



**GLENCOE PARK DISTRICT**  
**Committee of the Whole Meeting**  
**Wednesday, November 4, 2020 - 7:00pm**  
**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. Attendance will be limited to not more than 24. Overflow rooms will be provided, if needed. 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. Preliminary Discussion on FY2021/22 Budget (pgs. 2-59)
- V. Discussion on Watts Season Passes (pg. 60)
- VI. Other Business (pgs. 61-62)
- VII. 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 E-mail address: lsheppard@glencoeParkDistrict.com

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

**Meeting ID:**  
**878 9580 7201**  
**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.**

**Option 1: Via Zoom Video -** Attend the Zoom meeting via video and utilize the "raise hand" feature to indicate a desire to speak during Matters from the Public.

**Option 2: Via Zoom Dial In** Attend the Zoom meeting via Dial In (audio only) and vocalize your desire to speak once prompted that it is Matters from the Public.

**Option 3: In Person at 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. Preliminary Discussion on FY2021/22 Budget**

Glencoe Park District  
November 4, 2020 Committee of the Whole Meeting

# MEMORANDUM

**TO:** Board of Park Commissioners  
**CC:** Department Heads  
**FROM:** Lisa Sheppard, Executive Director  
**SUBJECT:** FY2021/22 Budget  
**DATE:** November 4, 2020

---

With COVID-19 turning our budget on end and the continued ramifications of the pandemic, we thought it best to have a discussion regarding next year's budget assumptions. Our 2020 budget began just as the pandemic hit and closures began. We are anticipating modifications to our "normal" operations to continue well into the fall of 2021. Therefore, we are basing our budgeting on actuals from 2020, once programs were back in session, after the shelter-in-place.

We have a few "policy" and "funding" questions to review with the Board that will assist us in our planning purposes including:

- Discussion on Categories of Service
- Discussion on Park Maintenance Level of Service and Priorities
- Discussion on Upgrades to Website/Registration Software
- Discussion on Capital Fund 65

# MEMORANDUM

**TO:** Board of Park Commissioners  
**CC:** Department Heads  
**FROM:** Lisa Sheppard, Executive Director  
**SUBJECT:** Category of Services  
**DATE:** October 27, 2020

---

The Financial Policies and Procedures Manual approved in October 2017 and updated in 2019 requires the Board to annually review the Categories of Glencoe Park District Services that determine the subsidy of programs and facilities.

Attached is the Fees and Charges Policy and Category of Services. Staff highlighted changes that were made in 2020 due to COVID-19. Staff would like to discuss any additional changes the Board would like to consider.

The Categories of Service philosophy provides a foundation for differentiating services based on “who benefits” and “who should pay.” Economists have differentiated goods and services in the economy in this manner for decades. This philosophy acknowledges levels of service are different from the philosophy suggesting that all services are of equal value and should be provided to all residents versus a philosophy where financial resource allocation decisions are based upon “beneficiary.”

## Glencoe Park District Fees and Charges Policy & Categories of Service

The Board has found it necessary and desirable for the District to charge fees for participation in District recreation programs and the use of District facilities. This policy is designed to serve as a guide in establishing a fee structure for recreation programs and facility use.

**1.0 Program Fee Structure.** It is the responsibility of the Glencoe Park District to offer diversified and quality, park and recreation experiences. Seeking to meet the demands for new and expanded access to recreation activities, while experiencing the increases in operating expenses, it is the intent of the Park District to adopt a sound, consistent policy for the generation of supplementary revenue to tax dollars.

1.1 All Park District programs will give primary concern to the residents' ability to participate. Activities will be planned with community demographics in mind.

**2.0 Fees and Charges.** Fees and charges will be evaluated annually to make sure that tax revenues are being used efficiently to support basic public services available to all people. Basic public services will be supplemented to support the demand for quality leisure services by assessing fees and charges and pursuing supplementary sources of revenue.

**3.0 Fee Approval.** All park program fees must be presented to the Executive Director for approval annually. The Recreation/Facility Staff will submit with the budget, a report to the Executive Director, which will include the activity name, along with new and old program resident/non-resident fees. The Manager will indicate changes, giving specific explanations for any increase over 5%. If new activity areas are implemented throughout the year, they shall also be submitted to the Executive Director for approval.

**4.0 Waiver of Fees.** The Glencoe Park District wants to give all residents the opportunity to participate in its activities and facilities regardless of financial hardships. Persons requesting scholarships are required to complete an application form, and then submit the form in addition to other requested financial documents, to Family Services of Glencoe for eligibility status. (See Financial Assistance/Scholarship Policy for more details.) Applications will be reviewed on an individual basis.

4.1 No fee may be reduced or waived without the consent of the Executive Director, and/or the respective department head, and/or Program Manager.

**5.0 Fees and Charges Guidelines.** Fees and charges are developed to offset the expenses incurred through offering programs and activities. When developing fees for recreation activities, fees will take into account the financial objectives, market climate and surrounding competitors.

- 5.1 Fees and charges are recommended by staff to the Executive Director for approval. Fees should be set within the budget preparation process. When setting the fee, the following must be considered:
- Wages and Services
  - Operational Expenses (contractual fees and supplies)
  - Improvements/Renovations/Equipment
  - Categories of Glencoe Park District Services to determine how much of direct and indirect expenses must be recovered.
    - Direct expenses include all direct expenses associated with an activity including instructor fees, supplies and materials. Fees should be set to recover all of the expense for the program based on expenses times the minimum number of participants.
    - Indirect expenses include all expenses associated with an activity including facility rental, supervisory time, clerical, maintenance, building costs, marketing, etc. An established successful activity should recover the cost of operations including supervisory time, clerical, maintenance and building costs.

6.0 **Resident/Nonresident Program Fees.** Since the facilities, programs and activities are partially subsidized through taxes by residents of the Glencoe Park District, nonresidents will pay a **maximum** increased fee of 20% more than resident rates with the exception of the following unique activities and facilities:

- No nonresident fee applied: adult programming, select special events, select contractual programs, ~~Watts daily ice skating fee and skating passes.~~ (changed in 2020)

6.1 Due to the unique nature and demand for Glencoe Beach and Boating Beach in the Chicagoland area and the amount of subsidy by taxpayers, non-residents will pay the following maximum increase over resident rates:

- 50% more than resident rates for Season Passes at Glencoe Beach (100% in 2020)
  - 100% more than resident rates for daily fees and trellis/sun shelter rentals at Glencoe Beach
  - 100% more than resident for sail boat/kayak/paddle board storage at Perlman Boating Beach
  - 50% more than resident for sail boat/kayak/paddle board rentals
- \* Due to IDNR and OSLAD Grant that the District received in 1996, the Nonresident rates/fees cannot exceed twice that charged to residents.

6.2 Nonresidents will pay 50% more than residents for pass/daily fee to the Glencoe Fitness Area.

- 6.3 Occasionally, an activity may warrant a reduction in the non-resident fee in order for the activity to meet its minimum. The Director of Recreation/Facilities and Executive Director must approve fees and charges for these activities.
- 6.4 Non-resident fees will be established in regard to the effect on resident participation using the following criteria:
- Size of class and limitations
  - Ability to expand and grow
  - Special limited interest classes
  - Reciprocal agreements and shared activities
  - Competitive costing of activities
- 7.0 **Missed Classes.** Some classes cancelled due to weather or other acts of God cannot be made up and are non-refundable.
- 8.0 **Prorated Fees to Activities.** At the discretion of the Program Manager and Director of Recreation/Facilities, if the nature of the activity permits, prorated class fees will be allowed and done a “per class basis”.
- 9.0 **Discounts to Other Entities.** Full-time Village of Glencoe, Glencoe Library, and District 35 staff shall be eligible to receive a Glencoe Beach individual pass for no fee. (we removed this in 2020) (They must show a business card or staff ID) and receive resident rate on an individual Glencoe Fitness Center membership.
- 10.0 **Fiscal Year.** Categories of Glencoe Park District Services that determine the subsidy of program will be reviewed annually by the Glencoe Park District Board of Commissioners.
- 11.0 **Categories of Glencoe Park District Services**

Note: The percentages below each category represent the Net achieved after revenue and direct expenses are calculated. This net % helps cover many indirect program expenses. An example of indirect expenses includes building expenses, custodial, IT, workmen’s comp, etc. Some programs have more indirect expenses, therefore their percentages maybe higher.

FULLY SUBSIDIZED	BASIC PUBLIC Mostly Subsidized 0 – 15% Net	PUBLIC Partially Subsidized 16 – 29% Net	EXTRA PUBLIC Partially Subsidized 30% - + Net	PRIVATE Cover Direct and 90% of Indirect (\$150,000 Net to cover the Indirect expenses)
Parks/Playgrounds	Community Organization Use of Facilities	Dance	Day Camps Beach Camps	Children's Circle Daycare
Beach Concessions	Lifeguarded Beach	Fitness Programs	ELC (Preschool)	
Shelters/Washrooms	Boating Beach	Arts – Drama	Kids Club (Before and After School Care)	
Community Athletic Fields and Courts	Adult Programs	Fine Arts	Days Off Programs	
Glencoe Beach (Off season and when not guarded)	Athletic Affiliates Use of Fields and Courts	Martial Arts	Fine Arts Contractual	
Watts Ice Center	Teen Programs/Events	Travel Basketball	Hockey Lessons Skating Lessons	
Kids Concert Series	Special Events	Contractual Programs (Sports/Camp/ Youth/E.C.)	Facility Rentals	
Fourth of July	Open Gym	Lighted Field Rentals	Early Childhood Enrichments	
Free Special Events	Adult Programs		Youth Enrichments	
Public Skating and Hockey	Fitness Center		Youth Athletics	



# MEMORANDUM

TO: Board of Park Commissioners  
FROM: Chris Leiner, Director of Parks & Facilities Maintenance  
SUBJECT: Levels of Service Offered by Parks & Facilities Maintenance Department  
DATE: October 26, 2020

---

As discussed previously with the Board, cuts were made this fiscal year to the operating budget of the Parks & Maintenance Department. This was done to offset the loss of revenue related to the COVID-19 closure. These cuts impacted most users of the park system. Some groups were more vocal than others in requesting additional support.

