

March 9, 2021

Bartlett Park District
2021-2025 Strategic Plan
Final Report



CAROL SENTE CONSULTING

Growing Organizations by Sharpening People

Introduction

The Bartlett Park District (BPD) partnered with Carol Sente Consulting LLC (CSC) to lead and facilitate its 2021-2025 Strategic Plan. Approximately every five years, the District prepares a strategic plan to set new strategic goals in response to changing community needs and interests and to continually improve their service offerings.

Bartlett Park District Objectives

The Strategic Planning process had the following objectives:

- To step back from the daily operations in order to envision where the District is headed and what its priorities should be.
- To set specific, measurable, achievable, realistic and time-measured goals that are prioritized, communicated publicly and accomplished over a four year time period.
- To thoroughly engage the Board of Park Commissioners, professional staff and other key stakeholders feedback in the strategic planning process so that the resulting Strategic Plan is informed by a broad group of individuals and accepted as important goals to accomplish.

Strategic Plan Timeline

Activity	Timing
<u>Preparation:</u>	
CSC met and toured BPD facilities and parks with Executive Director	October
CSC reviewed relevant District materials including <ul style="list-style-type: none"> ▪ 2016 Strategic Plan ▪ 2015 Comprehensive Master Plan ▪ 2014 Attitude and Interest Survey ▪ Current Capital Plan ▪ Current BPD park brochure 	October
CSC developed questions for Park Commissioner Fact Finding Meetings	November
CSC toured Villa Olivia winter sports operation with Executive Director	January

Engagement:

CSC conducted individual Fact Finding Meetings with Park Commissioners	November
CSC developed questions for Management Team Fact Finding Meetings	December
CSC conducted two Fact Finding Meetings with Management Team	December
CSC summarized key ideas from Board and Staff Meetings	December

Retreat:

BPD Administrative Team and CSC held Retreat Kick-Off Meeting	January
<ul style="list-style-type: none">▪ Reviewed SWOT topics brought up during Fact Finding Meetings▪ Confirmed location, date and process of full one day retreat▪ Established District's key Strategic Areas of Focus	
BPD Board of Park Commissioners, Admin Team and CSC held Retreat	January
<ul style="list-style-type: none">▪ Reviewed BPD's Mission, Vision and Values to discuss desired changes▪ Discussed SWOT draft and made additions and revisions▪ Set strategic goals for the coming four years	

Post-Retreat Follow-Up:

CSC prepared retreat summary of agreed upon goals and SWOT	February
BPD Administrative Team reviewed document and prioritized goals	February
CSC prepared final Strategic Plan report	March
BPD Board of Park Commissioners approved Strategic Plan	March
Implementation begins	May

Retreat Participants

- Steve Eckelberry, Board President
- Lori Palmer, Board Vice President
- Jody Fagan, Commissioner
- Diana Gunsteen, Commissioner

Dale Ann Kasuba, Commissioner
Theodore Lewis, Commissioner
Susan Stocks, Commissioner
Rita Fletcher, Executive Director
Kim Dasbach, Superintendent of Recreation
Lynsey Heathcote, Superintendent of Special Facilities
Kelly O'Brien, Superintendent of Parks & Planning
Eric Leninger, Superintendent of Business Services

Additionally, all District managers were involved in detailed Fact Finding Meetings where their ideas were solicited for needs and improvements that would benefit the Bartlett Park District community.

Bartlett Park District's Mission, Vision and Values

Mission:

We create fun!...by providing the finest in Parks, Programs, and Recreational Facilities for our community.

Vision:

We strive to create lasting memories for our community by enthusiastically responding to and serving their recreational and leisure needs.

Core Values:

Our Core Values guide our organization in everything we do. They represent who we are and what we believe.

- We are committed to serving our community by operating with the highest principles of honesty, character, integrity, accountability and fairness.
- We strive to continually improve our resident's quality of life by providing ample open space and a wide variety of recreational programs based on the input of our diverse residents.

- We will strive to maintain and preserve all of our parks and facilities to the highest quality standards of safety, usefulness, and beauty.
- We will partner with volunteers and interested groups to encourage their support and advocacy, leverage our resources, manage our costs and maximize the value of our parks and recreation programs.
- We will responsibly manage our fiscal resources to assure our ability to maintain our facilities, implement our long-term capital plan and provide valued recreational programs.

Strengths, Weaknesses, Opportunities and Threats

Based on the Fact Finding Meetings with the Park Commissioners and Management Team, CSC prepared a list of SWOTs presented. This document was then reviewed with the Administrative Team for their updates and finally reviewed at the Retreat with the Park Commissioners and Administrative Team.

Goal Priorities

Priority 1 = Start May 2021 fiscal year

Priority 2 = Start May 2022 fiscal year

Priority 3 = Start May 2023 fiscal year

Priority 4 = Start May 2024 fiscal year

Bartlett Park District's Five Strategic Areas of Focus

- I. **Technology** - *Utilize technology to increase efficiencies in delivering services.*
- II. **Marketing** - *Look at ways to enhance marketing throughout the District.*
- III. **Programs & Services** - *Adapt recreational opportunities to serve changing needs.*
- IV. **Facilities** - *Invest in existing facilities and explore future needs.*
- V. **Parks** - *Evaluate park usage and plan for future community needs.*

Strategic Goals

The following list of five Strategic Areas of Focus and 16 Strategic Goals was agreed upon at the January 16, 2021 Retreat.

I. Technology

Utilize technology to increase efficiencies in delivering services.

Technology Goals	Priority
Explore District-wide technology opportunities to enhance how the District operates, serves, registers, programs and maintains our facilities and parks with the goal of increased operational efficiency.	1
Identify equipment needed and costs associated to proceed with an increase in live-streaming programs and events.	2
Establish a District-wide Wi-Fi plan to enhance our customers' experience, which includes planning for future parks and facilities.	3

II. Marketing

Look at ways to enhance marketing throughout the District.

Marketing Goals	Priority
Determine the best options to expand District's marketing to creatively and better target various age groups.	1
Analyze the District's current marketing approach to determine which methods produce the best results.	2

III. Programs & Services

Adapt recreational opportunities to serve changing needs.

Programs & Services Goals	Priority
Identify successful programs and service operations from 2020 and build on those for the future (including on-line/registration).	1
Create a Master Usage Schedule for all District facilities to determine unused spaces and identify programming opportunities.	2

IV. Facilities

Invest in existing facilities and explore future needs.

Facilities Goals	Priority
Review the District’s 2020 golf analytics and find ways to sustain by providing additional amenities to bring and keep patrons at Villa Olivia and Apple Orchard Golf Courses.	1
Create a District-wide list of facility improvements, renovations and upgrades needed and develop a master plan for future implementation.	1
Determine the unique banquet niche that is most profitable and marketable for Villa Olivia.	2
Investigate the concept of making Villa Olivia an entertainment destination that attracts the community, a broader geography and outside groups.	2
Explore the community’s interest in a new indoor facility such as an indoor sports complex, indoor ice rink, etc. as well as their support to fund.	3

V. Parks

Evaluate park usage and plan for future community needs.

Parks Goals	Priority
Investigate synthetic athletic field needs and possible locations within the community.	1
Investigate new, non-traditional park concepts and amenities when master planning future parks.	2
Conduct a Planning Session with the Board to discuss new ideas for current parks and plans to update and refresh the parks.	3
Explore the benefit of playground consolidation with fewer but larger and more creative playgrounds and how this might impact the community and District’s replacement schedule.	4