



COMPREHENSIVE MASTER PLAN

Strategic Action Plan



Five priorities emerged throughout the process aligning with community feedback and demographics, and what was learned and observed about the system revealing cross-cutting priorities for the Glencoe Park District.

Glencoe Park District priorities include:

- **An Engaged Community**
- **Preserved and Well-Maintained Parks and Facilities**
- **Program Effectiveness**
- **Financial Sustainability and Transparency**
- **A Dynamic and Inclusive Workplace**

In today's fast-changing society, it is crucial for quality-of-life organizations like the Glencoe Park District to remain responsive to issues that impact internal operations and community service. This adaptability is crucial for maintaining relevance and gaining the public's trust.

The Glencoe Park District's recognition of current realities and key issues provides it with opportunities to strategically align its fundamental work with internal and external developments leading to greater effectiveness.

Strategy, competencies, conditions, and operational methods are critical components of systems management that form a values chain determining organizational performance. They include how mission and purpose are fulfilled, asset and financial conditions, and daily operational functions.

The planning effort prioritized the consideration of dynamic social, economic, and environmental changes and their impacts. These factors played a crucial role in all aspects of the process, from discussions and evaluations to the development of the Comprehensive Master Plan's design. Themes emerged throughout the process by way of observation and community feedback, representing the priorities identified. Community needs and preferences, and the District's organizational and financial health underpin each priority goal and the subsequent recommended actions included in the plan.



Glencoe Park District Priorities



Glencoe Park District Comprehensive Plan



AN ENGAGED COMMUNITY



Community Engagement

An integral part of this planning effort was community engagement. Community engagement is a basic expectation in a democratic society and has become commonplace in planning, particularly at local levels. It attempts to foster transparency and to include as many perspectives as possible.

Community engagement served as a platform to elicit diverse and representative opinions to inform the planning process, rather than just a method to gather and tally votes. Deliberate and discerning evaluation and analysis of what was “heard, learned, and observed” helped in defining plan priorities – those areas of focus where, if the District invests its time and attention, will have broad impacts across the community and system at large.

Community engagement included a variety of methods and tools used to build relationships and create advocates for the District. Engagement efforts were designed to generate enthusiasm from both internal and external stakeholders about what the District hopes to achieve as the result of the planning effort.









Full results can be found in Supplement A: Engagement Summary and Supplement B: Community Survey Results.



Glencoe Park District Comprehensive Plan



An Engaged Community – Recommended Actions

-  **Develop a process for the public to communicate with the District regarding park and facility issues.**
Utilize technology to create a field-based public communication process. This will enable community members to express their interests and concerns regarding park and facility-related issues.
-  **Develop a communications/marketing plan for high profile/high traffic areas of the District.**
Design a strategic marketing plan to improve connectivity and understanding of widely used District services, facilities, and programs.
-  **Continue collaborative efforts with the Village of Glencoe.**
Continue efforts to strengthen the bond between the District and Village of Glencoe that will help reinforce interests in partnering and collaborative touch points with the community.
-  **Design a structured community outreach process for the 10-year Capital Improvement Plan (CIP).**
Implement a systematic approach to educate and involve residents in understanding and supporting the 10-year Capital Improvement Plan (CIP). This plan is essential for the maintenance and care of Glencoe Park District assets and infrastructure.
-  **Conduct a comprehensive review of program descriptions and titles to encourage inclusivity.**
Review, evaluate and revise program descriptions and titles to promote inclusivity.
-  **Evaluate alternative methods for capturing program satisfaction/interest/testimonials from internal/external customers.**
Explore alternative approaches (beyond survey instruments) for gathering feedback, gauging resident and customer satisfaction, and collect testimonials from both internal and external stakeholders.
-  **Develop quarterly podcast/video that celebrates the history and/or happenings of the Glencoe Park District.**
Create a quarterly podcast or video series highlighting the rich history and current events and happenings of the Glencoe Park District.
-  **Incorporate additional signage at Glencoe Beach for informational and educational purposes.**
Install additional signage at Glencoe Beach with a focus on coastal processes, environmental considerations, and/or related topics of interest to enhance the public's understanding.





Evaluate the merits of adding historical markers at or in areas of historical significance within the District.

Assess the advantages of installing historical markers at key locations within the District that hold historical significance.



