

**Glencoe Park District
Committee of the Whole Meeting
Tuesday, April 6, 2021
Immediately Following the 6:45p Special Board Meeting
Zoom Video/Audio Conference or In-Person**

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.
Location of the meeting is **Zoom -or-** Takiff Center, 999 Green Bay Rd, Glencoe, IL 60022

The Board of Park Commissioners President determined that an in-person meeting is not practical or prudent due to the issuance by the Governor of a disaster declaration related to public health concerns in all or a part of the jurisdiction of the District, and the President stated that physical presence at the meeting location was determined by the District to be unfeasible due to the disaster. If you prefer to attend in-person, please enter Takiff Center around the back at the main entrance. Please note that the Board of Park Commissioners will be attending via Zoom, not in-person, and Executive Director Lisa Sheppard will be attending in-person.

AGENDA

- I. Call to Order
- II. Roll Call
- III. Matters from the Public
- IV. Review Employee Survey Results (pgs. 2-32)
- V. Early Childhood Department Structural Change (pgs. 33-47)
- VI. Discuss Date for Rescheduled Fireworks (pgs. 48-49)
- VII. Other Business
- VIII. Executive Session – Real Estate 5ILCS 120/2(c)5 (pgs. 50-54)
- IX. Adjourn

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's email: lsheppard@glencoeParkDistrict.com

**Three Ways to Join this Meeting
on Zoom**

Meeting ID: 830 4733 9588
Password: 999

Via Phone Dial In
312-626-6799

Via Computer
Go to Zoom.us, Click 'Join a Meeting', Enter the Meeting ID and Password above

Via SmartPhone
If you don't already have the app, go to your smartphone's app store and load 'Zoom Cloud Meeting' (free)

**The Board of Park Commissioners
welcomes public comments during
all meetings.**

Via Zoom Video - Attend the Zoom meeting via video indicate your desire to speak once prompted that it is Matters from the Public.

Via Zoom Dial In - Attend the Zoom meeting via Dial In (audio only) and indicate your desire to speak once prompted that it is Matters from the Public.

Via In Person – Attend the meeting at Takiff Center

Key rules governing participation
All comments will be limited to three (3) minutes per person and no longer than 30 minutes for all comments.

IV. Review Employee Survey Results

Glencoe Park District
April 6, 2021 Committee of the Whole Meeting

MEMORANDUM

TO: Board of Park Commissioners
FROM: Lisa Sheppard, Executive Director
SUBJECT: 2021 Employee Survey
DATE: March 29, 2021

We conducted a survey of all full and part-time staff in mid-March. The electronic survey was sent to 142 staff members, and 79 employees chose to complete the survey. Staff were given two weeks, with reminders, to complete the survey and all responses are completely anonymous. With a 56% return rate, this survey is statistically accurate.

Of the respondents, 78% of all full-time staff and 49% of all part-time staff completed the survey. This includes 25 full-time staff members and 54 part-time staff members.

When you read the survey, you will see employees overwhelming selected the “Strongly Agree” or “Agree” response to most questions. In a normal year, the responses would be considered quite good. In a pandemic year, they are amazing.

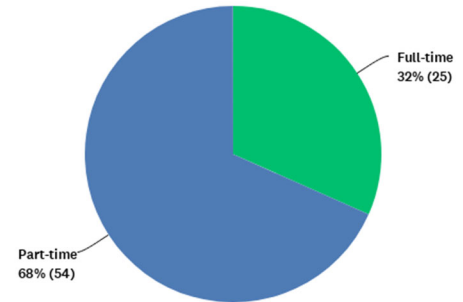
That being said, we are always striving to do better. Our internal goal is to achieve a 90% “Strongly Agree” or “Agree” response to all questions. In order to achieve our goal, we developed Areas of Focus for any question that fell below 90%. We are also putting a greater focus on communication between departments, which was our lowest scoring question. Please note, the low communication grade was not surprising, since we purposely limited cross-department exposure this year due to the pandemic.

A summary of questions and comments is below. A full list of responses/comments is attached for review by the Board of Park Commissioners. We plan to share the survey results at the next All Staff Meeting. We also plan to develop goals and solutions with input from all staff.

Survey questions and comments summary

- Q1. I am satisfied with my job responsibilities and current workload.
92% Strongly Agree or Agree
- Q2. Where I work is generally clean.
88% Agree
- Q3. I feel safe at work.
94% Strongly Agree or Agree
- Q4. Has your response to questions 1-3 been influenced by COVID-19?
87% indicated No

Q19 What type of employee are you?



MEMORANDUM

Comments

- A majority felt the Park District is keeping staff safe and clean despite the pandemic and that we provide plenty of PPE.
- Concerns about coming in contact with individuals with COVID-19.
- Concern for reliable staff/long hours, because of those who are gone due to COVID-19.
- Request for more disinfecting of tables and chairs.
- Plea to encourage all staff to wear masks at all times.

Areas of Focus:

- Continue to educate staff on COVID vaccine and importance of wearing masks.
- Set up a secure way for staff to report when protocol is not being followed.
- Review cleaning protocols with both maintenance and classroom staff to identify improvements.

Q5. I am proud to work for the Glencoe Park District.
99% Strongly Agree or Agree

Q6. I am treated with courtesy, respect, and dignity by my co-workers.
90% Strongly Agree or Agree

Comments

- While the majority felt that co-workers are very respectful and friendly, staff said there are a few team members that are disrespectful.

Areas of Focus:

- Review the method to report HR matters confidentially
- Utilize IDEA (Inclusion, Diversity, Equity & Acceptance) committee to continue a path forward.

Q7. Everyone here is treated fairly regardless of race, gender, age, ethnicity, background, sexual orientation, or other differences.
90% Strongly Agree or Agree

Comments

- Team members would like to see the level of diversity increase in co-workers.
- Staff believe we can take diversity further with ongoing education, involvement and engagement.
- The workplace can be difficult for diverse individuals due to the makeup of the community we work within.
- Treat everyone fair regardless of age, color, sexual orientation

Areas of Focus:

- Utilize IDEA (Inclusion, Diversity, Equity & Acceptance) committee to continue a path forward.
- Work with the IPRA Diversity Committee (i.e. Safe Zone conversations) to develop action items.
- Evaluate recruitment avenues to diversify our candidate pool

Q8. There is a strong feeling of teamwork and cooperation in my department.
86% Strongly Agree or Agree

MEMORANDUM

Comments

- Proud of how the teams pulled together regarding the pandemic and get staff vaccinated
- Teamwork is encouraged and discussed.
- More involvement between teams to allow to pull on individual strengths
- More training upon hiring
- More communication (no solutions given)

Areas of Focus:

- Evaluate and improve our on-boarding program of new team members and those promoted. Include all levels in development and implementation of the program

Q9. My relationship and interactions with my supervisor are positive and valuable.

95% Strongly Agree or Agree

Q10. I understand what my supervisor expects of me in order to be successful.

96% Strongly Agree or Agree

Q11. The District keeps me informed of changes to policies and initiatives.

87% Strongly Agree or Agree

Comments

- Communication can be improved to increase awareness with what is happening in the District
- Liked meetings with Park District updates on items outside their department

Areas of Focus:

- Set a standard of where communication flows within each department and between different departments.

Q12. District-wide, employees communicate effectively from department to department

69% Strongly Agree or Agree

Comments

- Thinks the district is actively working on trying to improve communication between departments, however, the individual believes we still have silos and we need to do a better job of breaking those down.
- Understand that due to COVID, everyone kept distance, but now that majority are vaccinated, may need to re-introduce staff to other departments.

Areas of Focus:

- Conduct focus groups to determine areas of concerns, expectations, and desired solutions to enhance communication between departments, with goal to collect more information in this area to effect positive change.
- Create more opportunities for team-building and open dialogue in all departments.

