



COMMITTEE REPORT July 2026



GLENCOE PARK DISTRICT
Committee of the Whole Meeting
Tuesday July 7, 2026 at 7:00pm

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 Takiff Center, 999 Green Bay Rd, Glencoe, IL 60022

AGENDA

- I. Call to Order
- II. Roll Call
- III. Matters from the Public
- IV. Presentation of Friends Park Concept Designs
- V. Matters from the Public: Friends Park Concept Designs
- VI. Children Circle Food Contract
- VII. Presentation on Districts' Comprehensive Plan
- VIII. Review Current Goals and Additional/New Board Directed Goals
 - An Engaged Community
 - Program Effectiveness
 - Preserved and Well-Maintained Parks and Facilities
 - Financial Sustainability and Transparency
 - A Dynamic and Inclusive Workplace
- IX. Executive Session
- X. Other Business
- XI. 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 email: lsheppard@glencoe parkdistrict.com

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. Presentation of Friends Park Concept Designs (presentation at meeting)

Glencoe Park District
July 2026 Committee of the Whole Meeting

VI. Children Circle Food Contract

Glencoe Park District
July 2026 Committee of the Whole Meeting

MEMORANDUM

TO: Board of Park Commissioners
FROM: Lisa Sheppard, Executive Director, & Bobby Collins, Deputy Director/Director of Recreation and Facilities
SUBJECT: Food Service Contract for Children Circle
DATE: July 7, 2026

The District's current agreement with **Taste for Kids, Inc.** for early childhood food services expires in August 2026. Staff recommends renewing the agreement for an additional school year through August 2027.

Taste for Kids has provided food service to the District's early childhood programs for the past five years. During that time, they have consistently delivered high-quality meals, demonstrated excellent customer service, and effectively accommodated the specialized dietary and allergy requirements associated with our DCFS-licensed programs. The vendor has agreed to maintain its current pricing for the upcoming school year, resulting in no increase in meal costs. The estimated annual cost of the agreement is approximately **\$120,000**, based on projected enrollment.

Taste for Kids will continue to serve as the District's primary provider for the daily hot lunch program. Meals are prepared in accordance with DCFS nutritional requirements and include fresh fruits and vegetables, age-appropriate protein portions, and healthy preparation methods. The company prepares meals from scratch daily, uses locally sourced ingredients whenever practical, and serves antibiotic- and hormone-free chicken and beef. Their menus are designed specifically for young children while meeting applicable nutritional standards.

The proposed meal pricing is as follows:

- **Size A (Infants through Age 5):** Includes a minimum of 1.5 oz. of fresh vegetables, 1.5 oz. of fresh fruit, and a 2.0 oz. qualifying protein for **\$3.25 per meal**.
- **Size B:** Includes a minimum of 1.5 oz. of fresh vegetables, 1.5 oz. of fresh fruit, and a 3.0 oz. qualifying protein for **\$3.75 per meal**.

Meals are ordered daily based on actual attendance. Each morning, staff verifies attendance through Brightwheel and submits the meal count to Taste for Kids, ensuring the District is billed only for meals provided to children in attendance.

Taste for Kids is an Illinois-licensed food service provider specializing in meal preparation for licensed early childhood programs. The company has more than ten years of experience serving schools and childcare facilities throughout the North Shore and has established expertise in meeting DCFS licensing requirements, food safety standards, and accommodating food allergies and specialized dietary needs. Food is cooked from scratch daily with a kid-friendly focus and is prepared in a healthy manner. Taste for Kids uses locally sourced foods whenever possible. They do not use prepared foods that are often high in sodium, high fructose corn syrup, or trans fats. They utilize healthier cooking methods such as roasting, baking, and steaming. These methods use significantly less fat and help retain vitamins,

MEMORANDUM

nutrients, and flavor. Taste for Kids has developed locally sourced relationships and aims to support local farms. They also believe organic foods can offer viable benefits and will source them when available and practical. At a minimum, all of their chicken and beef is antibiotic and hormone-free. They serve other North Shore schools, including Glencoe Montessori, Highland Park Montessori, Montessori Connection Deerfield Road, Village Green Montessori, Jacob Duman Early Childhood Center, Guidepost Montessori, JCYS Lutz, and GJK.

