1685 West Higgins Road, Hoffman Estates, Illinois 60169 **heparks.org** — **t** 847-885-7500 — **f** 847-885-7523







The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences for our residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

AGENDA RECREATION COMMITTEE MEETING TUESDAY, DECEMBER 8, 2015 7:00 p.m.

- 1. ROLL CALL
- 2. APPROVAL OF AGENDA
- 3. APPROVAL OF COMMITTEE MINUTES
 - November 10, 2015
- 4. COMMENTS FROM THE AUDIENCE
- 5. OLD BUSINESS
- 6. NEW BUSINESS
 - A. Business Plans
 - 1. BPC / M15-172
 - 2. PSSWC / M15-173
 - 3. Rec & Facilities / M15-174
 - 4. Ice / M15-175
 - B. Brochure Print Bids / M15-170
 - C. Victoria North Playground naming / M15-171
 - D. Recreation, Facilities & Golf Report / M15-169
- 7. COMMITTEE MEMBER COMMENTS
- 8. ADJOURNMENT

ALL MEETINGS ARE HELD IN THE BOARDROOM OF THE TRIPHAHN CENTER, 1685 W. HIGGINS ROAD IN HOFFMAN ESTATES, UNLESS OTHERWISE SPECIFIED. WE INVITE THOSE WHO MAY NEED AN ACCOMMODATION DUE TO A DISABILITY TO CONTACT US 48 HOURS IN ADVANCE. PLEASE CONTACT JANE KACZMAREK, EXECUTIVE ASSISTANT, AT 847-885-7500.

1685 West Higgins Road, Hoffman Estates, Illinois 60169 **heparks.org** — **t** 847-885-7500 — **f** 847-885-7523







The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences to our residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

MINUTES RECREATION COMMITTEE MEETING November 10, 2015

1. Roll Call:

A regular meeting of the Hoffman Estates Park District Recreation Committee was held on November 10, 2015 at 7:00 pm at the Triphahn Center in Hoffman Estates, IL.

Present: Commissioner R. Evans, Comm Rep Henderson,

Wittkamp, Chairman Kinnane

Absent: Comm Rep Dressler, Koltz, Neel

Also Present: Executive Director Bostrom, Deputy Director/A&F

Director Talsma, Rec/Facilities Director Kies, Golf

Director Bechtold

Audience: Comm Rep Bettencourt and Winner, Commissioners

McGinn and Kilbridge, President Bickham, Mr. K.

Evans

2. Approval of Agenda:

Commissioner Evans made a motion, seconded by Comm Rep Wittkamp to approve the agenda as presented. The motion carried by voice vote.

3. Minutes:

Comm Rep Wittkamp made a motion, seconded by Commissioner Evans to approve the minutes of the October 13, 2015 meeting as presented. The motion carried by voice vote.

4. Comments From the Audience:

None

5. Old Business:

None

6. <u>New Business:</u>

A. Balanced scorecard/M15-151:

Executive Director Bostrom reviewed the balanced scorecard noting that the status of the report was through September 30th.

Commissioner Evans made a motion, seconded by Comm Rep Henderson to send the balanced scorecard to the board as presented. The motion carried by voice vote.

B. Recreation, Facilities & Golf Report/M15-153:

Director Kies and Bechtold noted that the coming Special Events included Breakfast with Santa and the Winterfest.

President Bickham asked about the increase in WRC's numbers and it was noted that it was believed to be due to the influx of basketball players and that it has proven to be more cost effective for them to join the center than to pay the daily fee.

President Bickham asked about the 33-34% conversion figure and Deputy Director Talsma explained that he felt it would continue to grow; however, it was not a seamless process in RecTrac for registration. Executive Director Bostrom suggested checking the benchmark numbers for the percentage of registration in other districts.

Comm Rep Henderson made a motion, seconded by Comm Rep Wittkamp to send the Rec/Facilities & Golf Report M15-153 to the board as presented. The motion carried by voice vote.

C. 2016 Budget Format/M15-148:

Executive Director Bostrom noted that the budget process involved staff from all levels.

Deputy Director Talsma explained that the process was the same as previous and that they would be reviewing the Rec & Facilities Fund (02), PSSWC Fund (11), and BPC Fund (14) at the Recreation Meeting. He explained that the budget provided the dollars to support the district goals as defined by the CMP and that the Objectives explained how they would meet those goals.

He explained the CAMP that staff had created instead of the replacement plan of the past, noting that the CAMP covered items 20 to 30 years out. He also explained that the district had a large amount of infrastructure for fund and noted that moving forward; many of the specific building expenses would go back to the specific departments as operating expenses. He also reviewed the 2% pool for staff increases along with the full-time job changes that included the Facilities and Aquatics Supervisor, Advertising and Sponsorship manager and the move to reduce the Athletic Program Managers to one and move the other manager to the full-time Seascape and PSSWC Aquatic Manager position that had recently been vacated. He also noted the attached salary range report.

Goals:

Recreation: No questions.

PSSWC: President Bickham asked about the credit card kick outs and Executive Director Bostrom noted that they were due in part to expiration dates. Deputy Director Talsma explained that the system generated a list prior to the actual expiration date and staff attempted to update that information to prevent the kick outs. Director Kies noted that he would be happy to look into a program that could assist staff with that process.

Chairman Kinnane asked about the billing on an expired card and while the club does not continue to bill a card after it has been kicked out, members are required to address their balance prior to using the club. It was noted that cases were evaluated on an individual basis.

Goals/BPC: President Bickham asked about rebranding the bar and grill and Director Bechtold noted that they were looking at a unique name and better priced menu to attract additional business.

Budget:

Mr. Evans asked about the number of pumps at FAC and it was noted that there were 5 of which 1 was usually a rebuild each year in-house.

Commissioner McGinn asked about the pro-team at PSSWC and it was noted that it was too early to make predictions regarding the financial implication at this time.

Mr. Evans asked about the capitals for BPC such as the seawall and Deputy Director Talsma noted that the cost of the repairs for the

Recreation Committee November 10, 2015 – page 4

seawall and renovation of hole 10 were listed under the Capitals Fund (12).

Commissioner Evans made a motion, seconded by Comm Rep Wittkamp to recommend the board approve the goals and objectives for Fund 2 (Rec & Facilities), Fund 11 (PSSWC), and Fund 14 (CPC) as presented. The motion carried by voice vote.

7. Committee Member Comments:

Comm Rep Henderson complimented staff on the budget process and noted that it was very easy to follow.

Commissioner Evans agreed.

Comm Rep Wittkamp noted that everything was done well and well-covered. He also noted that he had seen a coyote in his yard and wondered if the district did anything about that. Executive Director Bostrom explained that the Village had an animal control officer to deal with those issues.

Chairman Kinnane noted that Deputy Director Talsma and staff had done a great job on the budget process.

8. Adjournment:

Comm Rep Henderson made a motion, seconded by Comm Rep Wittkamp to adjourn the meeting at 7:52 p.m. The motion carried by voice vote.

Respectfully submitted,

Dean R. Bostrom Secretary

Peg Kusmierski Recording Secretary

MEMORANDUM M15-172

TO: Recreation Committee

FROM: Dean R. Bostrom, Executive Director

Brian Bechtold, Director of Golf Operations

SUBJECT: 2016 BPC Business Plans

DATE: December 4, 2015

BACKGROUND

As operational planning tools, staff creates Business Plans and Marketing Plans which outline operational strategies developed to accomplish the budget, goals and mission of BPC.

<u>IMPLICATIONS</u>

The attached Business Plans were developed based on 2015 year-end projections and 2016 goals and budget. During the first quarter 2016 the Business Plans will be updated to reflect 2015 final numbers as well as any adjustments made to the 2016 budget. Marketing Plans which support these Business Plans will be finalized and presented to the Recreation Committee during the first quarter of 2016.

Staff will provide an overview of the Business Plans at the December Rec meeting. Following the overview, committee members and audience members will be encouraged to provide input and suggestions regarding the Plans.

RECOMMENDATION

No formal recommendation is required as the Business Plans are operational plans and do not require board approval.

Bridges of Poplar Creek Country Club

BRIDGES OF



Business Plan 2016

1. MISSION	3
1.1 Mission Statements	3
2. EXECUTIVE SUMMARY	Error! Bookmark not defined.
2.1 Executive Summary	4
2.2 TARGET STATISTICS	
3. Key Objectives & Goals	Error! Bookmark not defined.
3.1 Key Objectives – Financial Growth	
3.2 Key Objectives – Sales & Marketing	7
3.3 KEY OBJECTIVES – CAPITAL IMPROVEMENT	
4. BUDGET	8
5. STAFFING ORGANIZATIONAL CHARTS	9
5.1 Key Staff Organization Chart	
5.2 Golf Operations Organization Chart	10
5.3 FOOD & BEVERAGE KITCHEN ORGANIZATION CHART	11
5.4 GOLF MAINTENANCE ORGANIZATION CHART	

1. MISSION

1.1 Mission Statements

Bridges of Poplar Creek Mission Statement

Bridges of Poplar Creek Country Club dedicated to offering a friendly and enjoyable golfing and banquet experience to our guests. Our goal is to provide a quality product at a fair and value price point for all our guests to enjoy. Staff strives on providing first class customer service, products and overall facility image to achieve financial goals as well as exceed customer expectations.

Hoffman Estates Park District Mission Statement

The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences to residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

10/01/2015 Page 3 of 11

2. EXECUTIVE SUMMARY

2.1 Executive Summary

COMMENTS

Moving into the 2016 season we are going to emphasize the level of service our guests receive and continue to offer these high level of services with very competitive pricing for both golf and food & beverage events. We feel the competitive pricing along with specials and promotions will increase usage for our facility. The service will continue to separate us from our local competition and will result in the repeat business we are looking for to drive golf rounds up as well as F&B events. F&B operations had a challenging year in 2015 and we look forward to challenge to maximum our potential in this area of the operation. We will also have a revised Bar & Grill Menu and theme for the upcoming season with daily specials all season long at an economical price. The focus will be on doing more volume along with adding special events during the season.

KEY ISSUES

Some of the Golf Dept. key challenges the facility will need to concentrate on is increasing the number of outings in this difficult economic time. Golf Outing rounds were slightly down in 2015. We have developed new outing promotions and rates to increase rounds in this area. We are also looking to generate more rounds by selling punch passes good for 10 or 20 rounds. The goal is to increase our volume with loyal customers. Key issues on the F&B side are always the food cost, beverage cost and labor cost. These areas are constantly monitoring with monthly reports to help reach our goals. We have done an excellent job with the beverage cost procedures and have lowered our cost to 26% from 28%. We look to continue this trend in 2015. Wedding Events are consistently booked in the prime season. We will be focusing on capitalizing on smaller events by lowering the minimum and offering additional discounts in the fall and winter months. We are also looking to increase our F&B traffic by giving golf outings additional incentives to do more on course items and banquets following their round. Customer service will be a strong focus on both Golf and F&B sides in 2016. The driving force to increase both Food & Beverage revenue and Golf revenue will be our affective marketing campaign we created based more on email campaigns and increasing our database.

10/01/2015 Page 4 of 11

2.2 Target Statistics

	2016 Budget	2015 Projected	2014 Actual	2013 Actual	2012 Actual	2011 Actual
ROUNDS	32,717	30,130	29,122	31,147	34,627	27,660
GOLF GREEN FEES	\$660,664	\$614,645	\$618,115	\$694,695	\$829,199	\$621,387
CART FEES	\$406,000	\$383,961	\$386,323	\$412,442	\$414,012	\$299,328
\$ PER ROUND AVERAGE WITH CARTS	\$32.60	\$33.14	\$34.49	\$35.55	\$35.90	\$33.28
RANGE	\$131,815	\$126,087	\$127,230	\$143,056	\$164,491	\$126,548
GOLF LESSONS & JR PROGRAM	\$33,906	\$24,314	\$28,885	\$19,342	\$29,768	\$25,518
MERCHANDISE	\$84,175	\$85,761	\$83,809	\$93,082	\$105,935	\$82,303
HIGH SCHOOL GOLF GREEN FEES	\$6,720	\$11,716	\$6,120	\$6,160	\$5,820	\$8,100
WEEKDAY OUTING GREEN FEES	\$80,332	\$63,154	\$83,351	\$79,329	\$82,344	\$77,216
WEEKEND OUTING GREEN FEES	\$44,800	\$36,461	\$42,181	\$44,445	\$41,746	\$24,166
FOOD AND BEVERAGE	\$1,006,425	\$926,879	\$1,104,998	\$1,062,203	\$1,106,377	\$1,020,828
MISC REVENUE (RENTALS, HDCP FEE, RESERVED FEE, TOURNAMENT REV, RESIDENT IDS, BALL RETREIVAL)	\$65,465	\$48,121	\$41,127	\$45,095	\$56,574	\$46,630
TOTAL REVENUE	\$2,529,437	\$2,337,515	\$2,532,616	\$2,618,887	\$2,810,907	\$2,321,672
OPERATING EXPENSES	\$2,529,437	\$2,377,096	\$2,626,116	\$2,589,004	\$2,810,907	\$2,533,955
NET OPERATING INCOME	\$0 Includes Bond Payment \$100k	(\$39,581) No Bond Payment Made	(\$93,500) Includes Bond Payment \$100k	\$29,882	\$0	(-\$212,283)
OPERATING CAPITAL BUDGET	\$34,250	\$13,000	\$65,455	\$0	\$198,219	\$0

10/01/2015 Page 5 of 11

3. Key Objectives

3.1 Key Objectives – Financial Growth

Some key areas that we are concentrating on golf wise are increasing our number of outing rounds. With the national average of golf in the decline and the economy still not trending up we will focus on our current customers to help us increase our rounds with loyal customers. With the food and beverage areas we need to concentrate on our Food Cost and continue the procedures in place to ensure our Beverage Cost stays below 26%. We will also be looking very closely on labor cost as well and making sure we are operating at an efficient level.