Complete Illinois Distinguished Accreditation.

The Illinois Distinguished Accreditation program is to improve the delivery of recreation services to the residents of Illinois through a voluntary comprehensive evaluation process. The desired result is to improve the quality of life for Illinois residents and to recognize those agencies that provide this quality service. Completion of this program furthers the District’s commitment to provide exceptional Park and Recreation services to its residents.



Pursue CAPRA Accreditation.

The District is encouraged to pursue the National Recreation and Park Association’s (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA) designation. CAPRA is an operational management system intended to improve infrastructures, increase efficiency in all activities; and a way to demonstrate accountability to communities served.



Apply for the National Gold Medal Award.

The District is encouraged to apply for the National Gold Medal Award which honors public park and recreation agencies and state park systems throughout the United States and armed forces recreation programs worldwide. This award is given annually to systems which demonstrate excellence in long-range planning, resource management and innovative approaches to delivering superb park and recreation services with fiscally sound business practices.





PRESERVED AND WELL-MAINTAINED PARKS AND FACILITIES



Just as water, sewer, and public safety are considered essential public services, parks are vitally important to establishing and maintaining quality of life, ensuring the health of families and youth, and contributing to the economic and environmental well-being of a community and a region.

The critical importance of providing outdoor leisure opportunities became more pronounced as a result of COVID-19, especially as it pertains to individual and community well-being. While the pandemic elevated the marginal utility and value of these invaluable spaces, public parks have long been considered essential to the public's welfare.

What is known from decades of research is that open spaces, parks, preserves, and trails have the propensity to leave indelible marks on the communities in which they exist. In Glencoe, Illinois, the same holds true. The utility of Glencoe Park District parks, preserves, and trails was evident as a result of feedback received during various community engagement touch points. Statements such as, "Continue thoughtful investments that create broad community-wide benefit and the common good", are an example of the resounding support and appreciation of the value of the various types of public lands available to residents and visitors.



Preserved and Well-Maintained Parks and Facilities – Recommended Actions



Develop and implement park site master plans.

Create a multi-year schedule to develop master plans for each District park site. Begin with parks that have not been updated or renovated and schedule out to place recently renovated or planned parks last. A 15-20-year timeline for all parks is desired.



Standardize equipment and site furniture.

Establish system-wide standards for parks to achieve a cohesive appearance and reinforce District branding within the community. Limiting the number of vendors/manufacturers may also make replacement parts easier to source. Implement these standards site by site during redevelopment of parks or provide replacements as needed to meet new standards.



Re-imagine the landscape.

- On athletic fields, test soils every 1-3 years for information on soil pH and the nutrient levels. These serve as the basis for developing a sports turf nutrient program, enabling the identification of deficiencies and the addition of nutrients at the best quantities when needed.
- On non-athletic fields, consider transitioning to a clover/grass mix which can provide less maintenance and offer more environmental benefits.
- Convert pockets of traditional lawn to native areas in portions of the parks open spaces where areas are not programmed and/or are edge spaces.
- Add rain gardens to low lying areas that have standing water with thought of plant species selection for areas that remain wet most of the growing season.
- Incorporate ornamental landscape beds around park signs with native perennials and shrubs to help elevate the aesthetic and branding of the District. This will also help reduce damage currently caused by lawn trimmers to existing signposts.



Consider land acquisition when appropriate and responsible.

The consideration of adding land to the District's inventory should remain open. As land use changes on the private side and municipal needs adjust, an existing site or sites may become available for the District to acquire. Small land acquisition can be very meaningful when a bike path or connection to an existing park is of interest. At the same time, it is crucial to acquire lands and/or facilities that fit the mission of the Glencoe Park District with consideration of long-term maintenance expense.





Replace or improve the security of select interior and exterior doors at the Takiff Center.

Replace and/or improve Takiff Center’s interior doors that lead to secured spaces are of primary consideration. Additionally, the District may want to note which exterior doors have closed-loop door handles and identify alternate evacuation routes, as these doors could be obstructed from outside the door and make evacuation impossible. It also recommended that regular tests be conducted on all access control card readers on doors to confirm that they are working properly. [Per the safety assessment that was part of the planning effort. *The full safety assessment report can be found in Supplement F: Safety Assessment Report.*]



Continue and add security and safety staff training.