Notable cuts included:

- Landscaping (e.g.: contractual mowing/landscaping) (Typically, contractor support begins April 1. This year, we did not bring contractors on until June 1.)
- Pre-season athletic field maintenance
- Conservation maintenance
- Athletic field irrigation
- Regular small park amenity replacements (e.g.: trash cans/benches)
- Regular small equipment replacement.
- Keeping 1 full-time labor position vacant after staff person left May 25

These budget cuts were made at a time when the usage of the park system increased as a result of changes in behavior from COVID-19 restrictions. As we enter into the budget process for FY2021/22, the staff is seeking Commissioner input on department priorities. Those priorities include new maintenance expectations for the Connect Glencoe project and Duke Park. Staff expects park use to remain high as residents seek additional outdoor recreational opportunities.

For the purposes of defining reduced/essential departmental operations, staff defines the following tasks as “essential” to operating the Parks & Facilities Maintenance Department.

- Mowing grass on 100 acres of parkland and 9.5 acres of Village property
- Landscape maintenance at high profile sites (e.g.: Takiff, Kalk, Lakefront, Berlin, Friends, Glencoe Beach, Shelton)
- Tree maintenance
- Building services, such as custodial operations, HVAC maintenance, sump pump maintenance, general security checks
- Snow removal
- Refuse removal
- Safety inspections
- Operating beach cleaner
- Seasonal facility preparations, such as preparing the boating beach, swimming beach, park fountain systems
- Fleet/equipment maintenance

# MEMORANDUM

Beyond identifying essential operations, staff continues to face pressure about the condition of baseball fields and District-wide conservation. While significant capital dollars have been expensed on baseball fields, the operating budget is short of what is necessary to maintain these fields beyond the general recreational level. Fields at a recreational level are safe and receive periodic maintenance. However, aesthetically and functionally, the fields do not operate like synthetic turf fields or fields with dedicated maintenance staff. On an academic scale, with our resource commitment, we can maintain the fields at a C+/B- average compared to neighboring fields that may average B+/A-. Historically, there hasn't been continuity in the level of funds available to use for field maintenance.

Additionally, the District has placed a new emphasis on conservation maintenance in the last four years, which in part is due to sustainability-minded groups in the community and developing industry best practices. Significantly more funds are being devoted to this area than was done in previous fiscal years.

## **FUNDS BUDGETED IN FY2020/21 TOWARDS ATHLETIC FIELDS AS FOLLOWS:**

1. Grass seed/sod \$3,000
2. Athletic supply \$16,000
3. Specialized herbicide/fertilizer \$8,000

**Total Athletic \$27,000**

## **FUNDS BUDGETED IN FY2020/21 TOWARDS CONSERVATION AS FOLLOWS:**

1. Takiff bioswale stewardship \$10,620
2. Everly-Dietz stewardship \$25,000
3. SOSA partnership \$10,000

**Total Conservation \$45,620**

Unfortunately, these budgets don't tell the whole story. Hundreds of staff hours are spent on both areas of concentration. Both areas need additional improvement to meet the expectations of certain groups in the community. Specific groups expressing concern include Glencoe Youth Baseball parents and sustainably-minded residents such as members of the Friends of the Green Bay Trail.

The challenge facing staff is developing priorities without ignoring the conditions of District properties.

1. The District maintains nearly 100 acres of open space with significant invasive plant species throughout the inventory. The most effective landscape maintenance the District does is with a lawnmower.
2. The athletic playing surfaces don't meet the standards of many GBA parents in the community, and residents routinely point out better fields in neighboring communities. A prime example of this is Berlin Field. With the extremely heavy use, the field cannot continually be maintained to the original quality of the site.

# MEMORANDUM

3. The District is opening a newly completed .5-mile path and the Duke Park site. These sites will draw significant use and require new logistical support, which will impact existing capacity, with new tasks such as daily inspections of the interactive fountain, train cars, refuse removal, and pressure washing.

Effectively, we continue to renovate parks with capital funds, but we cannot maintain the site to the quality of opening day after the project is completed. The fixed amount of labor hours currently available is less than the amount required to meet all expectations. This shortfall was magnified this year due to the COVID-19 impact and suspensions of landscaping services.

A few options staff is considering for discussion by the Board:

- Leveraging capital dollars to simplify field maintenance. Specifically, exploring what converting one athletic infield to synthetic turf would cost and how it would impact the ongoing operation or incurring the expense of using a contractor to surge field maintenance to improve quality.
- Exploring the process of converting some “natural hard to maintain areas” back to turfgrass. One example of this is the prairie area in Shelton Park.
- Removal of low-value perennials that require high maintenance with small dividends. Such as daylily tree rings at Shelton or the lilacs outside the Central tennis courts.
- Exploring how adding additional contractual/staff resources to these areas will impact the entire District.

Staff is seeking Board of Park Commissioner feedback on what areas of concentration outside of our essential operations should be prioritized if additional funds cannot be allocated. One result of adding additional levels of support now in the operating budget is the potential erosion of future transfers from the Corporate Fund to Master Plan Capital Projects (Fund 69).

# MEMORANDUM

TO: Board of Park Commissioners  
FROM: Erin Classen, Superintendent of Marketing & Communications and Carol Mensinger, Director of Finance and HR  
SUBJECT: IT Master Plan Update  
DATE: October 22, 2020

---

In June 2019, the Glencoe Park District contracted with Recreation Results and Orbit Media Inc. to complete an assessment of the District's website and make recommendations regarding our needs for its future redesign.

The completed report was received by the District in fall 2019, and it included website goals, recommendations to improve the existing website, and key points in considering a website redesign. However, to our customers, the website and registration software are one and the same. The report concluded that in order for the Park District to meet many of the overalls goals that it set for the website, it was necessary to upgrade our current registration software (RecTrac 10.3).

At the same time, staff finalized the District's Strategic Plan initiatives and objectives. As part of "operational effectiveness/efficiency," it was felt that an IT Master Plan would be helpful in 1) leveraging technology to operate more efficiently and 2) evaluating our systems. The original intent was to do a comprehensive review and analysis that covered the website, registration system, facility and membership systems, work order system, document management system, IT staffing, dashboarding, Wi-Fi, customer feedback/input system, and security systems.

Based on that intent, it was staff's original goal to hire an outside, independent consultant (similar to what was done by the District in 2012) to develop a 3 to 5-year IT Master Plan. This plan was to include an internal inventory of gaps in technology, a review of technology and necessary upgrades, a rollout timeline and cost analysis. This cost was included in the FY2020-21 budget as a Fund 65 project in the amount of \$45,000.

However, COVID-19 hit before the process could even start.

Fortunately, in September, we had re-convened this project and met with several consultants regarding proposals for an IT Master Plan. During our conversations, it became apparent this project could go many different directions, and could become very costly and comprehensive.

On October 7, 2020, the District received notification from Vermont Systems that RecTrac 10.3 will no longer be supported or maintained after December 31, 2021. Ultimately, this forces two options:

- Migrate and upgrade to RecTrac 3.1, or
- Select, install, and implement a new registration system

# MEMORANDUM

Staff has secured two proposals – both with very different approaches:

## **Option 1: Comprehensive Strategic Technology Plan – \$49,4000**

The **BerryDunn** proposal includes assessing current technology and building an actionable strategic plan for the future. The plan would include a visioning statement, identify prioritized goals and projects with staffing allocation, and identify necessary technological investments, and a clear implementation guide for the next 3-5 years. This proposal includes web-based survey and fact-finding interviews. The completed report will include a detailed timeline and implementation strategies for the execution of each project.

## **Option 2: Redesign of Website/Analysis and Implementation of Registration System - \$6,900**

This option divides the IT Master Plan into two phases, the “external customer experience” and the “internal processes” component. The attached **Recreation Results** proposal concentrates solely on the “external customer experience” which is the most imperative to the District at this point. This proposal focuses on our customer’s digital experience (i.e.: the website and registration software).

The Recreation Results proposal will use online feedback tools and virtual meetings to discuss our registration process, what works, what is changing, and what software we need to move forward. The company will prioritize our needs, research available registration options, arrange for demonstrations and tests for vendor finalists, and document all findings. Recreation Results has a wide range of experience working with recreation sales and registration software to draw upon, but does not sell software or have any partnerships with software providers, so they can provide unbiased advice and recommendations.

An upgrade or move to a new registration system is a major undertaking for staff. Selecting the right software requires a thoughtful approach, including understanding business processes, identifying and prioritizing software requirements, screening vendors, and then organizing demonstrations. But finding the time, resources, and tools to do it correctly adds yet another challenge to this process.

There are a variety of registration software systems available for park districts. Late in 2019, staff attended the IPRA Software Symposium, which included 45-minute demonstrations of several registration software solutions (including the updated version of RecTrac 3.1). This month, our customer service team began a preliminary review of software utilized by area park districts. After viewing the software options, it was clear that more investigation needed to be done. And it is also very clear that moving to a new registration system could be very costly. See attached cost information.

## **Recommendation**

Attempting to make registration software changes and changes to the website all at once seems like an overwhelming undertaking given our staff size and capacity of the organization,

# MEMORANDUM

especially in the midst of the pandemic. Our recommendation is to hire the consultant in **Option 2** to manage the registration software analysis/upgrade, as well as to manage the website firm to design our new website.

A committee of staff members from various departments would be involved in the major decisions. We also expect to involve key stakeholders in focus groups and/or usability testing.

Our utmost priority at this point is to investigate, select, and implement a new registration software as soon as possible. This will give us a better understanding of the features that would be available to improve the customer experience through the website and begin to work on operational changes necessary to utilize these new and enhanced features.

After this groundwork is completed, a new or revised website would then incorporate this new registration software, perhaps at the same time, with known necessary custom integrations, creation of forms, and the efficient update of website copy.

Ideally, both the new website and registration software would be rolled out together to the public in a seamless fashion. Once that is complete, and the pandemic is over, staff recommends venturing into Phase 2 of the IT Master Plan – the “internal processes” component.