After consultation with the District's legal counsel, staff recommends that this agreement be approved pursuant to **Section 8-1(c) of the Illinois Park District Code**, which permits contracts to be awarded without competitive bidding when the services require a high degree of professional skill and the ability to provide specialized services. Staff believes this exemption is appropriate because the District requires a vendor that:

- The specialty nature of food service for DCFS-licensed facilities;
- The significant challenges experienced by children with allergies;
- The need to be an approved DCFS-licensed food provider;
- The need to offer food service of varying sizes;
- The benefits of providing food cooked from “scratch” with a kid-friendly focus and prepared in a healthy manner;
- The benefits of using locally sourced foods whenever possible;
- The benefits of not using prepared foods often high in sodium, fructose corn syrup, or trans-fat;
- The benefits of using healthier cooking methods such as roasting, baking and steaming to use less fat and retain vitamins and nutrients, as well as flavor;
- The benefits when a food service provider developing relationships with locally sourced food providers and supporting local farms, as has Taste for Kids, Inc.;
- The benefits of using organic foods when available and practical, as does Taste for Kids, Inc.;
- The need to use, at a minimum, chicken and beef that are antibiotic and hormone-free;
- The benefits of using a food service provider that is familiar with the Glencoe and surrounding communities, as does Taste for Kids, Inc,

Recommendation

Staff is seeking Board consensus to move this contract forward for approval at the July 21, 2026, Regular Board Meeting.

Recommended Motion: I will entertain a motion to find that, by its nature due to the specific circumstances and requirements of the food service program, this procurement is not adapted to competitive bidding and to award the contract for the ELC food service program to Taste for Kids, Inc for the period of August 2026 through August 2027 at the existing meal pricing, with an estimated annual expenditure of \$120,000.

This Contract for Food Services is made effective as of August 1st. 2026, by and between Glencoe Park District Early Childhood, 999 Green Bay Rd, Glencoe, IL 60022(Client) and (Service Provider) Taste for Kids Inc. 1301 Clavey Road Highland Park IL, 60035. Service Provider desires to provide Food Services to Client and Client desires to obtain such services from Service Provider.

THEREFORE, in consideration of the mutual promises set forth below, the parties agree as follows:

DESCRIPTION OF SERVICES. Beginning on August 1st. 2026, Taste For Kids Inc. will provide to Glencoe Park District Early Childhood the following services (collectively, the "Services"):

Taste for Kids Inc. will be the primary food service provider of lunch programs located at Glencoe Park District Early Childhood. Please review options based on portion size below:

- A. Taste For Kids Inc. will provide daily meals consisting of at a minimum (one) 1.5 oz of fresh vegetables, (one) 1.5 oz of Fresh fruit, (one) qualifying Protein of 2.0 oz. and the price will be \$3.25 per child per meal. This meal is intended for infant to 5 year old children.
- B. Taste For Kids Inc. will provide daily meals consisting of at a minimum (one) 2.0 oz of fresh vegetables, (one) 2.0 oz of Fresh fruit, (one) qualifying Protein of 3.0 oz. and the price will be \$ 3.75 per child per meal.

Taste For Kids will follow the IL Department of Education guidelines for food service portioning and nutrition. Regular school meals will consist of Hot meals. Summer camp meals will contain a mix of Hot and Cold meals on different days (i.e. a turkey sandwich on whole wheat roll or bread or similar menu item.)

Foods quantities will be calculated and provided based on daily counts provided by the schools in electronic format i.e. excel. That data will be provided by the end of the month prior to service to accommodate ordering and preparation requirements. Invoices are calculated based on the counts provided by the Client.

Any additional food service needs will be provided on an as needed basis with a separate estimate of costs provided in advance for review and approval by all

parties. Foods will be delivered fully cooked hot and ready for consumption. Foods will be transported in NSF approved food containers that meet or exceed Health Department Standards for hot and cold food holding. Foods will be delivered in bulk form for each class room to be portioned for service in room by Glencoe Park District Early Childhood staff. Disposable aluminum containers are available at .75 cents per container. Please note the NSF containers are not suitable for cutting foods. The high heat polycarbonate will be damaged by a knife tip. Replacement costs for cut and damaged containers is \$29.00 per pan and \$14.95 per lid.

Currently the staff and expense of portioning the foods is the responsibility of the schools. Hot holding equipment will be provided by Taste For Kids Inc if needed, at the school location to ensure foods are held at proper temperatures. The cold storage of food will be held in the current refrigeration space maintained and located at Glencoe Park District Early Childhood.