KEY PERFORMANCE INDICATORS					
KPI	2016 Goal	2015 Projected	KPI	2016 Goal	2015 Projected
Rounds	32,717	30,130	\$ PER ROUND AVERAGE WITH CARTS	\$32.60	\$33.14
League Rounds	3,400	2,989	League Green Fee Revenue.	\$59,775	\$55,236
Outing Rounds	4,149	2,879	Outing Green Fee Revenue	\$125,132	\$99,615
Annual Golf Passes	7	N/A	Preferred Discounted Passes & Resident Preferred Cards	616	198
Banquet / Wedding Events	20 Ceremony & Receptions 5 Reception Only 8 Ceremony Only	18 Ceremony & Receptions 5 Reception Only 4 Ceremony Only	Banquet Food & Beverage Revenue	\$530,00	\$475,00
Food Cost Percentage	Budget 32%	33.7%	Junior Program & Group Lessons	\$33,906	\$24,314
Beverage Cost Percentage	Budget 26%	23.8%	Course Maintenance Budget in Relation to Golf Revenue.	44%	44%

10/01/2015 Page 6 of 11

3.2 Key Objectives – Sales & Marketing

See attached Marketing Plan for 2016!

KEY PERFORMANCE INDICATORS

KPI	2016 Goal	2015 Projected	Action Plan
Rounds	32,717	30,130	The introduction of an annual pass along with a season discount pass to non-residents will help us retain more rounds from our current customers. We will use 3 rd Party Tee Time Reservation Systems such as Golf Now and Tee Off to fill our down time on the tee sheet. Concentration on building our email database with new check in procedures will allow our Email campaigns to be more successful and reach more customers. The campaigns will also be customer specific based on the number of rounds they play at our facility.
Outing Rounds	4,149	2,879	We have restructured our golf outing fees. We have gone to a flat fee for our shotgun events with the goal of increasing event #'s which in return will increase our F&B sales. The flat rate also gives the customer incentive to bring more players as the more players they bring the more they save. Setting this flat fee also protects us for those groups who would fail to reach the minimums. Along with the flat rate special we are offering a tee time event special for \$39. This will accommodate that small group of players during the week looking to do an inexpensive outing. We will offer these during non- peak times between 10am and 1pm.
Revenue Growth in Weddings	20 Ceremony & Receptions 5 Reception Only 8 Ceremony Only	18 Ceremony & Receptions 5 Reception Only 4 Ceremony Only	Market ourselves as the premiere facility for weddings within a set budget, between \$8,500 to \$11,500 per event. Advertising with The Knot magazine, & Wedding Wire. We will have a full page ad and online advertising with these publications. We will also receive any incoming wedding leads in our area directly from their websites. We will be focusing on selling more complete wedding packages which entails both hosting the ceremony and reception. Another big initiative is the use of social media and advertising within Facebook and other social media sites.
Bar & Grill Revenue Growth	\$149,00	\$142,559	Special Events and Bar Coordinator will be redesigning our entire menu for 2016. This menu will be price point conscience and feature daily specials. We will focus on offering special theme nights in the restaurant as well as live music in the event area to increase traffic. We will be also introducing 3 country line dancing theme nights in the winter months.

10/01/2015 Page 7 of 11

3.3 Key Objectives – Capital Improvement

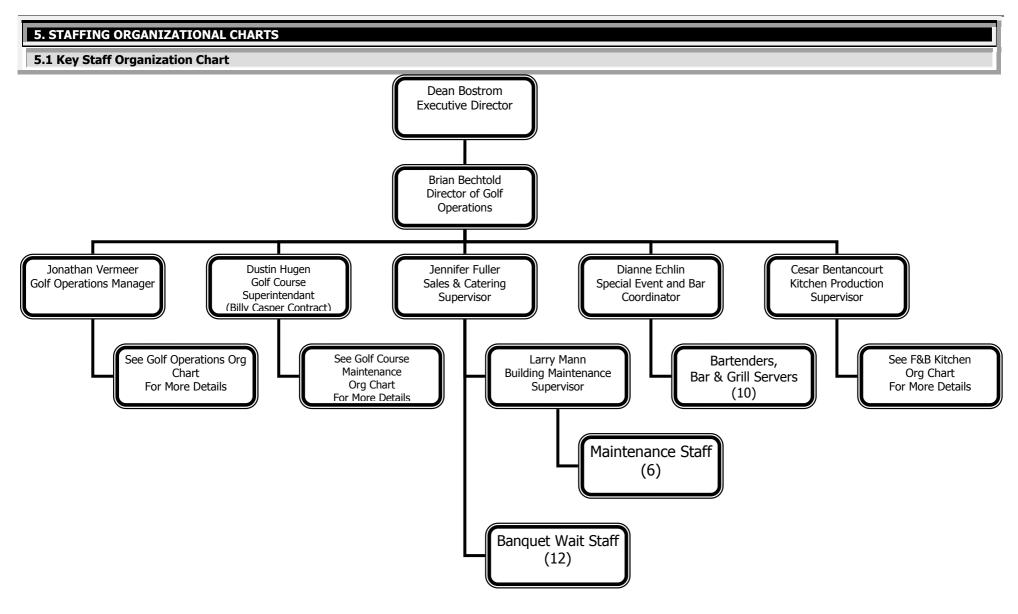
Continue to update our facility and make maintain its first class facility look with Capital Improvements.

Department	Item Name	Description / Plan
Golf Course Maintenance	Heavy Duty Utility Cart	Purchase a utility cart for the golf course. Complete by March.
Kitchen Equipment	Stove Top Oven	Purchase a stove top oven for the main kitchen. Complete by March.
Driving Range Equipment	Range Ball Dispenser	Purchase a new range ball dispenser for the range. Complete by March.

4. BUDGET

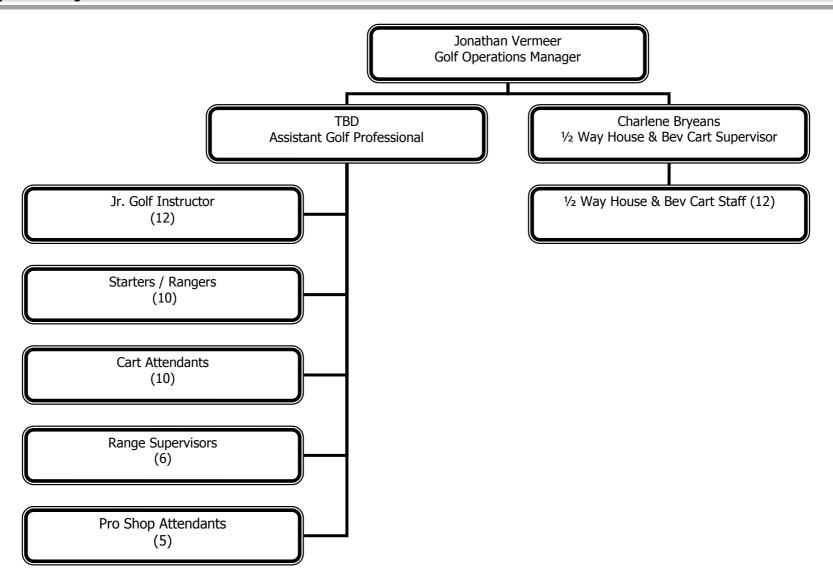
See attached the 2016 Budget Model.

10/01/2015 Page 8 of 11



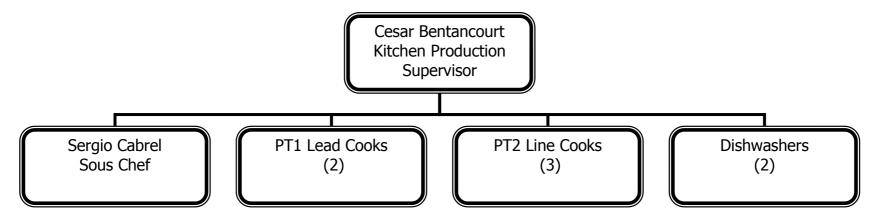
10/01/2015 Page 9 of 11

5.2 Golf Operations Organization Chart

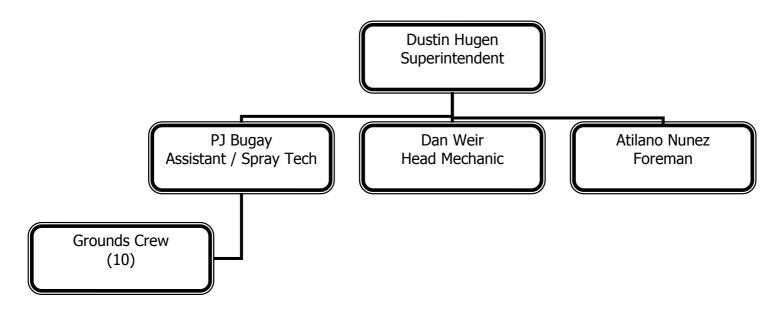


10/01/2015 Page 10 of 11

5.3 Food & Beverage Kitchen Organization Chart



5.4 Golf Maintenance Organization Chart



10/01/2015 Page 11 of 11

MEMORANDUM M15-173

TO: Recreation Committee

FROM: Dean R. Bostrom, Executive Director

Mike Kies, Director of Recreation & Facilities Katie Basile, Superintendent of Facilities

SUBJECT: 2016 PSSWC Business Plans

DATE: December 4, 2015

BACKGROUND

As operational planning tools, staff creates Business Plans and Marketing Plans which outline operational strategies developed to accomplish the budget, goals and mission of PSSWC.

IMPLICATIONS

The attached Business Plans were developed based on 2015 year-end projections and 2016 goals and budget. During the first quarter 2016 the Business Plans will be updated to reflect 2015 final numbers as well as any adjustments made to the 2016 budget. Marketing Plans which support these Business Plans will be finalized and presented to the Recreation Committee during the first quarter of 2016.

Staff will provide an overview of the Business Plans at the December Rec meeting. Following the overview, committee members and audience members will be encouraged to provide input and suggestions regarding the Plans.

RECOMMENDATION

No formal recommendation is required as the Business Plans are operational plans and do not require board approval.



Business Plan 2016

1. MISSION	
1.1 Mission Statement	
2. EXECUTIVE SUMMARY	
2.1 EXECUTIVE SUMMARY	
2.2 Target Statistics	
3. STRATEGY AND PLANS	
3.1 KEY OBJECTIVES – FINANCIAL GROWTH	
3.2 KEY OBJECTIVES – CAPITAL IMPROVEMENT	
4. BUDGET	
5. STAFF AND ORGANIZATIONAL CHART	

20

1.1 Mission Statement

Prairie Stone Sports & Wellness Center Mission Statement

Prairie Stone Sports & Wellness Center has a dedicated team of employees committed to helping members achieve fitness and wellness goals by providing state-of-the-art fitness equipment, innovative group fitness classes, superior cleanliness, and the desire to continuously develop new and exciting ways to promote wellness.

Hoffman Estates Park District Mission Statement

The mission of the Hoffman Estates Park District is to enhance the quality of life of our residents and guests by providing first class parks, facilities, programs, and services through environmentally and fiscally responsible management practices.

2.1 Executive Summary

COMMENTS

Prairie Stone Sports & Wellness Center (PSS&WC) operates as an extension of the Hoffman Estates Park District which provides additional value in promoting the health and wellness of the community. PSS&WC is positioned in the market place as a high quality health and fitness center. The primary focus of PSS&WC is to continue to adopt strategies, goals, measures and objectives to drive this philosophy as a park district entity. The facility continues to focus on the business aspect of the operation to ensure that it meets and exceeds the operational objectives. Service to the members and guests will continue to be the focus, along with the ability to grow additional revenue streams through facility rentals and guest services, i.e. personal training, massage therapy and health coaching. Membership had a strong year and continues to show a positive net growth rate as of 9/30/15. The demographics of the membership revenue have changed and there has been an increase in resident membership growth, whereas we have seen a decrease in corporate memberships which is a direct result in some of the changes in the corporate park community. The focus in 2016 will be continuing to enhance the member referral program which is our strongest tool for retention and growth, i.e. word of mouth. We will also be looking to strengthen our current partnerships with Alexian Brothers and AthletiCo to help offer additional services to the members and guests.

KEY ISSUES

In recent years, PSS&WC has witnessed increased regional competition from large commercial multipurpose clubs as well as low cost store front operations, personal training studios, and niche gyms. Despite such competition and external pressure from surrounding commercial facilities, PSS&WC has experienced steady growth in the first 3 quarters of FY15. Membership growth will continue to be a key focus for PSS&WC in 2016; however, retention of existing members will continue to be the priority amidst more competition. The goal in 2016 will be to net 50 new memberships (new - cancelled). Staffs has done a good job this past year despite the economic challenges and new competition the growth in 2015 was very strong. Customer service will continue to be a focus especially as it relates to attracting new members and retaining the current membership base. Also with the increase in focus as it relates to customer service staff will be looking to expand the already existing corporate membership base. A lot of new efforts will be directed towards digital marketing campaigns, i.e. social media and engagement through those types of touch points, i.e. Facebook, Twitter, etc. The critical component will be to review and analysis (Google analytics) to measure the ROI on these initiatives as we do with the various other marketing efforts, i.e. direct mail, etc. The PSS&WC will also be looking to expand the cross marketing and upselling opportunities with the already established programs throughout the district; this will be done by working with the C&M department. Some other opportunities will be to partner with outside contractors to offer programming services while not incurring additional costs and adding value back into the member's experience. With the established CHEER training program and the customer service pledge as part of the PSS&WC orientation program for new team members, the foundation for success as it relates to rapport and relationship building is strong, those efforts will be continued and expanded on as well. PSS&WC will be looking to capitalize more on its corporate memberships by focusing on the promoting the ROI on preventative healthcare to its current membership base and those potential new clients. The economy will always be a determining factor in this process as it relates to price points, both for membership sales and guest service participation, it will be important that the staff focus on marketing these values in the tours, member retention and general sales of guest services. It will also be important to look at cost effective measures as it relates to expenses, those opportunities will provide additional savings for the facility. As with most like type facilities PSS&WC will need to conduct a fee increase during Q4, this will help offset the additional operating costs especially as the facility continues to age and the cost of doing business increases.