Q13. I have opportunities to engage in a two-way dialogue with my supervisor.

94% Strongly Agree or Agree

Q14. I am satisfied with the educational and training opportunities offered by the District.

85% Strongly Agree or Agree

MEMORANDUM

Comments

- Would like more incentive to go back to school, specifically when it is related to the field they are working in. Reimburse part-time staff for this continuing education.
- We could use more diverse trainings including tapping into individual strengths throughout the district to share in the responsibility of training.
- More training for new employees to learn organization/DCFS policies

Areas of Focus:

- Review education reimbursement policies for full and part-time staff
- Review current training opportunities with staff and identify ways to improve

Q15. Overall, my work experience at the Glencoe Park District is positive.
96% Strongly Agree or Agree

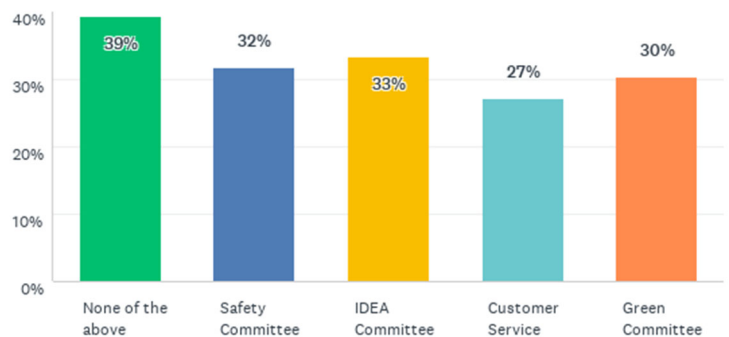
Comments

- More opportunities to move up, or at least learn more through in-district meetings/trainings
- Been here a long time! It's a second home!
- Wonders if administration knows how hard they work, feels there is a lack of respect because of pay and lack of benefits.
- The Park District has continued to make great improvements throughout my time here and appreciate the time that was taken to put together this survey.

Q16. Would you be interested in a district-offered mentorship program to allow for the opportunity for professional growth?
77% indicated Yes

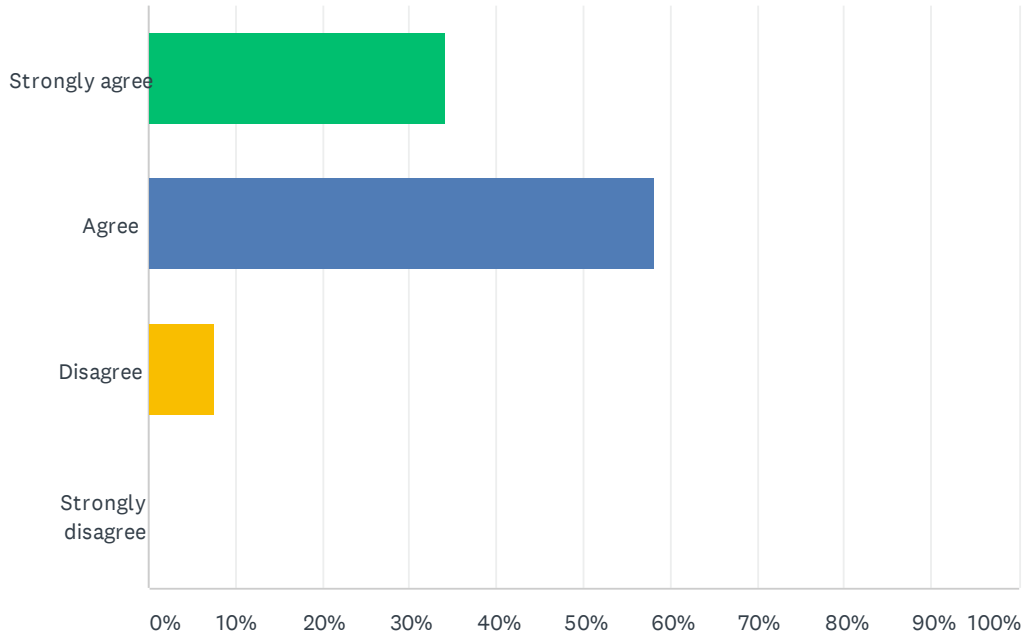
Q17. I'm interested in serving on a District-wide committee (check all that apply).

- **40% Not Interested**
- **27-32% Interested** in serving on the four committees offered. See *attachment for Park District Internal Committee descriptions.*



Q1 I am satisfied with my job responsibilities and current workload.

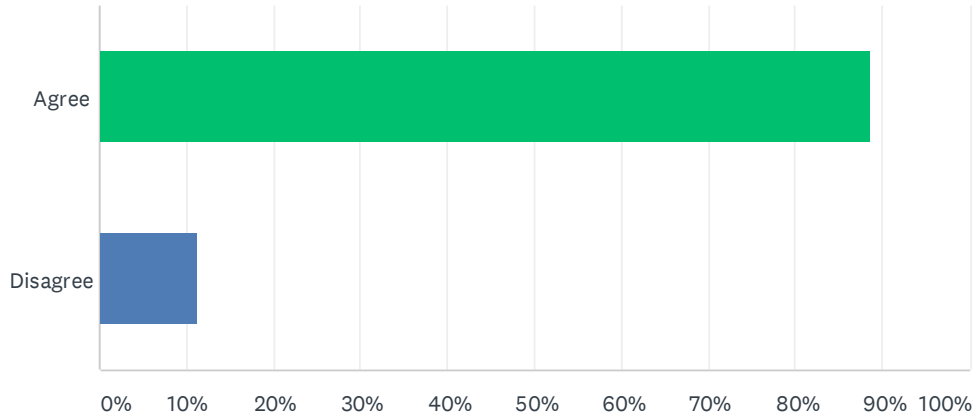
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	34.18%	27
Agree	58.23%	46
Disagree	7.59%	6
Strongly disagree	0.00%	0
TOTAL		79

Q2 Where I work is generally clean.

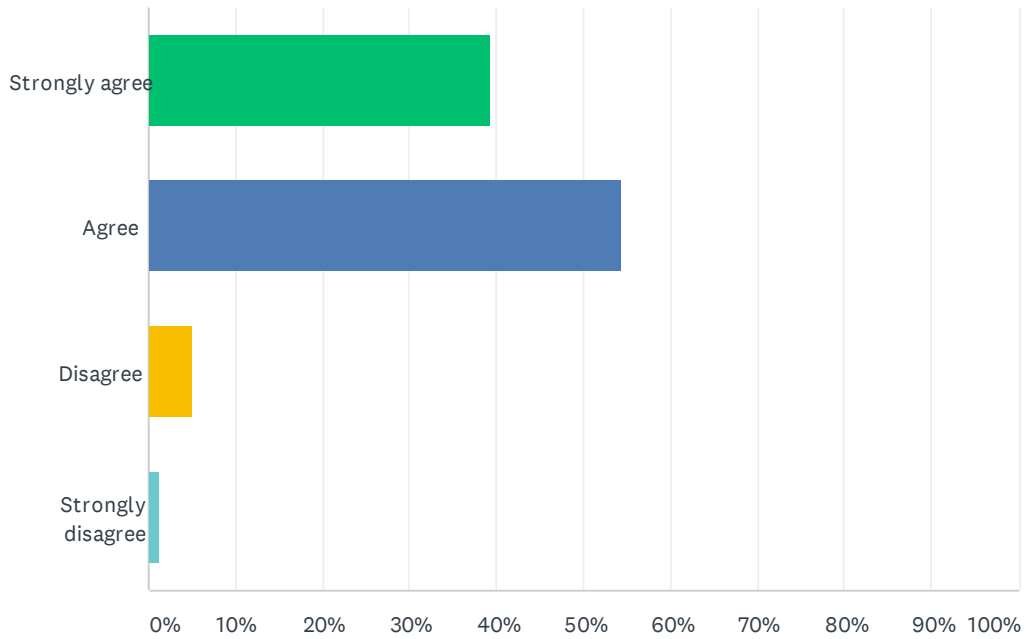
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agree	88.61%	70
Disagree	11.39%	9
TOTAL		79

Q3 I feel safe at work.

