



GLENVIEW PARK DISTRICT Strategic Plan Advisory Committee

Public Meeting

Park Center-Lakeview Room
2400 Chestnut Avenue
Glenview, IL 60025
Meeting Minutes
August 4, 2014, 6:15 p.m.

Attendees

Commissioners: President Mary Jean Coulson, Charlie Kuhn, Dan Peterson, Dave Tosh

Glenview Park District: Director Charles Balling; Superintendents: Barb Cremin, Cheryl Deom, Robert Quill, Jim Warnstedt; staff members: Joanne Capaccio, Brent Carpenter, Ron Cassidy, Jason Hickman, Nicole Hopkins, Kathleen McInnis, Kris Mikkelsen, Brian Montgomery, Todd Price, Kevin Roberts, Mike Sullivan, Amy Watson, Jim Weides, Ken Wexler, Rick Wilson, Dave Woolf and Interns Mary Liz Jayne and Rosie Fasching

Facilitator: Dr. Bill Attea

The Strategic Plan Advisory Committee: Judy Beck, Beryl Bills, Karen Blomberg, Mary Breen, Jerry Doetsch, Angie Katsamakidis, Jeff Keating, David Kiwaiko, Bill Moore, Mike Nolan, Amy O'Leary, Anne Pillion, Fred Radzialowski, Bob Rowlands, Brad Shechtman, Dr. James Shellard, Mark Walther, Sam Witwer

Welcome and Introductions

Dr. Bill Attea, a resident of Glenview for 42 years and former School District 34 Superintendent welcomed the Strategic Plan Advisory Committee (SPAC) and expressed his appreciation to the members for attending and also for preparing for the meeting by reading the SPAC binder. He confirmed that there was a lot to accomplish at these two meetings, one this evening and the second on Wednesday, August 6 and noted they had a very important task at hand. He then asked the SPAC members and park district staff who were present to briefly introduce themselves.

Facilitator Attea noted that there has been considerable growth over the past 15-20 years at the park district and much has been accomplished. The Park Board and staff have identified nine primary areas they feel need focus so the district can continue to be successful. Bill identified those nine issues and gave a brief narrative of their importance. He noted over the course of these two meeting, staff will give brief reports on each issue and as representatives of the community, they would like the SPAC to give their input by providing feedback on whether the issues were clear to them, to ask questions for clarification, and to give their comments and suggestions.

Glenview Park District Video, Mission and Guiding Principles

Park Board President MJ Coulson thanked everyone for attending. She noted this is the third Strategic Plan the park district has done in the past eight years. This process continues to grow through knowledge that is gained and changes that occur within the community. It will help staff identify new opportunities, improve offerings, focus on priorities, and allocate and

leverage our resources in the best possible way. She also expressed the importance of the SPAC's input which will help the park district to meet the needs of the community now and in the future. MJ went on to briefly explain the park district's mission and vision and guiding principles. MJ introduced a short video which gave an overview of the park district's operations, facilities and programs and also acknowledged one of the narrators as former Glenview resident and now Hollywood actor Sam Witwer, who came back to Glenview to help with the video.

Background Information

Director Chuck Balling gave some background information on the Strategic Planning process. He remembers the public's interest in a Dog Park during a past Strategic Planning and that dog park has now been developed at Community Park West. He also referenced the resource binder and the "Decade of Progress" which lists the many accomplishments that have taken place at the park district within the last 10 years. He thanked the Park Board, staff and the community for making those happen. He also briefly touched on some recent projects being worked on, i.e., Glenview Park Golf Course renovation, Park Center parking lot, fieldhouse renovations (2 every year). He spoke about the importance of financial sustainability which enables the park district to continue to grow and the wide variety of programs that are offered to our patrons. Also, since the last Strategic Plan, the park district has acquired 12.5 additional acres at The Grove and may soon acquire 8 more acres through a developer donation from a housing development next to The Grove. Chuck highlighted the importance of our long-term staff members as well as all our many volunteers who are so dedicated to serving the community. However, he did note that because of age, economic factors and other influences, there will be turnover, albeit some of it planned turnover that will need to be addressed. Chuck stressed that all of this can never be taken for granted. In order to continue the high standards the community has come to expect we are going through this Strategic Planning process to get input and recommendations from all the SPAC members.

Strategic Issues

The following staff members presented and proceeded to walk the Committee through four of the Identified Strategic Plan Issues (copy of slide presentation filed herewith).

- **Bob Quill:** Internal Excellence (Need a strong organizational infrastructure to deliver quality facilities, programs and operations)
- **Rosie Fasching:** Sustaining Employee Engagement (How to attract and retain quality employees)
- **Cheryl Deom:** Customer Experience (How can the Park District differentiate itself in this field)
- **Barb Cremin:** Technology (Most operations in the Park District involve Technology; need to look at new upgrades/software to keep the district operating efficiently and user friendly for our patrons)

Each Issue was identified and explained and recommendations were given. Questions and comments were taken from the SPAC. (see Appendix).

In closing, Bill Attea told the SPAC members that they are all representing the community and what they think the community would want. He asked them to move out of their shell and think “outside the box” since we need to be different things for different people/ethnicities in our community.

Director Balling first thanked all those who presented the strategic issues. He noted staff will take these issues and turn them into initiatives taking into consideration the feedback from the SPAC. In preparation for Wednesday’s meeting, Chuck asked the SPAC to review their binders especially the *New or Renovated Facilities* charts. Their feedback will be extremely helpful to staff going forward on these proposed capital improvements that are being explored. Also, to think about how we can continue the strong cooperative relationships the park district has with the other taxing bodies and local leaders since these relationships ultimately benefit the entire community.

