetic fields, re-designed parks, etc). | KO | JB, LH, EE, KD | Dec. 2017 | |
| 4 | Pursue grant funding opportunities (state, manufacturer, education) to defray capital costs of parks and facilities improvements. | KO | JM, JT, SBS | July 2018 | |
| 4 | Consider implementing volunteer partnerships to help maintain parks and reduce operating expenses. | KO | PP, SF, JB | Dec. 2018 | |
| 4 | Implement the Inclusive Playground in conjunction with the BP Foundation. | RF | KD, KO | Nov. 2018 | |

RECREATIONAL PROGRAMS

| Priority No. | GOAL | Committee Chair | Committee Members | Completion | Status |
|---------------------|---|------------------------|--------------------------|-------------------|---------------|
| 1 | Research new program opportunities to drive further penetration and revenues across all age and ethnic segments. | SK | KK, NS, DM, SF | Feb. 2017 | |
| 1 | Develop a formal lifecycle evaluation process, regularly reviewing participation and profitability metrics to rationalize program offerings. | KD | AM, EE, DL, KM | Feb. 2017 | |
| 2 | Develop a community outreach plan to build greater awareness, strengthen program development, and possibly drive operating efficiencies. | SK | KM, AI, AM, KK | Jan. 2018 | |
| 3 | Access possibilities to build partnerships with current competitors. | KD | LH, DM, DL | Nov. 2017 | |
| 3 | Utilize technology to facilitate more frequent community input and to evaluate specific needs of targeted groups in a more cost-effective manner. | KD | SF, LH, NS, DM | July 2018 | |
| 4 | Understand our competition and leverage Park District strengths to capture more of our resident's recreational activities and dollars. | SK | KK, NS, EE, AM | Sept. 2018 | |

VILLA OLIVIA

| Priority No. | GOAL | Committee Chair | Committee Members | Completion | Status |
|---------------------|--|------------------------|--------------------------|-------------------|---------------|
| 1 | Charter the Staff with exploring strategic alternatives for V.O. and presenting recommendations to the Board. | RF | PTP | Apr. 2017 | |
| 2 | Develop near-term, low-cost program and service offerings to generate additional revenues and cash flow at Villa Olivia until longer-term strategy is implemented. | PTP | AI, JP | Aug. 2017 | |
| 3 | Determine immediate strategies to minimize or eliminate recurring operating losses from golf operations. | PTP | JP | Dec. 2016 | |
| 4 | Ensure Villa Olivia marketing strategy incorporates measurable outcomes that complement current and future programs. | PTP | SF, AI, JP | Jan. 2018 | |
| 4 | Optimize program integration between Villa Olivia and other BPD facilities and programs. | PTP, KD | KK, NS, KM, LH, AM | June 2018 | |

WORKFORCE ENVIRONMENT

| Priority No. | GOAL | Committee Chair | Committee Members | Completion | Status |
|---------------------|---|------------------------|--------------------------|-------------------|---------------|
| 1 | Continue to utilize programs that motivate and recognize our employees, link performance to pay, and inspire everyone to do better. | SBS | JK, LH | Apr. 2017 | |
| 2 | Determine and staff incremental resource requirements to support the new Strategic Plan. | SK | RF, PTP, PM, JM | Nov. 2017 | |
| 3 | Encourage continuous learning through targeted employee training programs and appropriate industry partnerships and affiliations. | SBS | JK, DL, PP, DE | Feb. 2018 | |
| 3 | Look for opportunities to strengthen internal communications and provide forums for input and feedback from employees at all organizational levels. | SK | JK, AM, KM, KO | Aug. 2018 | |
| 4 | Strive to maximize the overall effectiveness of our volunteers by cultivating an environment of partnership, support, spirit and advocacy. | KD | SF, LH, EE, JK, JP, DM | Nov. 2018 | |



2016-17 DEPARTMENTAL GOALS AND OBJECTIVES– COMBINED

STAFF LISTING

| STAFF | STAFF NAME | POSITION | DEPARTMENT |
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| RF | Rita Fletcher | Executive Director | Administration |
| SBS | Superintendent | Superintendent of Business Services | Business Services |
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BARTLETT PARK DISTRICT DEPARTMENTAL GOALS & OBJECTIVES – 2016-2017

ADMINISTRATION

| No. | GOAL | STAFF | COMPLETION | STATUS |
|------------|--|--------------|-------------------|---------------|
| 1. | Work with Safety Coordinator for PDRMA Accreditation Review. | RF & JK | December 2016 | |
| 2. | Oversee Distinguished Agency Accreditation Review. | RF & KD | November 2016 | |

BUSINESS SERVICES

| No. | GOAL | STAFF | COMPLETION | STATUS |
|------------|---|--------------|-------------------|---------------|
| 1. | Create and implement a monthly procedure for recording payments to vendors from credit cards. Review these vendors for possible 1099 inclusion. | PM | July 2016 | |
| 2. | Implement the Email Purchase Order system in Smart Fusion. Train staff on how to email a PO to vendors from the Smart Fusion software. | PM | January 2017 | |
| 3. | Provide Manager training on Performance Reviews and the process. | JK | November 2016 | |
| 4. | Develop a procedure for implementing the new Smart Fusion Employee Self-Service Module and training staff on its use. | JK | February 2017 | |
| 5. | Investigate the equipment and software needed to eliminate the POTS lines throughout the district. | DE | February 2017 | |
| 6. | Research to update, replace, and consolidate the security alarm systems throughout the Park District. | DE | January 2017 | |
| 7. | Plan and test the major update to the new RecTrac 3.1 software. | DE | April 2017 | |
| 8. | Develop a Policy and Procedure for the retention of electronic data. | SBS & DE | December 2016 | |
| 9. | Work with the auditors and IMRF to implement GASB 68 which is Accounting and Financial Reporting for Pensions. | SBS | October 2016 | |

