



**GLENCOE PARK DISTRICT
SPECIAL PROJECTS AND FACILITIES MEETING
Tuesday, March 13, 2018 - 7:00pm
Takiff Center**

Consistent with the requirements of the Illinois Compiled Statutes 5 ILCS 120/1 through 120/6 (Open Meetings Act), notices of this meeting were posted.
Meeting Location: Takiff Center, 999 Green Bay Road, Glencoe, IL 60022

AGENDA

- I. Call to Order
- II. Roll Call
- III. Matters from the Public
- IV. Discussion on Strategic Plan
- V. Discussion on Next Phase of Takiff Parking Lot
- VI. Discussion on 233 Linden House
- VII. Other Business
- VIII. Adjournment

The Glencoe Park District is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or facilities, are asked to contact the Park District at 847-835-3030.
Executive Director Email: lsheppard@glencoeParkDistrict.com

IV. Discussion on Strategic Plan

Glencoe Park District

March 13, 2018

Special Projects and Facilities Committee Meeting



INTEROFFICE MEMORANDUM

TO: BOARD OF COMMISSIONERS
FROM: LISA SHEPPARD, EXECUTIVE DIRECTOR
SUBJECT: STRATEGIC PLAN
DATE: 3/8/18
CC:

Barbara Heller will facilitate a discussion on the attached strategic themes, objectives and initiatives that were the result of discussion with the Board, full and part-time staff, and review of community surveys and other pertinent information.

Please take the time to review prior to the Board meeting so that we can have a meaningful dialog on any additions or changes that the Board may want to discuss.

Glencoe Park District

Strategic Themes, Objectives and Initiatives

Mission: To enrich lives, build community, and create memorable experiences through exceptional parks, programs, and facilities

Vision: We aspire to be the most innovative, customer-driven, and financially and environmentally sustainable park district for current and future generations

Values (SPIRIT)

- Safety focused
- Passionate
- Integrity
- Responsive
- Innovative
- Team-oriented

The following are the themes, objectives, and initiatives for the next five years, beginning in March 2018 and ending February 2023. Initiatives are aligned with the strategic themes and objectives and provide greater specificity of how they will be implemented.

Before each fiscal year begins, the initiatives for the year will be reviewed and tactics supporting the initiative will be detailed by the staff involved in completing the initiative. The timeframe for completion of the initiatives are categorized according to four categories as follows:

- **Short-Term Initiatives:** Initiated and completed within March 2018- February 2020
- **Mid-Term Initiatives:** Initiated and completed within March 2020- February 2022
- **Long-Term Initiatives:** Initiated and completed within March 2022- February 2023
- **Ongoing Initiatives:** Repeated continuously during the next five years

Customer Connection

- **Reduce Barriers**
 - Evaluate a more efficient and responsive registration process (*short-term*)
 - Create greater community awareness and understanding of the District's organizational mission, structure, and form of governance (*short-term*)
- **Develop Customer Feedback Systems**
 - Research and implement a resident feedback system for parks/maintenance issues (*short-term*)
 - Research the use of a parks report card system (*short-term*)
 - Develop and implement a District-wide customer satisfaction measurement system for programs and services (*mid-term*)
- **Analyze and Adapt to Community Needs**

- Develop a stronger presence in the fitness/wellness/health program and services market (*short-term*)
- Complete a community-wide needs assessment in 2020 (*mid-term*)
- Develop a process to perform a similar provider analysis for key programs and facility operations (*mid and long-term*) (*completed twice*)
- Create customer on-demand programming as it relates to changing needs (*Ongoing*)

Financial Stewardship

- **Reinvest in the Infrastructure**
 - Identify and prioritize new capital projects as a result of availability of new/non-referendum bonding authority (*mid-term*)
- **Strengthen Revenue Sustainability**
 - Analyze deficit operations in special facility operations and develop recommendations for improvement (*mid-term*)
 - Grow alternative revenues (donors, grants, sponsorship, optimized pricing) (*ongoing*)
- **Develop Overall Financial Stability**
 - Create core service priorities in the event of diminishing tax resources (*mid-term*)
 - Develop cost-benefit analysis of time and resources reporting for key program/services, to determine true costs of service, including indirect costs (*mid-term*)
 - Identify ongoing operations and maintenance costs for any new capital project/service/program (*ongoing*)