While the District has conducted crisis management training in the past, the District is encouraged to continue building on its strong culture of safety by considering annual staff training on the following four exercises: **1. Secure and Play; 2. Lockdown; 3. Severe Weather; and 4. Building Evacuation.**



Improve Glencoe Beach shoreline resiliency and boat storage.

The beach formed by the trapping of sediment by the existing pier and steel sheet pile groins provides adequate protection to the toe of the bluff thus a shoreline improvement project is not currently required to protect the bluff; however, it is recommended that a shoreline improvement project at the North Beach be implemented in order to maintain and improve boat storage and programming at the North Beach.

North Beach

Implementing a rubble-mound groin in combination with beach nourishment will provide more benefits and a lower cost over the life cycle of the structure when compared with beach nourishment alone.

Boat Storage

It is recommended that the District continue to replace kayak/paddleboard racks to improve storage capacity. This includes exploring options for stacking catamarans so that storage and programming space is optimized.

NOTE: An itemized AACE Class 5 (order of magnitude) opinion of probable construction cost was developed for the shoreline resilience alternatives listed and is included in Supplement E.





Enhance environmentally sustainable maintenance practices.

Ongoing efforts to enhance and improve environmental impacts, lower operating costs, and create healthier and more sustainable built environments should continue to be a focus of the District. This includes energy efficiency, water conservation, waste management, green cleaning, sustainable landscaping practices. This will also include regular updates to the current integrated Pest Management Program (IPM).



Conduct a cost-benefit analysis of maintenance-related technologies.

Conduct a cost-benefit analysis of maintenance-related technologies (e.g., robotics) that will assist the District as it assessed the financial implications and potential returns associated with adopting these new technologies. This analysis will guide decision making as it relates to whether the benefits outweigh the costs and if investing in such technologies is a financially viable option for the District.



Investigate grant opportunities for dealing with invasive species at a large scale.

The District is encouraged to research and identify potential sources of grant funding that can support efforts to manage invasive species on a significant scale. This will involve looking into various grant programs, understanding eligibility criteria, application processes, and funding priorities to determine which may best align with the District's interests of combating invasive species on a broader level.



Reduce the use of salt for snow removal.

It is recommended that the District reduce salt usage in snow removal operations in order to promote environmental sustainability, preserve infrastructure, protect public health, and save money.



Prioritize investment in the District's maintenance facility and yard.

Prioritize investment in upgrading the maintenance facility and yard infrastructure, the Glencoe Park District and community should realize several benefits.

- Efficiency and productivity: streamlined operations leading to increased efficiency and productivity.
- Safety: enhanced safety standards by incorporating features such as improved lighting, better ventilation, and updated safety equipment.
- Equipment longevity: extend the lifespan of equipment through improved storage, maintenance areas, and efficient workspace layouts.
- Quality of work: contribute to the overall quality of work produced by the District.
- Employee morale and retention: continued commitment to employee well-being and interest in morale.
- Compliance and regulations: ensure compliance with health, safety, and environmental regulations.





Conduct an accessible routes evaluation to improve walkability and bike ability to parks and facilities.

The District should identify opportunities to improve and add accessible routes to walk or bike to parks and facilities with the intended outcome being enhanced inclusivity and promoting active transportation.



Implement Green Team Initiatives and environmental scorecard.

The District should continue to prioritize environmental initiatives that align with sustainability interests and responsibilities. These include reducing energy consumption, implementing waste reduction and recycling programs, and promoting other sustainable practices. Implementing the Green Team’s initiatives will position the District continue to move the needle as it relates to environmental stewardship.



Include American with Disability Act (ADA) improvements in the capital improvement plan.

By integrating ADA improvements into the capital improvement plan, the District will improve overall accessibility for individuals with disabilities, promote inclusivity, and ensure compliance with legal requirements.



Install targeted rain gardens/seed blends/native plantings.

It is recommended that the District install targeted rain gardens, seed blends, and native plantings creating sustainable landscaping solutions that offer environmental benefits such as stormwater management, habitat creation, and biodiversity enhancement.





PROGRAM EFFECTIVENESS

One of the greatest social developments of the 20th century was the emergence of leisure as a tool for enhancing the well-being of individuals and communities. Recreation, a significant element of leisure, has become a vital interest of governments based upon concerns for civic engagement, and the emotional, physical, and social well-being of communities.