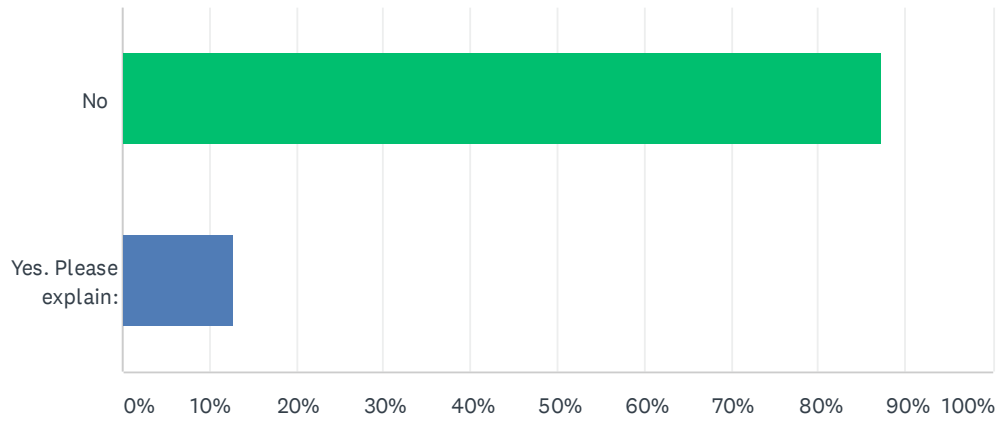
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	39.24%	31
Agree	54.43%	43
Disagree	5.06%	4
Strongly disagree	1.27%	1
TOTAL		79

Q4 Has your response to questions 1-3 been influenced by COVID-19?

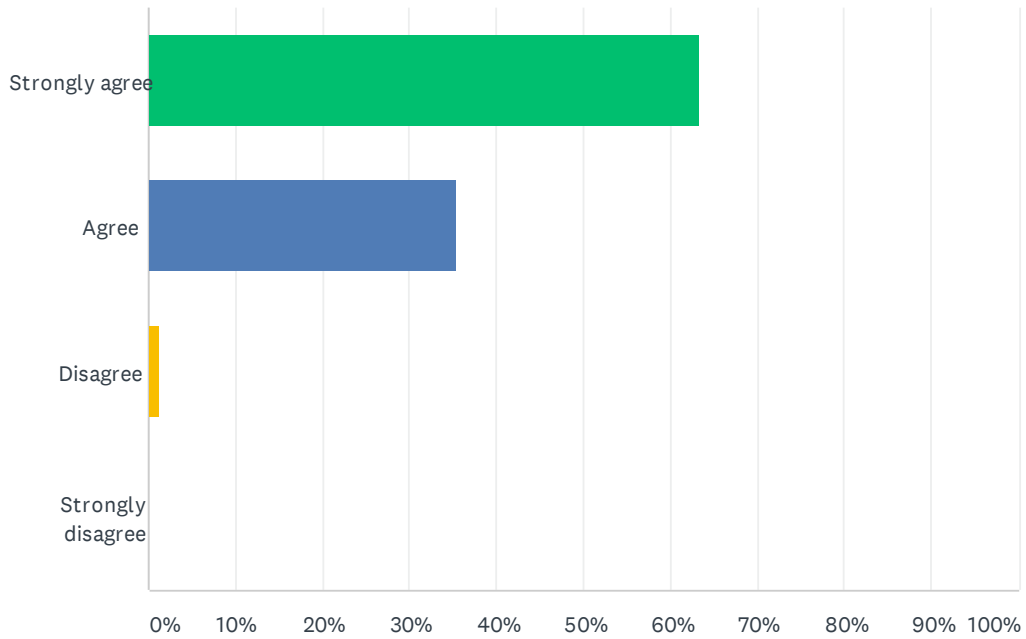
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
No	87.34%	69
Yes. Please explain:	12.66%	10
TOTAL		79

Q5 I am proud to work for the Glencoe Park District

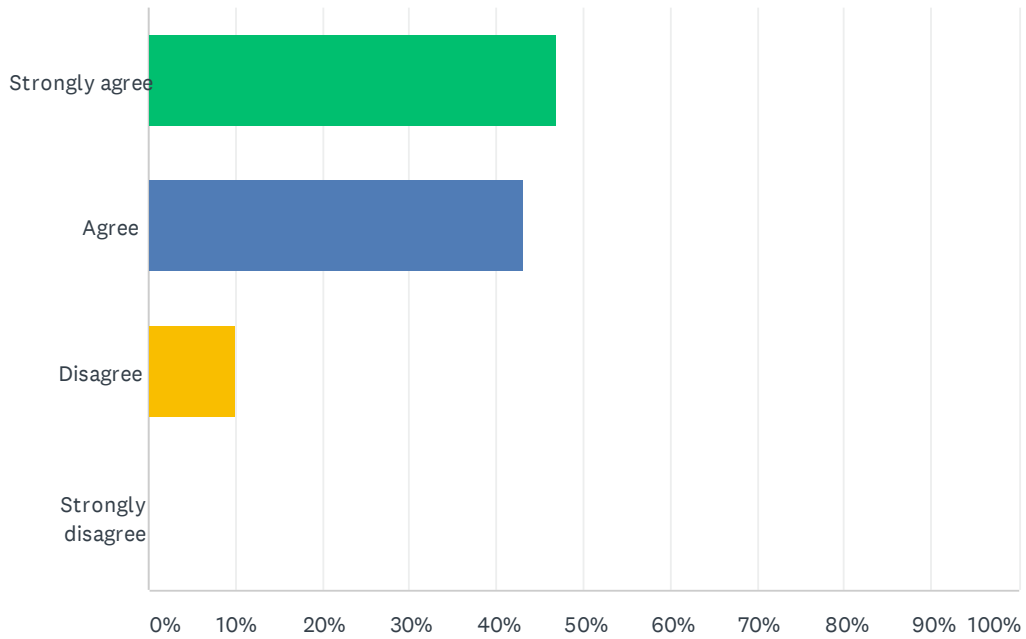
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	63.29%	50
Agree	35.44%	28
Disagree	1.27%	1
Strongly disagree	0.00%	0
TOTAL		79

Q6 I am treated with courtesy, respect, and dignity by my coworkers.