10/15/2015 Page 4 of 10

2.2 Target Statistics

Account Area	2016 Budget	2015 Projected	2014 Actual	2013 Actual	2012 Actual	2011 Actual
Facility Rentals	\$190,810	\$187,000	\$179,029	\$199,507	\$193,304	\$202,810
Resident Membership Fees	\$708,500	\$698,500	\$705,394	\$702,625	\$681,128	\$649,131
Non Resident Membership Fees	\$764,500	\$748,000	\$711,932	\$706,849	\$736,147	\$754,404
Corporate Membership Fees	\$446,500	\$432,000	\$480,413	\$512,093	\$492,763	\$460,296
Guest Fees	\$45,000	\$42,337	\$53,941	\$57,061	\$59,831	\$51,938
Massage Therapy	\$20,300	\$20,000	\$28,792	\$36,003	\$36,126	\$47,495
Personal Training	\$118,800	\$115,000	\$126,030	\$106,100	\$102,618	\$116,246
Contracted Tennis Lessons	\$145,000	\$142,000	\$147,522	\$145,745	\$171,370	\$159,915
Contracted Private Tennis Lessons	\$80,000	\$76,148	\$77,924	\$90,000	\$91,529	\$88,184
Swim Lessons	\$108,088	\$105,000	\$95,020	\$101,701	\$103,823	\$97,326
Private Swim Lessons	\$66,905	\$65,000	\$63,274	\$45,992	\$47,374	\$40,482
	\					
TOTAL REVENUE	\$3,009,180	\$2,925,929	\$2,994,052	\$3,052,901.56	\$3,073,925.59	\$3,038,040
OPERATING EXPENSES	\$3,009,180	\$2,925,929	\$2,955,905	\$3,031,363.27	\$3,043,561.19	\$2,992,985
NET OPERATING INCOME	\$0	\$0	\$38,147	\$21,538.29	\$30,364.19	\$44,054

3.1 Key Objectives – Financial Growth – Key Performance Indicators (KPI) – As you can see with the KPI's listed below a large focus of the operations as it relates to PSS&WC centers around membership. Over 65% of the revenue that is generated in the PSS&WC is directly related to the success of the membership line items; this is why it is so critical to continue to have a strong focus on membership growth and retention. Other areas that will continue to drive the business will be facility rentals and guest services.

Key Performance Indicators (KPI)	2016 Goal	2015 Projected	Ac
			Sta
			inc
			ev
			wit me
New Membership/Net	3,168 (new) & 50	3,118 (new) & 35	col
Totals	(net)	(net)	pro
			Me
			pa co
		,	thi
		-	sys
			no
			gro
			is
Attrition Rate	0.45%	0.47%	coi
			\Du
			me
Eggility Pontolo	\$189,000	\$189,001	the
Facility Rentals	\$109,000	\$ 109,00 I	the In :
			the
			to
	000 () 1 1 1	00544114	ma
Massage Therapy	290 total visits	285 total visits	mo

Action Plan

Staff utilizes a quarterly marketing plan put together by the General Manager of Sales and Operations, within that plan it includes initiatives as it relates to internal, external, social media, membership referrals, corporate, wellness calendar events, marquee ad space and various cross marketing initiatives with C&M, AthletiCo, the Chamber and other partners within the community. Each Sales Associate also has a percentage of sales that are required based on the total membership goal for the month. Staff will continue to reduce the number of credit card kick outs, while focusing on collecting past due payments. Because membership is so critical to the success of PSS&WC all team members on site provide tours and/or assistance to the members.

Member retention is critical in the success of the PSS&WC operations; this is an initiative that all employees need to participate in. Staff also utilized various tools within the system to reduce the attrition rate. As the competition in the area continues to grow and the PSS&WC's market saturation increases based on the number of years the facility has been open this area needs to be a primary focus for the facility to continue to create success. Staff also utilized a computer software system to communicate with the membership base, this allows them to track usage, send out birthday and anniversary notices as well. All facets of operation are critical in this process, facility cleanliness, customer service, member referrals, group exercise classes, equipment upkeep, etc. Some of the new initiatives that staff will be working on in (continued from end of 2015) 2016 include contacting each new member within the first 30 days of joining to determine how their experience is going. This will be completed by the Personal Training Coordinator with the idea that if the member is struggling that the conversation can shift to a potential new client and/or ways to reengage that member into the facility.

Due to the high number of requests as it relates to rental space and the need to balance the amount of requests from members as it relates to open gym, the focus for the rental team will be to attract the larger tournaments and bigger rentals that do not impact the membership base, i.e. parking and general facility usage. This concept will allow for less rentals but the same ROI. Staff will be working with other facilities to partner on regional tournaments.

In 2015 PSS&WC lost a very good massage therapist with a larger clientele, staff will be looking to hire on additional therapists who already have a client base. We will look to also partner and work with the various massage therapy schools to hire on additional therapists. These therapists will look to promote themselves throughout the facility with chair massages and educational opportunities while at the same time, member referrals will be key. Promotions will be run monthly to promote the program internally throughout the club as well as through our social media outlets.

Personal Training	2,200 total sessions	2,129 total sessions
Contractual Tennis Lessons	\$264,300	\$262,933
Group Swim Lessons	1,832 participants	1,779 participants

Staff is looking to increase the total number of clients by 3.2% from 2015 to 2016; a couple of primary initiatives include having personal trainers conduct fitness assessments during new member orientations. Also on the trainers own time offering free educational opportunities either on equipment or at a promotional table engaging the members while developing relationships for potential new clients. Also the Personal Training Coordinator will be working to connect with each new member and connect with those members that do not renew with their assigned trainers. Staff will be offering various promotional incentives that will be promoted throughout the club and within the park district as well. Staff is looking to provide additional court space for tennis lessons and the contractual service provider is also trying to increase the number of professionals that provide tennis lessons specifically as it relates to private and semi-private lessons. They will be working with the high schools in the area to provide individualized training and semi-private lessons to the various tennis players. We will also be looking to include them in our wellness calendar of events opening up opportunities for individuals to try tennis.

Staff is looking to increase the participation 3% in the group swim lesson program. The program has been impacted by the new aquatic facility in the South Arboretum. Staff will be working with the C&M department to market this program to the members and previous participants. Staff will be developing an evaluation program to assess the quality of the program while at the same time looking to increase the number of swim instructors.

10/15/2015 Page 7 of 10

3.2 Key Objectives – Capital and Operating Fund Improvements

Prairie Stone Sports & Wellness Center needs to constantly meet all three of the following conditions:

- Add value back into the facility by adding additional amenities and enhancements.
 Improve the experience of visiting patrons.
 Prolong the useful life of the facility.

Operating Capital funds

Department/Area	Item Name	Description / Plan	Budgeted Expense
Facility Maintenance	Gymnasium & 3 group fitness floor refurbish & refinish	Wooden floors for full 3 court gymnasium and 3 group fitness rooms are in need of refurbishing and refinishing.	\$9,600
Facility Maintenance	Replace the service desk carpet	Remove and replace all carpet located on the front end of the service desk area, i.e. the customer service desk and front two offices.	\$5,000
Fitness	Purchase Fitness Equipment	Add new equipment to the facility, based on the current replacement schedule and needs.	\$24,500

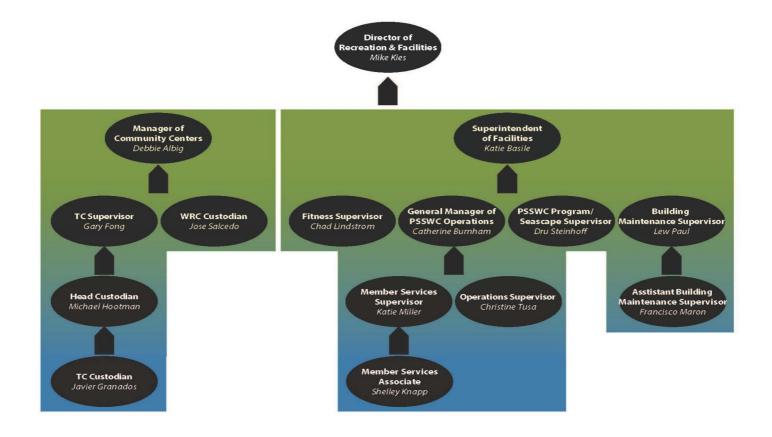
10/15/2015 Page 8 of 10

Presented during the budget process.



10/15/2015 Page 9 of 10

HOFFMAN ESTATES PARK DISTRICT Table of Organization - Facilities Division



10/15/2015 Page 10 of 10

MEMORANDUM M15-174

TO: Recreation Committee

FROM: Dean R. Bostrom, Executive Director

Mike Kies, Director of Recreation & Facilities Nicole Chesak, Superintendent of Recreation

SUBJECT: 2016 Recreation & Facilities Business Plans

DATE: December 4, 2015

BACKGROUND

As operational planning tools, staff creates Business Plans and Marketing Plans which outline operational strategies developed to accomplish the budget, goals and mission of Rec & Facilities.

IMPLICATIONS

The attached Business Plans were developed based on 2015 year-end projections and 2016 goals and budget. During the first quarter 2016 the Business Plans will be updated to reflect 2015 final numbers as well as any adjustments made to the 2016 budget. Marketing Plans which support these Business Plans will be finalized and presented to the Recreation Committee during the first quarter of 2016.

Staff will provide an overview of the Business Plans at the December Rec meeting. Following the overview, committee members and audience members will be encouraged to provide input and suggestions regarding the Plans.

RECOMMENDATION

No formal recommendation is required as the Business Plans are operational plans and do not require board approval.



Recreation & Facilities Business Plan 2016

10/15/15 Page 1

1. MISSION	
1.1 Mission Statements	_
2. EXECUTIVE SUMMARY	
2.1 Executive Summary	
2.2 Target Statistics	
3. STRATEGY AND PLANS	
3.1 Key Objectives – Financial Growth	
3.3 Key Objectives – Capital Improvement	
4. BUDGET	
5. ORGANIZATIONAL CHART	19
5.1 Staff Organization Chart	20

1.1 Mission Statements

Hoffman Estates Park District Mission Statement

The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences to residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

32

2.1 Executive Summary

COMMENTS

Recreation

The Recreation department oversees all operations as it relates to early learning, athletics, special events, the 50+ programs and general programming for the district.

Moving from the 2015 to the 2016 season as it relates to programs special events and general services provided by the district, the community feedback continues to remain strong. It will be important that staff look at the types of programs that are offered based on the growing 50+ population and the ever changing demographics plus the limitation of indoor space for programming. Re-evaluating the building space available for various programs and events will be a priority in 2016. In an effort to expand specialized programming opportunities that utilize partnerships and contractual agreements, HEPD will be reaching out to local companies to provide Outdoor Adventure opportunities within our parks. In 2016 staff will be looking to educate our parents on the added enrichment programs within our child care programs. With child care needs increasing and the curriculum for kindergarten readiness continually growing, it is important that our families understand what we will be teaching their child. Staff will be looking to also reach out and partner with local groups, specifically the Village again in 2016 to offer additional special events and/or add on to current events. With this in mind, the intent will be to focus on targeted demographics. Staff will be working with various groups i.e. scout groups, Hoffman Estates High School and various other groups to continue to expand the social equity initiative that was identified in the CMP.

Facilities

The facilities department includes Seascape Family Aquatic Center, Willow Recreation Center, Triphahn Center, Vogelei House & Barn, the two dog parks, skate park and disc golf course.

The 2015 Seascape Family Aquatic Center (SFAC) 2015 season was an outstanding success in terms of safety and risk management, with being awarded the 5-star rating for the Starguard. All Starguard audits either met or exceeded standards at SFAC. In spite of challenges faced at the beginning of the season with the pool leak delaying the opening of SFAC, overall, the season was a success with providing safe and fun aquatic recreational services. While group rental revenues and daily fees increased in 2015 compared to 2014, pass sales and swim lesson participation decreased due to weather fluctuations at the beginning and throughout the season. The front end sales for season passes were not as strong in the second quarter as staff was hoping for with the weather staying cool until late May and it caused some reductions in sales that staff was anticipating during that time. As the season continued forward, those sales picked up and the daily fees were very strong as far as sales towards the end of the season as the weather remained consistent and warm. SFAC continues to have a strong on-site leadership team and their one day special events continue to add value into season pass sales and daily visits. Staff was able to reduce expenses as the first weeks of the season were slow based on the weather, thus reducing the overall net loss associated with the operating costs (net surplus deficit) and putting the facility ahead of projections as the years comes to an end. It will be important going forward that this remains a focus while making sure the focus on safety remains the highest priority as it relates to operations.