**Registration Software Comparison**

	<b>Current RecTrac 10.3</b>	<b>RecTrac 3.1 Premise</b>	<b>Amilia</b>	<b>Active Net</b>	<b>**RecTrac 3.1 Cloud</b>
<b>On Premise/Cloud-Based</b>	On Premise	On Premise	Cloud	Cloud	Cloud
<b>Annual Application Maint Agreement</b>	\$6,977	\$6,977	-	-	\$6,977
<b>Initial/One-Time Costs</b>	Was \$51,000 in 2012 (Ammortized annual cost \$6,375/yr)	\$5,000 Migration/Training Fee	\$5,000	\$45,000	\$5,000 Migration/Training Fee
<b>Monthly Fee - Fixed</b>	0	0	\$995/mo	0	3-yr commitment \$1075/mo
<b>Monthly Fee - % of Sales</b>	0	0	0.80%	0.81%	0
<b>*Annual Fee - % Based on Regis. Volume</b>	0	0	\$43,578	\$44,178	0
<b>Annual Fee - Registration Fixed</b>	0	0	\$11,940	0	\$12,900
<b>Required Credit Card Processor - Y/N</b>	No	No	Yes	Yes	No
<b>Credit Card Processing Fee %</b>	1.81%	1.81%	2.35% + .30 per transaction	2.43%	1.81%
<b>Annual Fee - Credit Card</b>	\$98,580	\$98,580	128,012 + 4,195 = \$132,207	\$132,370	\$98,580
<b>Current Districts Using System</b>		Wilmette, Skokie, Waukegan, Glenview, Gurnee	Oak Park, Lindenhurst 2019	Oak Brook, Rolling Meadows, Carol Stream, Northbrook	Wilmette, Skokie, Waukegan, Glenview, Gurnee
<b>TOTAL ANNUAL COST TO USE SYSTEM</b>	<b>\$105,477</b>	<b>\$110,557 in Year 1</b>	<b>\$187,725</b>	<b>\$176,548</b>	<b>\$123,457</b>

\*Based on 2019 GPD Gross Transaction Amts of \$5,447,300/13,985 transactions per year

\*\*Given that we replaced our registration server in late 2019, we are able to migrate to Rectrac 3.1 on our current server. This hosted option is shown for "down the road" when the server will again need to be replaced.



# Glencoe Park District, Illinois Strategic Technology Planning

## **PROPOSAL**

Chad Snow | Principal | [csnow@berrydunn.com](mailto:csnow@berrydunn.com)  
Elsa Fischer | Project Manager | [efischer@berrydunn.com](mailto:efischer@berrydunn.com)

Submitted on September 29, 2020



100 Middle Street  
Portland, ME 04101  
[berrydunn.com](http://berrydunn.com)





September 29, 2020

Carol Mensinger, CPRP  
Director of Finance/Human Resources  
Glencoe Park District  
99 Green Bay Road  
Glencoe IL 60022

Dear Carol:

Thank you for the opportunity to submit this proposal to develop an Information Technology (IT) Strategic Plan for Glencoe Park District (District).

We appreciate the time you have also taken to discuss the District's current needs, processes, and systems with our team. Combined with our existing knowledge of your operations through our proposed Project Manager, Elsa Fischer, we would welcome the chance to help the District develop a technology vision that is tailored to the organization's character and people.

Berry Dunn McNeil & Parker, LLC (BerryDunn) is an independent management and IT consulting firm that serves clients nationally. Strategic technology planning is a core strength of BerryDunn and the work we engage in every day. We have a dedicated Local Government Consulting Practice Area that focuses on working with public sector organizations like the District to assess their current technology environments and build actionable strategic plans for the future. In particular, we have had the pleasure of extending these services to parks and recreation agencies, such as Three Rivers Park District in Minnesota.

The following proposal contents present our understanding of your needs and background; focused experience; team qualifications; a proposed approach, methodology, and cost for developing a plan, and key points outlining our unique ability to lead this project.

As a principal in our Local Government Consulting Practice Area, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal or updates on the evaluation process, my contact information is as follows:

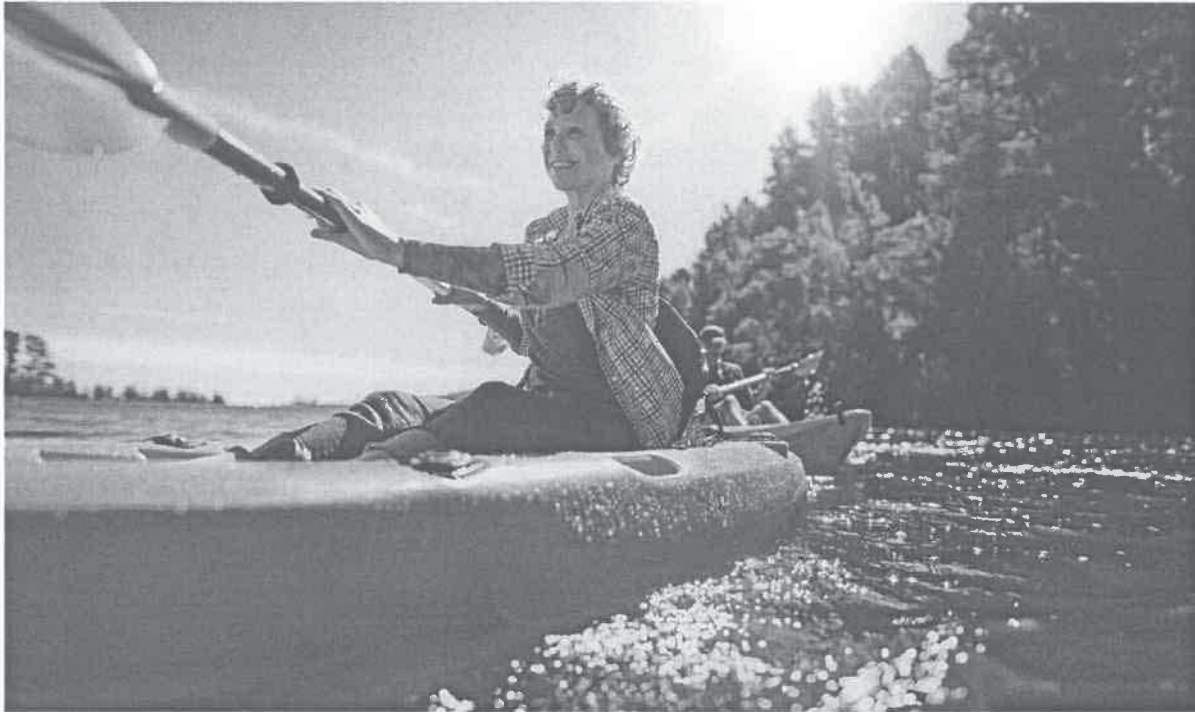
**Charles (Chad) Snow, Principal**  
100 Middle Street  
Portland, ME 04101  
207-541-2294 | [csnow@berrydunn.com](mailto:csnow@berrydunn.com)

Thank you for the opportunity to submit this proposal. We wish the District and your community good health and great resilience. We look forward to working together, and helping you achieve your goals.

Sincerely,

A handwritten signature in black ink, appearing to be 'CS' followed by a flourish.

Chad Snow, PMP®, CFE  
Principal



## TABLE OF CONTENTS

---

Executive Summary.....	1
Firm Background and Qualifications.....	2
Staffing.....	9
Proposed Approach .....	11
Applied Methodologies .....	16
Cost Proposal .....	18
Appendix A: Resumes .....	19

## EXECUTIVE SUMMARY

The District, which operates over 20 parks and facilities along the north shore of Lake Michigan, has been serving residents and visitors in the area since 1912. Recognizable features include Glencoe Beach, Clara Dietz Bird Sanctuary, Takiff Center, and Henry J. Kalk Park. Consistently recognized by the American Academy for Park and Recreation Administration (AAPRA) and the National Recreation and Park Association (NRPA) for excellence in park and recreation management over the last decade, the District is committed to enriching lives and creating memorable experiences for all who use its parks, services, programs, and facilities.

---

### *Glencoe Park District Vision*

---

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

---

As the District matures and grows, it is seeking to improve the customer experience for visitors to the website who need to register for programs, make payments, and find clear updates on park and facilities rules, hours, and resources. Technology systems used for this purpose include RecTrac, TimeClock Plus, and Incode. For a resourceful staff used to finding independent solutions, there are ongoing challenges, in part, due the outsourcing of IT support.

The District would now like to partner with a qualified firm to develop strategic goals and initiatives that support developing a technology vision. The ideal plan should include a guiding vision statement, identification of prioritized goals and projects ranging from staffing allocation, to identification of necessary technological investments, and a clear implementation plan over the next five years. Additionally, plan development should give all 29 full-time staff members the opportunity to voice their needs and collect their feedback, actively contributing to the process.

#### How Our Team Can Help the District

*You can rely on our staff's advanced understanding of your operations and community needs. Our proposed Project Manager, Elsa Fischer, was a practitioner in the Illinois parks and recreation space for over 30 years. Her existing knowledge of the District's needs in combination with a sharp perspective of the Illinois landscape and customer needs will enable her to engage staff in an empathetic, thorough way.*

With its focus on consensus building and change management, our structured and collaborative IT assessment methodology will include District staff as active participants in the project. As such, there will be broad support for the project deliverables and initiatives developed with their input. *This approach is also scalable*—we have worked with large organizations with 100+ IT staff, to smaller cities and towns that are growing or maturing their technology service models.

*When it comes to assessing technology needs and providing recommendations, our background in the public sector is a key feature in our approach. Our proposed team members bring robust public sector experience, which has shaped their expertise and ability to understand client needs. For example, our proposed technical analyst, Keith Damon, worked for City of Keene, NH, as IT Director. Combined with his certified training in ITIL technology management and as a Project Management Professional (PMP®), Keith's background will shape the way he can help the District chart strategic, efficient, and measurable goals that support its ability to successfully support customers.*

# FIRM BACKGROUND AND QUALIFICATIONS

## About BerryDunn

BerryDunn is an independent consulting and certified public accounting firm serving clients nationally. We have a dedicated Local Government Consulting Practice Area (LPA) that focuses on working with organizations like the District to strengthen the processes and systems required to provide services to your community.

Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public. The human aspect of projects can often be forgotten in the maze of regulatory changes and budgetary requirements with which public sector organizations must comply. BerryDunn proudly tailors its projects to recognize the work our clients do every day. We care about what we do, and we care about the people impacted by our work.

We help our clients build and improve organizations and processes through innovative strategies and solutions.

### ■ PUBLIC SECTOR EXPERIENCE

One of the unique capacities our team brings to the District is our experience working in the public sector. We understand what information and tools clients need to incorporate process improvement recommendations successfully and within existing budget constraints. That knowledge will provide a base for our approach to the District's project.

Within the LPA, our **Parks and Recreation** and **Technology Management Practices** focus on assisting district-, city-, town-, and county-level organizations through master planning, strategic planning, staffing assessment, technology assessment, and strategic technology planning initiatives.

### ■ TEAM VALUES

- Vision
- Client focus
- Continuous improvement
- Innovative problem-solving
- Shared expertise



The District will benefit from the focused expertise of leadership from these practices, as well as the holistic perspective gained from the LPA's experience assisting the various arms of local government. While each area has distinct goals and services, we understand how their functions may be interconnected—particularly when it comes to the technology used to communicate with, and provide services to community members.