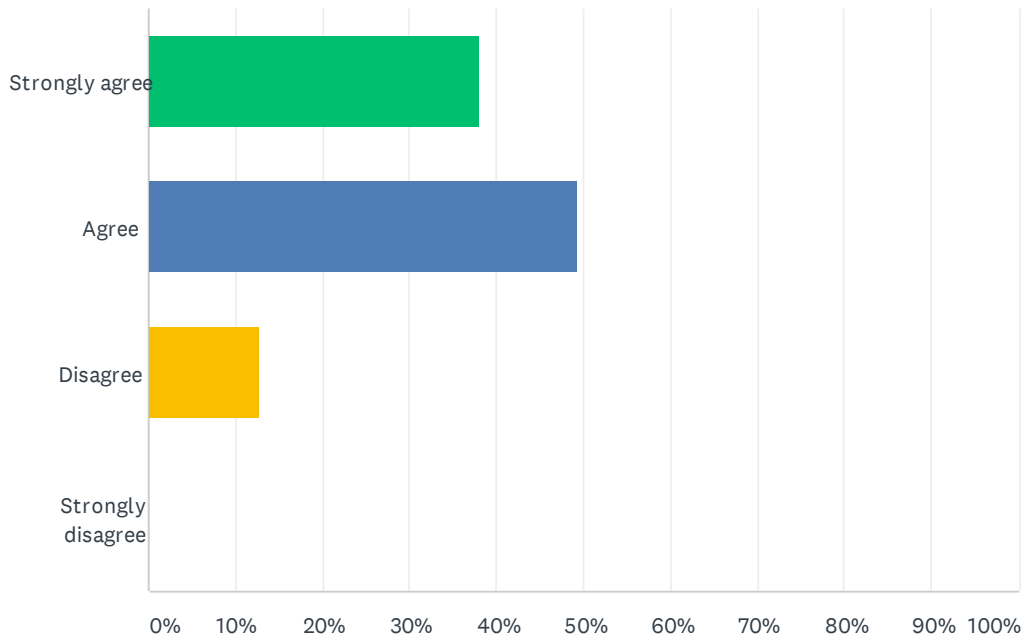
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	46.84%	37
Agree	43.04%	34
Disagree	10.13%	8
Strongly disagree	0.00%	0
TOTAL		79

Q7 Everyone here is treated fairly regardless of race, gender, age, ethnicity, background, sexual orientation, or other differences.

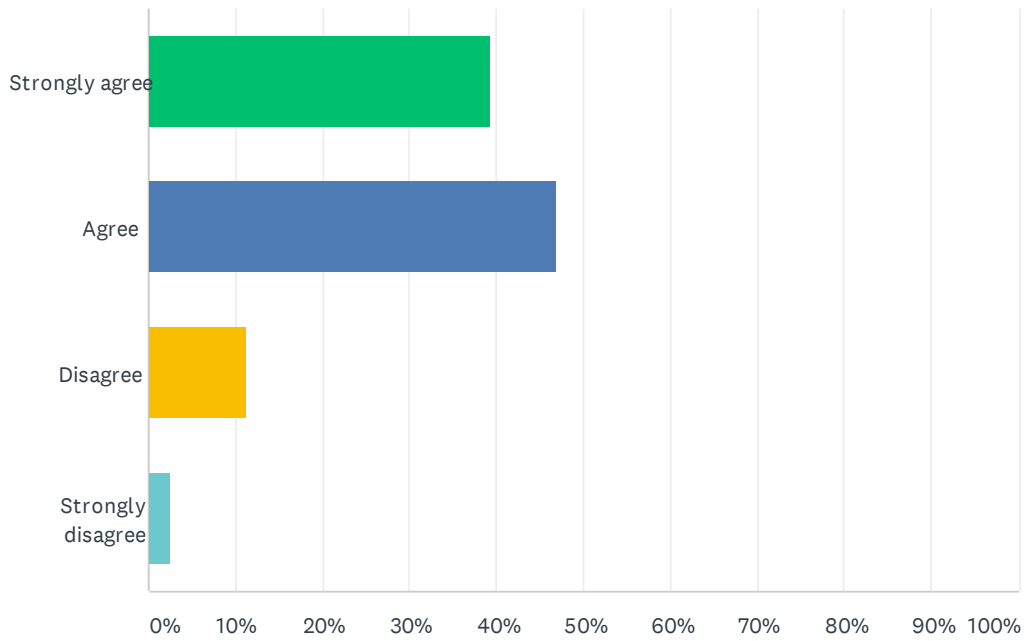
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	37.97%	30
Agree	49.37%	39
Disagree	12.66%	10
Strongly disagree	0.00%	0
TOTAL		79

Q8 There is a strong feeling of teamwork and cooperation in my department.

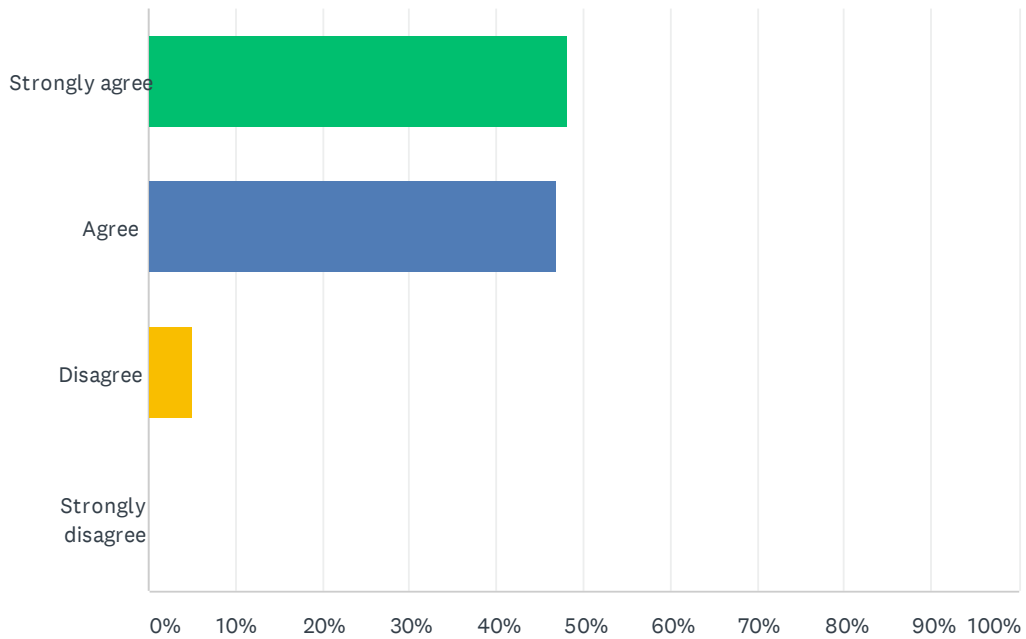
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	39.24%	31
Agree	46.84%	37
Disagree	11.39%	9
Strongly disagree	2.53%	2
TOTAL		79

Q9 My relationships and interactions with my supervisor are positive and valuable.

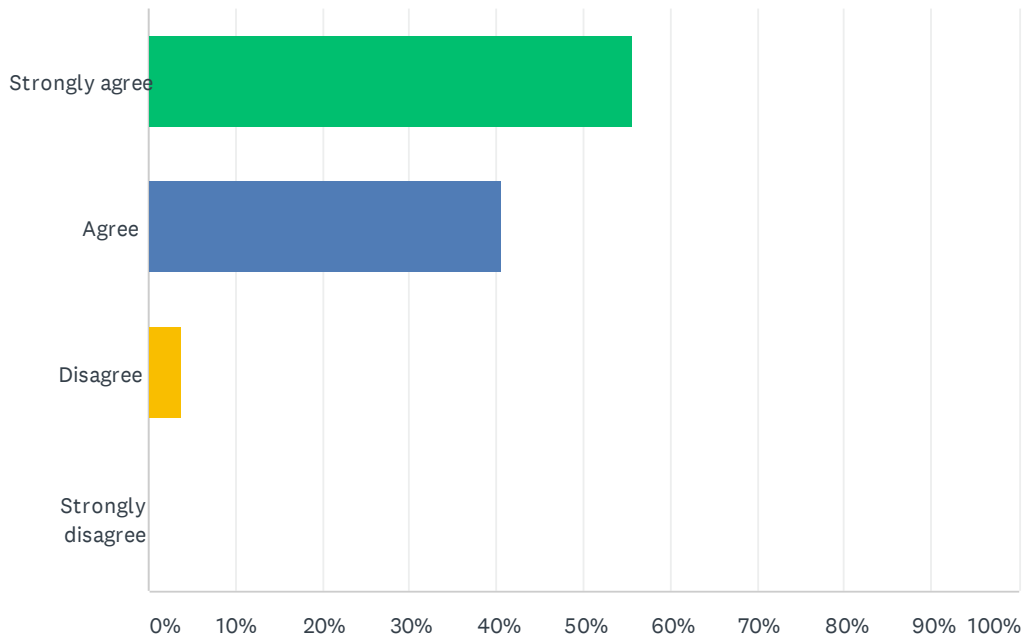
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	48.10%	38
Agree	46.84%	37
Disagree	5.06%	4
Strongly disagree	0.00%	0
TOTAL		79

Q10 I understand what my supervisor expects of me in order to be successful.