The professional practice of providing recreation services includes a series of principles that serve as guidance for public parks and recreation organizations nationwide. By adhering to these principles, the Glencoe Park District can make informed choices regarding the design and delivery of services. These principles or axioms are included in the Venn diagram at right. They include Quality Service; Continuous Improvement; Efficiency; Consideration of the Common Good; Alternative Providers; and Market Behavior.

It is important to understand that not all community expectations can be met. However, focusing on the impacts needing to be made on the broader community becomes a foundation for relevant and effective service delivery.

Whether influencing health indicators, engaging youth, keeping older adults active, or providing community events that strengthen the social fabric of the community, an “impact first” philosophy becomes a way to focus on what the intended outcomes of a service are rather than starting with the service and hoping it had an impact after the fact.

This philosophical foundation is one from which Glencoe Park District can begin to dissect its current services and consider which services it may provide or facilitate moving forward.



Park and Recreation Service Design and Delivery



Program Effectiveness – Recommended Actions



Complete annual evaluation of programs through the Recreation Service Analysis.

A Service Analysis includes a thoughtful review and evaluation of the effectiveness and efficiency of services such as activities, courses, classes, events, and rentals. Analysis results ultimately provide recommended service delivery strategies which can include either continued investment in the service, collaboration, or divestment. The analysis considers each service’s relevance and alignment with purpose; its market position; consideration of other providers which offer similar and like services; and its financial viability. This extraordinarily valuable method can help District staff analyze their service inventory, best define their service “lane” and reduce duplication of services which can fragment limited resources. *NOTE: A Service Analysis Workshop and Guide was provided to District staff during the planning process.*



Continue to evaluate existing partnerships and agreements.

When done right, partnerships and collaborations are advantageous relationships that position participating organizations to efficiently utilize resources leading to cost-effective service delivery. This is of critical importance in all sectors today as resources are more often than not scarce and sacred. Well planned and managed partnerships in Glencoe will provide for enhanced innovations and credibility in the community and may lead to bridging markets, cooperative capital development or improvements, and/or collaborative service delivery. [A partner analysis was part of the planning effort. *The full partner agreement analysis can be found in Supplement E: Operational Assessment Report.*]



Develop and champion a Glencoe Provider Inventory and Network.

A common theme amongst many community members who participated in focus groups as part of the planning process was to continue efforts to bring local organizations including other park districts together to discuss ways in which they can work together and “partner”. In order to set the stage for the future of partnerships in Glencoe, the District is encouraged to establish a *Continuum of Service* through the development of a Providers Inventory and Network which supports the collective recreation services industry in the Glencoe community and region. *NOTE: A Park and Recreation Providers Network Guide was provided to District staff during the planning process.*





Identify new partnership opportunities.

As a result of the Provider Network, additional partner opportunities should present themselves as ways to best use resources, reduce or eliminate duplication, and continue to enhance the community’s “Continuum of Park and Recreation Service”. Areas of focus may include youth service opportunities, outdoor recreation, facility management, and health and wellness.



Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis of adult and pre/teen programs.

A thorough examination of pre/teen programs and facilities will identify strengths and weaknesses inherent in current offerings, as well as allow for the exploration of opportunities and threats present in the external environment posing the District to enhance the design and delivery of services to better meet the needs and preferences of adult and pre/teen demographics.



Identify constraints and barriers to accessing programs.

Identifying constraints and barriers that could hinder access to District programs involves a comprehensive assessment of factors like geographical location, financial limitations, transportation options, scheduling conflicts, language barriers, and cultural considerations. By pinpointing these obstacles, a clearer picture emerges of the difficulties community members encounter in utilizing District services. This insight can then inform the development of focused strategies and initiatives to overcome or eliminate these barriers, ensuring that District services are accessible and inclusive to all individuals, irrespective of their circumstances.



Develop initiatives to engage with diverse individuals and understand their needs.

By developing initiatives aimed at effectively engaging with individuals from diverse backgrounds, this will help set the stage for better understanding the specific requirements and preferences of different demographic groups within the greater Glencoe community. Through comprehensive outreach efforts, the District will gain insights into the diverse needs, interests, and challenges faced by various segments of the population.