The following pages highlight the experience our team has combining parks and recreation and technology consulting.

## Technology Planning Experience

Table 1 below is a representative list of our relevant experience conducting technology-focused projects with public sector clients. We will apply this experience to help the District successfully approach this initiative. Parks and recreation clients have been highlighted in green.

**Table 1: IT Assessment and Strategic Planning Experience**

Client	Estimated Population	Project Description
<b>Local Public Sector Organizations</b>		
City of Burleson, Texas	46,000	IT Strategic Plan
City of Burlington, Vermont	42,000	Citywide Business Process Technology Analysis
City of Cambridge, Massachusetts	107,000	IT Staffing Assessment and Realignment
City of Concord, New Hampshire	43,000	IT and Business Master Plan
City of Dover, Delaware	37,000	Strategic Technology Plan
City of Farmers Branch, Texas	37,000	IT Staffing Analysis
City of Harrisonburg, Virginia	50,000	Strategic Technology Plan
City of Jackson, Mississippi	176,000	Strategic Technology Plan
City of La Vista, Nebraska	16,000	Strategic Technology Plan
City of Louisville, Colorado	19,000	Strategic Technology Plan
City of Loveland, Colorado	68,000	Strategic Technology Plan
City of Midland, Texas	136,000	IT Strategic Plan
City of Port Orange, Florida	57,000	Strategic Technology Plan
City of Rio Rancho, New Mexico	96,000	Technology Needs Assessment (in progress)
City of Santee, California	53,000	Strategic IT Master Plan
City of South Jordan, Utah	51,000	Strategic Technology Plan
City of Vancouver, Washington	176,000	IT Strategic Planning
City of Winchester, Virginia	27,000	Strategic Technology Plan
City of Worcester, Massachusetts	185,000	IT Strategic Plan (in progress)
Fairfax Public Schools, Virginia	166,000	Network Assessment
Lindbergh Public Schools, Missouri	2,300 students supported	Technology Services Assessment
Metro Parks Tacoma, Washington	210,000	IT Strategic Plan
Spokane Public Schools, Washington	28,700	Technology Assessment

Client	Estimated Population	Project Description
<b>Springfield Water and Sewer Commission, Massachusetts</b>	250,000	IT Department Evaluation
<b>Three Rivers Park District (Minnesota)</b>	11,000 annual visitors	Financial Technology Selection and Systems Plan
<b>Town of Farragut, Tennessee</b>	22,000	IT Strategic Plan
<b>Town of Greenwich, Connecticut</b>	61,000	Strategic Technology Plan
<b>Town of Wayland, Massachusetts</b>	13,000	Strategic Technology Plan
<b>Town of Weston and Public Schools, Massachusetts</b>	11,000	IT Assessment
<b>Counties and State Agencies</b>		
<b>Carroll County, Maryland</b>	168,000	Strategic Technology Plan
<b>Dakota County, Minnesota</b>	410,000	IT Strategic Plan for Community Services Division
<b>Galveston County, Texas</b>		Comprehensive Technology Assessment and Strategic Technology Plan
<b>Glynn County, Georgia</b>	80,000	IT Department Opportunities and Risk Assessment
<b>Kent County, Delaware</b>	165,000	Strategic Technology Plan
<b>Loudoun County, Virginia</b>	375,000	Technology Staffing Analysis
<b>Mobile County, Alabama</b>	415,000	IT Strategic Plan for Health Department
<b>Montgomery County, Pennsylvania</b>	826,000	IT Staffing Assessment
<b>New Hampshire Department of Administrative Services</b>	1,321,000	Statewide Strategic Technology Plan
<b>New Hampshire Department of Resources and Economic Development</b>	1,321,000	Statewide Strategic Telecommunications Plan
<b>Ottawa County, Michigan</b>	290,000	Technology-Focused Business Process Analysis for Countywide Procurement
<b>Scott County, Iowa</b>	167,000	IT Assessment and IT Strategic Plan
<b>Somerset County Parks Commission, New Jersey</b>	335,000	IT Assessment and Master Plan
<b>Waukesha County, Wisconsin</b>	400,000	IT Staffing Analysis
<b>Westchester County, New York</b>	956,000	Strategic Technology Plan

## Focused Parks and Recreation Services

Our Parks and Recreation Practice focuses on working with organizations similar to the District, and our proposed Project Manager will bring a keen eye to your business drivers, common challenges, and technology needs.

When assisting parks and recreation agencies, we have prioritized and taken pride in applying our understanding of the programmatic process to our analyses, beyond what “looks good on paper.” As a result, we will spend thoughtful time to help ensure the District’s success in implementing a meaningful plan for staff. Our academic and practical backgrounds in parks and recreation are a cornerstone from which we base our recommendations.

Below, we have included a representative list of public sector clients for which our team has led or participated in (where indicated) planning projects within the last two years.

**Table 2: Recent BerryDunn Parks and Recreation Experience**

Client	Project Description
City of Jersey City, NJ (with Agency Landscape and Planning)	Master Plan Update - Open Space, Recreation and Community Facilities
City of Fort Lauderdale, Florida (with AECOM)	Parks Bond and Parks Master Plan Design and Implementation
City of Lauderdale Lakes, Florida	Parks and Recreation Master Plan
City of Parkland, Florida	Parks and Recreation Master Plan
City of Shawnee, Kansas	Parks and Recreation Master Plan
City of Tampa, Florida (with AECOM)	Parks and Recreation Master Plan
DeKalb County, Georgia (with Lose Design)	Parks and Recreation Master Plan
Jackson County, Missouri (with Lose Design)	Parks, Recreation, and Open Space Master Plan
Maryland National Capital Park and Planning Commission	Youth Sports Strategic Plan
Mecklenburg County, North Carolina (with Agency Landscape and Planning)	Parks and Recreation Master Plan
Pottstown Area Regional Recreation Committee	Five-Year Strategic Plan
Valdosta Lowndes County, GA (with Barth Associates)	Parks Master Plan
Town of Manchester, Connecticut	Parks and Facilities Master Plan
Washington Township Recreational Department, Ohio	Strategic and Business Development Plan

## Prior Client References

On the following pages, we have included detailed descriptions of three relevant engagements that showcase our team's knowledge and experience leading tasks requested by the District.

### **Metro Parks Tacoma, Washington**

#### *Strategic Technology Planning*

#### **Contact Information**

---

Erwin Vidallon, Chief Financial Officer	<i>Address</i>
Tel: 619-258-4100 ext. 195	4702 S 19 <sup>th</sup> Street
Email: erwinv@tacomaparks.com	Tacoma, WA 98405

#### **Project Background**

---

Metro Parks Tacoma (MPT), which serves more than 210,000 residents from the City of Tacoma and the unincorporated areas of Browns Point and Dash Point in Pierce County, engaged BerryDunn to assist with the development of a 4 – 6-year IT Strategic Plan. MPT ultimately sought a clear, actionable plan to guide the District in planning, procuring, implementing, and managing technology investments and resources in support of the District's strategic business objectives, including that for the Northwest Trek, a large satellite wildlife park attraction in Eatonville, WA.

MPT's high-level goal for the final plan was that it would assess current and provide recommendations for future technology needs, based upon industry best practices. This includes technology systems, telecommunications, hardware, software, and human capital to support IT and Geographic Information System (GIS) functions

#### **Services and Outcomes**

---

For this engagement, BerryDunn:

- Performed a comprehensive assessment of MPT's existing technology environment including human capital
- Conducted an IT and GIS usability analysis including stakeholder interviews
- Evaluated emerging technologies that could have a positive impact to the District's lines of business

MPT was pleased with BerryDunn's experience with the needs and operations of local government, particularly in cities and/or special purpose districts comparable to or larger than MPT in population, staffing, and infrastructure, and also engaged the firm to assess its overall organization and operations in addition to developing a technology roadmap. The final IT Strategic Plan was finalized and presented to MPT in July 2020.



## Somerset County Park Commission, New Jersey

### Strategic Technology Planning

#### Contact Information

---

Cindie Sullivan, Deputy Director

Tel: 908-722-1200 x232

Email: csullivan@scparcs.org

Address

355 Milltown Road

Bridgewater, NJ 08807

#### Project Background

BerryDunn assisted the Somerset County Parks Commission (SCPC) with conducting a comprehensive assessment of its current technology environment and technology projects in progress. This involved interviewing officials and department representatives, reviewing the SCPC's network architecture, and studying SCPC's current technology resource allocation.

#### Services and Outcomes

---

Our team then worked with IT staff to conduct fact-finding interviews and identify technology issues. Each strategic IT issue was categorized to one of three areas: management and operations, applications, and technical. Staff representatives were asked to review the preliminary list and complete initiative-planning worksheets to document technology projects that would address strategic IT issues and opportunities. We used five weighted prioritization categories to develop the prioritized list for inclusion in the IT strategic plan

SCPC reported that our collaborative approach, which included all of their more than 200 full-time staff, was beneficial to the buy-in and ultimate support of the plan by SCPC employees.



*Our county park system needed guidance and expertise from a national firm to help us develop our IT Master Plan. BerryDunn was the perfect firm to work with to create a comprehensive plan to help us identify strategic initiatives. Their staff is professional, knowledgeable, and thorough; and more importantly were always available when we wanted to talk through implementation issues. Their partnership approach, involving all 200 of our fulltime staff as part of the decision-making, was critical to the buy-in and acceptance of the plan by all employees. I would highly recommend other agencies working with them.*

-Cindie Sullivan



## Three Rivers Park District, Minnesota

### *Financial System Selection*

#### **Contact Information**

---

Howard Koolick, Chief Financial Officer	<i>Address</i>
Tel: 763-559-6734	3000 Xenlum Lane North
Email: <a href="mailto:howard.koolick@threeriversparks.org">howard.koolick@threeriversparks.org</a>	Plymouth, MN 55441

#### **Project Background**

The Three Rivers Park District (District), which encompasses more than 27,000 acres of parks and trails in the Twin Cities area of Minnesota, initially engaged BerryDunn to assist in selecting and planning for the implementation of a new financial software system to replace its legacy SunGard HTE application. The scope of the project included the General Ledger, Purchasing, Accounts Payable, Budget, Purchasing Card, Inventory, Fixed Assets, Project Accounting, Treasury Management, and Cash Receipts functions, as well as an anticipated interface with a future Parks & Recreation management system.