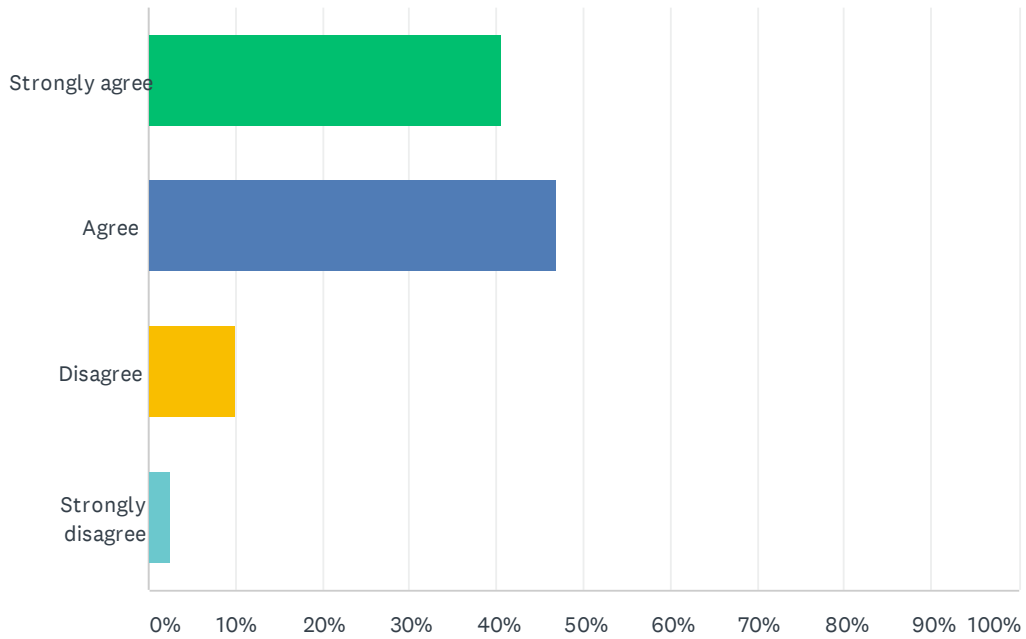
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	55.70%	44
Agree	40.51%	32
Disagree	3.80%	3
Strongly disagree	0.00%	0
TOTAL		79

Q11 The District keeps me informed of changes to policies and initiatives.

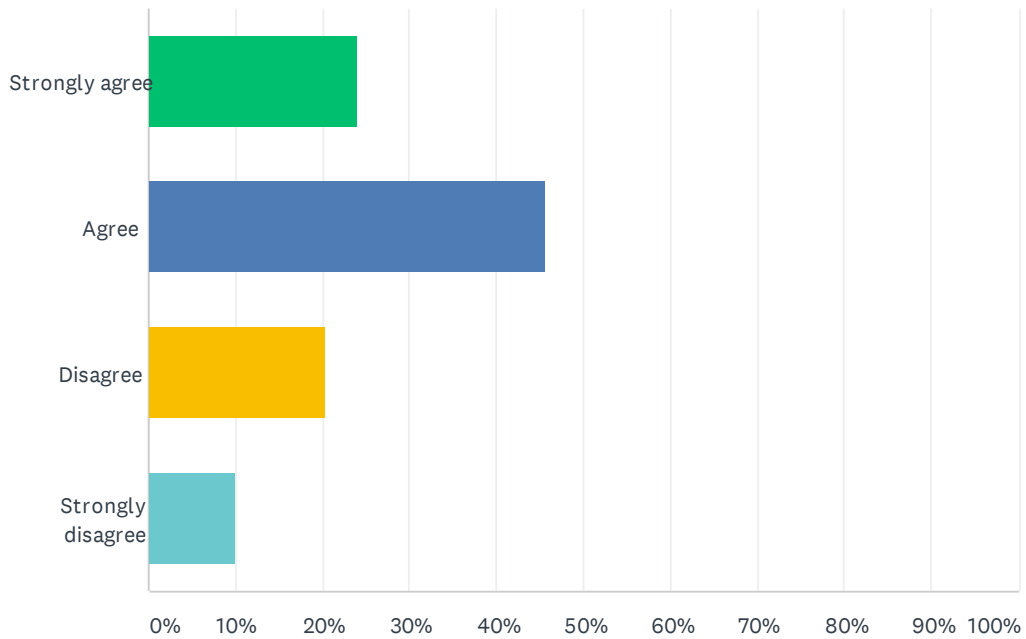
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.51%	32
Agree	46.84%	37
Disagree	10.13%	8
Strongly disagree	2.53%	2
TOTAL		79

Q12 District-wide, employees communicate effectively from department to department.

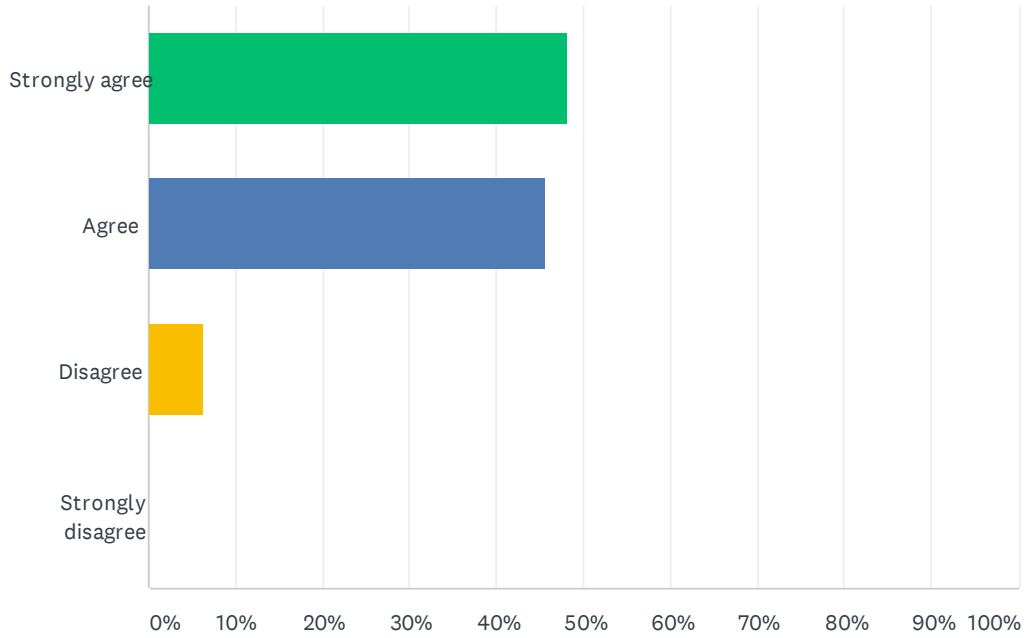
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	24.05%	19
Agree	45.57%	36
Disagree	20.25%	16
Strongly disagree	10.13%	8
TOTAL		79

Q13 I have opportunities to engage in a two-way dialogue with my supervisor.

