



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.

AGENDA
FORWARD PLANNING COMMITTEE MEETING
TUESDAY, SEPTEMBER 30, 2014
7:00 P.M.

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF COMMITTEE MINUTES
 - August 12, 2014
4. COMMENTS FROM THE AUDIENCE
5. OLD BUSINESS
6. NEW BUSINESS
 - A. Future Potential New Projects/Facilities / M14-108
 - B. Strategic Plan / M14-109
 - C. Board/Committee Evaluations / M14-110
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.



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MINUTES
FORWARD PLANNING COMMITTEE
August 12, 2014

1. Roll Call:

A regular meeting of the Hoffman Estates Park District Forward Planning Committee was held on August 12, 2014 at 7:00 p.m. at the Triphahn Center in Hoffman Estates, IL.

Present: Commissioner R. Evans, Comm Rep Dressler, Kinnane, Neel, Winner, Wittkamp, Chairman Kilbridge

Absent: Comm Rep Kaplan, Musial, Triphahn

Also Present: Executive Director Bostrom, Deputy Director / A&F Director Talsma, Parks Director Giacalone, Facilities / Rec Director Kies

Audience: Commissioners K. Evans, McGinn, Greenberg, Mohan, President Bickham, GM Golf Bechtold

2. Agenda:

Comm Rep Kinnane made a motion, seconded by Comm Rep Dressler to approve the agenda as presented. The motion carried by voice vote.

3. Minutes:

Commissioner R. Evans made a motion, seconded by Comm Rep Winner to approve the minutes of the June 10, 2014 meeting as presented. The motion carried by voice vote.

4. Comments from the Audience:

None

5. **Old Business:**

None

6. **New Business:**

A. Vision Statement/M14-092:

Executive Director Bostrom reviewed the item noting that they had discussed it in March and determined not to move forward with a vision statement at that time. However, he noted that CAPRA was now requiring a vision statement as part of their standards, so he was asking the committee to revisit the item.

Comm Rep Kinnane suggested adding the word "all" . . . enrich the quality of life of **ALL** of our residents . . .

Commissioner R. Evans noted that just as the district's logo and mission statement were visible to the public, the vision statement should also be visible.

Comm Rep Dressler explained that she felt the statement already included all of the district's residents.

Comm Rep Neel questioned if the district needed both as they seemed very similar.

Commissioner K. Evans asked what the difference was between the two and Executive Director Bostrom explained that the mission statement was the core purpose of the organization while the vision statement was where the organization was envisioned to be in the future.

Commissioner K. Evans noted that if they were talking about the future, he would like to see the addition of the word "all". Commissioner R. Evans suggested that the statement read, ". . . enrich the quality of life of all residents and our guests. . ."

Commissioner R. Evans made a motion, seconded by Comm Rep Kinnane to change the vision statement to read, "By adhering to our values and achieving our goals, enrich the quality of life of **all** residents and **our** guests by providing healthy and enjoyable experiences in an environmentally and fiscally responsible manner. " The motion carried by voice vote with Comm Rep Neel and Winner voting no and Comm Rep Dressler abstaining. (4 yes, 1 abstain, 2 no, 3 absent)

B. Capital Improvement Replacement Plan (CIRP)/ M14-093:

Executive Director Bostrom reviewed the item noting that the lists included were for existing infrastructure and capital dollars to maintain that infrastructure. He explained that on September 30th the committee would review new projects.

He explained that there were three categories for funds:

- Capital (12)
- ADA (09)
- Operational Funds

Deputy Director Talsma explained that they had the debt service levy, annual non-referendum bonds and repayment from facilities for funding sources.

He also explained that an issue to this funding was the ADA items (replacement of playgrounds and pathways) noting that they had approximately \$100,000 in funds each year but the list was closer to \$300,000 - \$320,000 each year that tied to the capital funding. He also noted that the district had \$1M in the general reserves while still protecting other fund reserves.

Deputy Director Talsma also reviewed the \$950,000 pension obligation noting that it was now reflected as a liability on future balance sheets. He explained that the Working Cash balance of \$1.05M could be used to pay this which would also remove the potential negative perception of the district's pension obligation. He also noted that the district still had 40% of their annual expenses in reserve.

Comm Rep Kinnane asked if the future Capital Improvement Replacement Plans took inflation into account and Executive Director Bostrom explained that they were based upon the current year; however, there were inflationary factors as the district would also receive more funding in the future based on inflation.

Commissioner McGinn asked about the BPC Course Pond Wall repair in 2015 for \$187,500. GM of Golf Bechtold explained that it was severely damaged, collapsing and rusting through.

Chairman Kilbridge asked about the difference between patching parking lots and patching asphalt and it was noted that it was the same thing.

Comm Rep Kinnane asked about replacing the carpeting in the hallway at PSSWC noting that the weight area and admin area were

listed in 2017. Director Kies explained that there were plans this year to address the hallway.

Comm Rep Kinnane asked about replacing the Community Park playground and splash pad in 2018 and if they would put in a fence around the area. Executive Director Bostrom noted that staff would look into the item.

Commissioner K. Evans noted that they had bollards at Locust Park to prevent traffic into the park.

Executive Director Bostrom also pointed out that 2018 had the replacement of the Triphahn Center gym roof, explaining that the item had not been addressed in 2004 when they put on the addition.

President Bickham asked how old the maintenance facility was and it was noted that it was from 2002.

Comm Rep Neel asked about the replacement of vehicles noting that some newer vehicles were listed for replacement earlier than some of the older ones. Director Giacalone explained that many of the newer ones had greater usage and need replacing sooner.

Executive Director Bostrom reviewed the CIRP Operating Fund noting that some items appeared annually like trees, fitness equipment, park amenities and PC's.

Commissioner Greenberg asked how many PC's the district had and Deputy Director Talsma noted that it was 80. Comm Rep Dressler asked what they did with the old ones and Deputy Director Talsma explained that they were recycled and so out of date that they could not be re-sold or re-used elsewhere in the district.