#### **Services and Outcomes**

---

To meet the District's need for a streamlined process, the BerryDunn team completed on-site interviews of stakeholders, reviewed project documentation, facilitated a survey, and then moved directly into developing the financial system requirements. We employed our joint requirements planning (JRP) approach to ensure appropriate input from the future users of the system. These requirements became the foundation of the District's RFP, which our team helped to develop and distribute. We then facilitated scoring meetings, vendor demonstrations, and reference checks to inform the District's final vendor selection, as well as assisted in the negotiation of a thorough contract and scope of work. The District recognized the need for implementation planning to set itself up for success, which we documented in an Implementation Planning Document, which detailed the planned approach for deployment, training, knowledge transfer, and organizational change management.

As a result of the thorough requirements development and implementation planning process that BerryDunn completed, the District is well positioned for success in its financial system implementation. Our team continues to assist the District in this important initiative and guide them through the implementation, serving as the District's Project Manager on its behalf.

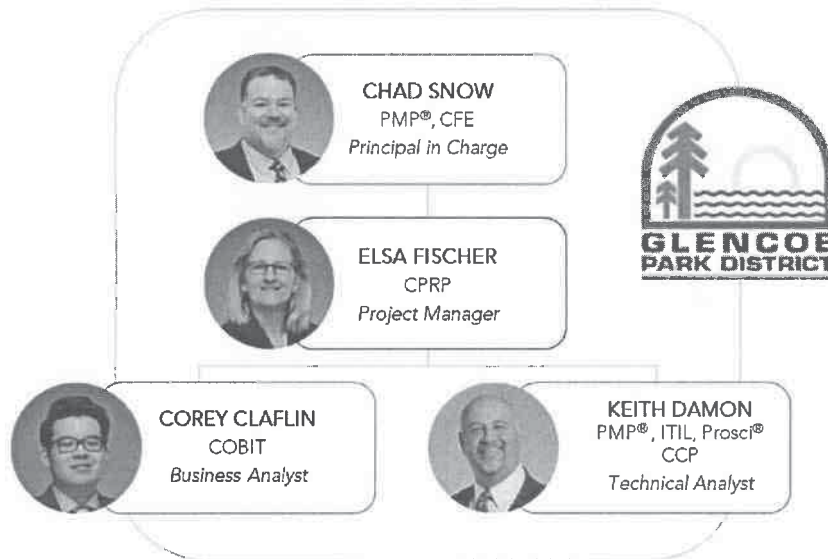
# STAFFING

## Introduction

We're team of creative problem-solvers with a shared passion for what we do.

Our proposed project team members bring valuable perspectives from their experience working in the public sector, as well as experience providing planning, technology assessment, feasibility study, staffing analyses, and efficiency consulting services to park agencies and other public sector organizations. Figure 1 illustrates our team organization and leadership.

Figure 1: BerryDunn Team Organizational Chart



Our team stands out both in experience and in qualifications. Some key highlights that can benefit the District include:

- ✓ Our proposed project manager, Elsa Fischer, has spent over 30 years in the parks and recreation industry, both as a practitioner and as an objective consultant. The District can benefit from her in-depth understanding of the drivers behind decision-making with the organization, as well as the ways in which technology can support your continued services to the Glencoe community and cooperative membership.
- ✓ As the former IT Director for the City of Keene, NH, Keith Damon can offer an in-depth public sector customer-service perspective to the District. He also offers a deep understanding of the complexities and challenges of leveraging technology initiatives, and can appreciate the need to develop actionable and achievable recommendations.
- ✓ Chad Snow has spent years assisting public sector organizations through technology planning initiatives, and can offer seasoned guidance to the District through each step of the process.
- ✓ The District can rely on our team's experience keeping projects on task and on budget: two members are certified Project Management Professionals® (PMPs®) certified by the Project Management Institute® (PMI®).

## Team Member Bios

*Resumes are included in Appendix A.*



### **Chad Snow, PMP®, CFE**

#### *Principal in Charge*

Chad is the principal and leader of the LPA. He has more than 27 years of experience working with local government agencies, as well as extensive experience assisting government clients with project management, technology planning, business process improvement, system implementation and design, and enterprise systems. He has served in a similar position for Metro Parks Tacoma, WA and Somerset County Park Commission, NJ.

As **Principal in Charge**, Chad will have overall responsibility for the services we have proposed to the District, working with the Project Manager to help ensure District needs are met and project work stays on schedule.



### **Elsa Fischer, CPRP**

#### *Project Manager*

As a parks and recreation practitioner in Illinois for over 30 years, Elsa brings extensive background in facility management, recreation program oversight, fiscal management, creative collaboration techniques, and strategic planning initiatives.

As **Project Manager**, Elsa Fischer will serve as BerryDunn's primary point of contact with the District, monitor the progress of the project, track the initiation and completion of tasks and milestones, organize the work of our project team, and maintain consistent communication with the District team regarding project status. She will also facilitate our information-gathering activities and lead the development of project deliverables. She will work in collaboration with all team members to facilitate fact-finding meetings, conduct research, and analyze the District's needs.



### **Keith Damon, PMP®, ITIL, Prosci® CCP**

#### *Technical Analyst*

Keith is a manager in BerryDunn's Government Consulting Group and former IT director with more than 24 years of consulting and project management experience for the public sector. He leads our Technology Management Practice, with responsibility for IT assessment and IT strategic planning projects for some of BerryDunn's largest and most complex government clients, including the Cities of Gainesville, FL and Vancouver, WA.

As a **Technical Analyst**, Keith will support the project team as needed by contributing specialized input on technical fact-finding and analysis efforts.



### **Corey Clafin, COBIT**

#### *Business Analyst*

Corey is a staff consultant in BerryDunn's LPA. He assists local government clients with project support, building off his experience gained through providing project management services, business process improvement insight for internal systems, and software analysis for efficiencies and increased utilization. He has served a similar role during BerryDunn's work with Metro Parks Tacoma, WA.

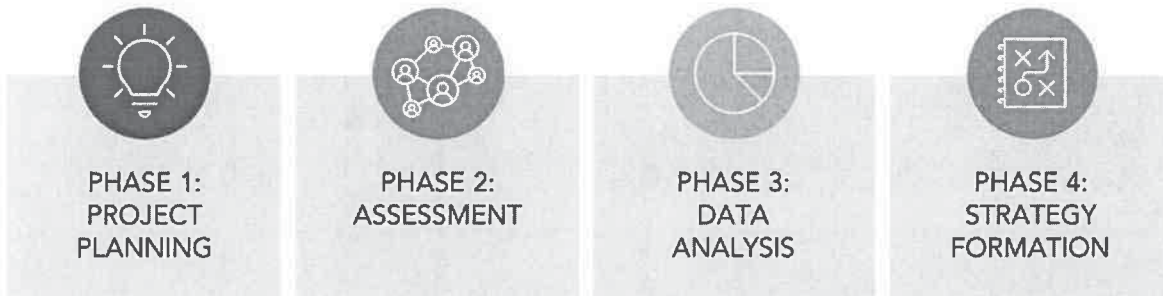
As a **Business Analyst**, Corey will help in the review of the scope and organization of District's processes—including assisting with the facilitation of meetings with District stakeholders and the development of our written deliverables.

## PROPOSED APPROACH



### Overview

The District can rely on BerryDunn's commitment to serving as your strategic partner, providing realistic and actionable recommendations and strategies that align with your goals and resources. Our approach is illustrated below.



Our team will work with the District to gather data and feedback from relevant staff, project stakeholders, and District leadership, focusing on developing a foundational knowledge and expertise into the department's processes relating to management structure, staffing, operations, and technology and systems. Key tools used to achieve this include a web-based survey, and fact-finding interviews.

Our team will then develop strategic issues that best address the growth areas needed to deliver technology solutions that best support the organization, working with District stakeholders to review and align these issues with identified projects and initiatives that will shape the final IT Strategic Plan. The District can expect to vote on, approve, and finalize each project and initiative, helping to ensure your involvement in the development of a cost-effective, tailored strategy.

Our final report and presentation will include a detailed timeline and implementation strategies for the execution of each project, allowing the District to plan ongoing initiatives accordingly into the next five years.

## Detailed Work Plan



*Building strong relationships with our clients is key to our collaborative service approach, and collaborating on a clear project timeline and scope of work is the first step in the process.*

### PHASE 1 PROJECT PLANNING

- 1.1 Facilitate project planning teleconference with District project manager.
- 1.2 Develop draft Project Work Plan and Schedule.
- 1.3 Facilitate work session to review Project Work Plan and Schedule with District project team:
  - » Clarify goals and known project constraints
  - » Discuss project stakeholders
  - » Develop vision for project
- 1.4 Finalize Project Work Plan and Schedule.
- 1.5 Submit biweekly project status updates, which will include a description of the activities and accomplishments for the reporting period, plans for the upcoming period, issues encountered during the reporting period, anticipated challenges that may impact project delivery, and mitigation strategies.

#### *Differentiators*

- ✓ Our team will apply project management principles from A Guide to the Project Management Body of Knowledge (PMBOK® Guide) to establish a measurable timeline.
- ✓ Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the District related to project control, including quality management and deliverable submission/acceptance management.
- ✓ Applied Prosci® change management methodology prepares District staff for change at each project step.

#### **DELIVERABLES**

D1: Project Work Plan and Schedule

D2: Biweekly Project Status Updates



*The foundation of our research and recommendations will come from District input. The tasks outlined in this phase will allow our team to build a strong knowledge of your processes, challenges, and visions for success.*

## PHASE 2 ASSESSMENT

- 2.1 Submit a document request to the District and review documentation (materials may include any technology-related policies and procedures; network infrastructure diagrams; an inventory of purchased, customized, and/or custom developed applications or interfaces; and technology services' funding, budget, and district expense information).
- 2.2 Administer a strengths, weaknesses, opportunities, and threats (SWOT) survey, with the following goals:
  - » Identify current challenges
  - » Assess the satisfaction of District systems and staff to support business and technology needs
  - » Gauge technical readiness/skills of respondents to use technology to drive and support business change
  - » Identify service-level expectations by department
  - » Identify future initiatives and organizational challenges for consideration in the final plan
- 2.3 Facilitate a project kickoff presentation for District staff and the Park Board of Commissioners to review project scope, goals and approach, and answer questions.
- 2.4 Conduct fact-finding interviews with District technical staff and key representatives from each District department.
- 2.5 Typically, the project kickoff and subsequent fact-finding activities are conducted during on-site sessions. To facilitate the completion of the project in the timelines requested, BerryDunn is prepared to work remotely, with the option of our Illinois-based project manager conducting certain on-site activities. This will reduce the risk to District staff and help to keep the project on track.
- 2.6 Develop Initial Assessment and Preliminary List of Strategic IT Issues, drawing from sources such as ITIL, Computer Economics, PMI, Prosci® Change Management, International Organization for Standardization (ISO), COBIT 2019 Framework (COBIT), and National Institute of Standards and Technology (NIST).