Taste for Kids Inc. will maintain appropriate permits with the County health Department for the kitchen space located at 1301 Clavey Rd Highland Park IL 60035.

Taste for Kids Inc. will bill for service rendered on a monthly basis after services have been rendered, i.e. January's meals are billed and due in February. Terms are net payment due within 15 days. Invoices will be considered late after 30 days from date of invoice and may be subject to a late fee of \$50.00 and/or interest of 2% per month which ever is greater.

SERVICE RECIPIENT's Fee. In consideration of the services to be performed by the Service Provider, the Client agrees to compensate the Service Provider for the services rendered as follows:

Daily school Lunch meals provided Monday, Tuesday, Wednesday, Thursday and Friday according to the Schools published calendar. The client agrees to provide timely notice of any closures do to weather or other emergency closing. The client will only be charged for foods delivered. The volume of foods delivered will be calculated based upon the daily counts provided by the client. Adjustments are acceptable with 24 hours notice.

Any additional services not specified above, will be charged to Client on an hourly rate basis on Service Provider's standard hourly rate of \$40.00 per hour plus food costs or by a reviewed and approved estimate in advance.

TERM. This Contract will remain in effect for 12 months and includes the 2026–2027 school year including the 2027 summer camp program as needed, Dates to be provided by the Client as needed.

MENUS. Service Provider shall provide quality, affordable food to the students in the service location(s) at a reasonable cost as outlined in the description of service. All meals are Nut free to prevent allergy concerns our kitchen is nut free. **Notification of any additional allergies other than tree nut allergies is the responsibility of the client.**

Allergy or special dietary concerns should be provided in advance with the daily lunch counts to allow for menu planning and food preparation. We currently offer dairy free, egg free, gluten free and vegetarian food options. Taste for kids will work to develop any needed food options to accommodate special requests if possible, no additional fee is charged for allergy related menu items.

The Service Provider shall prepare food menus on a monthly basis and will be published in PDF format on the company website www.tasteforkids.com prior to the start of the month.

CLEANLINESS. Service Provider shall keep the areas of operation clean, clear of waste, paper, garbage, combustible materials and obstructions, and to not cause or permit any noises or odors which would constitute a nuisance to emanate from the areas of operation.

RETURN OF EQUIPMENT. The Client shall return to the service provider at the expiration of this Contract the food service equipment furnished by the service provider in the condition in which received, except for ordinary wear and tear.

INSURANCE. Service Provider shall procure and maintain in full force and effect during the term of this Contract a general liability insurance policy in compliance with the minimum requirements or greater of state law. Client will be listed as an additional insured.

LICENSE FEES AND TAXES. Service Provider shall secure and pay for, all licenses and permits required for operation of the food service provided for hereunder, as well as pay all sales, excise or other business taxes attributable to the food service facilities herein. The costs of all such items shall be a direct cost of food service operation. The Client agrees to provide a copy of their Tax exempt letter.

HEALTH DEPARTMENT COMPLIANCE.

Service Provider shall work in compliance with county health department rules and regulations with regard to hygienic preparation and service and holding of food.

INDEMNIFICATION. Taste For Kids Inc. agrees to indemnify and hold Glencoe Park District Early Childhood harmless from all claims, losses, expenses, fees including attorney fees, costs, and judgments that may be asserted against Glencoe Park District Early Childhood that result from the acts or omissions of Taste For Kids Inc. and/or Taste For Kids Inc.'s employees, agents, or representatives. Glencoe Park District Early Childhood will be a named insured on Taste For Kids commercial insurance policy.

WARRANTY. Taste For Kids Inc. shall provide its services and meet its obligations under this Contract in a timely and workmanlike manner, using knowledge and recommendations for performing the services which meet generally acceptable standards in Taste For Kids Inc.'s community and region, and will provide a standard of care equal to, or superior to, care used by service providers similar to Taste For Kids Inc. on similar projects.

DEFAULT. The occurrence of any of the following shall constitute a material default under this Contract:

REMEDIES. In addition to any and all other rights a party may have available according to law, if a party defaults by failing to substantially perform any provision, term or condition of this Contract (including without limitation the failure to make a monetary payment when due), the other party may terminate the Contract by providing written notice to the defaulting party. This notice shall describe with sufficient detail the nature of the default. The party receiving such notice shall have Ten (10) days from the effective date of such notice to cure the default(s). Unless waived by a party providing notice, the failure to cure the default(s) within such time period shall result in the automatic termination of this Contract. This contract may be cancelled by either party for cause with written 30 day notice.