10/15/15 Page 4

2.1 Executive Summary

The primary focus of Triphahn Center (TC) and Willow Recreation Center (WRC) is to provide exceptional customer service, programming and a safe environment for all members and guests. While memberships at WRC were strong this year, memberships at TC struggled some due to the opening of private and store front fitness centers with comparable fees that includes fitness classes in its membership dues. Staff did expect to see some of this based on the timing of these new facilities opening in the area. As the final quarter comes to a close, it is good to see the numbers returning in a strong way as it relates to TC. The communication this provides to the park district is that those who may have tried other places saw value in their experience at TC and it drew them back. It also potentially brings additional clientele as word of mouth for all our services including membership continues to be our strongest driver. WRC, as stated above, had a very strong membership year and a lot of members saw the value of purchasing a membership to utilize open basketball and take advantage of the additional services as it relates to the facility.

KEY ISSUES

Recreation

The focus for 2016 will be to look at the opportunity to provide additional programs, services and amenities for the 50+ community. It is also important that non-traditional programming for youth remains a focus and that the district grows upon the strides that were made in 2015. These activities will need to include some of the up and coming trends including archery, outdoor adventure training groups and various other programs that are geared more towards either an ethic based theme and/or non-traditional services. It will also be important that as the cost of providing services, programs and amenities increases, that staff look to partner with various organizations, groups and other municipalities to offer the same level of service. It will also be important to address some of the declining traditional sports and look at either how we are offering those programs and/or if we should offer them at all. With the increase in the age as it relates to the overall population of HE and the changing demographics in the community (US Census data), the department will continue to need to look at the future targeted socioeconomic status of the community too. The department will need to work to connect better with this population this is a component that relates back to the social equity initiative in our CMP; this will be a focus for 2016. Finally with all of these new opportunities, the cost of doing business and maintaining a financially sound operation while enhancing the surplus within the 02 fund will be a focus. The operations of facilities, parks and the various other indirect costs will continue to increase and those will need to be accounted for in the fee structure.

Facilities

Going forward in the 2016, SFAC will continue to focus on providing a positive, safe, and fun aquatic experience for all community members. In addition to providing a high level of safety and service associated with the aquatics facility, additional programs (such as group and private swim lessons), services (HEPD summer camps and additional rental services), and special events (such as movie nights, Adventure Day, military, grandparent and member appreciation days) will be promoted through the brochure, marquees, social media and within the facility itself. A main factor impacting the pass sales and general participation for SFAC is the weather. Given the fact that this facility is outdoors; this will continue to be a major factor impacting participation and revenue generation each season. In addition, although SFAC has a positive reputation with the community, it will be important as it continues to age to focus on on-going maintenance and potential increases in capital expenses to invest back into the facility. The marketing component of SFAC will be another big focus this year, the "early bird" special of providing a discount for sales prior to the opening of the season.

The Triphahn Center and Willow Recreation Center are both community centers whose primary focus is on programming while utilizing available space for rentals. Therefore, with the increase of programs being offered, the amount of rental space available diminishes. While both facilities contain a fitness center as

10/15/15 Page 5

2.1 Executive Summary

a part of the facility, it is difficult to increase membership with the growing number of fitness competitors, personal training studios and storefront fitness centers in the area. In 2016 efforts will be made to increase membership through promotions, marquees, social media and member referrals. Rentals at both facilities remained busy and the numbers were strong. The exception was that TC is limited by the number of opportunities based on recreational programming and off ice training. Of course this is a very positive thing because the focus of the department is always to provide space for programming first. As the facilities department moves forward, they will be looking to enhance membership numbers slightly while understanding the market saturation within the targeted area. They also will be looking at ways to reduce costs associated with maintaining the facility while not reducing the care and/or upkeep. Some of the revenue driving opportunities will be to partner with some of the local colleges to provide additional space for off-site programming and/or classes while also trying to expand their connections with the changing demographics and some of the new ethic rental opportunities. Because this department also drives the emergency response program for the district and the changing of the parameters with PDRMA, staff will be looking to establish the district as a training center beginning in 2016. Another initiative this department is looking to achieve is upselling and cross selling more services at the point of sale (i.e. the service desks). Staff is currently looking to work with an independent contractor to help provide this training.

35

2.2 Target Statistics

Recreation Department

Recreational Programming	2016 Budget	2015 Projected	2014 Actual	2013 Actual
Field Rentals	\$63,522	\$62 <mark>,4</mark> 25	\$46,393	\$67,723
General Programs	\$31,811	\$13,829	\$18,809	\$21,771
Recreation Camps	\$9 <mark>9,958</mark>	\$92,5 <mark>67</mark>	\$103,055	\$105,465
Dance Class/Program	\$137,517	\$118,500	\$114,726	\$111,991
Tumbling Times	\$91,100	\$91,000	\$83,920	\$77,705
Martial Arts	\$112,294	\$110,255	\$114,064	\$126,716
50+ Programs	\$92,300	\$88,994	\$85,348	\$75,697
Early Childhood, Preschool Programs, STAR & Camps	\$1,63 <mark>1,</mark> 341	\$1,621,934	\$1,513,793	\$1,442,973
Youth Baseball & Softball	\$53,800	\$39,454	\$48,831	\$58,678
Adult athletics, basketball, softball & football	\$68,140	\$ <mark>58,4</mark> 60	\$68,076	\$92,962
Youth Athletics	\$175,490	\$164,945	\$143,055	\$184,446

Facilities Department

2016 Budget

Triphahn Center		2015 Projected	2014 Actual	2013 Actual
Facility Rentals	\$35,325	\$32,600	\$34,511	\$26,059
Fitness Resident Memberships	\$207,435	\$203,000	\$185,391	\$183,345
Fitness Non Resident Memberships	\$20,410	\$20,000	\$17,870	\$20,341
Fitness Corporate Memberships	\$1,056	\$950	\$477	\$850
Guest Fees & Personal Training	\$8,305	\$7,438	\$6,788	\$4,926
Fitness Programming	\$8,400	\$7,932	\$9,153	\$11,312

37

Willow Recreation Center	2016 Budget	2015 Projected	2014 Actual	2013 Actual
Facility Rentals	\$65,400	\$61,000	\$66,112	\$72,739
Fitness / Racquetball Resident Memberships	\$52,908	\$51,900	\$41,218	\$43,277
Fitness / Racquetball Non Resident Memberships	\$10,260	\$10,000	\$7,632	\$7,864
Fitness / Racquetball Corporate Memberships	\$816	\$816	\$822	\$699
Dog Park Memberships	\$36,920	\$35,700	\$42,394	\$41,867

Vogelei Barn & House	2016 Budget	2015 Projected	2014 Actual	2013 Actual
Facility Rental Revenue — Barn	\$18,900	\$17,825	\$17,790	\$18,975
Facility Lease Revenue – House	\$25,500	\$25,327	\$33,387	\$32,415

Seascape Family Aquatics Center	2016 Budget	2015 Projected	2014 Actual	2013 Actual
Group Rental	\$23,014	\$23,003	\$17,914	\$20,188
SSC Resident Membership	\$68,200	\$58,169	\$65,319	\$71,135
SSC Non-Resident Membership	\$10,575	\$9,075	\$10,435	\$12,212
Daily Fees - Resident	\$87,000	\$93, 697	\$85,949	\$83,288
Daily Fees - Non-Resident	\$30,000	\$33 <mark>,5</mark> 66	\$24,897	\$16,201
Swim Lessons	\$39,000	\$34,003	\$37,501	\$34,532

3.1 Key Objectives - Financial Growth

Some of the key areas as it relates to Recreation and Facilities will be to increase revenues as it relates to the expense to revenue ratios. Within the Recreation department, some areas are very strong; i.e. Early Learning Programs were very strong in 2015 whereas some of the youth/adult athletics are trending down. This is a national trend but staff will be looking to continue to reduce some of the trends while at the same time look at some different programming opportunities to help grow these areas as well. Facilities overall had a good year, but with the increase in competition as it relates to fitness centers and the rental business while at the same time limited space based on the need for programming from the Recreation and Ice Operations departments continues to challenge the department. Staff will need to continue to look to maximize their rental opportunities with larger rentals during non-peak programming times and create long-term renters.

Recreation

Recreation Programming

Key Performance Indicators (KPI)'s	2016 Budget	2015 Projected	2016 Action Plan
Youth Athletics	Provide new STEM Technology, Education and Math. Incorporating training and computer skills into one program. Expand DEA contractual services	Not offered in 2015 & DEA contractual services were limited in 2015.	Offer new programs in 2016. Staff will be working with the C&M department to promote these new programs through the matrix marketing initiative.
Youth Baseball	Expanding the Spring season by offering indoor practice training during the winter months.	Not offered in 2015	Begin training in February 2016 and promote this program through the current data base and expand it by cross promoting and working to establish additional participation through other program channels.
Outdoor Adventure	Partner with LL Bean to provide kayaking, paddleboard, fly fishing, GPS Navigation and snow shoeing.	Paddleboard, horsemanship and archery offered in 2015.	Program outdoor sport adventure programs at various parks. Expand LL Bean partnership with paddleboard to include kayaking, canoe training, fishing techniques,

10/15/15 Page 11

40

50+ Club; Active Adult Activity Center

Work Readiness Training Program

The Hoffman Estates census results are in and our 50+ age residents are the highest growing population in Hoffman Estates. The Hoffman Estates Park District has heard the needs of the community and are working to create a community that families, new and old, want to stay in.

Provide training for all young employees and volunteers to better prepare them for work expectations and growth.

Provide trips, fitness, programs and consistent weekly schedules for our 50+ Members and community.

Not offered in 2015

navigation and possibly snow shoeing. Staff has already started to meet with the LL Bean regarding these new opportunities.

Evaluate the partnership with the Village of Hoffman Estates and the Hoffman Estates Chamber of Commerce to provide more opportunities for our growing population.

Create a HE-Skills program for high school volunteers and employees providing them specific training in workforce readiness. Provide six trainings in 2016.

10/15/15 Page 12

41

Facilities

Seascape Family Aquatics Center			
Key Performance Indicators (KPI)'s	2016 Budget	2015 Projected	2016 Action Plan
Group Rentals	39 Birthday Parties 56 Daily Cabana Rentals Total participation groups – 2,083 Full Rental Party -	39 Birthday Parties 56 Daily Cabana Rentals Total participation groups – 2,081 Full Rental Party -	Working with C&M to execute marketing plans for promotion of cabana rentals and birthday parties – coupons/incentives to book parties offered throughout the season, on site posters and banners will be located throughout the facility. SFAC team members will also be making announcements throughout the day promoting all rentals.
	1		
Pool Pass - Revenues	\$78,775	\$67,24 4	Due to the weather being a main factor impacting SFAC pass sales and all operations, it is important to promote the operations early and often in the first part of the year and early spring; specifically with the pass sales. Some of those initiatives will include providing discounts pre-season to encourage advanced sales. Discounts also provided towards the end of the season. Marketing plans include SFAC promotion through the marquee, brochure, and multiple forms of social media outlets along with working with the C&M department to be included in their marketing matrix program and crossing marketing services with other district services.
Daily Fees – Revenues	\$117,000	\$127,263	Staff will look to drive daily sales through general promotion of SFAC as well as special events, e-mail blasts, and social media. Staff also promotes daily fees within the seasonal guide but the focus is more geared towards season passes. In 2015, because the season started off very rainy and with unseasonably cool weather, this area really helped carry the operations towards the end of the year.
Swim Lesson – Revenues	\$39,000	\$34,003	This program, much like season pass sales, really is weather determined. On the front end of the season, staff saw a dip in participation due to the unseasonably cool weather and rain out days. The program itself has a strong structure and follows the American Red Cross Learn to Swim Program. This will be something that staff will continue to promote. This is an area staff believes it will focus on as a cross promotion opportunity with the indoor lessons and some of the districts demographic areas that support the same populations. Some other ideas will include cross selling this service with pass sales and promoting it through our social media campaigns, along with the C&M marketing matrix.

Triphahn Center Key Performance Indicators (KPI)'s	2016 Budget	2015 Projected
Facility Rentals	\$35,325	\$32,600

Fitness Memberships

\$228,901

\$223,950

2016 Action Plan

Staff will be working with C&M to develop marketing initiatives. Some of the key opportunities will include the marquees, flyers and social media which will continue to drive the business and bring awareness to rental possibilities. Some of these new channels should create different targeted markets, specifically as it relates to the marquees and social media. Staff will also be looking to connect with previous customers and looking to develop a referral program from other rentals as well.

Part of the focus in 2016 will be to work to establish a stronger member referral program. The facility has a strong membership base and with the competition in the area being open now for over 1.5 years, the facility is looking to see another strong rebound from the loss in 2014. The department will be working with the C&M department to promote the benefits of exercise and incorporating their specials within the districts marketing plans while at the same time being sensitive to the balancing position the district has operating 3 fitness facilities. This though is a very positive aspect and the referral between centers is very good. This continues to be a driving point for generating new business for this facility.

Willow Recreation Center Key Performance Indicators (KPI)'s	2016 Budget	2015 Projected
Facility Rentals	\$65,400	\$61,000
Fitness Memberships	\$63,984	\$62,716
Dog Park Memberships	\$36,920	\$35,700

Willow Deswesties Contes

2016 Action Plan

WRC will continue to grow the larger rental opportunities specifically as it relates to the ethic parties and large rentals. Smaller rentals do not have the same ROI and provide more overhead as it relates to cost containment. WRC will be looking to take advantage of the new marquee in front of the facility to sell their services i.e. rentals. This has given the facility the exposure it has needed. Staff will be looking to capitalize on this new exposure. Staff will also be working with C&M to promote these larger rental opportunities throughout the district because their opportunities provide more space as it relates to flexibility as compared to TC.

WRC had a strong year and membership continues to grow. The membership base sees the benefit in purchasing a pass to play basketball and utilize the other benefits of the facility, i.e. the exercise space, locker rooms and showers. This will continue to be a promotion that staff will drive forward. Staff has also looked at ways to promote services through the library partnership by offering daily specials to those visitors who attend that area and would like to take advantage of exercising as well. WRC will also be working with the C&M and promoting themselves more through the social media outlets while remaining sensitive to the other district fitness centers too.