Create an annual District master program lifecycle document to ensure a balanced and up-to-date program portfolio.

A master program lifecycle document will serve as a strategic roadmap for the planning, implementation, and evaluation of programs throughout the year. It will outline key phases in the program development process, including needs and interest assessment, program design, marketing and promotion, implementation, evaluation, and ongoing adjustments. By formalizing these processes into a structured framework, the District will work to ensure consistency, transparency, and accountability in how program offerings are designed and managed.





FINANCIAL SUSTAINABILITY and TRANSPARENCY

The Glencoe Park District is dedicated to responsibly managing taxpayer funds and being accountable to all residents. This commitment is a core value of the organization and is taken very seriously.

The plan's scope of work extended beyond a conventional comprehensive master planning effort to evaluate the costs of doing business so that there is a solid understanding of how taxpayer dollars are being spent and invested so that future financial decision making continues to be as informed as possible.

Cost of Service Analysis

Completion of an operational cost-of-service analysis positioned the Glencoe Park District to understand its cost of doing business, ultimately revealing each service's cost recovery and subsidy investment level.

Operational revenues (fees and charges, sponsorships, grants, donations), direct costs (expenses associated with the delivery of a service; without the service, the cost would not exist) and indirect costs (expenses that would exist with or without the provision of any one service) provided by the District were captured and attributed to all services as part of this work, providing several insights that would inform updates to the District's Financial Sustainability Strategy. Results of the analysis provide a comprehensive review of fiscal year 2024, covering March 1, 2023 – February 29, 2024.



Glencoe Park District Comprehensive Plan



Financial Sustainability and Transparency – Recommended Actions



Complete annual categories of service evaluation, using multiple data sources.

In accordance with internal policy, the District shall conduct an annual evaluation of our offerings to ensure that we effectively meet community needs while upholding financial transparency and sustainability.



Develop tools to better communicate District waitlists to improve transparency.

Develop tools and systems to provide clear and timely information to stakeholders about waitlist status and availability. These may include online portals or platforms where residents and other customers can easily check their position on waitlists, estimated wait times, and receive real-time updates. Consider implementing proactive communication strategies, such as email notifications or automated messages, to keep individuals informed about changes in waitlist status or new enrollment opportunities to improve transparency in this process.



Develop a property/parkland acquisition and development plan.

A Property Acquisition and Development Policy will provide the basis for the methods and procedures necessary for the future acquisition and development of property. The objectives of this type of policy would be to ensure that the Glencoe Park District: a) has open and accountable processes to consider in the acquisition and development of property; b) receives the best value for its resident taxpayers in property dealings as it relates to valuation and in consideration of the ongoing operational and maintenance costs of owning such property; and, c) has an established criteria under which the District will consider acquisition and development of properties.



Maintain a 50% or less ratio of property taxes to total revenue.

While maintaining a fiscally responsible approach to revenue management, the District is encouraged to ensure that property taxes contribute no more than 50% of total revenues. This commitment reflects a dedication to balancing the financial burden placed upon property owners and taxpayers while diversifying District revenue streams to support park and recreation services. Implementation will include strategic financial planning and budgeting practices that prioritize efficiency, sustainability, and long-term fiscal stability as well as the exploration of alternative sources of revenue, such as user fees, grants, partnerships, and other revenue-generating initiatives, to reduce reliance on property taxpayers.





Continue to actively pursue alternative funding sources (grants, donations, referendum, etc.).

The District should actively pursue alternative funding sources beyond traditional revenue streams, such as grants, donations, referenda, and other innovative funding mechanisms. This approach will reflect the District’s commitment to diversifying its financial resources and maximizing opportunities.



Explore alternatives to contractor "splits" where appropriate.

Current contractors who work with the District to provide various services receive what are referred to as “splits” (e.g., 60/40 split with 60 percent of revenues going to the contractor while the remaining 40 percent goes to the District). These “splits” may not always be favorable to the District and therefore, taxpayers. It recommended that this practice be evaluated and possibly discontinued. Each type of activity inherently belongs to a service area or category which has an assigned cost recovery goal. These goals should dictate pricing and therefore “splits” moving forward.





