

Glenview Park District | Memo



TO: Board of Park Commissioners

FROM: Katie Skibbe, Deputy Executive Director
Kara Moss, Risk and Safety Manager

CC: Executive Director, Michael McCarty

DATE: October 20, 2023

SUBJECT: Strategic Plan Progress Report – Six Month Update for Fiscal Year 2023-24

The 2023-2026 Strategic Plan was approved by the Board on March 23, 2023. This plan outlines strategic themes, objectives and initiatives for the next three years, providing direction and setting overall goals for the District. The plan outlines a strong vision with five areas of strategic priority: customer experience; financial stewardship; environmental and historic stewardship; employer of choice; and operational excellence.

In April, the Leadership Team met to discuss next steps in implementing the Strategic Plan and began the process of developing tactics which provide the framework to achieve the district’s goals. The Strategic Plan was introduced to all full-time staff in May.

The Strategic Plan included 25 distinct tactics to be accomplished in the next three years. Of those 25 tactics, 24 have started, and 1 has been achieved. These tactics were assigned Tactic Leads who were selected based on their skills, abilities, and leadership potential. Tactic Leads are individuals who strongly identify with the need for the given changes and will lead their Tactic Team members going forward. A Division Director was also assigned to each tactic to provide support and guidance to Tactic Teams throughout the three-year plan.

In July, Katie Prasser from Grove Consulting, hosted a Tactic Lead workshop to provide necessary tools and training to be successful as a Tactic Lead. Tactic Leads created team charters and project plans to break down their tactic into actionable steps. Timelines were developed, and team members were selected. Tactic Leads then met to present their tactic, timelines and project plan to their Tactic Team. The District’s Strategic Activation Team is comprised of 24 staff members from areas throughout the District and all of the Division Directors.

The Strategic Activation Team met in October to discuss tactic progress, how to share accomplishments districtwide and provide further resources for staff members to be successful in their tactic lead role.

Attached is a spreadsheet of the approved tactics for the 2023-2026 Strategic Plan. Each item is coded to give a quick visual as to the status based on the key below. “Achieved” items are shown in blue, “On Track” are shown in green, “Not Started” are shown in grey.

Updates to several tactics are included below:

Customer Experience: Glenview Park District Newsletter

Tactic Lead: Anna Ables, Director of Brand Strategies and Community Engagement

The marketing team was extremely excited to rollout the new Glenview Park District newsletter: “Park Views + News” this spring. The newsletter is mailed to every household within the District boundaries and has established “columns” for each issue: financial update, environmental update, and feature of a patron or staff member. These reoccurring features help inform residents of the District’s environmental practices and advocacy as well as the excellent financial stewardship. Two issues of the “Park Views + News” newsletter have been delivered, most recently on October 14th.



Customer Experience: Get Moving GPD



Tactic Lead: Beth Jacobsen, Group Fitness Supervisor

The Team debuted the MOVMENT equipment at nine events this summer, including larger events such as Summerfest, Blocktoberfest, Barefoot Concerts in the Park and Unplug Illinois Day. Participants were lined up at many of these events to try out the equipment. Using the QR codes onsite, 195 participants voted for the equipment’s future home. In October, it will be outside as part of the Skelebration Halloween event at Park Center.

Financial Stewardship: Long Term Fitness Plan

Tactic Lead: Kathleen McInnis, Manager of Health & Fitness



The fitness team had several meetings to identify various opportunities to encourage participation, increase revenue and enhance the customer experience. They immediately went to work to increase the customer experience by adding short-term and annual fitness memberships to Webtrac for online purchase. The team will continue adding more memberships to Webtrac and is targeting mid-November for student memberships.

The team identified the top 3 revenue opportunities: membership, personal training and group fitness services. A marketing campaign was developed for October with a \$0 initiation fee plus 1 free month of a platinum membership

along with the goal of adding 175 memberships. Starting in November, 30-minute personal training packages will be available along with personal training specials. Group fitness classes will align with the “Get Moving Glenview” tactic in the upcoming year.

Environmental & Historic Stewardship: Community Environmental Awareness

Tactic Lead: Judy Picicco, Environmental Education Supervisor

The tactic team created its first social media video, which highlighted what not to recycle. The video will be streamed on our social media platforms by the end of the month. The park services team has placed stickers on all recycling bins at District parks to highlight what is and is not recyclable.

Employer of Choice: Glenview University

Tactic Lead: Sarah Bagley, Human Resources Director

The Human Resources team has implemented the first stage of Glenview University: Roots. Glenview University is divided into 3 main categories: Roots, Branches, and Seeds. The Roots section of Glenview University encompasses all the onboarding and training provided to new employees within the first 3 months of hire. It includes a mentor program, a comprehensive training process, facility tours, and an onboarding guide to provide to new employees upon hire. The committee is meeting next month to discuss ongoing Branches training and the rollout of 3 completed Branches modules.




Glenview U Onboarding

Glenview University is our onboarding and training program designed to provide employees initial training and opportunities for development throughout their careers.

The program is organized into three main sections:

- ROOTS** - Onboarding and training provided to new employees within the first 3 months of hire. Intended to create a "root" foundation from which employees can grow (ex: facility tours, safety training, supervisor training, etc...).
- BRANCHES** - Ongoing opportunities to "branch" out and develop/reinforce specific skills to help employees succeed and grow in their roles (professional development in progress).
- SEEDS** - Training opportunities for Supervisors and Managers so they can help their employees to grow and succeed.

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Operational Excellence: Agency Accreditation

Tactic Lead: Melissa Marsh, Division Director of Recreation & Museum Services

Glenview Park District received CAPRA accreditation on Wednesday, October 11, 2023 at NRPA Conference. The District is one of only 206 park and recreation agencies to hold CAPRA accreditation nationwide and one of only nine agencies in Illinois. CAPRA accreditation is the only national accreditation for park and recreation agencies. It is considered a measure of an agency's overall quality of operation, management and service to the community. It also indicates that management has met "rigorous standards" related to the management and administration of lands, facilities, resources, programs, safety and services.