Chairman Kilbridge asked about the Strategy Map noting that the Financial Stewardship, third goal did not seem to be written in the same fashion as the other goals. Deputy Director Talsma suggested rewriting it to read, "Utilize our resources effectively and efficiently". The committee concurred.

Executive Director Bostrom explained that the green initiatives would be part of the budget process also.

Comm Rep Kinnane made a motion, seconded by Comm Rep Neel to recommend the approval of the CIRP of existing physical assets as part of the 2015-2019 CMP. The motion carried by voice.

7. Committee Member Comments:

Comm Rep Dressler asked if the district used solar and Director Giacalone noted that they did.

Comm Rep Kinnane wanted to recognize staff from PSSWC: Bev from the front desk and Miss Judy and Miss Nina from Kids Korner as outstanding employees.

Commissioner R. Evans noted that there was so much going on in the district for the community and congratulated staff on their hard work.

Comm Rep Neel said she like the FPC presentations more this year and that they had a great time at the Family Fun Day.

Chairman Kilbridge said she had just been through the facility and it looked great. She reminded everyone that the next meeting was September 30th.

8. Adjournment:

Comm Rep Kinnane made a motion, seconded by Comm Rep Neel to adjourn the meeting at 8:25 p.m. The motion carried by voice vote.

Respectfully submitted,

Dean R. Bostrom
Secretary

Peggy Kusmierski
Recording Secretary

Memorandum No. 14-108

TO: Forward Planning Committee
FROM: Dean Bostrom, Executive Director
Craig Talsma, Deputy Director/Director A&F
Mike Kies, Director of Recreation & Facilities
John Giacalone, Director Park Services/Dev & Risk Mgmt
Gary Buczkowski, Director of Planning & Development
Brian Bechtold, GM of Golf Operations
RE: Future potential new projects/facilities
DATE: September 23, 2014

BACKGROUND

At the August 12, 2014 Forward Planning Committee meeting, staff presented for committee approval, a 2015-2019 5-year Capital Improvement & Replacement Plan (CIRP). The CIRP was limited to just the replacement or enhancement of existing assets, including ADA compliant projects within the district which were deemed necessary to fulfill the mission and goals of the district in the future. At the same meeting, staff presented a financial summary of available funding required to fund the CIRP. An additional \$1 million was also earmarked for additional new capital projects/ facilities.

A Comprehensive Master Plan (CMP) is an official Board approved planning document that is required and determines eligibility for many state and national grants. Therefore, identifying projects that meet a future need of the district is important for potential future grants even though without significant funding outside of the district, it is understood that the projects may never come to fruition. There will always be more new proposed capital projects/facilities than there will be finances available to fund the projects. Under **IMPLICATIONS**, staff has identified future potential projects and facilities which both fulfill the mission and goals of the district and are directly supported by community survey data, trends, changing demographics and/or benchmarking.

IMPLICATIONS

In addition to analyzing the trends, demographics and benchmarking, the community survey specifically inquired about potential future capital projects/actions being considered by the park district. Question 10 from the survey asked respondents to indicate how important each of the following actions was to their household:

- A. Expand existing daily activity space for seniors/active adults at the Triphahn Center Senior Center.
- B. Develop a splash pad/water feature within a park north of I-90.
- C. Provide a new indoor multi-purpose facility (baseball, softball, soccer, etc.).
- D. Develop a dog park east of Barrington Road, south of I-90.
- E. Convert some existing baseball/softball and soccer fields to artificial turf.

Expand existing daily activity space for seniors/active adults at TC

From the list of five potential actions, expanding existing daily activity space for seniors/active adults at TC was clearly deemed the most important action and was identified as either very important or somewhat important to 52.7% of all respondents, with 83.3% of the respondents identifying that this action was either their 1st, 2nd, or 3rd choice of 5 possible choices as most important to their household.

With over 500 current senior active adult members not including the 500 memberships who joined through St. Alexian Medical Center and with demographics shifting rapidly to a more aging community, the programming space currently available at TC does not meet the growing program needs and wants of our active adult population. The consensus when the 50+ activity space was originally created as part of the 2004 TC expansion project was that the population was more effectively and efficiently served at one central facility. However, with a strong need for more activity/programming for seniors/active adults at TC, the district must take a holistic look at all available programming space districtwide in order that other strong program areas do not lose space at the expense of the growing senior program.

To more effectively and efficiently evaluate available options from a space utilization and architectural perspective, staff is recommending that an architectural consultant be retained to evaluate the options available to renovate TC including future estimated costs to renovate TC and/or possibly relocate existing programs to other facilities.

Estimated cost: **TBD from space utilization study**
Space utilization study: \$20,000

Off-Ice Training Facility

Off-ice training is an area that has been identified as a need for the Wolf Pack Program. Off-ice training programs provide enhanced player development from a skill, speed and endurance standpoint. In order to meet this need, potential locations for an off-ice training facility will be evaluated as part of the District's facility space utilization study.

Estimated cost: **TBD from space utilization study**

Splash Pad/Water Feature – North of I-90

Ever since the failed 1994 referendum and subsequent opening of Seascapes in 1996, many residents living north of I-90 feel that their need for outdoor water activities have been left unfulfilled. The community survey identified a future potential action by the park district as developing a splash pad/water feature within a park north of I-90. This action was identified as either very important or somewhat important to 42.5% of all respondents, with 69.4% of the respondents selecting this project/action as their 1st, 2nd, or 3rd choice. The action was further supported by residents who identified living north of I-90, where 88.1% identified the action as either the 1st, 2nd, or 3rd choice vs. only 55.8% from respondents south of I-90 and East of Barrington Road and 52.6% of respondents west of Rt. 59.