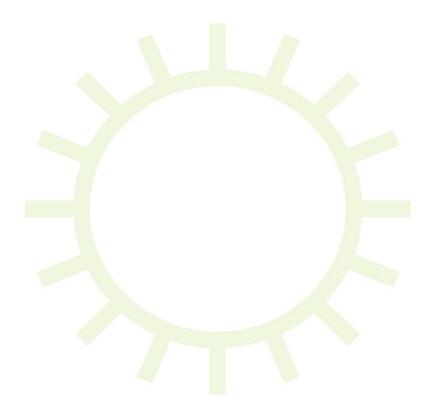
Both Bo's Run and Freedom Run continue to provide a wonderful service for the community and the regional draw of the neighboring communities. Both facilities have a wonderful reputation and staff at WRC has done a great job developing a rapport with the owners. Some of the challenges that the parks have faced, especially Bo's Run, are new parks including Schaumburg and Arlington Heights who both opened new parks in the last year and a half, whereas Freedom Run continues to remain strong in its membership base. Staff also saw a drop in dog park memberships with the outbreak of dog flu during this past season. Staff will continue to promote both parks and educate the users and community on the benefits of the parks. Based on the number of parks in the area, the attendance will continue to be slow in growth and/or success will be in maintaining membership just based on these new parks being so close to our locations.

Vogelei House & Barn			
Key Performance Indicators (KPI)'s	2016 Budget	2015 Projected	2016 Action Plan
Facility Lease – House	12 months x \$2,935 = \$35,220 (2.89%) increase from the previous year.	12 months x \$2,850 = \$34,200	Staff continues to have a strong relationship with the current rental group (the Mohan Group) and works with them to provide any additional needs as it relates to rental concerns and/or requests. Staff continues to keep in mind the idea that this group may potentially retire soon.
			Staff will continue to work with the C&M department incorporating the rental programs into the marketing matrix. This includes all facets of the marketing campaign; some of the new ideas include working with the HE Chamber to provide space for additional meeting opportunities for local businesses. One area that has grown well in the 2015 season is partnering with local churches that currently do not have a permanent location. Staff is also looking to expand the ethic party
Facility Rentals – Barn	\$22,860	\$22,000	opportunities at this location.

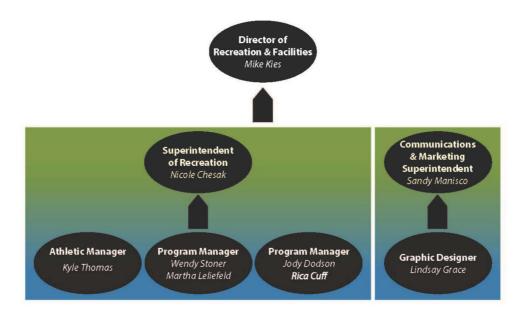
3.2 Key Objectives – Operational Capital Improvement

Department	Item Name	Description / Plan	Anticipated Cost
Facilities	Flooring – WRC	Replace vinyl tiles and carpeting in meeting spaces and class rooms.	\$10,000
Facilities	Fitness Equipment – TC & WRC	Replace and/or add additional fitness equipment based on need, condition and demand.	\$10,000
Facilities	Tile Flooring – Barn	Replace vinyl tile flooring for the upper and lower levels of the barn.	\$12,000

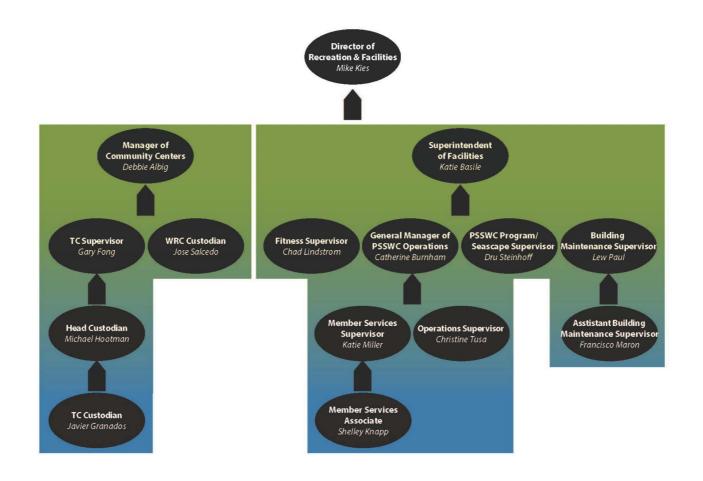
Presented during the budget process.



HOFFMAN ESTATES PARK DISTRICT Table of Organization - Recreation Division



HOFFMAN ESTATES PARK DISTRICT Table of Organization - Facilities Division



MEMORANDUM M15-175

TO: Recreation Committee

FROM: Dean R. Bostrom, Executive Director

Mike Kies, Director of Recreation & Facilities

Jeff Doschadis, GM of Ice Operations

SUBJECT: 2016 Ice Business Plans

DATE: December 4, 2015

BACKGROUND

As operational planning tools, staff creates Business Plans and Marketing Plans which outline operational strategies developed to accomplish the budget, goals and mission of Ice.

IMPLICATIONS

The attached Business Plans were developed based on 2015 year-end projections and 2016 goals and budget. During the first quarter 2016 the Business Plans will be updated to reflect 2015 final numbers as well as any adjustments made to the 2016 budget. Marketing Plans which support these Business Plans will be finalized and presented to the Recreation Committee during the first quarter of 2016.

Staff will provide an overview of the Business Plans at the December Rec meeting. Following the overview, committee members and audience members will be encouraged to provide input and suggestions regarding the Plans.

RECOMMENDATION

No formal recommendation is required as the Business Plans are operational plans and do not require board approval.



Business Plan 2016

1. MISSION	3
1.1 Mission Statements	3
2. EXECUTIVE SUMMARY	4
2.1 Executive Summary	
2.2 Target Statistics	5
3. STRATEGY AND PLANS	
3.1 Key Objectives – Financial Growth	6
3.2 Key Objectives – Capital Improvement	7
4. BUDGET	8
5. ORGANIZATIONAL CHART	10
5.1 Key Staff Organization Chart	10

1. MISSION

1.1 Mission Statements

TC Ice Mission Statement

Triphahn Center Ice Arena is dedicated to offering a friendly and enjoyable experience for our guests. Our goal is to provide a quality product at a fair value price point for all our residents and guests to enjoy. Staff strives to provide first class customer service, products and overall facility image to achieve financial goals as well as exceed customer expectations.

Hoffman Estates Park District Mission Statement

The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences to residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

2. EXECUTIVE SUMMARY

2.1 Executive Summary

COMMENTS

The TC Ice Arena is currently operating in a very stable climate. Participation numbers in skating and hockey have all been on the rise since 2013 and future growth looks very favourable. However, things do plateau and staff is working to ensure that programming stays competitively priced while operating in a fiscally responsible manner. Staff continues to strive towards operational success which is a constant pull between ice time for programming versus ice usage for rentals. This balance is under constant scrutiny by staff and during the 2015 season, it continued to be a balance that was not easily obtained. Driving new business and gaining new skaters is really more dependent on the time of programs rather than a marketing strategy. Skating or hockey is so specialized that the tot level participants are the key to future success. Ensuring that this group has a positive experience will be the key to our future success. The model that the program is centered around dedicates gaining a young skating community in the program and developing them through the ranks. The challenge continues to include recruiting from other programs and the need for off-ice training. As the program continues to grow and expand at the pace it did again this year, these value added amenities will be critical to the success from a long term perspective. Most programs have an off ice program and to remain competitive this will be something staff will need to continue to research based on current space and the potential for additional space moving forward. The other outstanding objective that has been achieved over the past few years is the reputation of the program and the quality and development standpoint. With this being said, the hockey development program continues to draw from a wide demographic region outside of the standard programming boundaries. It will be important to continue to market and brand the Wolf Pack program within the community but also look to develop ways to integrate new skaters into both the general lessons and

KEY ISSUES

Some of the major key issues going forward will be the mechanical equipment. This upcoming summer, the replacement of the cooling tower and condenser supplement will have a large impact on summer revenue. Ensuring the project is completed in timely manner and that the ice is back up and running within the timeline of 4 weeks will be critical. Once this project is completed it will help to reduce the amount of wear and tear on the current equipment and provide a better environment for all skaters, specifically during warmer operating months. Staff will be looking to evaluate the "drop in" ice times in 2016 to maximize programming opportunities. Ice space has become so limited it will be important to make sure we balance the financial needs with the goals/targets of providing programming opportunities to our growing services. In 2016 staff will be looking to partner with local area high schools to offer a United States Figure Skating program. This initiative will hopefully help continue to stretch and grow this area. As our program continues to show steady growth, nationally this program continues to decrease in participation. With the limitation in ice time staff is looking at other creative ways to utilize space. Some of the ideas include the space at Pine Park and our relationship with the Village/Sears Centre and those conversations are ongoing. Another program to continue to fill the pipeline as it relates to growing the younger skating program is the potential development of a mentorship program for incoming families new to the program and/or whom might be interested in getting involved in hockey. During the first two quarters of the 2016 staff will be reviewing some of the current off ice areas, i.e. skate rental, party and coaching rooms making sure that all space within the lower lever is maximized for program growth and enhancement.

Summer programming price points are a key issue with regard to the amount of time available (due to the repair) for the reminder of the summer and then utilizing that time to get the best return on the ice time. Staff has a great challenge over the next few months to put together a program to accomplish this goal, maximizing space and reducing the revenue loss (impact) when the ice is down for these mechanical repairs, this will be a major focus of staff within the first quarter of 2016 and the final quarter of 2015.

2.2 Target Statistics

	2016 Budget	2015 Projected	2014 Actual	2013 Actual	2012 Actual
Ice Rentals	\$445,510	\$445,000	\$446,164	\$431,458	\$490,997
Hockey Lessons /Camps	\$170,650	\$198,250	\$199,664	\$147,132	\$96,233
Skating Lessons	\$185,500	\$202,800	\$196,187	\$148,572	\$171.833
Freestyle	\$39,900	\$41,000	\$35,897	\$39,036	\$47,678
Drop In	\$22,000	\$22,750	\$19,508	\$21,759	\$29,682
Skate Rental	\$14,000	\$14,000	\$17,455	\$20,431	\$21,504
Public Skate	\$38,800	\$36,850	\$48,020	\$48,657	\$45,323
Wolf pack Hockey	\$492,300	\$449,975	\$390,336	\$390,085	\$308,421
Rev. – Wolves, Tournaments, vending, pro shop, concessions, special events, adult hockey	\$333,285	\$327,615	\$413,784	\$334,315	\$384,055
TOTAL REVENUE	\$1,740,945	\$1,734,390	\$1,767,015	\$1,581,445	\$1,564,431
OPERATING EXPENSES	\$1,650,945	\$1,633,782	\$1,601,438	\$1,521,508	\$1,420,698
OPERATING PROFIT	\$90,000	\$100,345	\$106,825	\$59,936	\$143,732

3. STRATEGY AND PLANS

3.1 Key Objectives – Financial Growth

Key Performance Indicators (KPI)'s	2016 Goal	2015 Projected	Description / Plan
Hockey Lesson participants	1,325	1,525	Due to the capital project occurring during the summer of 2016, the goal numbers outside of the Wolf Pack and Drop In are expected to be lower as programming for 4 weeks will be affected by the ice being down. The plan is to make sure we keep our "Ice" audience in the loop about the summer project as well as having an effective programming plan in place to encompass a good price point as well as an overall ice usage strategy in place to maximize our time once the ice is available for use. Staff is also looking at using the space during that time for additional training if applicable and/or feasible with the repair project taking place.
Wolf Pack	850	758	Research and develop a Hockey Mentorship program to families of Hoffman Estates. Evaluate offering a house league hockey program at Pine Park and/or develop a strong structured off ice training program. Institute a 360 Assessment Program for hockey and ice skating staff. To be used for quarterly staff assessments with compilation of information to be used at yearly reviews.
Figure Skating participants	1,250	1,450	Offer a summer lesson program at a greatly reduced price for the shortened summer season to spring board into the fall program. Offer the summer participants enrolment now for fall programs which will be a skating lesson program at a reduced rate for early enrolment. Then use that enrolment to offer discounts on Days Out of School skate camps.

3.2 Key Objectives – Capital Improvement

- The Ice Operations needs to constantly meet all three of the following conditions:

 1. Add value back into the facility by adding additional amenities and enhancements.

 2. Improve the experience of visiting patrons.

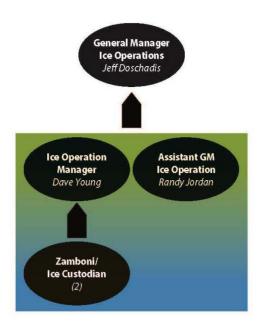
 3. Prolong the useful life of the facility.

Department	Item Name	Description / Plan
Ice Operations	Cooling Tower Replacement	See Attached Memo to the 2016 Budget
Ice Operations	Supplemental Condenser	See Attached Memo to the 2016 Budget
Ice Operations	Ice compressor Rebuilds	Yearly project in which the 3 compressors (Engines) are overhauled to ensure they operate at peak performance

4. BUDGET

Presented during the budget process.





MEMORANDUM NO. M15-170

TO: Recreation Committee

FROM: Dean Bostrom, Executive Director

Mike Kies, Director of Recreation and Facilities

Sandy Manisco, Communications & Marketing Superintendent

RE: Brochure Print Bids DATE: December 4, 2015

Background

Staff produces and delivers 28,500 program guides seasonally, four times each year. The guide is a 52-64 page booklet printed on recycled paper. Bid packets were emailed in mid-November to our list of printers, following the publishing of the public notice in the Daily Herald and on the HEPD website.