PARKS & PLANNING

| No. | GOAL | STAFF | COMPLETION | STATUS |
|------------|---|--------------|-------------------|---------------|
| 1. | Implement & manage native land management plan. | PP & KO | November 2016 | |
| 2. | Work with the Village to update bike path agreement and maps. | PP & KO | April 2017 | |
| 3. | Evaluate current snow removal process. Develop maps showing routes/location and written guidelines. | PP | November 2016 | |
| 4. | Develop a fertilization and turf work plan for athletic fields. | JB | December 2016 | |
| 5. | Evaluate and develop a recycling program for parks throughout the district. | JB | November 2016 | |
| 6. | Evaluate the water usage during the season at BAC and spray playgrounds. (Leiseberg & Blue Heron) | JT | November 2016 | |
| 7. | Evaluate current staff responsibilities & work load to determine if current number of staff is meeting facility needs and requirements. | JT | October 2016 | |
| 8. | Develop and implement written procedures for custodial closet cleaning and closet supply stocking requirements. | JM | November 2016 | |
| 9. | Develop a Facility Maintenance work plan. | JM | April 2017 | |
| 10. | Evaluate current staff responsibilities & work load to determine if current number of staff is meeting facility needs and requirements. | JM | October 2016 | |
| 11. | Research work order systems for facilities and parks. | KO | January 2017 | |

RECREATION

| No. | GOAL | STAFF | COMPLETION | STATUS |
|------------|---|--------------|-------------------|---------------|
| 1. | Investigate and apply for grants or outside funding opportunities to help offset supply costs for preschool and/or camp. | KM | July 2016 | |
| 2. | Become involved with the IPRA Early Childhood Committee. | KM | February 2017 | |
| 3. | Hold a public input meeting for Adult programs. | KM | November 2016 | |
| 4. | Create new Active Adult overnight/camp trips. | DM | July 2016 | |
| 5. | Investigate cost and feasibility of additional storage space for the Nature Center seasonal items (skis, snowshoes and archery equipment.) | DM | December 2016 | |
| 6. | Create a plan to set up social media postings through Hootsuite for facility based areas. | SF | August 2016 | |
| 7. | Look into developing a Communications/Intern Marketing program. | SF | January 2017 | |
| 8. | Achieve Certified Park and Recreation Professional certification. | EE | March 2017 | |
| 9. | Become involved with the IPRA Athletic Committee. | EE | December 2016 | |
| 10. | Create staff training manuals for Basketball Open Gym & Scorekeeping. | EE | October 2016 | |
| 11. | Investigate & implement a Summer Men's Basketball League. | EE | January 2017 | |
| 12. | Research girls travel volleyball and investigate the feasibility of developing one travel team in 5 th /6 th and 7 th /8 th Grade, including paid training. | LH | March 2017 | |
| 13. | Investigate the use and benefits of a text update program, (Ex. Remind.com), for programs. | LH | November 2016 | |
| 14. | Work with the Raiders Athletic Association on the Intergovernmental Agreement for Koehler Football Field. | KD | December 2016 | |

SPECIAL FACILITIES

| No. | GOAL | STAFF | COMPLETION | STATUS |
|------------|---|--------------|-------------------|---------------|
| 1. | Develop an Advisory Panel focused on Active Adult Programming and services for the health club and aquatics areas. | SK | November 2016 | |
| 2. | Develop a new special event for the Oak Room to increase visibility and marketing. | NS | February 2017 | |
| 3. | Expand marketing to target home-based businesses for potential rental space for meetings. | NS | September 2016 | |
| 4. | Achieve Certified Park and Recreation Professional certification. | NS | December 2016 | |
| 5. | Prepare the registration office and RecTrac to successfully upgrade to the new RecTrac 3.1 software. | AM | April 2017 | |
| 6. | Investigate the various options and costs to refinishing the LIFECENTER wooden lockers. | KK | June 2016 | |
| 7. | Evaluate the underutilized TRX room to determine what programs or activities would be most beneficial to utilize that space. | KK | August 2016 | |
| 8. | Evaluate current programming and registration trends and develop a plan to address the declining swim lesson participation numbers. | DL | November 2016 | |
| 9. | Evaluate trending adult programs and offer at least one new adult and one youth program per season. | DL | December 2016 | |
| 10. | Expand partnerships with other agencies, senior groups, corporate groups, and the school district to offer new or expanded programs and to retain and grow customers. | DL | March 2017 | |
| 11. | Review and restructure the Bartlett Park District Financial Aid Plan and process. | AM | September 2016 | |
| 12. | Evaluate the website to determine if improvements can be made in the registration process to be more user-friendly. | AM | January 2017 | |

VILLA OLIVIA

| No. | GOAL | STAFF | COMPLETION | STATUS |
|------------|---|--------------|-------------------|---------------|
| 1. | Investigate costs of dredging of irrigation pond. | PTP | July 2016 | |
| 2. | Investigate costs of sandblasting and repainting towers on ski hill. | PTP | December 2016 | |
| 3. | Implement formal Ski survey system, and develop operational action plans based on results. | JP | November 2016 | |
| 4. | Achieve Certified Park and Recreation Professional certification. | JP | March 2017 | |
| 5. | Revamp Laundry Room layout, equipment and process. | AI | July 2016 | |
| 6. | Implement formal Banquet and Restaurant survey system, and develop operational action plans based on results. | AI | October 2016 | |

Executive Director Approved: 4/26/16

Board Reviewed: 4/26/16