In evaluating potential locations for a splash pad/water feature located north of I-90, two park sites were identified as potentially suitable to accommodate the splash pad. The first site was the old safety village located directly across the street (Lexington) from WRC; the second site being South Ridge Park. The old safety village site is very limited in size and has two residential homes located adjacent to the site which could cause potential problems considering the noise created by a splash pad. The South Ridge site is more expansive in its size, and by expanding

the existing parking lot, the larger parking lot would help meet the additional demand for parking during youth athletic games and use of the tennis courts.

Because water-based play is limited to summer months, additional outdoor dry type activities should be considered for all children's age groups. A themed playground of some magnitude could be adjacent to the water play feature. A structure for teens to encourage active play could also be included in the destination facility concept.

The CIRP in 2018 currently has \$114,500 for the replacement of the South Ridge playground located next to the pond in the northwest portion of the park. In addition, \$177,500 is designated for replacement of the fitness cluster in South Ridge along with a new ADA rubber surface. If the water feature/community playground project moves forward, it would be recommended that both the existing South Ridge playground and the fitness cluster be removed when they reach their life expectancy. This \$292,000 could then be allocated toward the new splash pad/community playground.

Estimated cost: \$260,000 - \$650,000 (See Appendix A)

Providing a New Indoor Multi-purpose Facility

An indoor multi-purpose facility is one of the major indoor facility deficiencies identified in the park district inventory and assessment. Within the community survey, providing an indoor multi-purpose facility was identified as a possible future action. When asked the importance of providing a new indoor multi-purpose facility, 43.8% responded as being either very important or somewhat important with 67.2% of the respondents selecting this project/action as their 1st, 2nd, or 3rd choice.

As suggested by the survey results, support to provide a new indoor multi-purpose facility is relatively strong. Furthermore, an indoor multi-purpose facility would provide the district with tremendous opportunities to our residents currently not available. However, trends and demographic shifts, along with recent participation numbers in both youth and adult athletics suggest that the demand may not be great enough to financially self-sustain this facility. Additionally, the project's estimated \$3 million to \$5 million cost would be more than the district could absorb. Beyond the significant initial construction cost, an ongoing operational feasibility study would be necessary to determine if the facility could be self-sustaining operationally. This project could only move forward if the district was able to secure a substantial portion of the total construction costs through alternative sources of revenues (grants) and feasibility study results which indicated that the project could be self-sustaining operationally.

Estimated cost: \$3,000,000 - \$5,000,000

Dog Park east of Barrington Rd., South of I-90

Overall, 27.6% responded that this action was either very important or somewhat important, while 50.9% of respondents to the survey consider this action as either their 1st, 2nd, or 3rd choice of most important to them. 67.5% of respondents who reside east of Barrington/south of I-90 identified this action as either their 1st, 2nd, or 3rd choice of most important to them. These results were comparable to respondents west of Barrington Road where 67.7% identified as either their 1st, 2nd, or 3rd choice. Of respondents north of I-90, only 37.3% of respondents north identified this action as their 1st, 2nd, or 3rd choice, with 5.8% indicating 1st choice and 10.9% indicating 2nd choice.

While Bo's Run and Freedom Run have been extremely popular with our residents and surrounding communities, both Arlington Heights and Schaumburg Park Districts are opening new dog parks in the fall of 2014. Both park districts believe they will reach their capacity of 500 dogs within the first year. As implied within the survey results, location and convenience are key factors when determining which dog park residents and their dogs become members. Developing a smaller dog park in SE Hoffman Estates as suggested by the survey results, could potentially be equally popular to our dog parks located north of I-90 and west of Route 59.

Estimated cost: \$30,000 - \$60,000

Converting existing baseball/softball fields to artificial turf

Within the community survey, this action was by far the least supported and deemed the least important as it was identified by only 3.1% as 1st choice for being most important and only 9.0% as 2nd choice for being most important. While there are significant benefits to having artificial turf fields, the return on investment is difficult to justify, particularly when the artificial turf would be replacing existing quality athletic fields.

The district by national standards has sufficient softball, baseball and soccer fields for our population and, therefore, it is not recommended that artificial turf be considered unless the district secured over 80% of the total construction costs from alternative sources of revenue.

Estimated cost: TBD

Community Gardens

The village currently operates two community gardens located adjacent to Sunderledge home and Westbury fire station. Both gardens are filled to capacity and have waiting lists on an annual basis. This project ties directly back to our mission and goal of advancing environmental awareness. Community gardens provide the opportunity for residents to garden who live in condominiums, townhomes or apartments that in most cases are only available to single family homeowners/renters. Additionally, community gardens provide opportunities to offer "green" programs to the community.

Estimated cost: 10,000 - \$50,000

Chino Park

Chino Park is approximately a 6 acre park which is leased from the Village of Hoffman Estates. The existing lease expires in 2028, however, provides for an extension of the lease for 20 years following the park district's renovation or reinvestment into the park. The park is currently utilized on a very limited basis for baseball/softball as the two existing fields are very uneven and the fencing/backstops are very worn.

Staff identified two community needs, a dog park (limited size) and community gardens, that could be located into Chino which are supported by the community survey results and our mission and goals.

Estimated cost: Dog Park: \$30,000 - \$60,000

Community Gardens: \$10,000 - \$50,000

West side Maintenance Garage

The district currently operates all of its maintenance operations out of a central facility located on Hassel Road. In addition, a satellite facility located at South Ridge Park acts as a point of dissemination for the north turf maintenance region. However, out west no such facility exist which results in the need to travel great distances with off road equipment. As labor along with

fuel and equipment costs continue to increase, the viability of a west side satellite facility will become relevant. To better understand the cost ramifications and where this facility should be located, a feasibility study should be done by an architect with maintenance staff input.

Estimated cost: \$60,000 - \$150,000

Retain architectural consultant: \$10,000

Additional tennis courts/pickleball courts

The Park District maintains only one tennis court in the west Hoffman region. With a population approaching 8,000 the recommended NRPA standard suggests the district should have four courts available for open public use. However two existing tennis courts are maintained and available to residents of Haverford subdivision through their association. Assume these residents are served by this complex, the population west of Route 59 would drop to just under 7,000 and in the need to add two to three additional courts west of Route 59.