Implications

Staff received 7 sealed bids which were opened at 10 AM on Monday, November 30 with the following results for 28,000 pieces:

Printer and location	60 Page	4 Page Insert	Samples provided?	Press Type
1. EP Graphics, Berne, IN	\$12,142	\$1,645	Yes	Web Press
2. Indiana Printing & Publishing, Indiana, PA	\$12,324	\$1,741	No	Not disclosed
3. Paulson Press, Elk Grove Village, IL	\$13,000	\$1,500	Yes	Sheet Fed
4. Haag Press, Elgin, IL	\$14,045	\$1,722	Yes	Not disclosed
5. Signature Offset, Boulder, CO	\$17,903	\$3,660	Yes	Not disclosed
6. Creasey Printing, Springfield, IL	\$19,600	\$1,925	Yes	Not disclosed
7. American Solutions, Palatine, IL	\$31,884	\$3,637	Yes	Not disclosed

In 2015, two 52-page, one 56-page and one 60-page brochure were printed in full color throughout with a printer that uses a Sheet Fed method of printing. In 2011, the district was using a Web Press printing method. Staff was not pleased with the quality of the Web Press printing method. In 2012, the district returned to using a Sheet Fed printing method, and staff has been pleased with the product ever since. Therefore, although EP Graphics out of Berne, IN, was the lowest bidder, we are not recommending EP Graphics because they utilize a Web Press printing method. Furthermore, while Indiana Printing & Publishing, located in Indiana, PA, was the second lowest bidder, their bid was disqualified because samples were not provided, which were required in the bid specifications.

The third lowest bidder was Paulson Press of Elk Grove Village, as they use a Sheet Fed printing method. In addition, being located in Elk Grove Village also results in a lower carbon footprint to print the Guide. This supports one of the Park District's initiatives stated as "efficient and effective use of natural and manmade resources."

Recommendation

The Recreation Committee recommend that the Board award the 2016 bid for the printing of the seasonal program guides to Paulson Press, with the option to renew for two additional one-year terms in 2017 and 2018.

MEMORANDUM NO. M15-171

TO: Recreation Committee

FROM: Dean Bostrom, Executive Director

Mike Kies, Director of Facilities and Recreation

RE: Victoria North Playground name

DATE: December 4, 2015

Background

Victoria North playground is currently scheduled for renovation in the spring/early summer 2016. This playground is being designed to create the most ADA accessible playground in the district.

Presented to the Board on November 24th, was a recommendation to name the playground within Victoria Park "Peter M. Smith Playground". Peter Smith was a true champion and advocate for promoting equal access for all individuals with disabilities. Locally, Peter Smith was credited with being responsible for creating the Village of Hoffman Estates model accessibility ordinance. This ordinance was the first of its kind in Illinois and required that all public buildings be architecturally accessible to the handicapped. Eleven years before Peter was first elected to serve as **Commissioner on the Hoffman Estates Park District Board**, he served on the park district's Special Recreation Committee and was instrumental in spearheading the district's drop-in center for physically handicapped adults. Peter served as an active member of the Hoffman Estates Commission on Seniors and the Disabled.

Implications

At the November 24th board meeting, the board preliminarily approved naming the Victoria North playground **Peter M. Smith Playground**. The name can only be officially confirmed by the board 60 days after, or on January 26, 2016. During this 60 day waiting period, the proposed name change will be presented to each of the park board's 3 standing committees, posted on the district's website and posted on a notification sign located at Victoria North playground. The website and notification sign will provide contact information regarding the proposed name change and the date/time of the park board meeting in which the confirmation will take place (1/26/2016). The collective input received during the waiting period will be presented at that time. A dedication ceremony will be held in the summer 2016.

Recommendations

The Recreation Committee recommend to the Board, naming the Victoria North playground the "Peter M. Smith Playground" after the 60 day waiting period on January 26, 2016.

MEMORANDUM NO. M15-169

TO: Recreation Committee

FROM: Dean R. Bostrom, Executive Director

Michael R. Kies, Director of Recreation & Facilities

Brian Bechtold, Director of Golf Operations
Nicole Chesak, Superintendent of Recreation
Jeff Doschadis, General Manager of Ice
Katie Basile, Superintendent of Facilities

Sandy Manisco, Communications and Marketing Superintendent

Debbie Albig, Manager of Community Centers

RE: Board Report
DATE: December 8, 2015

Recreation and Facilities Division



UPCOMING EVENTS

- Dec 6 HE Stars Dance and Toy Drive Delivery to St. Alexis Hospital
- Dec 10 50+ Holiday Dinner Party
- Dec 12 Winter Fest (10AM-1PM)/Breakfast with Santa (9AM-Noon) at Bridges
 Of Poplar Creek
- Dec 13 All Aboard! Storytime Train Ride
- Dec 19 Parents Night Out at PSSWC
- Dec 19 Winter Dance Showcase at Conant High School
- Dec 20 Skate with Santa 4:20-6:10 PM at Triphahn Ice Arena
- Dec 20 Zoo Lights Family Trip
- Jan 16 Parents Night Out at PSSWC

Snapshot Summary/Highlights:

• As part of our NRPA Park Champions Initiative www.nrpa.org/Park-Champions (which is a year round ambassador program to engage our local elected officials to support Parks & Recreation, specifically HEPD) for the end of this year and 2016. On 11/25 Am Check Katie Berganske-Frank, DEA Nation Jay Mabry, and Hoffman Estates Park District Superintendent of Recreation Nicole Boer Chesak put on a Community Wide Thanksgiving Dinner for families in Hoffman Estates that could use some additional support during this time. This event was sponsored by DEA Nation. Representative Fred Crespo was in attendance and over 154 individuals registered for the free dinner. It was held at the Bridges of Poplar Creek. The night was a huge success with many smiling faces and full bellies! This program will be on-going (contacting our local representatives) and encouraging them to visit events like this one and attend numerous special events, while engaging them in parks and recreation.

- On 11/23 Mike Kies was officially voted in by the Hoffman Estates Chamber of Commerce and Industry board of directors as the next Chairman of the Board. He replaces the outgoing Chairman Jim Norris the Village Manager. Mike was the previous Vice Chairman and is excited to serve in this new role in 2016.
- Staff is currently working with the Chicago Bulls to try to secure the practice site for their new Developmental Team that will be playing at the Sears Centre starting in the fall of 2016. Mike Kies met with their team representative to tour the PSS&WC site and will continue to tour other park district facilities as other options for potential practice sites. As these communications continue to move forward additional information will be brought forward to the committees and the board.
- Girls Feeder basketball will have an 8th grade team and a 7th grade team this season. In 2014 we had zero feeder teams, in 2015 we had 1 feeder team and now for 2016 we will have 2 feeder teams.
- The Preschool and Star programs continue to remain strong, while growing at a nice rate. Preschool is up 15 participants from this time last year and 10 of those new registrations are from ELC. The Star program is also going very well; it is up 50 participants from this time last year, most of that increase can be attributed to the growth in the District 54 numbers. Our two new team members Wendy Stoner and Martha Leliefeld are doing a wonderful job!
- 50+ Spring trip 2016 (Diamond Tours) to Mt Rushmore/S. Dakota sold out in 48 minutes. Staff is currently working on adding a potential second bus if the waitlist gets large enough.
- C&M reported research on 50+ monthly ENewsletter The newsletter averages a 40% "open rate", an "open rate" of over 20% is considered "amazing" so the value in this publication is very strong.
- The Wolverine (Girls) team is currently undefeated in their division. They play against all boys' teams' one division lower at squirt. A new logo design was put together for this team to give it a face lift.
- The World Hockey Invite was played at the Triphahn Center Nov. 6-8. The event was very successful and staff received a lot of positive comments from many visitors both locally and from outside the area. They commented on how nice the facility and staff were.
- Dru Steinhoff has accepted the full-time job position of Aquatic and Program Manager for PSSWC and Seascape. The job position includes managing the PSSWC group and private swim lessons, indoor climbing wall, PSSWC youth programming, and special events (including the Pumpkin Swim, Trick or Treat Climb Aqua Egg Hunt, Garage Sale) as well as managing Seascape Family Aquatic Center. Dru will be relocated to PSSWC as well as spend a portion of her working hours at Seascape, when in operating season. The transition will take place December 1st. A 30 day training plan has been established, with a plan for re-evaluation throughout the process as well as at the 30 day mark within the transition.
- On Monday 11/16, PT Staff employee, Maddy Harford, was recognized and awarded by the Village of Hoffman Estates Fire chief, for her actions and response to the incident on rink 1, back in September.

• From 11/15-11/21, both Triphahn and Willow Recreation, held a Member Appreciation week! Each current Fitness member was greeted daily with games and contests, daily snacks and water bottles! Most, if not all of our guests, won a new STRONG fitness t-shirt, some won a free month of fitness dues, others walked away with a new Fitness Towel! The entire week, both facilities ran a promotion on memberships and at Triphahn, we signed up 13 new members! There were 4 new "likes" on the HEPD website and 3 people checked in at TC fitness center during this week. One person even wrote a nice comment "good hockey rinks, nice workout facility, very clean bathrooms".

Volunteers Summary:

- Human Resource processed 7 new and 5 returning volunteers.
- 7 volunteers participated in opportunities for the 50+ group for a total of 6 hours.
- 3 new special events for December were posted on the HEPD Website Volunteer page.



Youth Baseball

• Indoor practice time - A new addition to the upcoming 2016 spring season is for any player who signs up before February 1st to participate in indoor practice time. This will give players 2 more months of fundamental work before their first game.

Youth Basketball

• Youth basketball registration is starting to come in. Below are numbers from 2014-15 versus the numbers for 2015-16 season as of October/ November.

Year	½ coed	³ / ₄ boys	5/6 boys	7/8 boys	³⁄₄ girls	5/6 girls	7/8 girls	Feeder	Total
2014- 15	72	76	88	63	20	17	8	8	352
2015- 16	80	76	77	44)	34	14	4	14	343

• New for the 2015-16 season, HEPD will host an all-star game for the 3/4, 5/6 and 7/8 levels. We will also create tournament teams at the 5/6 level and 7/8 level to compete in a year end feeder basketball tournament.

Youth Volleyball

- Currently taking registration for the fall season.
- Registration emails have been sent to past participants along with cross marketing to youth baseball/softball, youth soccer, and youth basketball participants.



Preschool:

Total Preschool:	293	305	+12
Early Learning Center	25	35	+10
Preschool 15-16	69 WRC	66 WRC	-3 WRC
	118 TC	125 TC	+7 TC
2's Playschool 15-16	25 WRC	24 WRC	-1 WRC
	30 TC	29 TC	-1 TC
Threeschool 15-16	11 WRC	13 WRC	-2 WRC
	15 TC	13 TC	-2 TC

STAR		
Program	11/2015	11/2014
District 54	272	321
District 15	37	36

District 15 37 36 -1
WRC KSTAR 10 12 +2
Total 319 369 + 50

KSTAR is only operating through District 15 at WRC. TC no longer has a need for the
program since D54 went to all day kindergarten. We have incorporated
kindergartners into our STAR program for families who needed the extended care.

Var. +/- +49



Volunteerism

Volunteers – 7 volunteers – 6 hours total (newsletter/birthday mailing/center décor/holiday party prep)

Classes offered in October

Basic Exercise, Chair Fitness, Gentle Yoga, Line Dancing, Spanish, Tai Chi, Writing

Athletic opportunities offered in October

Billiards, Pickleball, Ping Pong, Volleyball, Walking

Upcoming trips

Carole King Tribute: Beautiful, Chi, Christkindlmarket/Supper/Zoo Lights, Chi, High Tea, Long Grove (held all day parts/weekdays, week nights)

Evening/Special Programs

Health Screenings – 8 stop ins

Pub Quiz Night (3rd Thursdays/6:00 pm) – 30 participants - held at BPCCC

Book Club – facilitated by Schaumburg Township District Library staff

Friday post lunch programs (October)

11/6 Medicare Update/Open Enrollment

11/13 "What's My Line" activity

11/20 Harvest Luncheon in conjunction with Village of Hoffman Estates Sr Commission

Organized Activities

Bingo at Culver's/monthly

Other

Promoted Chair Yoga class launch with local VFW Posts

Met on programming ideas with NWSRA

Received donation of \$641.60 from Fancy-Free Holidays (promoted/sold trip to 50+, 9 members registered)

Met with fellow IPRA Sr Committee member to prep for Conference presentation on the future of Senior Centers



I.C.E Academy

- Skaters from the ICE Academy are volunteering at the South Arboretum outdoor rink to provide small skating exhibitions on weekends. Staff is also working to offer a small informal Ice Exhibition in January at that rink as well.
- Winter skating camps will be offered over holiday break. Six one day options will be available.

Wolf Pack

- Hockey Clinics for mite players are being planned for Dec. 21-23. Another clinic
 for all other players is being considered for Dec. 28-30 but games and tournaments
 may end up causing an issue with these clinics being offered.
- The Wolverine (Girls) team is currently undefeated in their division. They play against all boys' teams one division lower at squirt. A new logo design was put together for this team to give it a face lift.
- The good weather has allowed a number of teams to continue off ice training outside at TC and allowed the use of Pine Park.

H. Ice Rink Information

	Program	11/2014	11/2015	Var. +/-
•	Public Skate	515	425	-90*
•	Freestyle	110	190	+80
•	Drop In/Homeschool	324	330	+6

^{*}This number fluctuates based on available ice time and the time of year.