Operational Effectiveness and Efficiency

- **Leverage Technology to Operate More Effectively**
 - Re-evaluate the strategic IT plan (*mid-term*)
- **Embed Innovation**
 - Complete an assessment of organizational innovation and develop recommendations for improvement (*mid-term*)
- **Develop A Strategic Approach to Environmental Sustainable Practices**
 - Develop and fund an environmental sustainability plan (*short-term*)
 - Develop an education component of sustainable practices to foster interest among community residents (*mid-term*)
 - Work with the Village in expanding connectivity throughout Glencoe and promote biking and walking to facilities and parks (*ongoing*)
- **Evaluate Systems**
 - Develop a strategic approach to marketing (*mid-term*)
 - Evaluate, promote, and strengthen internal processes (*begin mid-term and continue long-term*)

- Manage a comprehensive human resources review including staffing level analysis, office space evaluation, compensation review and analyzing part-time versus full-time positions (*begin mid-term and continue long-term*)
- Create an internal customer service satisfaction measurement system (*long-term*)

Team Development

- **Strengthen Agency Learning and Growth Opportunities**
 - Evaluate and identify methods to strengthen part-time staff recruitment, hiring, and development (*short-term*)
 - Identify organizational/individual skill set gaps and provide training and development opportunities to reduce gaps in needed competencies (*long-term*)
 - Develop succession planning for key leadership positions (*long-term*)
- **Define Agency Culture**
 - Improve the onboarding process for full-time and part-time staff (*mid-term*)
- **Foster an Accountable Work Environment**
 - Strengthen the use of data in measuring organizational performance (*mid-term*)
 - Develop accountability for cost center budget projections and management of budgets (*mid-term*)

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, along with the Comprehensive Master Plan. 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.
- A review of the Strategic Plan 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. This will assist in providing the community with information about the District's strategic direction and its commitment to results. 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.
- A leader will be assigned to each strategic initiative. 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.
- 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 or strategic planning software that lists the themes, objectives, initiatives start date and completion date, and which staff person is responsible for the initiative's completion.
- 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 and are developed by the staff members involved in completing the initiative. Only the next year's initiatives should have tactics. Initiatives to be completed in future years should only have tactics developed immediately before work begins.
- At the end of the year, perform an annual review of the Strategic Plan and document any changes to initiatives to reflect any changes in priorities. This process can be included at an annual review meeting in which successive years' initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.
- 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 District's key performance indicators represent measures at the *objective* level, not the *initiative* level.
- Track the 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. At an organizational level, there should be approximately 12-20 measures.

- 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 on a quarterly basis. In addition, report the Plan's progress on a regular basis with the Board.
- The leadership staff and Executive Director's evaluation process and the Board self-evaluation 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 and team-oriented.
- 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.
- 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.

Definitions

The following list of key words describes the definition of the terminology used for the Strategic Plan. They are listed according to how they fall within the hierarchy of strategy, to the most macro to the most microelements.

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

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.

Values—describe the way the District operates | These are meaningful expressions of what’s important to us as an organization in the way we operate.

Balanced Scorecard Perspectives—the four perspectives include Customer, Financial, Internal Business Process, and Learning and Growth | The perspectives demonstrate cause and effect relationships in the completion of strategy. All of the strategic initiatives are aligned with these perspectives.

Strategic Themes— 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 Objectives—concise statements describing the specific elements an organization must do well in order to execute its strategy

Key Performance Indicators—the indicators are a measurement system that support the strategic objectives

The measures are normally quantitative indicators and capture numbers, dollars, percentages, etc. Measures assist the staff with the ability to determine organizational performance.

Strategic Initiatives—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.

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.

Objective Statements

Customer Connection

Objective 1. Reduce Barriers—We want to ensure our customers can easily participate in services and programs. By streamlining operations and reducing barriers, we will create a positive customer service experience. This includes continuously reviewing and improving access mechanisms such as the program guide, website, front desk interactions, and registration system. We will continuously evaluate our access mechanisms through customer feedback.

Objective 2. Develop Customer Feedback Systems—We will deploy a system-wide approach to measuring customer satisfaction, including parks, programs, and services, using a variety of methods, from program evaluations and surveys, to customer interviews and focus groups. In addition, we will implement improvements based on results of the feedback tools. The intent is to capture actionable information to use in exceeding customer expectations and securing long-term customer engagement.

Objective 3. Analyze and Adapt to Community Needs—As part of the Master Plan process, a needs assessment survey was distributed to determine recreation and park needs of the community. This process will be completed again in 2020 to benchmark customer opinions and identify changes to the community. We will ensure flexibility in our programs and services by making sure our offerings are aligned with trends in the marketplace. In addition, we will continuously analyze the competitive market for similar services as a way to best position and strengthen our services.