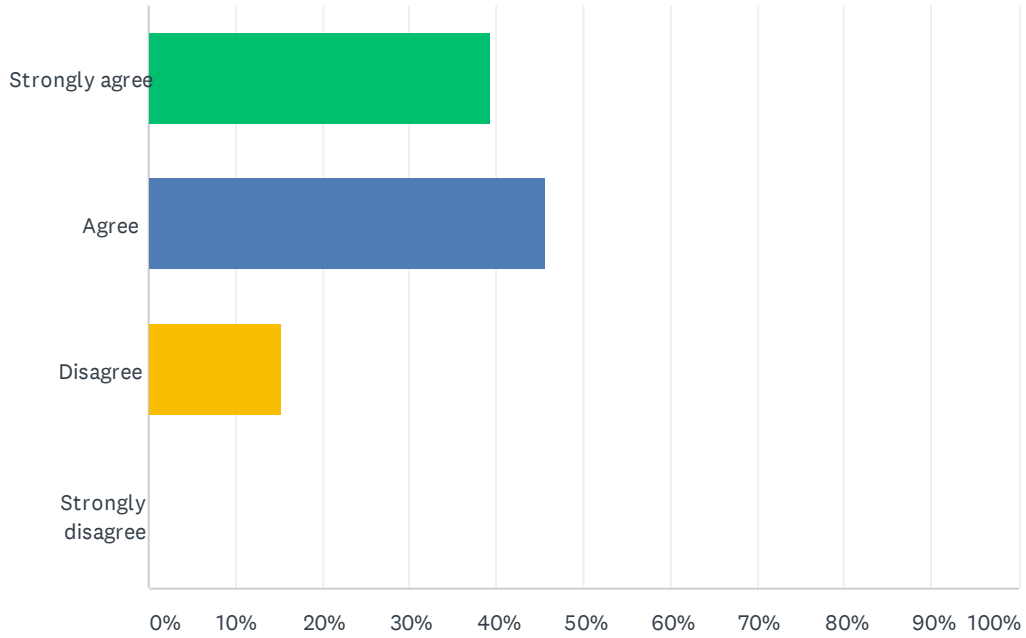
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	48.10%	38
Agree	45.57%	36
Disagree	6.33%	5
Strongly disagree	0.00%	0
TOTAL		79

Q14 I am satisfied with the educational and training opportunities offered by the District.

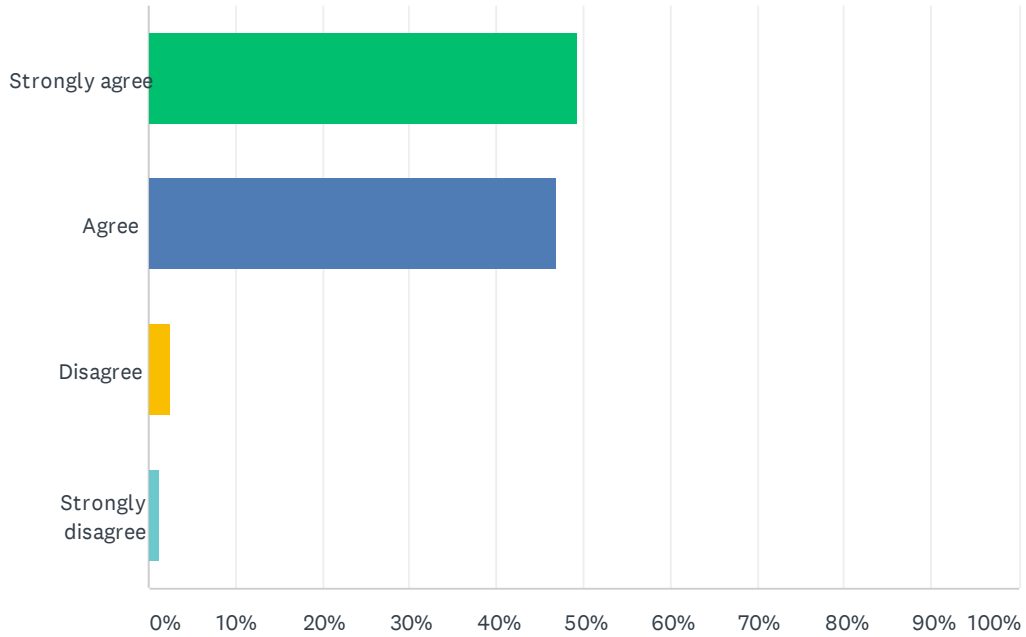
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	39.24%	31
Agree	45.57%	36
Disagree	15.19%	12
Strongly disagree	0.00%	0
TOTAL		79

Q15 Overall, my work experience at the Glencoe Park District is positive.

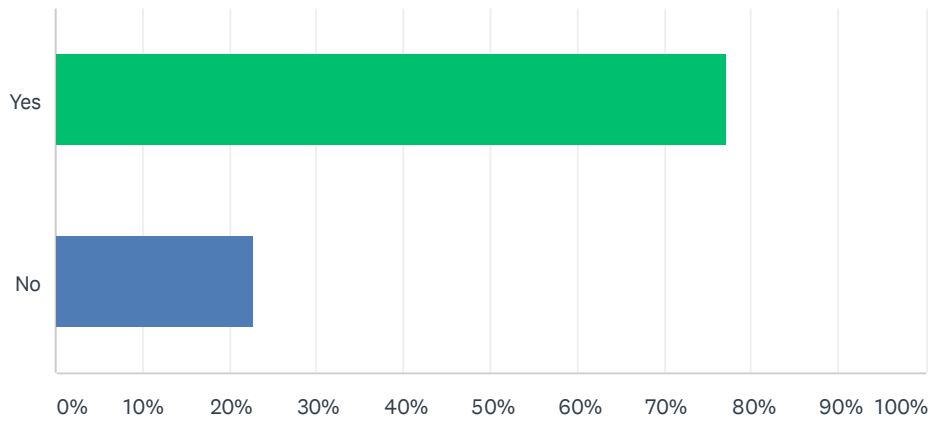
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	49.37%	39
Agree	46.84%	37
Disagree	2.53%	2
Strongly disagree	1.27%	1
TOTAL		79

Q16 I would be interested in a District-offered mentorship program to allow for the opportunity for professional growth

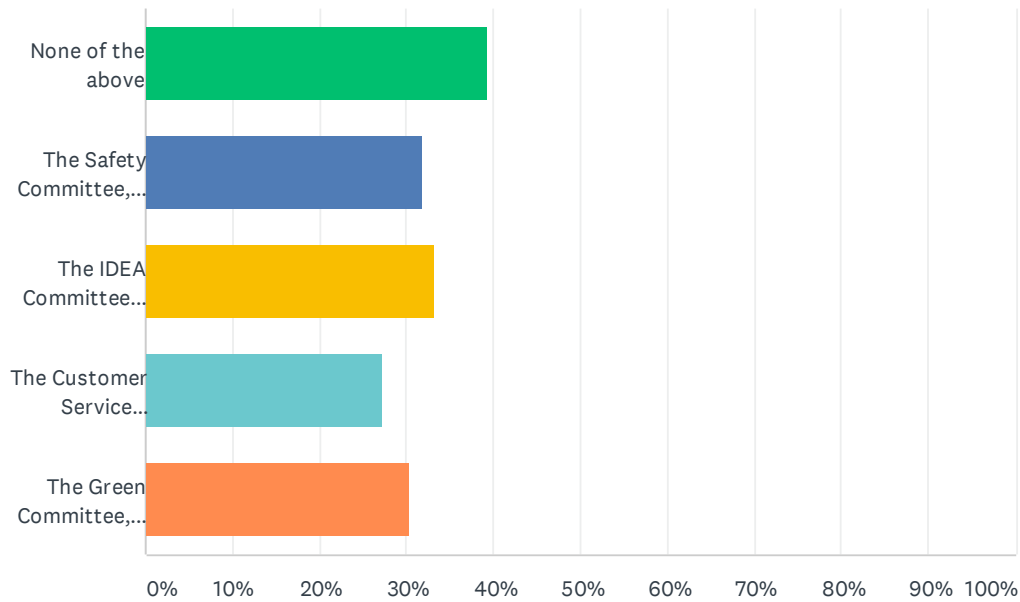
Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	77.22%	61
No	22.78%	18
TOTAL		79

Q17 I'm interested in serving on a District-wide committee (check all that apply).