Another thing to consider with tennis is the aging population of the user group. As the population ages they become less mobile and find it more difficult to be successful in participating in an activity that requires quickness to cover the tennis court territory. With this phenomena occurring, the sport of pickleball is seeing great growth and appeal especially with the 50+ population. With this in mind the district should consider additional courts designed to accommodate pickleball throughout the district. Out west, we could consider building one or two new tennis courts and four to six pickleball courts. This could be accomplished by expanding the existing tennis courts at Cannon Crossings and converting the tennis court into four to six pickle ball courts. So as to address the tennis need west of Route 59, two new tennis courts could be built southwest of the playground located off Nicholson Drive. Further research should be conducted before making any decisions regarding adding any additional tennis or pickleball courts and the location of these facilities.

Estimated cost: \$150,000 - \$240,000

Children's Early Learning Garden/Community Garden

Requests have surfaced from staff and the public to develop an outdoor environment that can be used to instill in youth the value of gardening and the fruits of good nutrition. This facility if constructed should be built in walking distance from our existing early childhood programming centers at TC or WRC. Ideally the former site for bike safety across from Willow Recreation Center would be a possible good location. An ongoing programming and maintenance commitment would have to be made by the recreation and maintenance departments. Such a commitment would require an ongoing budget for materials and labor input resources. An initial or phased concept at the WRC site could be implemented starting with community gardens with limited amenities and expand over time with various options as outlined in Appendix B. If successful, an additional community garden could be located west of Route 59.

Estimated cost: \$60,000 - \$200,000 (See Appendix B)

Extreme Challenge Fitness Adventure

Interest in extreme challenge activities has continued to gain national attention both from a participant and spectator point of view. Most of the attention has been garnered by national media and television show competitions. A limited number of facilities have been developed across the country primarily in camp type settings and in a few cases in vacation destination venues. In some cases these facilities are utilized to attract motivational team building and enhancement of self-esteem. Zip line parks have become extremely popular across the world and provide the sense of accomplishment and help to conquer ones fear. Developing an Extreme

fitness adventure area and program adjacent to Prairie Stone Sports and Wellness Center could give the center a marketing advantage over other clubs in the area. In addition such of facility could be considered an additional element as part of the prairie stone entertainment district. Another possible location would be adjacent to Willow Recreation Center and would utilize the land to the west of the existing building. Unless a minimum of 80-90% of funding was secured by alternative sources or the project was developed with an independent contractor, this project would not be considered a high priority due to the financial limitations of the district.

Estimated cost: \$680,000 - \$885,000 (See Appendix C)

Additional Parking Prairie Stone and Wellness Center

If the numbers of memberships increase, the need for additional parking recourses will become a limited factor in programming and/or customer satisfaction. As part of the club's master plan, additional parking was planned along the south side of the existing building. An additional 40 to 50 spaces could be added to the existing access drive that serves the building loading door.

Estimated cost: \$40,000

Nature/Environmental Education Center

The development of a Nature/Environmental Education Center would provide opportunities for residents and guests to connect to our environment in ways currently not available in Hoffman Estates. This project could be located in either Essex Park or Golf Road Nature Preserve. A comprehensive study and research of best practices would define the scope and budget for the project. While not anticipated to become a reality during this CMP, research should be conducted for future reference and enable the district to start to develop concept plans necessary to submit application for grants and other alternative funding sources to assist in the development of the Nature/Environmental Education Center.

Estimated cost: TBD

Park & Playground Rules Signs

Over the years the district has adopted rules and guidelines for park patrons. To inform residents of these rules and guidelines, the district has created and installed signage at its facilities and parks. Much of this information has been developed over time and added to existing information. The overall aesthetic result is a hodgepodge of signs of various sizes, colors and font styles. In addition, no coordinated effort was made to comply with ADA requirements as they apply to readability. With this deficiency in mind, a team of employees has developed a series of sign concepts to address the problems in an aesthetic manner. The new signs would be housed in a powder coated sign frame produced by a leading playground manufacturer. It is anticipated that 155 park rules signs and 40 playground rules signs would need to be manufactured and installed. The final product would have a 15 to 20 year life cycle and would have the ability to have limited additional information added if and when it becomes necessary.

Estimated cost: \$125,000

Short Course

Expanding the game of golf is becoming more and more challenging. Providing families, junior golfers, adult beginners and individuals with disabilities with opportunities to enjoy the game of golf is critical to the future success of Bridges of Poplar Creek (BPC). BPC is fortunate enough to have unutilized space to address this need. Building a 3 to 5 hole short course will enable us to provide a fun, enjoyable, time sensitive and inexpensive round of golf for all ages and skills. This type of facility will also provide BPC with a competitive advantage over our competition. Dundee Park District is a great example of the success with the short course as they have added a

second short course. Due to the significant capital funds required to construct the short course, the district would need to receive alternative sources of funding to cover 50%+ of the capital cost. If the hotel project ever comes to fruition it would be an ideal time to construct this facility.
Estimated cost: \$450,000 - \$750,000

Winter Range Enclosure

Providing golf in the winter since the removal of the dome has been a challenge. Staff has investigated building a small structure that could give us the ability to have 3 to 4 hitting stalls enclosed. The structure would be heated to provide a practice environment in the winter months. It would also give us the opportunity to provide a covered area in the summer from rain and sun. A financial feasibility study would have to be conducted to determine if there would be a return on investment given the total cost of the project.

Estimated cost: \$100,000 - \$250,000

Extended Stay Hotel

As staff continues to look at alternative revenue streams at BPC, it has been identified the area of the south side of the parking lot adjacent to hole #6 is a prime spot for a small extended stay hotel. The district has been in negotiations to secure a reputable extended stay hotel franchise to locate at BPC. The addition of an extended stay hotel would generate additional revenue for BPC from profit sharing as well as both food & beverage and golf operations. The extended stay hotel would provide BPC with a competitive advantage in securing weddings and special events as well as being able to offer stay and play golf packages to those guests staying at the hotel. To consider proceeding forward with this project, it would require that 100% of the initial construction costs be secured outside of the district.