November Membership Totals	2014	2015	+/-
Sub Total	3036	3067	+31
GE Members	331	436	+105
Total Members	3,367	3,503	+136

Member Services

- The enrollment promotion for the month of November extended a special discounted enrollment fee of \$49.99 along with free November dues upon mention of our digital ads or our direct mail jumbo postcard. Prorated dues applied to those who enrolled without mention of the ads, however, the Member Services team was encouraged to use discretion and leverage prorated dues remaining for the month of November in order to secure enrollments for the month. The special enrollment promotion was advertised on a jumbo direct mail postcard that was targeted for distribution to 15K single family homes within a 7 mile radius of the fitness center in selected postal codes. (There were a total of 22 enrollments during the month of November that resulted from direct mail correspondence.) The direct mail postcard also featured a special offer to waive the enrollment fee in its entirety upon purchase of a PT package; this is a special incentive that the Member Services team offers on a regular basis, however, it is typically unadvertised. (There were a total of 5 PT packages sold by the Member Services team in November at the time of enrollment.)
- The Member Services team offered a special BLACK FRIDAY enrollment opportunity that was advertised exclusively through Retention Management, Facebook, and HEPD EBlast. The opportunity included \$0 enrollment and free December dues. The promotion proved successful and resulted in a total of 24 enrollments over the holiday weekend (Friday, Saturday, and Sunday).
- The ongoing Friends in Fitness member referral program continued to be a primary
 force in generating new memberships; the club cash incentive corresponding with this
 referral program rewards current members with a \$25.00 club cash reward for referrals
 who enrolled as members. These promotions have proven to be popular and
 effective among prospective clients and among the most productive of marketing
 efforts.
- The ENROLLMENT FEE banner on the north side exterior remained mounted on the building along with the east side banner, both of which continue to attract many prospective clients. This second banner provides visibility/identity of the building for westbound traffic on Route 72 and compliments the signage panels installed in the spring of 2014. Likewise, both internal and e-based targeted marketing were utilized to inspire member referrals as well as to reach all HEPD clients throughout the community. The HEPD bi-monthly eBlast included the enrollment promotion details, and targeted emails through Retention Management continued to be sent throughout the month to promote the club cash incentive for member referrals with additional incentives promoted on Facebook and the HEPD and PSS&WC websites. The PSS&WC enrollment special was also advertised on each of the District's

- electronic marquis signs throughout the community. The PSS&WC enrollment special was also advertised on the VHE electronic marquis located at the corner of Shoe Factory Road and Beverly on the southwestern edge of Hoffman Estates.
- The number of credit card denials following November billing continued at a manageable pace. Efforts that were implemented within the Member Services and Billing offices to continue to contact members proactively to obtain updated information for billing continued aggressively during the month of November. These efforts include phone calls, emails, form letters, and person-to-person contact upon check in at the Service Desk. With such efforts being taken consistently from month to month, the number of 90-day cancellations continues to decline as the team is becoming increasingly successful at connecting with members in the first 30 to 60 days following billing to reconcile account balances.
- The Member Services team is in the process of securing a potential relationship with a new single family home community in northwest Hoffman Estates managed by M/I Homes. This new development is located within a community named Bergman Pointe and will consist of 81 single family home sites. As is the case with The Woods community in South Barrington, the intention would be to extend promotional opportunities for steep enrollment discounts for new members residing within this community.
- The Member Services team has been in contact with the IDOT office located in Schaumburg regarding an opportunity for "lunch and learn" visits to that location. These visits would include a Member Services team member and a Fitness team member (perhaps a Registered Dietitian) who would be present onsite at IDOT to meet and speak with employees about PSS&WC membership and program opportunities.

Operations and Fitness Departments:

- The PSS&WC Key Team continued discussions during the month of November to further discuss ideas to extend celebratory club activities through the end of the year to commemorate the club's 15 year anniversary. A special Member Social was held early November at Pinstripes in the Arboretum that provided a casual forum for member/staff interaction. The special anniversary celebration launched officially in September with popular retention activities like member BINGO (which rewarded special incentive prizes to various winners based on club usage/visits) and Member Appreciation Day (which consisted of special hourly raffles for member incentives). Special anniversary t-shirts have been purchased to be used as special incentive gifts for various member activities scheduled to commemorate the anniversary through the end of FY15.
- The locker room project, with steam room tile and shower stall tile replacement, is in the final phase. Three vendors were requested a quote for the project. There are 2 vendors still pending final quote. The project will be completed within December, once the vendor has been selected.
- We are in the final phase of purchasing a new functional training piece of equipment, Life Fitness SYNRGY 360. Life Fitness pioneered the SYNRGY360 concept to create inspirational fitness experiences for a diverse audience of exercisers. Customizable and nearly limitless training options, built-in storage, optional attachments and dynamic training resources ensure that SYNRGY360 is about more than a routine

- workout. The concept provides opportunities to offer dynamic and exciting small group training to anyone in our facility.
- PSSWC has an upcoming Nutrition Workshop, Holiday Eating, taught by Kathy Brown which will be held on December 12th.
- Metabolism Boosting, taught by Kathy Brown held on November 16th had a great turnout, almost reached the maximum with 14 members participating.
- Within the area of group fitness Class participation has remained steady. Highlighted classes include: Zumba 35 Raise the Barre 25 Pump & Abs 25 Gentle Yoga 25

Programs and PSS&WC Swim Lessons

- The Climbing Wall Scout Merit Badge program ran with 6 participants on November 22nd. Efforts are being made to continue to recruit additional boy scouts to participate within this program to receive their BSA climbing merit badge.
- Parents Night Out (PNO) ran in November with 8 participants. The PSSWC team is
 working to enhance enrollment for the next PNO by collaborating with the Arboretum
 to provide additional incentives/coupons for the parents to encourage enrollment for
 the December Parents Night Out event. Additional efforts will also be made through
 e-mail blasts and Facebook marketing for the December PNO.
- The second fall session of indoor swim lessons is underway with 203 swimmers. This is compared to 228 participants within the 2014 session.



Triphahn Center Fitness and Operations:

Membership	11/2014	11/2015	Var. +/-
Totals:	921	898	-23*

^{*}The negative variance continues to decrease month to month and year to year. We continue to see previous members returning from the new fitness centers that have opened up in the area over the past 2 years.

General Summary:

 Room rentals continue to increase monthly. Dance World took place on 11/14; both Church groups continue to repeat their rentals on Sunday mornings, Shah and Patel Volleyball rentals on Sundays and recently added yet another volleyball rental on Sunday afternoons.



Membership	11/2014	11/2015	Var. +/-
Fitness/Racquetball Totals	353	368	+15

General Summary:

• Membership Appreciation Week was held the week of Nov. 15 – Nov. 21. Healthy snacks and water were available to fitness and racquetball members that were working out. There were also games to play for prizes on certain days & tee shirts given away on different days for wearing a specific color shirt. Free fitness classes were offered and ask the trainer sessions were available as well. A calendar of events was posted and emailed to members so they would be aware of what was happening each day. WRC received 4 new "likes" and 3 people checked in at WRC. The promotion for new members for the week was that the prorated fee for the rest of Nov. and the \$10 processing fee would be waived. There were 15 new members registered during this week.



Bo's Run:

- Breakdown for Bo's Run / Combo passes HE 114, Palatine 40, Barrington 10
 Schaumburg 41, Arlington Heights / Mt. Prospect 5, Inverness 22.
 Additional towns are Rolling Meadows, Elk grove, Hanover Park.
- There were 16 guests to Bo's Run in November compared to November in 2014.

Freedom Run:

Breakdown for Freedom Run/ Combo passes Elgin – 156 HE – 55, Streamwood 60.
 Schaumburg – 13. Additional towns are Huntley, Hanover Park & S. Barrington, Elk Grove, Palatine, Wheeling & others.

Dog Park Passes	11/2014		11/2015
Bo's Run	329	Bo's Run	253
Freedom Run	347	Freedom	294
Combo	72	Combo	77
	748		624*

*With the opening of the two new parks in Schaumburg and Arlington Heights, along with the dog flu scare over the spring and summer months both parks saw a dip in the enrollment. Staff believes with the new parks in the area the number may never return to the previous levels but the feedback from users and guests has been very positive.



PROGRAM PROMOTIONS

Staff worked with program managers to promote Winter Guide and Registration, Winter Fest, Fitness Member Appreciation Week, Black Friday sale, Parents Night Out, Prairie Stone memberships, 50+ programs; youth sports.

Community Calendar Submissions to: Daily Herald, Chicago Tribune, Hoffman Estates and Schaumburg Chambers and Hoffman Estates Visitor's Bureau.

Doggie Costume Contest – We ran a social media contest in October to promote dog park memberships. Residents posted pictures of their dogs in costumes on Facebook and Instagram. This contest was promoted via our marketing channels: marquee, web, EBlast, digital signs, Facebook and Instagram. Social media users voted by "liking" the photos. The winner with the most likes and also a winner chosen by C&M staff won a one-year membership to the dog parks, plus a gift basket donated by Bentley's Corner Barkery. The contest ended 10/31 with 15 contestants. Campaign cost: \$0 in true costs; (\$138 in retail value for 2 dog park membership prizes)

RESULTS: We had **31 new dog park memberships** between 10/7-11/13/2015, but only **3 new memberships the same period last year**. In addition, social media results include:

- Total Likes Combined Facebook and Instagram: 519
- Total Shares on Facebook: 30
- Number of impressions/People reached on Facebook: 1,917
- Seen and liked on Instagram: 265

Mobile Friendly EBlast Template – We adapted a new template that is mobile friendly after statistics indicated that more than half of our recipients were opening our EBlast on mobile devices. The new template combines all columns into one long column when viewed on a mobile device.

Weather Updates campaign – To promote the use of our mobile app, we began promoting a feature, the Weather Updates and Weather push notices, to encourage more users of the mobile app. The Weather Updates icon is the page where we post cancellations, late start, early release, etc., when programs are interrupted by the weather. Nov 6 and 18 Facebook posts; Nov 10 EBlast; Nov 6 push notification. In addition, the feature is being promoted to STAR, KinderSTAR and Preschool parents. In November we've added 23 new app users.

COMMUNITY EDUCATION

"Fall In Love with Our Parks" – a video produced by C&M to promote the beauty of our parks during the fall. Appeared as our Featured Video on our home page starting Oct. 27, and promoted in social media.

Weeds or Wildflowers? – A four-part series of articles published on Schaumburg Can website and in Winter Park Perspectives to educate about why we must control invasive species and the many methods including controlled burns, goats, and volunteer events. Once the printed Park Perspectives is released, the series will run on our website and social media.

PUBLIC RELATIONS & ADVERTISING

Daily Herald Trade Ads, appearing in Neighbor Section on Sundays 2xs per month: Bridges Holiday party special

SPONSORSHIPS & ADVERTISING

Burger King/Gill Management - C&M Is working with Gill Management, the owners of the new Burger King at Higgins and Barrington roads. They have offered to donate to our foundation, a dime for every dollar spent when a customer mentions the Hoffman Estates Park District. We will be participating in their ribbon cutting ceremony. We are creating marketing materials to promote the campaign throughout HEPD and at the restaurant.

Poplar Creek Crossing – C&M is working with the marketing firm Pinetree to promote an event on Dec. 11 at the shopping center. Pinetree has agreed to buy ad space in the district's EBlast and internal digital signage.

MARKETING DASHBOARD

Mobile App Downloads

The app has been available since April 25, 2014; as of November 30, 2015 we have had 1,379 apps downloaded. In November we promoted the Weather Push Notification feature, so participants can be notified when bad weather interrupts or cancels classes. We have added 23 new app users in November.

Mobile Access

Results to date are positive, showing more users accessing heparks.org on mobile devices or tablets. We are looking for a greater percentage of page views by mobile devices and fewer via desktop. Benchmark column indicates how users accessed HEparks prior to the app and mobile-friendly website. (Responsive mobile-friendly website launched Oct 28, 2014; app launched April 25, 2014; mobile Webtrac launched in late November 2014.) We are seeing greater numbers of people reading our bi-weekly email on their mobile phones. See additional reporting below in Email.

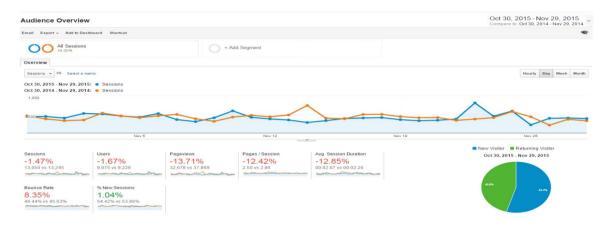
Source:	Benchmark:	Oct 23-Nov30	Oct23-Nov30	Change
Google	Feb 2013-Feb 2014	2014	2015	from last
Analytics				year
Desktop	63%	56%	51%	-5
Mobile	27%	33%	40%	+7
Tablet	10%	10%	8%	-2*

*A decrease in tablet views is speculated to be a result of more mobile phone use as mobile phone screens are increasingly larger. Tablet sales have leveled off. It is more convenient to use a smart phone which is always within reach. (http://time.com/3532882/people-arent-buying-tablets/)

Website HEParks.org Google Analytics

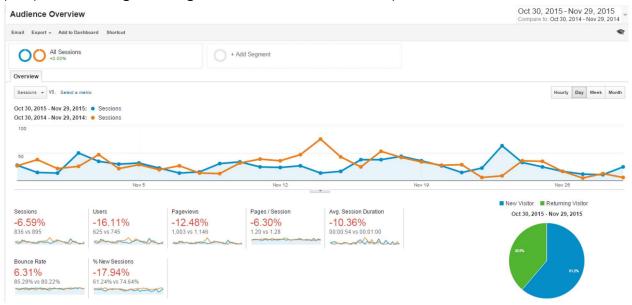
-(HEPD)

This month hits to the home page are slightly down from last year. The Winter Guide 2016 came out in mid-November and Registration began Nov 23.