Answered: 66 Skipped: 13



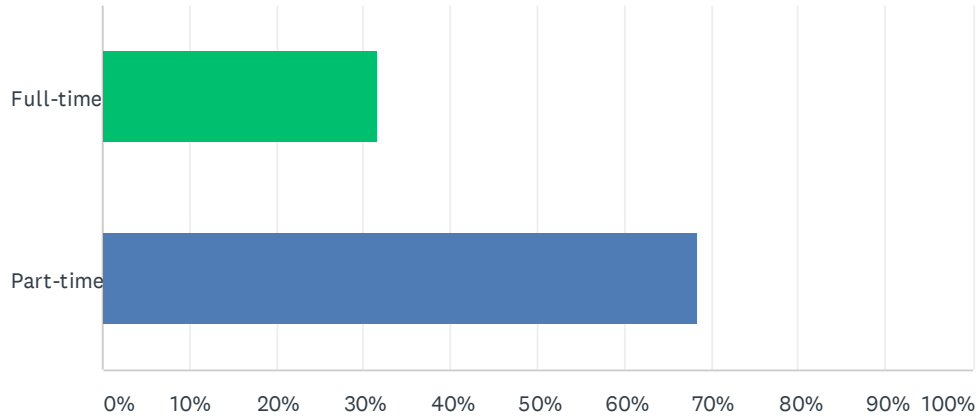
ANSWER CHOICES	RESPONSES	
None of the above	39.39%	26
The Safety Committee, which responds to health and safety issues	31.82%	21
The IDEA Committee (Inclusion, Diversity, Equity & Acceptance), which creates a safe place to talk about diversity issues	33.33%	22
The Customer Service Committee, which plans staff parties and customer service initiatives	27.27%	18
The Green Committee, which plans environmental initiatives	30.30%	20
Total Respondents: 66		

Q18 Please share any other comments you have below:

Answered: 9 Skipped: 70

Q19 What type of employee are you?

Answered: 79 Skipped: 0



ANSWER CHOICES	RESPONSES	
Full-time	31.65%	25
Part-time	68.35%	54
TOTAL		79

V. Early Childhood Department Structural Change

Glencoe Park District
April 6, 2021 Committee of the Whole Meeting

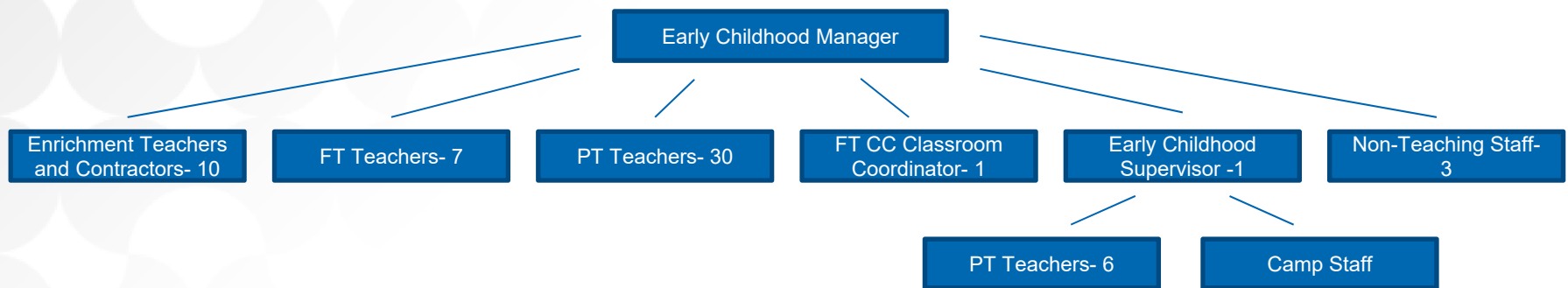
Early Childhood Department Structural Change Proposal

Enriching lives and creating memorable experiences.

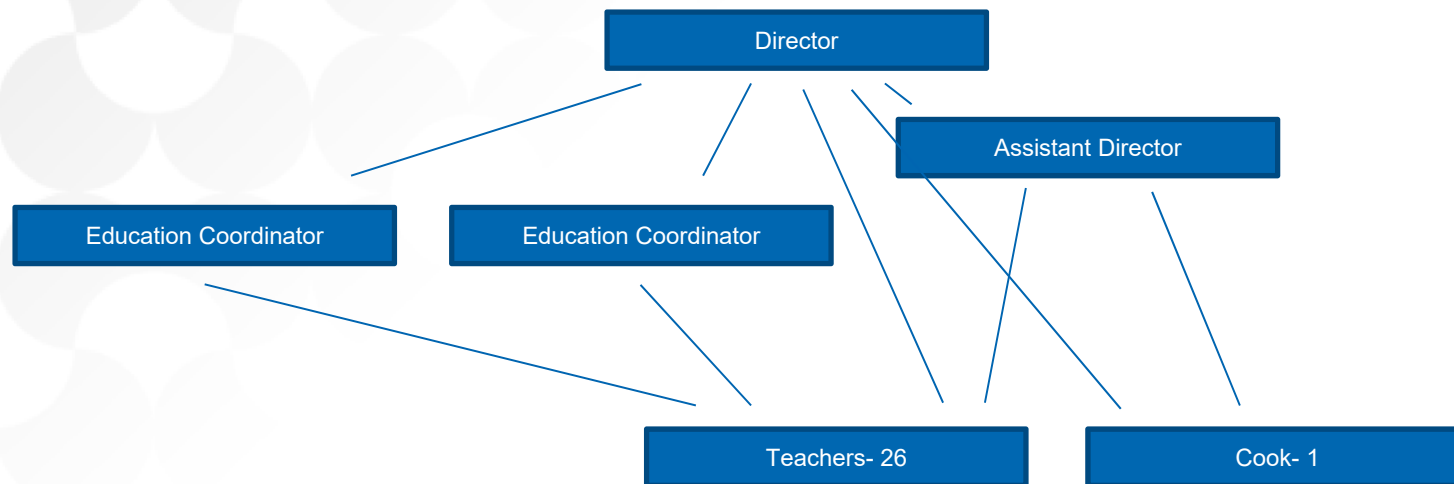


The intent of this proposal is to create sustainability in the Early Childhood Department.