### *Differentiators*

- ✓ The SWOT survey collects input from broad sampling of District staff.
- ✓ The fact-finding interviews help to identify operational needs, and assess the current environment to identify gaps and opportunities for improvement, consolidation, and maximize efficiencies.
- ✓ Solicit input from District staff to understand existing challenges, and to guide the development of recommendations. We will conduct fact-finding meetings with representatives from all departments to gauge current uses of technology and identify areas for improvement, and will include meetings with District leadership relating to mission, vision, and goals.

### **DELIVERABLES**

D3 – Initial Assessment and Preliminary List of Strategic IT Issues



*In this phase, we aim to synthesize the information gathered thus far in the project, and work with the District to walk through our takeaways and recommendations. The outputs should lay the foundation for developing a cohesive list of projects.*

### **PHASE 3 DATA ANALYSIS**

- 3.1** Confirm and prioritize strategic IT issues during a remote work session with key stakeholders, District management, and IT staff.
- 3.2** Identify and document current and planned IT projects.
- 3.3** Develop and distribute IT initiatives planning templates to project stakeholders.
- 3.4** Develop List of IT Projects and Initiatives based on planning template.

#### *Differentiators*

- ✓ The list of strategic IT issues will leverage our understanding of municipal best practices.
- ✓ Voting and prioritization of the IT issues will allow the District stakeholders to take an active role in shaping the major challenges and solutions around which the future IT Strategic Plan will be structured.
- ✓ Quality assurance (QA) process includes deliverable expectation document, internal reviews, and draft-to-final process to help ensure client satisfaction.

#### **DELIVERABLES**

- D4: Prioritized List of Strategic IT Issues
- D5: Preliminary List of IT Projects and Initiatives





*The final phase will be devoted to the strategy formation and development of the District's final IT Strategic Plan and presentation of recommendations.*

## PHASE 4 STRATEGY FORMATION

- 4.1 Conduct a meeting to review the Preliminary List of IT Projects and Initiatives and have each department vote to prioritize these initiatives.
- 4.2 Prioritize List of IT Projects and Initiatives based on District votes and BerryDunn recommendations.
- 4.3 Develop a draft IT Strategic Plan to implement the recommended strategies addressing the most critical needs of the District over the next five years.
- 4.4 Review the draft IT Strategic Plan via teleconference and update based on District feedback.
- 4.5 Conduct a work session to review the draft IT Strategic Plan with representatives from key stakeholder groups. At the end of this meeting, each stakeholder will be asked to vote to on projects and initiatives based on priority.
- 4.6 Make final updates to the draft IT Strategic Plan based on feedback collected during review session.
- 4.7 Develop a final presentation of the IT Strategic Plan for District leadership, Park Board of Commissioners, or other group of the District's choosing.
- 4.8 Facilitate a teleconference to review the presentation with the District project team and finalize based on feedback.
- 4.9 Deliver a presentation outlining the final IT Strategic Plan to District leadership, Park Board of Commissioners, project team, and key stakeholders.

### *Differentiators*

- ✓ Reviewing the IT Strategic Plan with all District departments will allow all project participants to feel vested in the process and in the outcome of the plan.
- ✓ The final presentation will help build buy-in for the recommendations outlined in the IT Strategic Plan and providing an opportunity for stakeholders to ask our team and the District's project team questions.

### **DELIVERABLES**

D6: Prioritized List of Projects and Initiatives

D7: IT Strategic Plan

D8: Presentation to the District and Park Board of Commissioners

# APPLIED METHODOLOGIES

## Keeping projects on time and on budget

To help ensure that project objectives are met, and initiation and completion of project work are conducted in a timely manner, each BerryDunn project is led by an experienced project manager who understands and utilizes project management best practices. Our Government Consulting Group employs project management best practices from the Project Management Institute's (PMI®) Project Management Body of Knowledge (PMBOK®), Version 6. Our approach includes applying standard processes across the project management life cycle

Our proposed team is committed to bringing project management expertise to the District's project. Our proposed Principal and Technical Analyst are certified PMPs®, which will enable them to apply PMI® standards and best practices to the selection of a permitting solution. The District can be assured that this project will be conducted efficiently and effectively.

## Tools for everyday project management

BerryDunn expects the COVID-19 outbreak to continue to influence how we work with our clients. The District can rely on our team's ability to stay flexible and use existing tools and methods to keep this project moving. For the daily management and undertaking of project tasks, we use technology that is familiar or intuitive to most users in addition to our project resources assembled from years of public sector consulting, as detailed below in Figure 2.

**Figure 2: Tools and Technology Toolkit**

<p><b>Microsoft Word and Microsoft Excel</b></p> <p>Our Cost Model is developed in Microsoft Excel and will be shared with the District. Our written Draft and Final Reports are provided in Microsoft Word.</p>	<p><b>Adobe Acrobat</b></p> <p>We provide all Final Reports in Adobe PDF because we find this format can be easier to read, print, and share with project stakeholders who may not have access to Microsoft Office software.</p>
<p><b>Microsoft PowerPoint</b></p> <p>We use Microsoft PowerPoint primarily for communicating key information during presentations. At the District's request, we can provide presentation handouts for participants.</p>	<p><b>Zoom and Microsoft Teams</b></p> <p>BerryDunn provides tele- and videoconference options through Zoom and Microsoft Teams, which are cloud-based video and audio conferencing services that enable online meetings, screen sharing, and group messaging.</p>

Our approach includes strategies designed to prepare the District for change

Stakeholders' willingness to adopt new processes and tools plays a significant role in the success—or failure—of new systems. We have observed resistance to change in virtually all of our system selection and implementation engagements, and we will work with you to proactively address resistance by:

- Engaging stakeholders at the right level throughout the project—from initial planning through implementation—to build understanding for the need for change and gain support from the people who will be using the future solutions, and who are most familiar with current processes
- Developing and executing a communications plan that considers the information needs of each stakeholder group
- Documenting current business processes, and working with stakeholders to understand how their work will be performed in the future environment
- Monitoring training activities to help ensure that users will be prepared on day one

BerryDunn has adopted the Prosci® change management methodology and trained *over 100 consultants to become Prosci® Certified Change Practitioners (CCPs), including one of our proposed team members*. A central focus of the Prosci® change management approach is the belief that, in order for change to work in an organization, individuals must be willing to make change and understand the change. Based on this belief, Prosci® developed the ADKAR change management approach, defined in Figure 3.

Consistent with the Prosci® methodology, the District can expect our change management approach to involve three stages:

**1: Preparing for Change** | Developing change management strategies, based on input from the District's stakeholders on the existing environment.

**2: Managing Change** | Overseeing assigned roles and tasks, providing training and coaching, using tools effectively, and executing a clear communication plan.

**3: Reinforcing Change** | Evaluating action plans, reviewing the sustainability of change management activities, and promoting individual and team successes.

**Figure 3: ADKAR Change Management Approach**



## COST PROPOSAL

Table 3 presents the fees for our proposed work plan, broken down by deliverables and inclusive of any related travel expenses. Our billings are submitted as the project progress, with invoices typically provided monthly; however, we are happy to work based on agreed-upon milestones with the District.

We developed our costs based on the following factors:

- Our detailed work plan narrative presented in our proposal
- Our staffing plan and resource allocation, which provides District with the appropriate number of resources and a level of expertise to complete project tasks
- Our experience conducting projects of similar scope and size

**Table 3: BerryDunn IT Strategic Planning Cost by Project Deliverable**

Deliverable	Cost
D1. Project Work Plan and Schedule	\$6,440
D2. Biweekly Project Status Updates	\$2,015
D3. Initial Assessment and Preliminary List of Strategic IT Issues	\$15,400
D4. Prioritized List of Strategic IT Issues	\$3,015
D5: Preliminary list of IT Projects and Initiatives	\$2,100
D6. Prioritized List of IT Projects and Initiatives	\$6,630
D7. IT Strategic Plan	\$11,80
D8. Final Presentation to the District	\$2,020
<b>Total</b>	<b>\$49,400</b>

## APPENDIX A: RESUMES



### **CHAD SNOW, PMP®, CFE**

*Principal in Charge*

Chad has more than 27 years of experience working with local government agencies and has extensive experience assisting government clients with project management, technology planning, business process improvement, system implementation and design, and enterprise systems. Prior to joining BerryDunn in 2006, Chad worked for a public-sector system vendor, where he provided in-depth demonstrations on ERP, revenue, and public safety applications to prospective government clients in addition to providing project management and implementation support. He also served as a Maine police officer for 10 years.

#### **Key Qualifications**

- Leads Local Government Consulting Practice Area
- Provides project leadership for planning, selection, and implementation of a variety of public-sector systems for dozens of clients
- Experienced in full life cycle of planning for and procuring new systems
- Experienced in leading IT assessments and strategic planning efforts

#### **Relevant Experience**

**Strategic Technology Planning** Chad has led numerous strategic technology planning initiatives during his time at BerryDunn, and has been instrumental in establishing a flexible methodology that can be applied to park districts, 100-person county IT departments, to small technology divisions seeking to bring operations in-house. His engagement style is defined by establishing clear expectations and developing meaningful relationships with stakeholders to help identify necessary technology projects, gaps in service, and a clear path to continued growth and exceptional services.

**Enterprise Systems Planning:** Chad is experienced in the full life cycle of planning for and procuring new enterprise systems, having assisted cities, counties, and school districts across the country with their software replacement initiatives. He has managed every step of the process, from assessing the current environment to conducting needs assessments, defining functional and technical requirements, developing an RFP and scoring methodology, assisting with evaluation of proposals, and leading contract negotiations. He is knowledgeable about the functionality and limitations of various public-sector systems available in the market, as well as best practices in automation of business processes, and he brings this insight to every engagement.