Estimated cost: 100% outside funded

Golf Road Access

BPC has been known as a challenging facility to access since it is not conveniently located off a major road. Providing direct access from Golf Road would provide us with additional exposure along a major state road. The access road would most significantly impact the Golf Learning Center and bar & grill. While there are significant benefits to having direct access to the facility, the return on investment is not justified unless the district received alternative funding equal to 80% to 90% of the total capital project budget.

Estimated cost: \$1,800,000 - \$2,200,000

RECOMMENDATION

Approve the Future Potential New Projects/Facilities that fulfill identified community needs and the District's Mission and Goals. Approval of these projects/facilities will be identified as unfunded projects within the CMP. Projects/facilities that are identified for further research and possible funding will be included as an action item (division objective) as part of the District's annual budget process.

APPENDIX A

South Ridge / Huntington Community park playground																	
Splash Pad																	
Electrical	Water Service	Filteration	spray features	Water channels	Concrete splash	Fabric shelter	plumbing	Concrete	earthwork	fence	landscape	Parking lot	consulting	Amenities	contingency	Total	
		& Building										add 20 spaces					
			6		2,000			1,750									
15,000	28,000		38,000		23,000		21,000	13,125	17,500	26,000	15,000		15,500	20,000	23,000	255,125	260,000
			6		2,000			1,750									
15,000	28,000		38,000		23,000		21,000	13,125	17,500	26,000	15,000	80,000	28,000	20,000	33,000	357,625	360,000
			6														
15,000	28,000	82,000	38,000		23,000		21,000	13,125	17,500	26,000	15,000		15,500	20,000	31,000	345,125	350,000
			6														
15,000	28,000	82,000	38,000		23,000		21,000	13,125	17,500	26,000	15,000	80,000	36,000	20,000	42,000	456,625	460,000
			6														
34,000	28,000	82,000	38,000	28,000	23,000		21,000	26,400	23,000	31,000	19,000		34,000	20,000	40,000	447,400	450,000
			6														
34,000	28,000	82,000	38,000	28,000	23,000		21,000	26,400	23,000	31,000	19,000	80,000	44,000	20,000	50,000	547,400	550,000
			6														
34,000	28,000	82,000	38,000	28,000	23,000	30,000	21,000	42,000	31,000	34,000	24,000		41,000	40,000	50,000	546,000	550,000
			6														
34,000	28,000	82,000	38,000	28,000	23,000	30,000	21,000	42,000	31,000	34,000	24,000	80,000	50,000	40,000	59,000	644,000	645,000
			11		3,000												
15,000	28,000	82,000	52,700		34,500		32,000	23,125	26,500	33,000	21,000		35,000	20,000	40,000	442,825	440,000
			11		3,000												
15,000	28,000	82,000	52,700	28,000	34,500		32,000	23,125	26,500	33,000	21,000		38,000	20,000	44,000	477,825	480,000
			11		3,000												
15,000	28,000	82,000	52,700	28,000	34,500	30,000	32,000	23,125	26,500	38,000	24,000		41,000	40,000	50,000	544,825	545,000
			11		3,000												
15,000	28,000	82,000	52,700	28,000	34,500	30,000	32,000	23,125	26,500	38,000	24,000	80,000	50,000	40,000	58,000	641,825	650,000
			Restroom Facility		190,000												
			Community Playground									parking add					
				Playground 2-5 yrs	Playground 5-12 yrs	Teen fitness	fitness equipment		Rubber surface		Installation	20 total eq	Infrastructure		Contingency	Total	
					49,000				45,000		19,110		13,000		10,020	136,130	140,000
				31,000	49,000				75,000		31,200		26,600		15,960	228,760	230,000
				31,000	49,000	63,000			107,500		55,770		41,000		36,770	384,040	385,000
				31,000	49,000	63,000	12,000		113,456		60,450		48,000		39,892	416,798	420,000
					49,000				45,000		19,110	27,000	13,000		12,045	165,155	170,000
				31,000	49,000				75,000		31,200	27,000	26,600		17,985	257,785	260,000
				31,000	49,000	63,000			107,500		55,770	27,000	41,000		38,795	413,065	420,000
				31,000	49,000	63,000	12,000		113,456		60,450	27,000	48,000		41,917	445,823	450,000

APPENDIX B

COMMUNITY GARDEN/CHILDREN'S EARLY LEARNING GARDEN

Estimated costs:

Phase I

Demolition of existing site	\$ 7,500
Drinking fountain hose bibs and water tap/sewer drain	\$17,000
Brick walkways - 1900 square feet	\$15,200
Ornamental fencing	<u>\$18,200</u>
	\$57,900

Phase II Options

Shelter gathering spot w/tiered amphitheater demonstration/learning area	\$52,000
Vegetable garden plots	\$ 6,400
Pizza garden	\$ 3,700
Butterfly garden	\$ 4,500
Fairy garden	\$ 3,200
The natural garden and bubbling stream	\$11,400
Chalk wall	\$ 9,700
Landscaping	\$23,500
Electrical	\$12,000

APPENDIX C
EXTREME CHALLENGE FITNESS

Estimated costs:

High Ropes course	\$160,000 - \$225,000
Bicycle off road trail and ramps course	\$125,000- \$150,000
Additional parking if located adjacent to PSSWC (50 spaces)	\$ 78,000
Support building / restrooms	\$190,000
Security fencing	\$ 90,000
Utilities	\$ 50,000
Walkways /viewing areas / landscape / amenities	\$100,000
Total Estimated	\$680,000 - \$885,000

Memorandum No. 14-109

TO: Forward Planning Committee
FROM: Dean Bostrom, Executive Director
Craig Talsma, Deputy Director/Director A&F
Mike Kies, Director of Recreation & Facilities
John Giacalone, Director Park Services/Dev & Risk Mgmt
Gary Buczkowski, Director of Planning & Development
Brian Bechtold, GM of Golf Operations
RE: Strategic Plan
DATE: September 19, 2014

Background

A strategic plan describes an organization's future strategy and encompasses its Mission, Vision, Values, Goals, Objectives and Initiatives.