FORCE MAJEURE. If performance of this Contract or any obligation under this Contract is prevented, restricted, or interfered with by causes beyond either party's reasonable control ("Force Majeure"), and if the party unable to carry out its obligations gives the other party prompt written notice of such event, then the

obligations of the party invoking this provision shall be suspended to the extent necessary by such event. The term Force Majeure shall include, without limitation, acts of God, fire, explosion, vandalism, storm or other similar occurrence, orders or acts of military or civil authority, or by national emergencies, insurrections, riots, or wars, or strikes, lock-outs, work stoppages, epidemic, pandemic, quarantine or supplier failures. The excused party shall use reasonable efforts under the circumstances to avoid or remove such causes of non-performance and shall proceed to perform with reasonable dispatch whenever such causes are removed or ceased.

An act or omission shall be deemed within the reasonable control of a party if committed, omitted, or caused by such party, or its employees, officers, agents, or affiliates.

- a. The failure to make a required payment when due.
- b. The insolvency or bankruptcy of either party.
- c. The subjection of any of either party's property to any levy, seizure, general assignment for the benefit of creditors, application or sale for or by any creditor or government agency.
- d. The failure to make available or deliver the Services in the time and manner provided for in this Contract.

ARBITRATION. Any controversies or disputes arising out of or relating to this Contract shall be resolved by binding arbitration in accordance with the then-current Commercial Arbitration Rules of the American Arbitration Association. The parties shall select a mutually acceptable arbitrator knowledgeable about issues relating to the subject matter of this Contract. In the event the parties are unable to agree to such a selection, each party will select an arbitrator and the two arbitrators in turn shall select a third arbitrator, all three of whom shall preside jointly over the matter. The arbitration shall take place at a location that is reasonably centrally located between the parties, or otherwise mutually agreed upon by the parties. All documents, materials, and information in the possession of each party that are in any way relevant to the dispute shall be made available to the other party for review and copying no later than 30 days after the notice of arbitration is served. The arbitrator(s) shall not have the authority to modify any provision of this Contract or to award punitive damages. The arbitrator(s) shall have the power to issue mandatory orders and restraint in connection with the arbitration. The decision rendered by the arbitrator(s) shall be final and binding on the parties, and judgment may be entered in conformity with the decision in any court having jurisdiction. The agreement to arbitration shall be

specifically enforceable under the prevailing arbitration law. During the continuance of any arbitration proceeding, the parties shall continue to perform their respective obligations under this Contract.

ENTIRE AGREEMENT. This Contract contains the entire agreement of the parties, and there are no other promises or conditions in any other agreement whether oral or written concerning the subject matter of this Contract. This Contract supersedes any prior written or oral agreements between the parties.

SEVERABILITY. If any provision of this Contract will be held to be invalid or unenforceable for any reason, the remaining provisions will continue to be valid and enforceable. If a court finds that any provision of this Contract is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision will be deemed to be written, construed, and enforced as so limited.

AMENDMENT. This Contract may be modified or amended in writing, if the writing is signed by the party obligated under the amendment.

GOVERNING LAW. This Contract shall be construed in accordance with the laws of the State of Illinois.

NOTICE. Any notice or communication required or permitted under this Contract shall be sufficiently given if delivered in person or by certified mail, return receipt requested, to the address set forth in the opening paragraph or to such other address as one party may have furnished to the other in writing.

WAIVER OF CONTRACTUAL RIGHT. The failure of either party to enforce any provision of this Contract shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Contract.

ASSIGNMENT. Neither party may assign or transfer this Contract without the prior written consent of the non-assigning party, which approval shall not be unreasonably withheld.

Client: Glencoe Park District Early Childhood 999 Green Bay Rd, Glencoe, IL 60022

By: _____ Date: _____

Title: _____

Service Provider: Taste For Kids Inc. 1301 Clavey Rd, Highland Park IL 60035

By: _____ Date _____

Title: President.

**VII. Presentation on Districts'
Comprehensive Plan
(available on GPD website)**

Glencoe Park District
July 2026 Committee of the Whole Meeting

VIII. Review Current Goals and Additional/New Board-Directed Goals

Glencoe Park District
July 2026 Committee of the Whole Meeting



Glencoe Park District Strategic Action Plan

2026 Organizational Goals



2026 Organizational Goals

Five priority goals emerged throughout the comprehensive master planning process that concluded in 2024. These goals align with extensive feedback from the community, results from our employee surveys, and needs presented in our facility and conditions assessments.