#### **Key Local Government Clients**

- City of Beaverton, OR
- City of Bloomington, MN
- City of Boston, MA
- City of Cambridge, MA
- City of Midland, TX
- City of Pasco, WA
- City of Rapid City, SD
- City of Philadelphia, PA
- City of Springfield, MA
- Loudoun County, VA
- Metro Parks Tacoma, WA
- Montgomery County, PA
- Outagamie County, WI
- Somerset County Parks District, NJ
- Three Rivers Park District, MN
- Town of Leesburg, VA
- Westchester County, NY

#### **Education and Memberships**

BA, Criminology, University of Southern Maine

AS, Law Enforcement Technology, Southern Maine Technical College

Project Management Professional® (PMP®), Project Management Institute®

Certified Fraud Examiner (CFE) Association of CFEs



## ELSA FISCHER, CPRP

*Project Manager*

Elsa is a senior consultant in BerryDunn's Parks & Recreation Practice. She brings more than 30 years of experience in parks and recreation, a majority of which was in senior leadership roles. Her comprehensive experience in recreation programming, facility management, fiscal management, collaboration, and capital project involvement infuses itself into all aspects of her consulting project work.

### Key Qualifications

- Former director of recreation and superintendent of leisure services
- 32 years of experience in parks and recreation, with extensive facility management responsibilities

### Relevant Experience

**Master Planning and Strategic Planning:** Elsa has established herself as a thoughtful, thorough leader while assisting parks and recreation agencies through planning projects. Serving as a project manager, analyst, and research specialist on various projects, her style is marked by an understanding of customer needs, budget resources, and organizational functionality.

**Glenview Park District:** As superintendent of leisure services, Elsa was responsible for successful operations of the 169,000 square-foot Park Center (including fitness center, group exercise spaces, senior center, preschool wing, cultural arts wing, 3 gymnasiums and indoor pool), The Grove National Historic Landmark (includes Interpretive Center, the Kennicott Museum, Program Barn, Archives Building and the Redfield Estate), Wagner Farm, Schram Memorial Chapel, Air Station Prairie, and Roosevelt & Flick outdoor pools and respective concessions areas.

**Northbrook Park District:** As director of leisure services for over eight years, Elsa participated in planning and execution of Northbrook's \$2 million capital improvement plan. She played a critical role with the 2014 Feasibility Study conducted during the evaluation and consideration of the Northbrook Park District's purchase of the Five Seasons Family Sports Club. She also oversaw operations of a 41,000 square-foot community center including a 278-seat theatre, an 89,000 square-foot ice arena, two outdoor pools, a dog park and a Velodrome.

**Downers Grove Park District:** A highlight of her 19 years of progressively responsible experience at Downers Grove Park District was the design, planning, construction, and successful operation of Downers Grove's 69,000-square-foot Recreation and Fitness Center as co-director, which included office and program space for South East Association for Special Parks and Recreation (SEASPAR).

### Key Local Government Clients

- City of Lauderdale Lakes, FL
- City of Parkland, FL
- DeKalb County Parks, Recreation and Cultural Affairs, GA
- Maryland National Capital Park and Planning Commission
- Mecklenburg County, NC
- Metro Parks Tacoma, WA
- Pottstown Area Parks
- Town of Manchester, CT
- Town of Scarborough, ME

### Education and Memberships

MS, Recreation Administration, Aurora University

BS, Leisure Studies, University of Illinois, Champaign IPRA Professional Development School

IPRA Professional Development School

NRPA Rocky Mountain Revenue Management School



**KEITH DAMON, ITIL, PMP®, Prosci® CCP**  
*Technical Analyst*

Keith is an experienced project manager with more than 20 years of experience working with public sector agencies to manage enterprise applications. As a project manager for the public sector group within J.D. Edwards, he worked exclusively with government customers. Complimenting this experience, Keith has 17 years' experience working in municipal government as an IT director. He has significant management experience within large and diverse government organizations, uniquely qualifying him to assist BerryDunn's government clients.

**Relevant Experience**

**Project Management of IT Assessments:** Keith has provided project management for many of BerryDunn's IT assessment or strategic planning projects, including engagements with Loudoun County, Virginia; Blue Valley Schools in Kansas; and the Town of Farragut, Tennessee. All of these projects have involved fact-finding, analysis, and prioritization of issues related to IT infrastructure, systems, processes, procedures, staffing, training, financial resources, or service delivery.

**Public Sector IT Management:** Keith brings a wealth of knowledge in the management of municipal IT operations from his prior role as IT director for the City of Keene, New Hampshire. He was responsible for all aspects of the City's IT environment, including staffing, training, hardware, software, policy, support, and the selection, implementation, change management, and maintenance of all City systems.

**Project Management:** Keith has extensive experience in managing, planning, and implementing ERP systems, both as the customer and as the vendor. This perspective and insight benefits our ERP consulting clients across the country. He has led many business process improvement activities and strategic planning sessions, and has assisted with organizational change management, which is a critical success factor for any large-scale implementation project.

**City of Keene, New Hampshire:** Keith served as director of IT for the City. In this role, he oversaw all aspects of IT for all City departments, including planning for the City's technology needs, and implementing and supporting all technology initiatives. During his tenure, Keith led the implementation of Pentamotion's ERP software; developed standards for all hardware and software for the City; managed technical staff; ensured responsive support for all City computer users; managed conversion, implementation, and training for new systems; developed Request for Proposals (RFPs); and led vendor negotiations.

**Selected Local Government Clients**

- Carroll County, MD
- City of Allen, TX
- City of Boca Raton, FL
- City of Cambridge, MA
- City of College Station, TX
- City of Jackson, MS
- City of Loveland, CO
- City of Mesquite, TX
- City of Rapid City, SD
- Loudoun County, VA
- Minnehaha County, SD
- Town of Farragut, TN

**Education and Memberships**

BS, Computers and Management, Franklin Pierce College

Information Technology Infrastructure Library (ITIL) v3 Foundation Certified

Project Management Professional (PMP), Project Management Institute

Prosci® Certified Change Practitioner



## COREY CLAFLIN, COBIT

*Business Analyst*

Corey is a staff consultant in BerryDunn's Government Consulting Group. He assists local government clients with project support, building off his experience gained through providing project management services, business process improvement insight for internal payroll systems and software analysis for efficiencies and increased utilization.

### Key Qualifications

- Extensive experience adhering to budgetary restricts when providing project management services
- Strong understanding of business process analysis, offering insight on streamlining processes and increasing system utilization
- Well-versed in developing work plans, project management, and adhering to project milestones

### Relevant Experience

**Project Management:** Corey has experience in the full project management lifecycle, including conducting fact finding meetings, analyzing and updating policies and procedures for efficiencies, and updating software modules to accommodate the needs of the company. Corey has also been responsible for the completion of timeline milestones and adherence to budgetary restrictions.

**Business Process Improvements:** Corey has analyzed business processes to provide insight on ways to streamline business processes, which led to the development of process efficiencies and updating of policies and procedures.

**Project Support:** Corey has provided his assistance in the development and launching of new software systems, which involved maintaining compliance, promoting buy-in and increasing overall utilization, and tracking the success of the project through analysis of the turnout rate of the online system.

### Selected Local Government Clients

- City of Bloomington, MN
- City of DeSoto, TX
- City of Detroit, MI
- Collier County, FL
- DeKalb County, GA
- Metro Parks Tacoma, WA
- Powhatan County, VA
- Town of Christiansburg, VA
- Town of Scarborough, ME
- Village of Downers Grove, IL
- Washington Township, OH

### Education and Memberships

BA, Economics and Political Science, University of Maine

COBIT 2019 Certification





## **SOFTWARE SELECTION CONSULTING**

Proposal created for Erin Classen at Glencoe Park District

Few park and recreation organizations today can remain competitive without the use of software to help run major functions of the organization such as registration and sales, operations, and customer relationship management. However, as more options enter the market to serve park and recreation organizations, comparing, identifying, and implementing new software is becoming more complicated. Technology is continually evolving and along with it, so are the needs of staff and the expectations of customers, meaning that what looks like a good fit today may not be flexible enough for the future. Some may provide too few features for one organization, while other options may be considered overkill.

It is important that any new software implemented isn't simply a reaction to fix what you don't like about your current software - resulting in a "the grass is always greener" decision that solves some problems for you, but creates others. Selecting the right software requires a thoughtful approach, including understanding business processes, identifying and prioritizing software requirements, screening vendors, and then

organizing demonstrations. But finding the time, resources, and tools to do it correctly adds yet another challenge to this process.

## OUR PROPOSED APPROACH

With our experience in the parks and recreation industry and our previous work together with your organization to assess your customers, sales, and website, Recreation Results LLC is uniquely positioned to offer consulting in the selection of your next registration and sales software. Our proposed approach includes the following:

**Define the key processes to your organization's success.** Through a mix of online feedback tools and a virtual meeting, we'll discuss how your current business processes are working, what is changing, and what the new software must be able to do to support future business needs. We will also identify any definite requirements or limitations, such as pricing, number of licenses, hosting options, etc. to ensure that no time is wasted evaluating options that clearly aren't in line with your operations.

Because it is unlikely that any one software option will meet every need you have, we'll also prioritize these needs as well as strategize how we will later test software in later stages to ensure these needs are met. We'll also identify which of your needs are best met through a sales and registration software solution, and which seem best served through website development or an external third-party software.

**Research available options.** With the needs, priorities, and requirements established, we'll create an initial vendor list and will conduct a 3-step evaluation process to systematically narrow down your options. First, we'll reach out to a sample of current customers to determine their experience regarding important factors such as functionality, usability, reliability, training and support, etc. Next, we'll conduct our own research to determine if any of the identified options do not meet your basic requirements. Finally, we'll reach out to the remaining vendors with an information request to better understand the finer details of their offerings and how they can provide a solution to your needs. This process is meant to eliminate software vendors who will not be able to meet your requirements without wasting endless hours of staff time in sales calls.

**Arrange a demonstration and test of vendor finalists.** Building off of the work completed in the first two steps, we'll share our findings and recommendations with you. Together, we'll confirm a final list of vendors and arrange for a demonstration and test of their software. To make this experience as productive as possible, we will

provide evaluation questions and worksheets for your staff to use to ensure everyone stays focused on your unique business needs. If required, we will coordinate any follow-up requests for information from vendors to help guide your final decision.

**Document findings and justifications.** We will pull the list of software needs and requirements as well as the research conducted into a summary report matrix to provide you with a record of our work and assist with the justification of your selection. If additional assistance is required to satisfy any procurement or legal requirements, such as the development of an RFP, we are able to offer support by adding additional services to this agreement at a later date.