The Forward Planning Committee and Park Board previously reviewed and adopted a Mission Statement, Vision Statement, Values and District Goals and Objectives. The final component of the Strategic Plan is to adopt the Initiatives which outline the strategic focus of the District over the next five years. Initiatives identify the priorities of the District in greater detail and tie directly back to the Objectives, Goals, and ultimately the Mission of the District.

Implications

The Initiatives are assigned a timeline of short term (2015), mid-term (2016-2017), long term (2018-2019) and annually. Each year, as part of the annual budget process, action plans/division objectives will be developed by each division/department which tie back to accomplishing the Initiatives within their respective timelines. Action plans/division objectives outline specific planned actions with measureable results that support the annual budget. Attached is a copy of the Strategy Map which identifies our Mission, Goals and Objectives, as well as a detailed description of each Goal and Objective with their Performance Measures and Initiatives with their timelines.

Recommendation

Staff recommends adopting the Initiatives presented as part of the Strategic Plan.

HOFFMAN ESTATES PARK DISTRICT

Strategy Map

The Strategy Map provides a visual picture of the district's organizational philosophy and describes the district's strategy to accomplish its mission. The hierarchy of the map aligns the district's resources to achieve a common goal and indicates the relationship and linkage between each of the goals. In addition, the Strategy Map shows the relationship of how each objective is directly tied back to the mission.

Mission

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.

Goal: Healthy & Enjoyable Experiences for All People

Offer healthy & enjoyable experiences that promote equal access

Achieve customer satisfaction and loyalty

Connect & engage our community

Goal: Financial Stewardship

Achieve annual & long range financial plans

Generate alternative revenue

Utilize our resources effectively & efficiently

Goal: Operational Excellence & Environmental Awareness

Create and sustain quality parks, facilities, programs & services

Utilize best practices

Advance environmental & safety awareness

Goal: Quality Leadership and Service

Develop leadership that ensures work force readiness

Build organization culture based on I-2 CARE Values

Promote continuous learning & encourage innovative thinking

DISTRICT GOAL 1:

Provide healthy and enjoyable experiences for all people

Providing parks, facilities and opportunities that promote healthy and enjoyable experiences is central to the District's mission. We promote the benefits of parks and recreation by engaging and interacting with our community in a socially equitable manner.

OBJECTIVES

1. Offer healthy and enjoyable experiences that promote equal access

PERFORMANCE MEASURES

- Number of programs/registrations
- Number of facility memberships/visits
- Number of demographically targeted programs/registrations
- Daily paid facility usage & total facility visits

2. Achieve customer satisfaction and loyalty

PERFORMANCE MEASURES

- Community and participation survey data related to overall satisfaction and retention by percentage

3. Connect & engage our community

PERFORMANCE MEASURES

- Number of special events & participation
- Number of partnerships/coop agreements
- Digital marketing/social media engagement
- Number of Foundation events/participants

INITIATIVES (Timeline: annually ~ short term = 2015 ~ mid-term = 2016-17 ~ long term = 2018-19)

- Create recreational programs and opportunities to target underserved demographic populations (annually)
- Educate parents regarding the child development benefits in our programs and services (annually)
- Educate residents regarding District financial stewardship and transparency (annually)
- Expand facility based special events that promote greater facility usage (annually)
- Improve the overall health outcomes of programs offered (annually)
- Increase cooperative efforts with neighborhoods and community associations on health related issues (annually)
- Increase volunteer involvement in District operations (annually)
- Develop performance measurement system to evaluate value in programing structure (short-term)
- Develop plans to meet increased program needs of 50+ population (short-term)

DISTRICT GOAL 1 (continued)

- Expand marketing communications with the use of social media and mobile applications (short term)
- Increase online registration through the implementation of mobile Webtrac (short term)
- Develop plans to renovate Chino Park to meet community needs (short/mid-term)
- Develop program life cycle model for all programs to assess meeting community needs and desires (short/mid-term)
- Evaluate facility space utilization to accommodate growing programming needs (short/mid-term)
- Expand pickleball opportunities and evaluate need for additional courts (mid-term)
- Develop brand identification and tagline to increase community awareness of District parks, programs, facilities and services (mid-term)
- Evaluate options and create conceptual plan for the former Safety Village site at WRC (mid-term)
- Expand specialized programming opportunities that utilize partnerships and contractual agreements (mid-term)
- Expand tennis opportunities in west Hoffman Estates (mid-term)
- Develop plans to incorporate water-based playground on north side of District (mid/long term)

DISTRICT GOAL 2:

Deliver Financial Stewardship

Financial stewardship ensures that we are fiscally responsible and utilize our resources in an effective and efficient manner. This goal emphasizes achieving our annual and long range financial plans in a cost-effective manner utilizing alternative revenues.

OBJECTIVES

1. *Achieve annual & long range financial plans*

PERFORMANCE MEASURES

- Achieve annual budget and fund balance reserves

2. *Generate alternative revenue*

PERFORMANCE MEASURES

- Grant revenue
- Sponsorship and advertising revenue
- Rentals revenue

3. *Utilize our resources effectively and efficiently*

PERFORMANCE MEASURES

- Assets to liabilities

INITIATIVES (Timeline: annually ~ short term = 2015 ~ mid-term = 2016-17 ~ long term = 2018-19)

- Achieve District annual budget to maintain fund balance reserves (annually)
- Continue to evaluate and apply for grant revenues to support District's operations and capital projects (annually)
- Develop new business plan structure, including cost recovery goals, program trends, markets served, and competition (annually)
- Perform a capacity usage analysis of facilities (annually)
- Perform internal control audits (annually)
- Reduce utility expenses in parks and facilities by converting to alternative energy sources (annually)
- Retrofit facilities with green/energy efficient solutions with primary focus on lighting (annually)
- Secure additional alternative sources of revenue to support financial goals (annually)
- Support Friends of H.E. Parks to expand level of financial support provided to District and our residents for scholarships and special projects (annually)
- Develop strategies to attract additional sponsors and new partnerships (short term)
- Replace District accounting software (short term)

DISTRICT GOAL 3:

Achieve Operational Excellence and Environmental Awareness

The District operates at the highest level utilizing proven best practices that result in first class operations. We embrace conservation and environmental stewardship to help provide long-term sustainability.