Financial Stewardship

Objective 1. Reinvest in the Infrastructure—Maintaining our infrastructure is a significant area of importance for our organization and the community, based on the household needs assessment survey results. Subsequent to the approval of the Master Plan, there has been a strong commitment to reinvestment in existing assets. The investment in our infrastructure will be balanced with the additional need to invest in new parks, facilities, and programs.

Objective 2. Strengthen Revenue Sustainability—We will rely on earned revenue opportunities such as sponsorships, grants, donors, foundations, etc. to augment services without reliance on tax revenue. In addition, core service and program areas will be analyzed to determine ways to reduce any existing operating deficits as well as optimize financial performance of those areas that do not require any level of tax subsidy.

Objective 3. Develop Overall Financial Stability—Our financial stewardship role is significantly important. This includes the continual analysis of financial results, identifying ongoing operations and maintenance costs for new capital projects, and developing information about true costs of services. In addition, the District will identify core service priorities in the event of a decrease in tax support or unplanned operating expense increases, such as increases to minimum wage or health care costs.

Operational Effectiveness and Efficiency

Objective 1. Leverage Technology to Operate More Effectively – We will rely on technology to improve the external customer experience and internal effectiveness/efficiency. A significant focus of this objective is to develop a strategic technology plan that will provide an overall framework for technology use, including a review of the existing technology provider as well as migrating technology from on premise software to cloud-based solutions. We will provide staff with knowledge of current and future uses of technology in order to improve service and make data-driven decisions.

Objective 2. Embed Innovation—The successful delivery of park and recreation services is dependent upon our ability to continuously improve/ adapt services that meet and exceed customer requirements. In order to value innovation as part of the organizational culture, the leadership system will espouse employee engagement, show trust in employee knowledge, encourage staff’s ability to experiment with new approaches to services, and ensure that systems and processes evolve with ongoing changes in business operation sophistication.

Objective 3. Develop a Strategic Approach to Environmental Sustainable Practices—Our intent is to be a community leader in environmental sustainable practices. It is our job to educate the community about our sustainability efforts as well as provide information about how residents can reduce their carbon footprint. A framework for sustainable efforts will be developed through a sustainability plan.

Objective 4. Evaluate Systems—In order to continuously improve systems, we will identify key processes, both internal and external, and evaluate their efficiency and effectiveness. This includes an analysis of staffing levels, a review of internal support processes, and a strategic approach to marketing.

Team Development

Objective 1. Strengthen Agency Learning and Growth Opportunities—Strategically, we will need to identify future organizational and individual employee competencies, identify current organizational and individual skill set gaps, and design training and development opportunities to close any gaps in competency areas. Another significant part of this objective is to strengthen part-time staff employment including recruitment, hiring, and retention.

Objective 2. Define Agency Culture—The SPIRIT values will continue to be reinforced throughout our District in all systems, including recruitment, performance appraisal, and recognition systems. In addition, the values will be emphasized through a strengthened on-boarding process for new full-time and part-time staff.

Objective 3. Foster an Accountable Work Environment—High performance organizations require elements of accountability in the way they operate. One key area of accountability relates to the development and oversight of financial performance. As a result, there will be assigned responsibility for the development, management, and monitoring of budget performance. In addition, we will strengthen our skills in the use of data to ensure more evidence based decision-making.

V. Discussion on Next Phase of Takiff Parking Lot

**Altamanu designs will be shared
at the Committee meeting.**

Glencoe Park District

March 13, 2018

Special Projects and Facilities Committee Meeting



March 9, 2018

To: Board of Commissioners
From: Lisa Sheppard, Executive Director

SUBJECT: Takiff Parking Lot

Attached is a presentation illustrating the process we have gone through in regards to the Takiff Parking lot improvements. Also attached are the Takiff Parking Site Master Plan approved by the Board last year. Altamanu will be presenting the plan for the next phase of Takiff Parking Improvements for Board discussion.



**TAKIFF
COMMUNITY
CENTER
PARKING
PHASE D**

SPECIAL PROJECTS AND FACILITIES
COMMITTEE | MARCH 13, 2018

Master Plan

On page 96 of the 2014 Master Plan, it was identified that parking issues plague the site:

“There aren’t enough spaces to accommodate indoor recreation programming, staff and outdoor activities at the same time. Many times the lot is not large enough to even accommodate indoor programming and staff alone. The site needs an overall master planning study to determine that best location for additional parking.”