A DYNAMIC and INCLUSIVE WORKPLACE

The Glencoe Park District prioritizes creating a dynamic, inclusive workplace that values diversity, fosters collaboration, and encourages creativity and innovation. This environment is essential for attracting and retaining employees, as well as for driving organizational success in today's diverse and rapidly changing world.

What is meant by dynamic?

This suggests a Glencoe Park District workplace that is energetic, adaptable, and responsive to change. It's a place where new ideas are encouraged, creativity is fostered, and innovation is valued. Employees are empowered to take initiative, experiment, and contribute to the District's growth and success.

What is meant by inclusive?

This indicates a Glencoe Park District workplace where individuals of all backgrounds, identities, and abilities are welcome, respected, and valued. It involves actively promoting diversity and ensuring that everyone has equal opportunities for growth, advancement, and contribution.

A dynamic and inclusive workplace promotes an environment where all individuals can thrive, collaborate effectively, and contribute their unique perspectives and talents to achieve common goals.



A Dynamic and Inclusive Workplace – Recommended Actions



Establish educational/training opportunities and guidelines for staff at all District levels.

It is recommended that the District establish comprehensive educational and training opportunities for staff with guidelines to support professional growth and advancement within the organization. Providing a menu of educational resources, including workshops, seminars, conferences, online courses, and certifications relevant to professional roles and career aspirations, and establishing parameters for participation is expected to help the District in efforts to retain top talent, enable succession, and foster a supportive work environment.



Host All District Team Meetings twice a year.

Continue to make every effort to bring all staff together twice per year recognizing the difficulty due to the complexity of District operations. Utilize technology to ensure that all staff have access to the meeting. By hosting All District Team Meetings twice per year, the intent is to continue to foster a culture of collaboration, transparency, and unity within the District. These meetings are expected to strengthen connections among staff members, enhance organizational alignment, and empower teams to work together towards the District's shared mission.



Analyze the effectiveness of current communication efforts and implement changes.

Evaluating the effectiveness of current communication efforts through various methods, including surveys, focus groups, and interviews, will allow the District to gain insights into internal communication preferences, challenges, and areas for improvement.



Standardize contractor manuals to ensure consistency in expectations and performance.

Developing comprehensive contractor manuals that outline policies, procedures, and expectations will enhance transparency, efficiency, and accountability in contracting processes, ultimately ensuring that contractors deliver high-quality services that meet District expectations. These manuals should include items such as protocols for contractor engagement, performance standards, safety protocols, quality assurance measures, and other relevant areas of interest.



Analyze the makeup and effectiveness of District committees and task forces including review of term limits.

It is recommended that the District conduct a thorough analysis of the makeup and effectiveness of District committees and task forces. This should include an examination of the composition of each committee and task force to assess its diversity, representation, expertise, and alignment with District priorities. This analysis should assist in identifying any gaps or areas for improvement in terms of membership demographics, skills, perspectives, and stakeholder engagement.





Continue to evaluate recognition efforts for both part-time and seasonal staff.

By continuing to evaluate recognition efforts for both part-time and seasonal staff members, the District will further its commitment to valuing employee contributions and fostering a positive and supportive work environment. By using evaluation criterion, feedback mechanisms and tailored approaches, and meaningful recognition, intended outcomes would be to inspire motivation, enhance job satisfaction, and cultivate a culture of appreciation and excellence.



Evaluate the feasibility of providing benefits to part-time and seasonal staff.

By conducting a comprehensive evaluation of the feasibility of providing benefits to part time and seasonal employees that considers various factors, including budgetary constraints, legal requirements, competitive practices, and organizational priorities, the District will identify the feasibility of offering benefits to these key employees as well as potential opportunities to enhance the overall employee experience and support the success and well-being of its diverse workforce.



Review and/or re-engineer the annual staff performance evaluation process.

By reviewing and/or re-engineering the annual staff performance evaluation process, the District will learn about methods and approaches that can lead to a more transparent, objective, and supportive employee evaluation framework for assessing and recognizing staff contributions, driving performance improvement, and fostering a culture of excellence within the District.



Evaluate administrative processes that impact internal customer service and influence operational efficiencies.