Bill asked the SPAC to consider any important challenges that the district may be overlooking. He stressed the importance of the SPACs ideas and suggestions.

Commissioner Charlie Kuhn recognized the Park District staff for the presentations and the SPAC members for all the time they are dedicating to this important process.

The meeting adjourned at approximately 9:30 p.m.

ATTEST:

Mary Jean Coulson, President

Charles T. Balling, Secretary

Approved this 28th day of August 2014

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Appendix

Discussion Points

Q= Question, A= Answer, General Comments

Internal Excellence

Q: *Are there online services that can be used to help with forms and paperwork currently being done by hand?*

A: Yes, we use Applitrack for our employment applications and would like to use similar online software for filling out other forms.

Q: *How much of the processing paperwork can be done through new technology?*

A: Some are just housekeeping; however, some are more complicated, i.e., agreements that need to be reinvented one by one.

Q: *Should we get our internal processes in order so we can be recognized/accredited by IPRA (Illinois Parks and Recreation Association) and NRPA (National Recreation and Park Association)?*

Q: *Should we work towards that goal, would the community value it?*

Q: *Is it worth the staff time and cost to get these certifications?*

Q: *Does the accreditations attract higher quality staff?*

A: Yes, agencies that have these certifications and are highly organized do benefit and attract quality staff.

Q: *If you go through the accreditation process, can you benchmark processes as you go along?*

A: Yes, most of what we want to focus on and update is what will be needed to apply for these certifications.

Q: *We would expect that updates are being done all the time?*

A: Yes, housekeeping is ongoing but because of the growth at the district, now is the time to pay special attention to updating processes and internal controls.

Q: *Why a Plan for Wagner Farm?*

A: Because of the high expectations of operating farms, we want to continue to give special attention to Wagner Farm.

Q: *Aren't we already doing best practices on purchasing?*

A: Yes, we partner with the Village for example on major paving projects. We are part of a joint purchasing cooperative to get the lowest costs. But do we need to consider a more centralized purchasing department? We want to look at that. Right now, all managers do purchasing for their facilities since they know their diverse items.

Q: *How do other Park Districts handle purchasing?*

A: Most don't centralize; however, most are not the size of the Glenview Park District.

Q: What about payroll, how is it being done?

A: We are in the process of outsourcing this vs. doing it in house. This will allow us to concentrate more on core responsibilities.

General Comments

- Updating purchasing policies doesn't mean centralizing. There are many new ways to purchase without centralizing. Share thinking on how to do purchasing better.
- Make operations a priority. If we do it better, then make it state of the art.

Sustaining Employee Engagement

General Comments

- Anticipated staff turnovers because ½ part-time employees are under 23 years of age and ½ full-time staff are over 50 years old.
- 300 part-time employees. 700 seasonal made up of high school and college age. We are the largest local employer of this age group.
- Possibly mentor and develop these part-timers to full-time employees.
- We want to bring part-time employees back each year since they are already trained but do still need constant mentoring.
- Think about how do you keep them happy and wanting to come back to the park district each year. Offer more mentoring, possible high school credit; maybe make a curriculum for the job. More perks, benefits and make them feel more part of the organization.
- Part-time employees are the face of the park district, especially in the evening hours, train them in great customer service.
- Volunteers are a great asset, do for them what you do for your part-time staff.
- Need great communication between leaders and direct reports. Work-life balance is more Work-life flexibility.

Exceptional Customer Experience

General Comments

- Many languages spoken in community. Every park has signage in English; maybe have signs and publications in other languages too. Have a welcome sheet and phone Apps in other languages.
- Staff takes pride in what they do. Have incentives for a good job especially for people behind the scenes that make everything work.
- Use Smartphones for quick response. Enhance quick response codes (QRs) throughout the park district.
- Have customer service training for staff available online.
- Have interpreters (current staff whose speak multiple languages) to help those who do not speak English.
- Heinen's grocery stores put their employees first and believe that will transfer to their staff putting the customers first.
- Consider a balance between unreasonable customers and the general public. Align procedures towards the general public.
- Consider the need for a Resolution Person in each area, so issues do not get bounced from person to person before being resolved.

- Should have “just in time” surveys available and make them accessible for patrons to respond.
- Fitness Center does a survey and shares it with the public by posting the comments and results for all to see.

Increase Operational Efficiency through Technology

Q: Which social media do you feel is most effective?

A: Facebook and Twitter reach the most people. Groupon is used at the pools and Facebook was used to promote the recent Triathlon at the Fitness Center.

General Comments

- Young adults respond through texting and not emails.
- Young part-timers currently find out about jobs at the park district through job fairs and word of mouth. We need to find out how they use social media and reach them through those methods too.
- Social Media tells us what constituents are saying about the park district to others. We can use this information to improve. Marketing monitors the social media sites for this information.
- There is some confusion to residents on what the park district offers, mostly due to language barriers. The park district website can be read in different languages, need to teach those residents what is on the website. The hits on the website keep increasing.
- Use technology to offer new programs.
- Mobile technology: Send email blasts to notify patrons who sign up for these alerts of open tee times and areas where there is no waiting to use the facilities. Also, to notify when there is open ice time and other open areas using one format to access multiple facilities.
- Ability to schedule rooms online.
- Create a loyalty card in paper and digitally and have household numbers and other identifiers loaded on the card for added convenience for our patrons.
- Key up ice passes on a digital card so patrons don't have to continually purchase them.