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**

Employees from all departments have collaborated to determine the goals and related actions to prioritize for 2026. These professional objectives were developed by balancing fiscal requirements, staffing resources, and the level of priority outlined in the strategic plan. Throughout this document, goals that align with the strategic actions from the comprehensive master plan are included to provide a visual roadmap for goal prioritization. Additionally, staff members have identified personal and professional development objectives that are not included in the 2026 strategic action plan goals.



Glencoe Park District Priorities



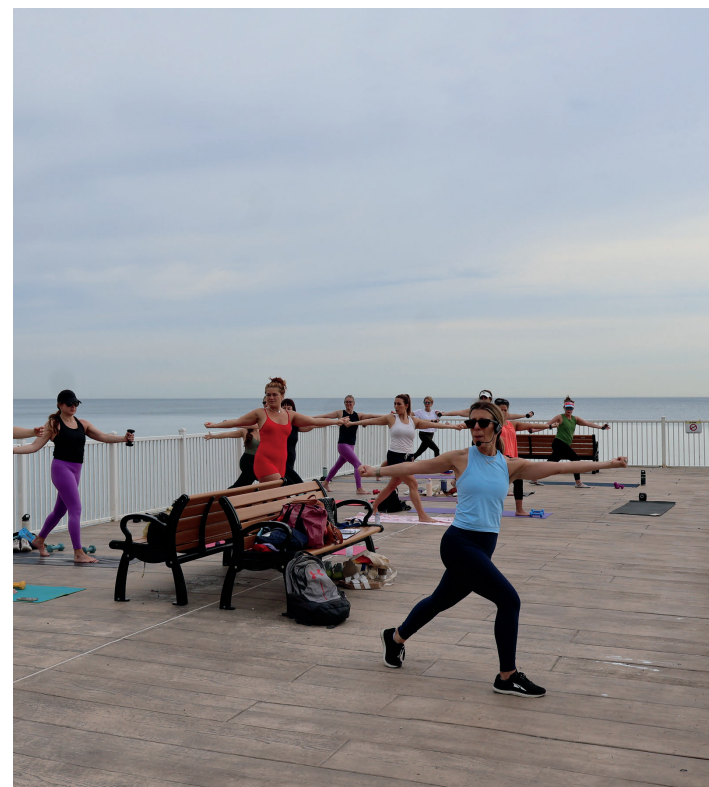


AN ENGAGED COMMUNITY

Building a More Engaged & Connected Community

In 2026, the Glencoe Park District remains committed to fostering an engaged and informed community by strengthening communication, transparency, and collaboration. The District will expand opportunities for residents to share feedback on parks and facilities by promoting accessible reporting systems, while enhancing communication in high-traffic areas like Lakefront Park through updated signage and clear visitor information. Partnerships with the Village of Glencoe will also continue, supporting shared initiatives such as the joint tree nursery, West Park improvements, fleet coordination, and collaborative outreach through Inside Glencoe.

The District will also increase community connection and awareness through a video series highlighting the history, programs, and capital improvements of the Park District. Educational signage at Glencoe Beach will help visitors better understand natural beach cycles and lakefront conditions. In addition, the District will pursue CAPRA accreditation, reinforcing its commitment to nationally recognized standards and best practices while ensuring high-quality service to the community.



An Engaged Community – 2026 Organizational Goals



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

Expand and promote the QR code feedback reporting system at parks and facilities to improve community engagement and service response.



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

Develop a communication plan, including updated signage, for Lakefront Park and Glenoe Beach.



Continue collaborative efforts with the Village of Glencoe

Continue collaborative efforts on the joint tree nursery, West Park, fleet, and Inside Glencoe.
Continue publications in Inside Glencoe 3 times annually.



Develop a video series that celebrates the history and/or happenings of the Glencoe Park District

Provide videos updates on completed capital projects including the new greenhouse, maintenance center, and ballfield.



Incorporate additional signage at Glencoe Beach for informational and educational purposes

Develop educational signage regarding natural beach cycles, including rocks, water quality, and weather.



Pursue CAPRA Accreditation

Complete CAPRA training program for new standards by May 2026.
Compile all CAPRA Accreditation Evidence of Compliance by December of 2026.