OBJECTIVES

1. *Create and sustain quality parks, facilities, programs & services*

PERFORMANCE MEASURES

- Community survey data related to overall condition of parks and overall quality of programs and services

2. *Utilize best practices*

PERFORMANCE MEASURES

- CAPRA score
- Illinois Distinguished Agency score
- PDRMA score
- NAEYC score
- Transparency score

3. *Advance environmental & safety awareness*

PERFORMANCE MEASURES

- PDRMA score
- Number of accident reports
- Environmental Scorecard
- Natural area acreage/wetland acres burned

INITIATIVES (Timeline: annually ~ short term = 2015 ~ mid-term = 2016-17 ~ long term = 2018-19)

- Continue to address park and recreation needs according to the District's ADA Transition Plan (annually)
- Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation (annually)
- Develop additional programs and processes to support conservation, green initiatives (annually)
- Enhance overall quality of natural areas (annually)
- Ensure operational compliance with legal mandates (annually)
- Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card (annually)
- Maintain and develop operational processes required to achieve accreditation status for CAPRA and Illinois Distinguished Agency standards (annually)

DISTRICT GOAL 3 (continued)

- Maintain early childhood program standards to ensure NAEYC accreditation (annually)
- Maintain environmental best practice certification (annually)
- Maintain financial accreditation CAFR (Comprehensive Annual Financial Report) (annually)
- Maintain FOIA compliance and transparency aspects of District to ensure Illinois Policy Institute Sunshine Award status (annually)
- Maintain operations through software updates and enhancements for desktop and network infrastructure (annually)
- Maintain PRORAGIS database to ensure compliance with CAPRA and National Gold Medal standards (annually)
- Monitor employee hours worked to ensure legal compliance with state and federal mandates (annually)
- Promote staff education and training to minimize number of accidents (annually)
- Provide educational programs and opportunities on environmental best practices (annually)
- Specify environmentally sound practices within bid requirements (annually)
- Utilize best practices to maximize operational efficiencies as a District (annually)
- Develop methods to organize and maintain electronic mailboxes (short term)
- Enhance Wi-Fi services at District facilities (short term)
- Investigate and expand time management utilization for internal controls (short term)
- Enhance District signage to inform and educate guests (short/mid-term)
- Evaluate implications of a smoke-free District policy (short/mid-term)
- Implement best practices for allowable expansion of natural areas (short/mid-term)
- Expand bike and trail connectivity (short/mid/long term)
- Develop a redundancy plan for virtual servers to enhance District disaster recovery plan (mid-term)
- Develop a schedule and process for ensuring network security and IT audit compliance (mid-term)
- Migrate District records to electronic storage (mid/long-term)
- Develop plans to construct a maintenance equipment storage facility west of Route 59 (long term)
- Investigate virtualized workstation environment (long term)

DISTRICT GOAL 4:

Promote Quality Leadership and Services

The District continually evaluates our work force and evaluates the strengths and opportunities that we have to ensure the continued productivity and growth of our organization. We promote a culture that allows us to be the leader in providing parks and recreation services to our community.

OBJECTIVES

1. *Develop leadership that ensures workforce readiness*

PERFORMANCE MEASURES

- Number of internal training sessions & participation

2. *Build organization culture based on I-2 CARE Values*

PERFORMANCE MEASURES

- Number of Team Building events & participation

3. *Promote continuous learning and encourage innovative thinking*

PERFORMANCE MEASURES

- Number of external conferences sessions, workshops and seminars

INITIATIVES (Timeline: annually ~ short term = 2015 ~ mid-term = 2016-17 ~ long term = 2018-19)

- Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness (annually)
- Continue emphasis on cross-training and to ensure workforce readiness (annually)
- Continue to evaluate and create procedures and training to promote high level internal customer service (annually)
- Continue to foster openness in communication District-wide (annually)
- Create action plan to reduce unemployment costs (annually)
- Create and maintain succession plan to prepare employees for advancement and prepare organization for personnel changes (annually)
- Enhance IT support to promote quality and timely delivery of internal and external services (annually)
- Ensure Board and Committee effectiveness by utilizing best practices (annually)
- Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities (annually)
- Promote healthy lifestyles through work environment best practices (annually)
- Develop a new hire training program that addresses District policies and procedures (short term)
- Investigate District-wide cooperative purchasing opportunities (short term)
- Incorporate incentive programs for healthy habits for employees (short/mid-term)

Memorandum No. 14-110

TO: Forward Planning Committee
FROM: Dean Bostrom, Executive Director
RE: Board and Committee Evaluation
DATE: September 25, 2014

Background:

Research has been conducted with several park districts performing Board evaluations to obtain information around their purpose and scope. While the evaluation criteria/elements vary by organization (e.g., areas assessed, reasons for conducting it, participants, etc.), all have provided very positive feedback on their usefulness and overall value. The information has helped determine that it would benefit HEPD to administer an evaluation as a recommended best practice to assess its current performance and future direction.

With the 5-year Comprehensive Master Plan (CMP) in development and being reviewed by the Forward Planning Committee, it also would present a good opportunity to include a Board Evaluation as part of this plan and future strategies for the district.

Implications:

An evaluation will help identify what is working well and where there may be opportunities for improvement. Focusing on the Board and Committees as a whole, the evaluation will help drive key outcomes and future goals/objectives in a constructive and educational manner. With HEPD also having the unique structure of committees, it would be of equal value to assess them as part of the overall evaluation.