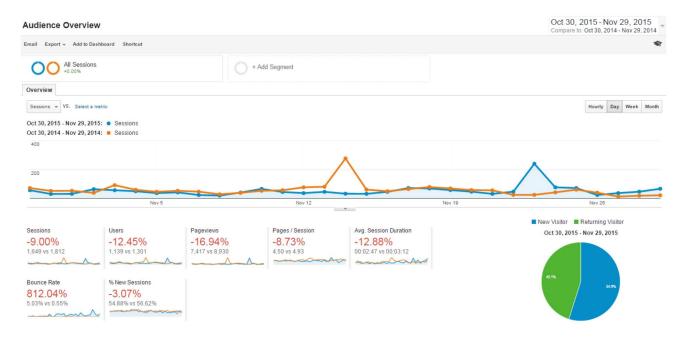
Program Guide Online

Indicates how many times people are viewing the electronic version of our program brochure on our website. It appears that folks are viewing the Program Guide on the weekends, and registering online during the week (see below). In 2014 the Winter Guide was released on Nov. 14, in 2015 registration began on Nov. 23. We are seeing a trend of fewer people accessing the Program Guide online, most likely attributed to more mobile use.



Webtrac/Online Registration Page Hits

Google Analytics – Hits peak mid-week. We still see in increase in hits the week right before sessions begins. The Winter Guide was released on Nov. 14, 2014, Registration began on Nov. 23. Hits are down, likely due to users accessing the mobile version of Webtrac. Future reports will include data on Mobile Webtrac.



Facebook Reach

Total Likes totaled 2,039 this as of 11/30. Our goal is engagement: The more people tag, share and comment on posts the greater the reach. 28 Days Page Engaged Users (Col G): The number of people who engaged with our Page. Engagement includes any click or story created in November = 27,107. See the chart below for a list of our most successful posts this month, which explains the "peaks".



Top 5 Most Successful Posts Nov1-30 (Posts that reached more than 200 people)

Post Message	Туре	Posted	Lifetime Post Total Reach
			Lifetime: The total number of
			people your Page post was
			served to. (Unique Users)
Congratulations to the Hoffman United Girls Thunder! They clinched the IWSL U13 CNW division title yesterday with a 2-2 tie against second place Peak Academy! Coming back twice from losing positions in the game, claiming their title by scoring a goal in the final minutes! We couldn't be prouder, way to go, ladies!	Photo	11/9/15 7:30 AM	661
Thank you to the Village of Hoffman Estates Government for recognizing the heroes that took quick action last month and saved a participant's life at the Triphahn HEPD Ice Arena. Thank you for recognizing the good forces in our community! Read more>http://bit.ly/1kEFnbF	Photo	11/18/15 7:27 AM	608
Thank you Hope Buchholz for these awesome photos from Wolf pack Hockey! Way to go NIHL Squirt #1.	Photo	11/17/15 7:59 PM	359
Today our thoughts are with Paris. We send love and support to the city and to all of those affected by this tragedy. #Paris #united #peace	Photo	11/14/15 9:47 AM	296
Congratulations to the Champions Wolf pack Hockey Squirt#1 Elite! You make HEPD proud!	Photo	11/9/15 5:03 PM	288

Top 20 Highest Posts since October 2015

Post Message	Туре	Posted	Lifetime Post Total Reach
			Lifetime: The total number of people your Page post was
			served to. (Unique Users)
Congratulations to Alex Ruthe! Alex is a long time Wolf Pack hockey	Photo	10/26/15	1051
player, on the Midget Major travel team that won the league NIHL		12:41	
Championship, and was recruited by Purdue University to play on the		PM	
Boilermakers Ice Hockey Team. Way to go Alex!			
Congratulations to the Hoffman United Girls Thunder! They clinched the	Photo	11/9/15	660
IWSL U13 CNW division title yesterday with a 2-2 tie against second place		7:30 AM	
Peak Academy! Coming back twice from losing positions in the game,			
claiming their title by scoring a goal in the final minutes! We couldn't be			
prouder, way to go, ladies!			
Congratulations to these two talented tennis players who practice at our	Link	10/28/15	571
very own Prairie Stone Sports & Wellness Center!		4:54 AM	
Thank you to the Village of Hoffman Estates Government for recognizing	Photo	11/18/15	544
the heroes that took quick action last month and saved a participant's		7:27 AM	
life at the Triphahn HEPD Ice Arena. Thank you for recognizing the good			
forces in our community! Read more>http://bit.ly/1kEFnbF			
It's hard to believe that #Halloween has come and gone and	Photo	10/31/15	412
#Thanksgiving is less than three weeks away! Check out these pictures		8:10 AM	
from last weekend's #Halloween Bash. Make sure to tag yourself and			
your friends!			
#Science on the playground??? It sure was last week at Triphahn	Photo	10/25/15	409
Center! Students learned about the praying mantis.		8:31 AM	

Halloween Bash 2015	Photo	10/31/15 8:39 AM	400
Way to go Coyotes! The team played in the Pekin tournament and won 3-2 in a shootout after losing to them earlier in the tournament!	Photo	10/26/15 7:49 AM	352
Thank you Hope Buchholz for these awesome photos from Wolfpack Hockey! Way to go NIHL Squirt #1.	Photo	11/17/15 7:59 PM	329
Today our thoughts are with Paris. We send love and support to the city and to all of those affected by this tragedy. #paris #united #peace	Photo	11/14/15 9:47 AM	296
HEPD Preschoolers came by our Administrative Offices for trick-ortreating today	Photo	10/28/15 8:53 AM	293
This gorgeous weather is making it even easier to #FALL in love with one of our 70+ parks! #findyourpark	Video	10/27/15 7:15 AM	291
Today our thoughts are with Paris. We send love and support to the city and to all of those affected by this tragedy. #paris #united #peace	Photo	11/14/15 9:47 AM	287
Congratulations to the Champions Wolfpack Hockey Squirt#1 Elite! You make HEPD proud!	Photo	11/9/15 5:03 PM	288
Today our Communications and Marketing team visited the print shop, Paulson Press in Elk Grove, where our Winter Guide is being printed and assembled. Thanks to Tony Letto and his crew for their great work! Watch for your copy to arrive in the mail between Nov. 18-21, registration starts Nov. 23.	Photo	11/5/15 1:54 PM	270
Some cute and healthy treats for Halloween!	Photo	10/20/15 1:36 PM	268
Register this week for Halloween Bash on Sat. Oct 31, 10-11:30AM at Triphahn Center. For kids 12 and under! http://ow.ly/TQOUt	Photo	10/26/15 8:31 AM	259
Celebrating Halloween during dance classes at Willow.	Photo	10/29/15 8:29 PM	247
Pre-schoolers trick or treating today!	Video	10/29/15 8:48 AM	243
Congratulations 12U Fall Baseball Champs who took the championship Oct 10! Coached by Jamie Hernandez http://ow.ly/TDigy	Link	10/20/15 9:12 AM	241
Here are the pages of our Winter Guide 2016 rolling off the press at Paulson Press in Elk Grove. Watch for your copy to arrive in the mail between Nov. 18-21. Registration starts Nov. 23!	Video	11/5/15 1:58 PM	209

Conversion Rate – What percentage registered online?

Derived from a RecTrac Report that indicates the percent of registrations made online vs in person. Responsive/mobile-friendly website launched Oct 28, 2014. Mobile Webtrac was launched in late November 2014. Mobile-friendly email template began Nov 2015. Progress is being made each year in online registrations:

2011: 21% 2012: 26.3% 2013: 30.69% 2014: 33.54% Jan-Nov 2015: 34.86%



Email Blast Results, Constant Contact



More people are reading our EBlast on their mobile phones. As a result, our EBlast is now created using a mobile-friendly template, and all links to online registration link to the mobile version of Webtrac.

	Sent/Open	Mobile	Bounces	Click-thru
2015 Sports & Rec industry	/20%	50+%	8%	7 %
Member Appreciation Week	561/36%	64%	1.6%	11%
Hoffman Happenings 11/10	18K/18%	60%	.9%	13%
50+ Newsletter	941/35%	46%	.7%	4%

Opens = Emails our contacts received and viewed.

Mobile = Percent of emails opened on a mobile device.

Bounces = Emails sent, but not received by our contacts, indicates the quality of the data.

Clicks = Contacts who clicked on a link within our email.



YouTube Metrics

Below is a list of our Top 10 Videos with the most traffic and minutes watched over the past 30 days. Featured videos on our heparks.org website this month were "Fall In Love with Your Parks" which ran Nov1-Nov19, "iPlay Winter" began running on Nov 23. On November 11 we changed the Featured Video on the homepage so that it now plays in a video player on the home page, rather than linking to the video on our YouTube page, which resulted in fewer views this month. Analytics will follow in future months.



Video	Watch time (minutes) 🔞 🔱	Views 🚱	Likes @
Wolf Pack Hockey Hosts Krolak Cup	43 (20%)	26 (13%)	0
Park Info: Thor Guard	39 (18%)	26 (13%)	0
Aqua Fit Swim Aerobic Class at Prairie Stone S	22 (10%)	18 (8.8%)	0
Try Hockey for Free!	10 (4.8%)	21 (10%)	0
Park Info: What Is Bioswale?	10 (4.4%)	5 (2.5%)	0
Park Info: What Is The Role of Fire?	9 (4.2%)	7 (3.4%)	0
Me & HEPD: David and Elizabeth Rossaiky, Ma	9 (3.9%)	6 (2.9%)	0
Play Winter	7 (3.2%)	8 (3.9%)	0
Hoffman Estates Park District National Gold M	6 (2.8%)	1 (0.5%)	0
Me & HEPD: Rica Cuff, 50+ Coordinator	6 (2.7%)	4 (2.0%)	0

Bridges of Poplar Creek Board Report General Programs

- Turkey Shoot was a full field event on November 7th with 106 participants. This 2 person event featuring 3 different formats. 6 Holes Scramble, 6 Holes Alternate Shot, and 6 Holes Best Ball. After the round they enjoyed a fantastic buffet put on by our staff. Each participant also received a 10 to 14lb turkey which was always big hit. Congratulations to this year's champions: 20LB Division = Jason Lentz & Steve Schneider (70), 15LB Division = Dan Fournier & Brandon Reichel (77), 10LB Division = Jon Palmer & Ted Palmer (82), 5LB Division = Ruben Flores & Adam Bruhn (88).
- We have begun accepting Make A Wish Come True donations on Saturday, November 21st we were able to raise \$340 to date for local area needy families. Families are selected with the help of local school social workers. Staff will be shopping for them the first part of December and all the gifts will be wrapped and delivered before the holidays. Thanks to all those who participating in this fundraising effort.

Golf Rounds

ROUND TOTALS			
2013	2014	2015	
878	452	1,190	
	YTD ROUND TOTALS		
2013	2014	2015	
31,690	29,422	30,041	

Range Information

RANGE BASKET SALES TOTALS					
2013	2014	2015			
176	94	332			
YTD R	YTD RANGE BASKET SALES TOTALS				
2013	2014	2015			
17,925	18,435	18,480			

Communications & Marketing

Marketing/Advertising

 We did 6 email blasts for the month advertising; Black Friday Promotions, Annual Passes, Turkey Shoot, Make a Wish Event, Wedding & Banquet Specials and Promotions, and Special HEPD events.

Food & Beverage

Food & Beverage

For the month of November we had a total of 16 events: (16 Events in 2014)

The breakdown is as follows:

- 9 breakfast meetings servicing 156 people
- 1 birthday party servicing 41 people
- 1 shower servicing 35 people
- 2 luncheons servicing 99 people
- 2 dinners servicing 291 people
- 1 Baptism servicing 72 people

Turkey Shoot for 106 people

We currently have 15 events booked for December: (20 Events in 2014)

6 Breakfast meetings servicing 117 people

1 all-day meeting with lunch and hors d oeuvre reception servicing 65 people

1 wedding reception servicing 188 people

1 lunch meeting servicing 30 people

150+ club holiday dinner servicing 100 people

5 holiday parties servicing 370 people

2016 = 15 ceremony and reception, 3 with reception only, 1 ceremony only

2015 = 23 receptions 18 of which are hosting their ceremonies here plus 4 ceremony only

(Wedding for September 19th cancelled their ceremony and reception, were expecting 200 guests)

2014= 29 wedding receptions plus 7 ceremony only events booked. Of the 29 receptions; 23 did their ceremony and receptions here.

We are receiving a lot of calls for 2016 weddings. We are currently offering 10% off any Saturdays that we still have open for 2015.

For 2016 we are offering a free upgrade: chair covers/sashes, premium bar upgrade, sweet table, or late night snack. They get to select one if they meet the minimum.

Golf Maintenance Summary

November was a month that had it all. We saw temps in the upper 60's, which kept the grass growing and required mow mowing then usually, minimal frost delays and then a nine inch snow storm that put an end to the golf season. The maintenance crew, which consist of the Superintendent, Assistant Superintendent and Mechanic (seasonal staff was laid off in October) were busy keeping up with the growing turf and leaf removal for the first two weeks of the month. Between mowing greens, tees, approaches, fairways and leaf cleanup we were able to get the course ready for the upcoming winter by completing the following task:

- Irrigation blowout
- Bathrooms blowout
- Sand applied to greens to protect crown of the plant
- Sand/seed mixture on all par three tee boxes

- Deep tined greens 3,4,7,8,9,12 and 18 to help with drainage for the winter
- Two snow mold application were completed on greens, tees and fairways
- Winter covers laid down on select par three tee boxes and tee boxes on holes 2 and 10
- Winter covers laid down on half of three and four greens following sand/seed applications as well as the entire green on ten.
- Removal of all course supplies