Apply for the National Gold Medal Award





PRESERVED AND WELL-MAINTAINED PARKS AND FACILITIES

GLENCOE PARK DISTRICT
Duke Park



Commitment to Parks and Open Spaces

The Glencoe Park District is dedicated to preserving and enhancing parks and open spaces to provide meaningful outdoor recreation opportunities and memorable experiences for the community. A strong commitment to stewardship ensures the responsible management of these valuable assets. Based on community input, the District prioritizes maintaining existing parks, replacing assets as needed, preserving natural landscapes, and upholding high maintenance standards and service levels.

Sustainability Goals

The Glencoe Park District is committed to fostering healthy ecosystems, advocating for the benefits of nature, and implementing sustainable practices. These sustainability efforts will continue to evolve, ensuring long-term environmental stewardship and resilience for future generations.

Capital Planning and Funding

Strategic capital project planning and funding are essential to ensuring the long-term sustainability, functionality, and quality of facilities and open spaces. Thoughtful planning allows the District to prioritize investments that enhance community amenities, address aging infrastructure, and adapt to evolving recreational needs. Securing diverse funding sources, including the passage of the referendum, grants, partnerships, and capital transfers ensures financial stability and the ability to maintain high standards of service while limiting reliance on taxpayers.



Preserved and Well-Maintained Parks and Facilities- 2026 Organizational Goals



Develop and implement park site master plans

Complete West Park Construction project.

Finalize Glencoe Beach Phase 1 design and begin construction after Labor Day 2026.

Develop a park site plan for the renovation of Friends Park.



Continue and add security and safety trainings

Implement quarterly district-wide safety drills.

Begin update of the district safety manual.

Implement a monthly test of our safety notification systems.



Improve Glencoe Beach shoreline resiliency and boat storage

Replace current boat lockers and boat storage systems.



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

Explore available funding resources for the removal of buckthorn in natural areas.



Reduce the use of salt for snow removal

Continue to utilize products and strategies that reduce the use of salt for ice removal.

Direct staff on correct usage of equipment and salt distribution rates.

Educate staff on the importance of salt reduction.



Preserved and Well-Maintained Parks and Facilities-

2026 Organizational Goals



Prioritize investment in the District's maintenance facility and yard

Complete construction of the Maintenance Center, ballfield, and greenhouse projects.
Lead the successful issuance of 2025 Bond Proceeds. Ensure ongoing disclosure compliance is addressed and make all necessary accounting journal entries for the issuance of new debt.
Furnish new maintenance facility with racks, benches, and required furnishings.
Complete the setup of the new maintenance building and open for operation.



Implement Green Team Initiatives and environmental scorecard

Continue incorporating native plants into garden beds, including new plantings at Duke Park.
Complete "recycling corner" offering specialty recycling opportunities in the Takiff Center.



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

Ensure ADA compliance in all new designs and construction projects.
Update the existing ADA transition plan.
Attend training on web accessibility best practices and begin transition for compliance with Web Content Accessibility Guidelines.



Install targeted rain gardens/seed blends/native plantings

Install rain garden and stormwater management strategies at West Park.
Utilize clover seed blends in new areas of restoration.
Continue to increase the number and diversity of trees planted.



Update the District's Capital Improvement and Replacement Plan- The District's Heat Sheet





PROGRAM EFFECTIVENESS



Enhancing Program Effectiveness in 2026

In 2026, we are focused on strengthening program effectiveness through strategic evaluation, partnerships, and data-driven decision-making. By developing a standardized recreation program analysis process, the District will ensure consistent assessment and optimization of offerings to better serve the community.

Efforts will also include expanding and refining partnerships to enhance access to facilities, diversify programming, and improve overall participant experiences. A key component of this strategy is conducting a comprehensive review of current programs, including a SWOT (strengths, weaknesses, opportunities, threats) analysis of adult and pre/teen offerings, to identify opportunities for growth and improvement. Through these initiatives, the District is committed to delivering high-quality, engaging, and sustainable recreation experiences for the community.