Administrative processes play a crucial role in shaping internal operations and customer service. As a result of the administrative analysis conducted as part of the planning effort, the following areas have been identified as prime for review and further analysis to ensure greater efficiency and improved internal a service. Areas of focus include communication protocols (including the addition of email for all full-time employees), time off request and payroll processes, centralized facility booking efforts, and the effectiveness and cost-benefit of the current registration/point of sale (POS) system. [An administrative analysis was part of the planning effort. *The administrative analysis can be found in Supplement E: Operational Assessment Report.*]



Glencoe Park District Strategic Action Plan

PRIORITY GOAL: AN ENGAGED COMMUNITY

Recommended Actions

Develop a process for the public to communicate with the District regarding park and facility issues.

Develop a communications/marketing plan for high profile/high traffic areas of the District.

Continue collaborative efforts with the Village of Glencoe.

Design a structured community outreach process for the 10-year for Capital Improvement Plan (CIP).

Conduct a comprehensive review of program descriptions and titles to encourage inclusivity.

Evaluate alternative methods for capturing program satisfaction/interest/testimonials from internal/external customers

Develop quarterly podcast/video re: the history and/or happenings of the Glencoe Park District.

Incorporate additional signage at Glencoe Beach for informational and educational purposes.

Evaluate the merits of adding historical markers at or in areas of historical significance within the District.

Complete Illinois Distinguished Accreditation.

Pursue CAPRA accreditation.

Apply for National Gold Medal Award.

Glencoe Park District Strategic Action Plan

PRIORITY GOAL: PRESERVED AND WELL MAINTAINED PARKS AND FACILITIES

Recommended Actions

Develop and implement park site master plans.

Standardize equipment and site furniture.

Re-imagine the landscape.

Consider land acquisition when appropriate and responsible.

Replace or improve the security of select interior and exterior doors at the Takiff Center.

Continue and add security and safety trainings.

Improve Glencoe Beach shoreline resiliency and boat storage.

Enhance environmentally sustainable maintenance practices.

Conduct a cost-benefit analysis of maintenance-related technologies.

Investigate grant opportunities for dealing with invasive species at a large scale.

Reduce the use of salt for snow removal.

Prioritize investment in the maintenance facility and yard.

Conduct an accessible routes evaluation to improve walkability and bike ability to parks and facilities.

Implement Green Team Initiatives and environmental scorecard.

Include American with Disability Act (ADA) improvements in the capital improvement plan.

Install targeted rain gardens/seed blends/native plantings.

Update the District's Capital Improvement & Replacement Plan – The District's "Heat Sheet".

A proposed referendum.

Glencoe Park District Strategic Action Plan

PRIORITY GOAL: PROGRAM EFFECTIVENESS

Recommended Actions

Apply the recreation service analysis.

Continue to evaluate existing partnerships and agreements.

Develop and champion a Glencoe Provider Inventory & Network

Identify new partnership opportunities.

Conduct a strengths, weaknesses, opportunities and threats (SWOT) analysis of adult and pre/teen programs.

Identify constraints and barriers to accessing programs.

Develop initiatives to engage with diverse individuals and understand their needs.

Create an annual District master program lifecycle document to ensure a balanced and up-to-date program portfolio.

Glencoe Park District Strategic Action Plan

PRIORITY GOAL: FINANCIAL SUSTAINABILITY AND TRANSPARENCY

Recommended Actions

Complete annual evaluation of District offerings; including categories of service.

Develop tools to better communicate district waitlists to improve transparency.

Develop a property/parkland acquisition and development plan.

Maintain a 50% or less ratio of property taxes to total revenue.

Continue to actively pursue alternative funding sources (grants, donations, referendum, etc.).

Explore alternatives to contractor "splits" where appropriate.

Glencoe Park District Strategic Action Plan

PRIORITY GOAL: A DYNAMIC & INCLUSIVE WORKPLACE

Recommended Actions

Establish educational/training opportunities and guidelines for staff at all district levels.

Host All District Team Meetings twice a year.

Analyze the effectiveness of current communication efforts and implement changes.

Standardize contractor manuals to ensure consistency in expectations and performance.

Analyze the makeup and effectiveness of District committees and task forces including review of term limits.

Continue to evaluate recognition efforts for both part-time and seasonal staff.

Evaluate the feasibility of providing benefits to part-time and seasonal staff.

Review/re-engineer the annual staff performance evaluation process.

Evaluate administrative processes that impact internal customer service and influence operational efficiencies.