## NOTES ABOUT THIS PROJECT PROPOSAL

Although we have a wide range of experience working with recreation sales and registration software to draw upon, we do not sell software or have any partnerships with software providers, allowing us to give unbiased advice and recommendations. Throughout this process, we will represent your best interests only.

In regards to timing for this project, we currently have the capacity to begin work immediately and anticipate that this project can be completed within two months. However, with the holiday season approaching, this timeline may present a slight challenge if staff or vendor availability is more limited than expected. If a different timeline is desired, please reach out so that we can discuss options.

---

## SOFTWARE SELECTION CONSULTING PRICING

(Inclusive of all travel, materials, and expenses)

\$6,900.00

Select

---

## APPROVAL

By submitting this service proposal, you indicate your acceptance of the proposed solution and pricing selected above. Once we have received your approval, you can sign off on the service agreement and we confirm a time for work to begin.

Should you have any questions or requests for modifications to this proposal, please don't hesitate to reach out!



# Glencoe Park District FY21/22 PROPOSED CAPITAL FUND 65 ITEMS FOR CONSIDERATION

11/4/2020 Committee of the Whole Meeting



Enriching lives and creating memorable experiences.





# Recreation Department

10 Sailing Prams  
rolled over from the  
FY20/21 Budget  
\$26,850

# ELC Condenser/ Air Handler Rebuild



- Installed in 2008 facility renovation
- Provides heating/cooling/air filtration for Children's Circle/GJK class rooms
- Projected 15-year service life, will be 13.5 years old when replaced/rebuilt (1 of 3 units)
- Conservatively recommending a phased replacement cycle of three units over three years. By phasing the units we avoid having \$400,000 worth of HVAC units at the projected end of life simultaneously.
- This project includes rebuilding the interior facility components and replacing the outside condenser, the existing system is R-22.
- This is a long lead time item, the unit is the least reliable of the three. We had two major breakdowns last FY. One was during the polar vortex. A significant failure would cause a long-term program cancellation.

\$130,000



# Early Childhood Parking Lot

- Installed as part of 2008 facility renovation
- East end of lot in visibly poor condition with significant cracking and drainage issues
- Recommending mill and overlay for 35,000 square feet at \$2.85 per square foot
- It will become potentially hazardous if we do not make repairs.

\$110,000



Current condition



Area not draining



Surface Failure



Example of parking lot failure



# Shingle Roof Boat House

Roof is actively leaking; the shingles and some decking require replacement.

\$35,000



# Fleet Truck

Recommending the replacement of 1 fleet vehicle. This is rolled over from the FY 20/21 Budget.

The truck is 21 years old.

Included in the cost is a lift-gate and plow.

\$47,000



# Skid Steer Replacement

Recommending the replacement of the District skid steer.

The unit is 17 years old. In the last 3 fiscal years, we spent \$15,785 in rentals on a tracked unit due to the lack of function on our current unit, and it cannot be used on the beach or in parks.

\$65,000



# Equipment-Material Trailer Replacement



Recommending the replacement of the equipment-material trailer. The unit is 22 years old. The trailer is not rated for the weight of current District equipment.

Loading ramps are cumbersome and not ideal.

\$15,500





# Baseball Infield/Outfield Maintenance

Fields require regular capital/operational maintenance to continue to meet District recreational standards.

Last done in FY19/20.

\$50,000



# Watts Basement HVAC Unit

The unit was installed  
in 2002 making it  
19 years old.

Included in PARC Grant.

\$12,500

# Watts Fire Alarm/ Suppression Professional Services



- No current fire suppression
- System/fire alarm is a mix of components from the late 1980's and 2002.
- Professional services to design new systems. System would be designed in FY21/22 and built in FY22/23.

Included in PARC Grant.

\$25,000

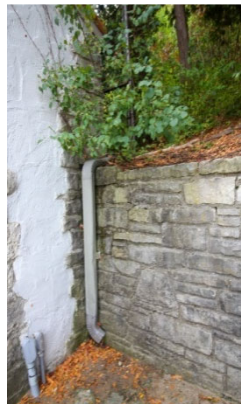
# Tuckpoint & Gutter Beach House



Originally included in the 2019 Halfway House restoration project as an alternate, but not selected as part of Phase I due to costs.

Last done in the 1990's.

\$115,000





# GYS/ Holmes Warming Shelter

- Shingle Roof
- Chimney Tuckpoint

The roof is actively leaking.  
The chimney is leaking.  
Cost is higher to remove  
chimney than perform basic  
tuckpointing.

\$22,000



# Technology

(See separate report)

Please select your search criteria and click the search button to continue. Note: Click Cart icon to proceed with purchase.

Activity Number Search:  Keyword Search:  Keyword Search Options:

Age:  Location:  Category:

Type:

Show Search Criteria

Search  Reset

**Activity Search Results**

Showing: 1 up to 50 Total Results: 240

**201510 - Volleyball with Volleykidz**

Volleykidz is an introductory class for children ages 7-9. The lesson plan introduces the pass, set, and spike using a light volleyball. This class will improve each child's hand eye coordination and left-right coordination through the use of fun drills and games. If COVID restrictions change: class canceled and refund issued.

If COVID restrictions change: class canceled and refund issued.

Activity	Description	Date	Days	Times	Location	Fees	Ages
Waitlist	201510-01 Kids Volleyball with Volleykidz	09/12/20-10/24/20	Sa	9:00A-10:00A	Glencoe Beach	\$1495164	7 years up to 9 years
Unavailable	201510-02 Youth Volleyball with Volleykidz	09/12/20-10/24/20	Sa	10:00A-11:30A	Glencoe Beach	\$1795197	10 years up to 12 years
Canceled	201510-03 Teen Volleyball with Volleykidz	09/12/20-10/24/20	Sa	11:30A-1:00P	Glencoe Beach	\$1795197	13 years up to 16 years
Waitlist	201510-04 Kids Volleyball with Volleykidz	11/07/20-12/19/20	Sa	8:00A-9:30A	Takiff Center	\$1305143	7 years up to 9 years
Waitlist	201510-05 Youth Volleyball with Volleykidz	11/07/20-12/19/20	Sa	9:30A-11:00A	Takiff Center	\$1305143	10 years up to 14 years

Registration software (public portal)

Face Masks Required for Age 2 and up

PARKS PROGRAMS FACILITIES EVENTS REGISTRATION

**NOVEMBER/DECEMBER GUIDE NOW ONLINE**

Our November/December Digital Program Guide is now available. Resident registration starts at 10 AM on Friday, October 16. Non-resident registration begins at 9 AM at Monday, October 19.

View Guide >

**WATTS SEASON PASSES**

We're pleased to open the Watts ice rinks on Friday, November 27. Due to COVID-19 capacity restrictions, a season pass will be required for entry. Season passes go on sale October 13.

more >

**PUMPKIN CARVING COMPETITION**

Show off your creative side by carving a pumpkin to display at our Halloween event. Best in Show, Most Creative, and Scariest pumpkins will win a prize! FREE!

Register >

**MASKS POLICY FAQs**

Answers to questions about mask use for program participants.

**KIDS CLUB/KIDS ENRICHMENT CAMP INFO**

Click here for information about our new enrichment camp in conjunction with District 75 Hybrid Program >

**PROGRAM SAFETY FAQs**

Read our response to frequently asked safety questions regarding classes and programs for adults, youth, and preschoolers.

Website

- Remove barriers for customers of the Park District and visitors to the website
- It is important that the website serve as the first line of information and a path to getting questions answered and purchases made.
- In order for the organization to meet many of the overalls goals that it set for the website, it is apparent that including upgrades to the registration software attached to the website, as well as internal processes and expectations for what is and is allowed must also be revisited.
- The version of RecTrac that Glencoe Park District utilizes is lacking some design and functionality features that would improve the customer purchasing experience. (The current version will no longer be supported by VSI after Dec 31, 2021)
- Many key purchasing processes from the customer perspective are interrupted by the current set-up.
  - Sometimes instead of being able to complete a transaction, customers are directed to fill out a form to wait for more information that can start a back-and-forth email conversation.
  - Sometimes the website requires customers to leave the website and contact a staff member by email or phone; print off a PDF file, fill it out by hand, and physically bring it a facility; or come into a facility for more information

Enriching lives and creating memorable experiences.





[glencoeParkdistrict.com](http://glencoeParkdistrict.com)



## **V. Discussion on Watts Season Passes**

**Verbal update and discussion of  
Watts season pass sales to date**

**No Documents**

Glencoe Park District  
November 4, 2020 Committee of the Whole Meeting

## **VI. Other Business**

Glencoe Park District  
November 4, 2020 Committee of the Whole Meeting

# MEMORANDUM

**TO:** Board of Park Commissioners  
**FROM:** Lisa Sheppard, Executive Director  
**SUBJECT:** Hoover Estate  
**DATE:** October 27, 2020

The Village finalized the plat of subdivision and subdivision development agreement with the development team for the Hoover Estate.

As it relates to impact fees, the agreement stipulates that there will be a credit to the impact fee applied to each of the 29 lots when they come in for permit. This credit was developed as such:

- The current manor house has 7 bedrooms. Those were used as the basis for any credit. Originally, the development team wanted to apply all bedrooms in all buildings (including the stable and coach house, which would have added 5 – 7 more). The Village did not believe that was appropriate.
- The Village applied those 7 bedrooms by granting a credit for one 4-bedroom house, and one 3-bedroom house (to total the 7 bedrooms) and calculated that the combined impact fee credit for those two potential houses equaled \$40,395 (\$26,230 in school impact fees, and \$14,165 to the park district). This \$40,395 credit was divided by 29 (total lots) and will be applied equally across the 29 lots (\$1392.93 each) **as they come in for permit.**
- Making assumptions about the number of 3-bedroom and 4-bedroom homes (we do not have a final count of either), the estimated totals expected for each district is calculated below. Again, this is only an estimate...it may go up or down, slightly, depending on the number of 3- or 4-bedroom homes that are constructed.

At this time, the preliminary estimate for impact feels for **District 35 is \$357,122.63** and for the **Park District is \$192,012.40**

Homes	BRs	Park Fee/Unit	Credit/Unit	Net Park/Unit	Total Park District
14	3	\$6165.00	\$1392.93	\$5641.22	\$78,977.08
15	4	\$8000.00	\$1392.93	\$7535.69	\$113,035.35

The Village does not expect the building permits to be pulled until well into 2021. After that, the permits will come in slowly over the next 5+ years depending on the demand for new homes. The impact fees will be paid when building permits are pulled for each individual lot. The fees are assessed on a per-bedroom basis.