Capital Planning

In June 2016, Capital Planning discussions began with a park tour.

In September of 2016, the Board approved the 3-Year Master Plan Capital Projects Plan, which included Takiff parking improvements.

At the same meeting, the Board discussed removal of the skate park due to deterioration of the equipment.

Committee and Board meetings including discussion on Takiff parking:

- June 2016
- September 2016
- December 2016 - Altamanu design services proposal approved by the Board
- March 2017 - Committee discussion
- May 2017 - Review Takiff site and parking plan in Committee
- June 2017 - Board approves plan to include Concept Plan A, Phase A & B with Concept Plan B Bioswale (TYP)

Takiff
Parking
Planning

Takiff Parking Lot Construction

Taking parking lot construction began in August 2017 with majority completed by the end of November 2017.

- Over 64 new paved spaces added
- 14 new bike spaces added
- .2 mile walking trail around Takiff field
- Safer back lot walking routes for customers and staff
- Improved circulation with addition of the turnabout
- Two large sustainable bio-swales added

Next Phase of Parking Improvements

Starting with a parks tour in June 2017, the Board began discussions for updating the 3-Year Capital Projects Plan.

The discussions continued at Committee meetings in July and September.

At the September 2017 Board meeting, the Capital Projects Plan was approved including Takiff Parking – Phase D.

Now it is time to Plan Takiff Parking Phase D

Our goals for Takiff Parking - Phase D include:

- Better walk and bike ability to the Takiff Center main entrance
- Safety: vehicle and pedestrian
- Drop off and pick up zone
- Better traffic flow
- ADA improvements
- Inviting place to sit while you wait for parents or friends



Welcome Altamanu!

Altamanu will be presenting
the concept plans for
discussion at the meeting.



Parking Spaces	Ex.	Prop.
Center Parking Lot	42	39
	2 (HC)	4 (HC)
	40	35
East Parking Lot	34	36
	33	35
	1 (HC)	1 (HC)
Additional Parking Lot 0	0	25
Green Bay Parking	42	42
	38	38
	4 (HC)	4 (HC)
Temp Parking Area (1)	0	20
Temp Parking Area (2)	0	20
Staff Parking Areas		38
Grand Total:	118	220

Note: Add Wayfinding Signage at Later Date

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05.16.2017



Parking Spaces	Ex.	Prop.
Center Parking Lot	42	39
	2 (HC)	4 (HC)
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Temp Parking Area (1)		20
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Staff Parking Areas		38
Grand Total:	118	220

Note: Add Wayfinding Signage at Later Date



05.16.2017



VI. Discussion on 233 Linden House

Glencoe Park District

March 13, 2018

Special Projects and Facilities Committee Meeting



March 9, 2018

To: Board of Commissioners

From: Lisa Sheppard, Executive Director and Chris Leiner, Director of Parks and Maintenance

SUBJECT: 233 Linden House

This memo briefly outlines the process of re-zoning the residence at 233 Linden. The residence is located on the park proper and is not located on a defined code compliant residential lot. This process outlined below pursues the sub-division of the lot from the park in pursuit of the intended Board goal to sell the property.

The recommended lot size is based on Village of Glencoe residential codes and a desire to ensure no large trees are split between the Park District park property and this new sub-divided lot.

A brief update on the status of 233 Linden:

- **May 2017** - Park District staff meets with Village of Glencoe staff to discuss sub-division parameters and process.
- **June 2017** - Renters move out of 233 Linden.
- **June-August 2017** - The Park District contracts Jade Surveyors to perform a plat of survey/sub-division.
- **August 2017** - Village of Glencoe staff informally review plat of sub-division and request FAR calculations and updates. FAR calculations must be made by a licensed architect.
- **November 2017** - R. Scott Javore & Associates perform FAR calculations and submit to Village of Glencoe for review.
- **December 2017** - Village of Glencoe approves FAR calculations and defines proposed sub-division as code compliant.
- **January 2018** - The Village of Glencoe provides utility information to Jade Surveyors and a stamped plat of subdivision delivered to the Park District to prepare a request to the zoning board.

Next Steps

- The Park District will present a completed application for sub-division to the Village of Glencoe zoning board.
- Once the Zoning Board verifies this is a code compliant lot, the sub-division will go to the Village Board for final approval.
- Once sub-division is complete, the Park District will hold a public meeting to discuss the sale of this parcel.