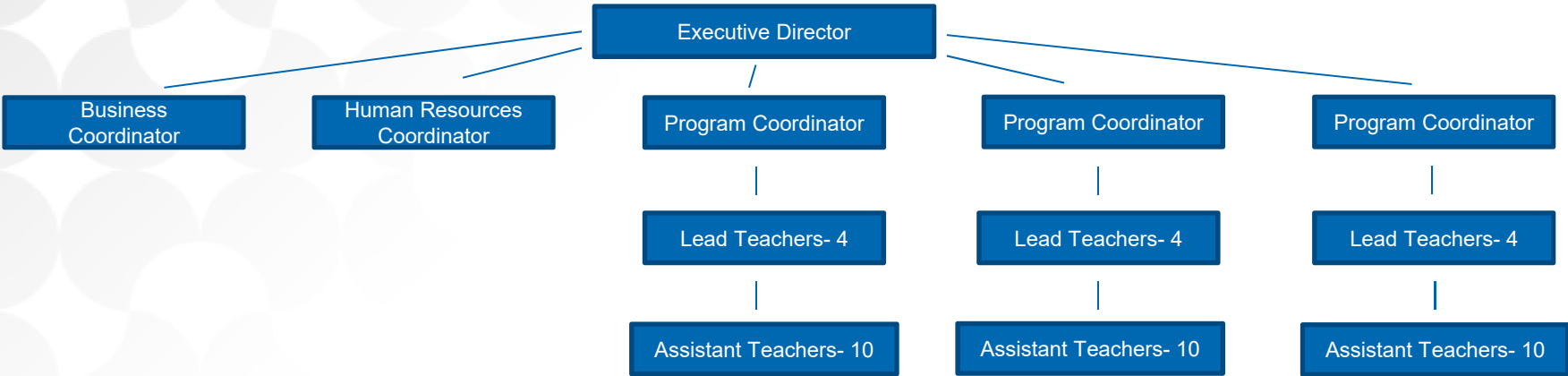
GPD Early Childhood Department Organizational Chart



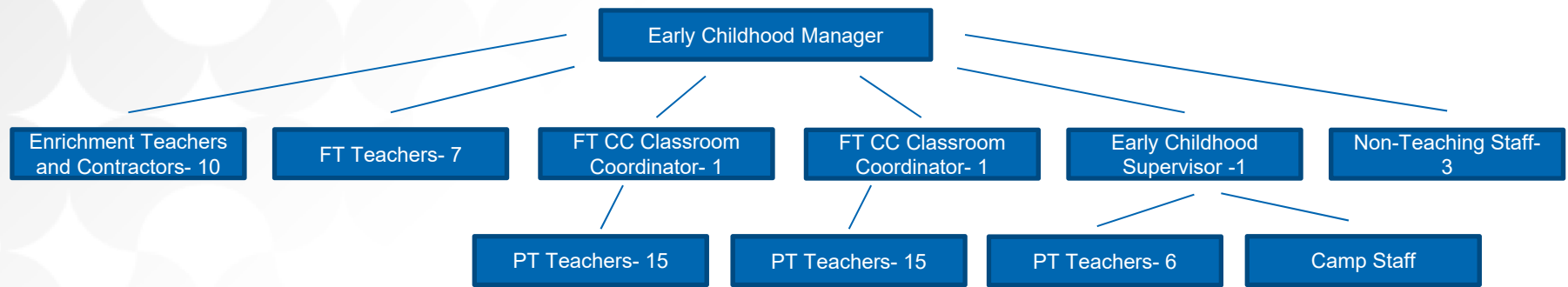
Bright Horizons-Northbrook Organizational Chart



Gertrude B. Nielsen Organizational Chart



Organizational Chart with Proposed Changes



Strengths

- Visible leadership
- Disperse number of direct reports
- Meet the needs of Children's Circle
- Create sustainability
- Leadership and career growth opportunities for internal staff
- Easier daily coordination of classroom changes
- Higher retention rates among PT staff
- Higher level of training available

Weaknesses

- Less first-level contact between all employees and EC Manager
- Confusion regarding the reporting structure
- EC Manager has less overall control of the programming
- Change will be difficult
- Internal employees moving from coworker to supervisor
- Potential communication silos

Opportunities

- Effective managers
- Strong EC staff and less turnover than other programs
- Training program

Threats

- Minimum wage increase

Financial Impact

Account Number	Account Name	Approval Draft	Adjustment	Difference	Explanation
25-26-000-5105	FT Salaries			1,500	Wage increase for Lead Teacher promotion to Classroom Coordinator
25-26-000-5131	PT Wages-Substitutes	\$30,000	\$26,000	-4,000	Classroom Coordinators can fill in for last minute absences
25-26-000-5401	Office Supplies	\$1,450	\$2,950	1,500	Set each Classroom Coordinator up with a phone to keep observation notes and be on the group chat with all classroom iPads

Classroom Coordinator Responsibilities

- Responsible for planning 50% of the staff meetings per year
- Responsible for holding bi-monthly team meetings for each classroom
- Create the weekly and daily schedules and keep them up to date
- Manage last minute attendance issues
- Keep track of DCFS paperwork due dates, post reminders, and follow up
- Manage hiring accounts (Indeed and Care)
- Responsible for training new part-time staff: create orientation system and shadowing procedures
- Responsible for finding appropriate trainings and encouraging staff to attend
- Responsible for managing staff Gateways training hours throughout the year
- Responsible for opening/closing center, act as director designee as needed
- Attend all field trips as director onsite
- Conduct yearly reviews and make merit pool recommendations for part-time teaching staff
- Plan and facilitate transition meetings

Transitional Period

- Have staff meeting in late March to discuss staff thoughts on a structural change
- Complete staff survey after meeting to allow for feedback once full plan is announced
- Present proposal at April Board meeting
- Post available position mid-April, complete interviews and hiring by the beginning of May
- Send both coordinators to HELP 1 training by July
- Coordinators will complete focused observations in each of the classrooms by June
- Complete staff survey in August to gain feedback on transition
- EC Manager will be highly involved in transition, present at meetings, and encourage open communication of any issues arising/ongoing
- Ongoing supervision for coordinators as they deal with first time leadership issues ongoing
 - Daily check-ins with them together
 - Weekly check-ins one on one

Overview of Benefits

- Staff: higher level of training, more supervision, less turnover
- Children: less turnover in staff leads to healthier attachments, better training will mean more developmentally appropriate practices in the classrooms
- Park District: EC wing sustainable with multiple leadership staff able to move into larger roles if current leadership staff change

VI. Discuss Date for Rescheduled Fireworks

Glencoe Park District
April 6, 2021 Committee of the Whole Meeting

MEMORANDUM

TO: Board of Park Commissioners
FROM: Lisa Sheppard, Executive Director and Bobby Collins, Director of Recreation & Facilities
SUBJECT: Fireworks
DATE: March 29, 2021

The Board came to a consensus not to hold fireworks on the Fourth of July this year, citing concerns about large crowd gatherings during a pandemic and the uncertainty of what Restore Illinois Phase we would be in by July 4.

Staff would like to reschedule fireworks for Labor Day weekend. Based on projections for vaccine rollout, we feel that we may be in Phase 5 by that point. Along with the fireworks, we would also recommend live music and food trucks.

Staff would like the Board to consider several options:

A. Decide whether fireworks are shot off the beach or a barge (additional \$13,000)

- Pros for Barge:
 - Patrons could sit on the beach and watch the fireworks show. In the past, patrons have commented how much they like the atmosphere on the beach.
 - Easier cleanup on the beach
 - Beach would be open all day (see below)
- Cons for Barge:
 - The fireworks would not appear as close as the last 6 years.
 - Would we set expectations for future Fourth of July fireworks, because we cannot get a barge on July 4 (possible to get a barge on July 3 or 5).

B. Choose a Date

1. Hold the fireworks on Friday, September 3

- Pros
 - The beach is not open for “regular” operations at that time, so we could close the beach or open it to non-beach pass holders.
 - Guests can come right after work.
 - Less overtime for hourly staff, because it is not weekend holiday pay
 - Residents could attend fireworks and then still leave town, if so desired.
- Cons
 - If it is a warm day, people may be upset because they could not access the beach (if shot off the beach).

2. Hold the fireworks on Sunday, September 5

- Pros
 - Most patrons would be off work and it could be an all-day celebration.
- Cons
 - We would have to close the beach for the day for set up (if shot off the beach).
 - Non-season pass holders would not be able to access the beach until 7:00pm (if we shot off barge).
 - More expenses, because we would be expected to add more entertainment during the day and more staff overtime.