Program Effectiveness – 2026 Organizational Goals

-  **Complete annual evaluation of programs through the Recreation Service Analysis**
Implement the Recreation Services Program Lifecycle Analysis form, including training staff to drive strategic program decisions.
-  **Identify new partnership opportunities**
Develop Greenhouse Task Force with community partners to implement the activation of the new greenhouse.
-  **Identify constraints and barriers to accessing programs**
Conduct an interest survey and analysis for adult special events.
Establish a Rectrac Task Force to optimize the system's functionality to enhance operational efficiencies, reduce customer barriers, and improve waitlist transparency.
-  **Conduct a SWOT analysis of adult and pre/teen programs**
Conduct a SWOT analysis of adult and pre/teen programs utilizing new Recreation Program Analysis process.
-  **Develop initiatives to engage with diverse individuals and understand their needs**
Develop and implement new youth and adult art opportunities to increase and diversify participation.
Develop and facilitate family and community engagement opportunities that strengthen partnerships and encourage participation in early childhood programs.
-  **Create a District program lifecycle master document to ensure a balanced and up-to-date program portfolio**
Perform a program lifecycle analysis for youth, teen, adult programs, and special events.





FINANCIAL SUSTAINABILITY & TRANSPARENCY

Maintaining Financial Sustainability in 2026

The District will focus on maintaining financial sustainability while enhancing transparency and seeking diverse revenue sources in 2026. A key priority is ensuring a balanced budget that maintains at least a 50/50 operating revenue split between property taxes and program fees, to reduce reliance on tax revenue. Efforts to improve financial transparency will include refining waitlist management systems—particularly for boat storage—to provide clear, accessible updates while protecting personal information.

Proactive efforts to secure alternative funding sources, such as grants and donations, will support long-term financial stability. Through these initiatives, the District remains committed to responsible fiscal management while delivering high-quality programs and services for the community.



Financial Sustainability and Transparency – 2026 Organizational Goals



Complete annual categories of service evaluation, using multiple data sources



Develop tools to better communicate District waitlists to improve transparency

Continue to implement the updated processes for managing the boat storage waitlist and early childhood waitlists, ensuring community members have easy access to waitlist updates.



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

Develop and execute a budget that maintains a 50% or less ratio of property taxes to total revenue.
Ensure 2026/27 budget remains in line with 50/50 operating revenue split (property taxes vs program fees).



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

Develop donation opportunities for Friends Park playground and beach sun shelter redevelopment.



For FY 2027, GFOA Budget Preparation

Prepare and develop the Fiscal Year 2027 budget in alignment with the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award guidelines.





A DYNAMIC & INCLUSIVE WORKPLACE

Fostering a Dynamic and Inclusive Workplace

The District is committed to fostering a workplace that supports continuous learning, strong communication, and operational consistency. To support this goal, we will expand staff training opportunities across all departments, develop clear guidelines and resources, and implement programs that promote safety, professional development, and effective use of new systems. We will continue to strengthen collaboration and alignment through our biannual All District Team Meetings.

Improving communication, efficiency, and consistency across operations is also a priority. We will standardize procedures and expectations through updated manuals, safety resources, and operational guides, while enhancing customer communication through more streamlined and automated processes. We will continue to evaluate recognition and retention efforts for staff, utilize employee feedback to guide improvements, and continue refining processes to support a positive workplace and high-quality service delivery.



A Dynamic and Inclusive Workplace- 2026 Organizational Goals



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

Develop a training task force matrix that defines staff roles, training requirements, and coordinates training opportunities across departments.

Train managers and supervisors on the new HRIS System and create user guides for employees.

Develop new trainings and procedures that support health, safety, and best practices across early childhood programs.

Implement a vehicle training program for all drivers to receive consistent, safety-focused instruction, including standardized manuals, policies, and procedures across departments.



Host All District Team Meetings twice a year



Standardize manuals to ensure consistency in expectations and performance

Complete the Recreation Program Manager procedures manual, finalizing responsibilities, procedures, and policies.

Develop a comprehensive Boater Safety Handbook outlining safety rules, procedures, boundaries, communication expectations, and best practices for all new and returning boaters, with a required sign-off process.



Analyze the effectiveness of current communication efforts and implement changes

Implement a standardized rental communication process that provides every renter with clear, timely, and automated information.



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

Using the annual employee survey data, benchmark employee satisfaction, exploring realistic growth opportunities.

Consider conducting "Stay Interviews" for employees at milestone anniversaries



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

Complete implementation of new HRIS software transition.

Implement Children's Circle updated behavioral discipline policy in classrooms to create safe, responsive environments and reduce staff burnout related to behavioral challenges.

Continue implementation of updated Children Circle staffing model that strengthens classroom support through succession planning and strategic scheduling, resulting in increased staff retention and reduced turnover.