The Evaluation aligns with a dedication to accountability and transparency to our residents. It should also complement the direction, mission and goals of HEPD, specifically around providing quality leadership and service.

The evaluation would consist of a survey with a grouping of questions (e.g., Board/Committee Activity, Organization, Meetings, Membership, etc.) rated on a 5-point scale. It would also include a section for general commentary/feedback with all responses being anonymous. Commissioners, Community Representatives, the Executive Director and Division Directors would be invited to complete the survey. The evaluation will be administered by staff in October with results available for review at a later date. (See attached Board/Committee Evaluation forms).

Recommendation:

It is recommended that the Forward Planning Committee recommend to the full Board that the HEPD Board and Committee Evaluation be incorporated and conducted as part of the HEPD 5-year CMP Plan/Process.

HEPD Board Evaluation Form - 2014

Please rate the following items as they pertain to the Hoffman Estates Park District Board as a group. Rank each from 1 = Low/Disagree up to 5 = High/Agree. Check "N/A" if not applicable or do not know.

		1	2	3	4	5	N/A
Board Activity							
1	The board operates under a set of policies, procedures, and guidelines with which all members are familiar.						
2	The board understands the structural patterns (Board, officers, committees, Executive Director and Staff) clearly						
3	There are effective standing committees of the board that meet regularly and report.						
4	Board meetings are well attended, with near full turnout at each meeting.						
5	Each board member has at least one committee assignment.						
6	Nomination and appointment of board members follow clearly established procedures using known criteria.						
7	Board members feel involved and interested in the Board's work.						
8	Newly elected board members receive adequate orientation to their role and what is expected of them.						
9	The board fully understands and is supportive of the strategic planning process of the Park District.						
10	Board members receive meeting agendas and supporting materials in time for adequate advance review.						
11	The board adequately oversees the financial performance and fiduciary accountability of the organization.						
12	The board receives regular financial updates and takes necessary steps to ensure the operations of the organization are sound.						
13	The board actively engages in discussion around significant issues.						
14	The board focuses and makes progress on important organizational matters during its meetings.						
15	The board chair/president effectively and appropriately leads and facilitates the board meetings and the policy and governance work of the board.						
16	The board effectively represents the organization to the community.						
17	The Board fully understands and is supportive of the annual budget process of the Park District.						
Mission and Purpose							
1	Statements of the organization's mission are well understood and supported by the board.						
2	Board meeting presentations and discussions consistently reference the organization's mission statement.						

HEPD Board Evaluation Form - 2014

		1	2	3	4	5	N/A
Board Organization							
1	Information provided by staff is adequate to ensure effective board governance and decision-making.						
Board Meetings							
1	Board meetings are frequent enough to ensure effective governance.						
2	Board meetings are long enough to accomplish the board's work.						
3	Board members fully and positively participate in discussions.						
Board Membership							
1	The board size is adequate to effectively govern the organization.						
2	The board has a range of talents, experience, and knowledge to accomplish its role.						
3	The board uses its members' talents and skills effectively.						
4	The board makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.						
5	Fellow board members review each member's performance at the end of every 4-year term.						
Administration and Staff Support							
1	The Board's structure provides adequate contact with Administration and staff.						
2	Communication is strong and clear between the board and staff.						
3	Staff support before, during, and after board meetings is effective.						

Please provide any general comments about the work and effectiveness of the HEPD Park Board:

HEPD Committees Evaluation Form - 2014

Please rate the following items as they pertain to the Hoffman Estates Park District Board's standing Committees. Rank each from 1 = Low/Disagree up to

5 = High/Agree. Check "N/A" if not applicable or do not know.

		1	2	3	4	5	N/A
Committee Activity							
1	The committees operate under a set of policies, procedures, and guidelines with which all members are familiar.						
2	The committees understand the structural patterns (Board, officers, committees, Executive Director and Staff) clearly						
3	Committee meetings are well attended, with near full turnout at each meeting.						
4	Committee members feel involved and interested in the Board's work.						
5	Newly elected committee members receive adequate orientation to their role and what is expected of them.						
6	The committees fully understand and are supportive of the strategic planning process of the Park District.						
7	Committee members receive meeting agendas and supporting materials in time for adequate advance review.						
8	The applicable committees adequately oversee the financial performance and fiduciary accountability of the organization.						
9	The applicable committees receive regular financial updates and take necessary steps to ensure the operations of the organization are sound.						
10	The committees actively engage in discussion around significant issues.						
11	The committees focus and make progress on important organizational matters during its meetings.						
12	The committee chair effectively and appropriately leads and facilitates the committee meetings and the policy and governance work of the board.						
13	The committees effectively represent the organization to the community.						
14	The committees fully understand and are supportive of the annual budget process of the Park District.						
Mission and Purpose							
1	Statements of the organization's mission are well understood and supported by the committee.						
2	Committee meeting presentations and discussions consistently reference the organization's mission statement.						
Committee Organization							
1	The committee structure logically addresses the organization's areas of operation.						
2	All committees have adequate agendas and minutes for each meeting.						
3	All committees address issues of substance.						

HEPD Committees Evaluation Form - 2014

		1	2	3	4	5	N/A
Committee Meetings							
1	Committee meetings are frequent enough to ensure effective governance.						
2	Committee meetings are long enough to accomplish the board's work.						
3	Committee members fully and positively participate in discussions.						
Committee Membership							
1	The committees' size is adequate to effectively govern the organization.						
2	The committees have a range of talents, experience, and knowledge to accomplish its role.						
3	The committees use its members' talents and skills effectively.						
4	The committees' makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.						
Administration and Staff Support							
1	The committee's structure provides adequate contact with Administration and staff.						
2	Communication is strong and clear between the committees and staff.						
3	Staff support before, during, and after committee meetings is effective.						

Please provide any general comments about the work and effectiveness of the HEPD Committees:
