



HOFFMAN ESTATES PARK DISTRICT

Comprehensive Master Plan

2014-2019



Table of Contents

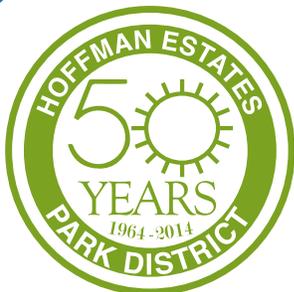
The CMP in its entirety is divided into two major documents: the Executive Summary/Conclusions and the Appendix.

CMP Executive Summary/Conclusions

3	Acknowledgements
4	CMP Introduction
5-7	Major Accomplishments Since Last CMP
8-12	Needs Assessment
13	Community Planning
14	Demographics
14	Standards
14	Best Practices
15	Trends
16	Environmental Scan
16	Board / Committees Evaluation
17-23	Strategic Plan
24-27	Capital Improvement & Replacement Plan (CIRP)
28	Future Potential New Projects/Facilities
29-30	Parks, Planning & Development Executive Summary
31-33	Recreation & Facilities Executive Summary
34-36	Finance & Administration Executive Summary



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CMP Appendix Contents

The documents below can be accessed by clicking on links in the Executive Summary.

Needs Assessment

Demographic Profile

Board/Committee Evaluation Results

Village of Hoffman Estates Comprehensive Plan

Land Use Analysis

Open Space and Recreation

Future Potential Projects

Parks, Planning & Development

Park Development Standards

Park Division Maintenance Standards

Comparison of Park and Facility Standards

Playground/Courts/Parking Lots/Path Analysis Standards

Risk Management Trends

Athletic Field Design & Maintenance Trends

Turf Management Trends

Park Maintenance Industry Trends

Naturalized Landscaping Trends

Environmental Scan

Safety Training Best Practices

Safety Inspection Best Practices

Natural Area Management Best Practices

Playground Procurement Best Practices

Recreation & Facilities

Recreation Environmental Scan

Facilities Environmental Scan

Health & Wellness Trends

Recreation Trends

Facilities Trends

Health & Wellness PSSWC Best Practices

Recreation Best Practices

Facilities Best Practices

Communications & Marketing

Environmental Scan

Trends

Best Practices

Ice (Triphahn Center & Ice Arena)

Environmental Scan

Hockey & Ice Skating Trends

Hockey & Ice Best Practices

Golf (Bridges of Poplar Creek)

Agronomic and Course Maintenance Standards

Environmental Scan

Trends

Best Practices

Finance & Administration

Trends

Best Practices

Acknowledgements

Beyond the 880+ residents and community leaders who provided valuable input through the Needs Assessment Community Survey, Focus Groups and Stakeholder Interviews, and all of the Park District Supervisors, Managers and front line staff who 365 days a year provide first class parks, facilities, programs and services to our residents and guests, the following individuals were instrumental in creating the 2014-2019 CMP:

Park Board of Commissioners

- President Mike Bickham
- Vice President Ron Evans
- Treasurer Lili Kilbridge
- Asst. Secretary Pat McGinn
- Commissioner Keith Evans
- Commissioner Ron Greenberg
- Commissioner Kaz Mohan

Forward Planning Committee

- Chair Lili Kilbridge
- Vice Chair Ron Evans
- Comm Rep Linda Dressler
- Comm Rep Robert Kaplan
- Comm Rep Patrick Kinnane
- Comm Rep Kathy Musial
- Comm Rep Susan Neel
- Comm Rep Sue Triphahn
- Comm Rep Steven Winner
- Comm Rep Hap Wittkamp

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- Vice Chair Kaz Mohan
- Comm Rep Raffi Dekirmenjian
- Comm Rep Marc Friedman
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- Comm Rep Paul Snyder
- Comm Rep Sue Triphahn

Recreation Committee

- Chair Pat McGinn
- Vice Chair Ron Evans
- Comm Rep Linda Dressler
- Comm Rep Robert Kaplan
- Comm Rep Scott Koltz
- Comm Rep Susan Neel
- Comm Rep Hap Wittkamp

Administration & Finance Committee

- Chair Ron Greenberg
- Vice Chair Keith Evans
- Comm Rep Victor Katis
- Comm Rep Kathy Musial
- Comm Rep Hosep Utas
- Comm Rep Steven Winner

Public Research Group

Tod Stanton, President

Administrative Staff

- Dean Bostrom Executive Director/Board Secretary
- Craig Talsma Deputy Director/ Director of Administration & Finance
- Mike Kies Director of Recreation & Facilities
- John Giacalone Director Park Services/ Development & Risk Management
- Gary Buczkowski Director Planning & Development
- Jane Kaczmarek Executive Assistant
- Peg Kusmierski Administrative Assistant/ Foundation Manager

Communications & Marketing Staff

- Theresa Kiel Graphic Designer
- Judy Kudron C&M Associate

Senior Staff

- Katie Basile Superintendent of Facilities
- Brian Bechtold General Manager, Bridges of Poplar Creek
- Cathy Burnham General Manager of Operations, PSS&WC
- Nicole Chesak Superintendent of Recreation
- Lynne Cotshott Superintendent of Business
- Jeff Doschadis General Manager, Triphahn Ice Arena
- Sandy Manisco Superintendent of Communications & Marketing



Comprehensive Master Plan Introduction

On March 2, 1964, a public referendum was held within the Village of Hoffman Estates asking residents to approve the creation of a Park District. Following an overwhelming favorable vote of 4 to 1, on May 22, 1964 the Hoffman Estates Park District was officially created and five newly elected Commissioners were sworn in.

Fifty years in the making, the Hoffman Estates Park District is recognized on the local, state and national stage as an award winning parks and recreation agency. The District most recently received the National Recreation & Parks Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA) award in 2013 and received the Certificate of Achievement for Excellence in Financial Reporting award (CAFR) from the Government Finance Officers Association (GFOA) in 2014.

These awards and accolades are a direct reflection of the dedicated Park Commissioners who have served in the past and continue to serve our residents today, the Board Committees with appointed residents who serve as community representatives, and staff who continue to raise the bar of excellence in providing park and recreation services.

Commitment to Long Term Planning

Planning for the future has always been a focus of the Park Board as evidenced by its steady addition of new parks, facilities, programs and services over the past 50 years. However, to more formalize the planning process to better ensure that future planning and decision making reflects the needs of our residents as well as financial constraints of the District, the Park Board adopted a CMP policy in 1999. This policy creates a mandate to maintain a current CMP a minimum of every five years. The first District CMP was completed in 1999, and updated plans have since been adopted in 2004 and 2009. This CMP provides a plan of action through 2019.

CMP Purpose

The purpose of the 2014 CMP is to establish a strategic plan of action and future direction articulated through goals, objectives and initiatives. Through this plan of action, the CMP will illustrate how the Park District will maintain and improve responsiveness to the community's park and recreation needs, promote efficient and effective management, and demonstrate fiscal and environmental responsibility. Furthermore, the plan is designed to focus the attention of the Board, staff and community on the most relevant issues facing the Hoffman Estates Park District. It is important to understand that the CMP is a statement based on current information and draws conclusions for projected actions as a result of the planning process. The adopted plan should never be considered set in stone, but rather a dynamic plan. Revisions will ultimately be made to the plan to respond to internal and external changes within the Park District, the Hoffman Estates community and beyond.

CMP Process

The foundation of the CMP was created based on resident involvement, community assessment of attitudes and interests as well as Park Board and staff evaluation of current and future park, facility and recreation needs. The guiding light of the CMP process is the Board's appointed Forward Planning Committee which is comprised of two Commissioners and eight community representatives. In addition, 15 residents who serve on three standing Board Committees each played an integral role in developing specific recommendations incorporated into the CMP.

HEPD Mission

This CMP through its Strategic Plan outlines a new focused mission of the District that is supported by strategic goals, objectives and initiatives designed to fulfill the mission.

The new mission focuses on **offering healthy and enjoyable experiences** to address the growing trends of people who are spending less time in active play and increasing levels of both child and adult obesity; promoting access to the benefits of park and recreation **to all people** to reflect our growing diverse community, and to provide **environmental and financial stewardship** at a time when our environment is struggling and public trust of government is waning.

This CMP will help ensure that the Hoffman Estates Park District continues to provide **first class parks, facilities, programs and services to our residents and guests.**



Major Accomplishments Since Last CMP

HEPD Celebrates its 50th Birthday!

The formation of the Hoffman Estates Park District began on January 22, 1964, when a public meeting was held to discuss the development of parks and recreation services for the residents of Hoffman Estates. On May 2, 1964, residents voted to form the Park District and elected Bernard M. Bartosch, Charles R. Meyers, Lyle A. Button, Elizabeth M. Fink and Joseph L. Fabbrini as Commissioners.



Parks

2009

Black Bear Park Development

This 14.7 acre park was donated by Kimball Hill and Dartmoor Homes in 2006. With the aid of an OSLAD grant, Black Bear Park was expanded to 28.67 acres with the installation of an 18-hole disc golf course; the first ever in Hoffman Estates.

2010

Bo's Run

Willow Recreation Center Dog Park was expanded to include a new off-leash area 81,000 sq. ft. Included in this 1.83 acre park is a separate 11,000 sq. ft (.25 acres) small dog area and a 70,000 sq. ft. (1.58 acres) community area for both large and small dogs. The new park has two water stations, one for the small dog area and one for the community off-leash space. The park has numerous agility components through each fenced in area and the park has six doggie waste stations throughout the space for convenient use.

Poplar Creek Golf Course Enhancement

The golf course underwent an extensive Enhancement Project and was renamed Bridges of Poplar Creek Country Club.

Triphahn Center

On December 11, 2010, a dedication ceremony was held in honor of Commissioner Scott Triphahn, whereby the Community Center & Ice Arena was renamed the Scott R. Triphahn Community Center & Ice Arena (*Triphahn Center*).

2011

Canterbury Fields Park

The Park District entered into an Intergovernmental Agreement with the City of Elgin to construct a playground on Elgin property at Canterbury Fields. The dedication ceremony took place on September 24, 2011.

Palatine Public Library District Lease

The Park District entered into an initial 3 year lease agreement with the Palatine Public Library which allowed the to house a branch library at Willow Recreation Center.

2012

Freedom Run

The Park District entered into an Intergovernmental Agreement with the City of Elgin and the Streamwood Park District to construct an off-leash dog park.

Tropicana Park

The park had its grand opening, with all improvements from the OSLAD grant, in October 2012.

Palatine Park District Annexation

The Park District entered into an Intergovernmental Agreement with the Palatine Park District to disconnect property within the Palatine Park District and annex the property to the Hoffman Estates Park District.

Yorkshire Basin Park & McDonough Basin Park

The Park District accepted a donation from the Yorkshire Homeowner's Association of two retention basins located within Yorkshire Subdivision, north of McDonough Rd.

2013

Devonshire Woods

The Park District accepted a donation of this vacant land from OM&I Hoffman Three LLC in the Devonshire Woods subdivision.

Bur Oak Basin

The Park District accepted the transfer of this detention basin located on the corner of Essex and Bur Oak Drive from the Village and Orland State Park Bank. This parcel was previously contiguous to the Lindberg School Site which was demolished by the developer per Village request.

Shoe Factory Bike Trail Connection

The Park District, along with the Village of Hoffman Estates and Cook Country Forest Preserve, have developed plans to connect Shoe Factory Road Bike Trail with the Prairie Stone, Sports and Wellness Center (*PSS&WC*). This project has received state and federal funding that will cover up to 80% of the cost of the project. When completed, this multi-use trail will allow west-side residents' safe access under I-90 and access to the PSS&WC.

Colony Park

The Park District acquired this final portion of Colony Park from the Village.

2014

31 Summit

The Park District acquired 8.74 acres south of Essex Park and north of Golf Road.

Major Accomplishments Since Last CMP

(continued)

Playgrounds

2009

High Point
Black Bear

2010

Salem-Bode
Sycamore
Canterbury Fields in cooperation with the City of Elgin
Seascape Family Aquatic Center

2011

Cannon Crossings
Charlemagne
Fairview

2012

Olmstead
Sundance
Tropicana

2013

Lincoln
High Point
Brittany

2014

Cottonwood
Poplar
Willow
Locust

Friends of HE Parks Foundation

2014

The Friends of HE Parks, the charitable arm of the Hoffman Estates Park District, works to fund special projects that benefit the Park District. One such project that the Foundation funded is the 24-passenger bus that the Park District added to its fleet of vehicles in 2010 making it possible for camps, preschool and other programs to go on educational and recreational field trips. In January 2015, the Friends of HE Parks will make its final contribution for a total of \$28,650 towards the purchase of the bus.

Grants

2010

\$ 37,142 *Canterbury Fields Park Bathroom - DCEO*
\$ 48,000 *Canterbury Fields Park Shelter - DCEO*
\$ 42,000 *T&T/Salem Bode Apartment Playground*
Representative Fred Crespo

\$127,142 Total

2011

\$ 90,000 *Youth Grant - IDNR*
\$ 1,000 *Power Play Grant - IAPD*
\$ 750 *NAEYC Accreditation for annual fee - DHS*

\$ 91,750 Total

2012

\$ 1,000 *AT&T Green Initiative (Parks Dept)*
\$ 1,000 *IAPD Power Play Grant*

\$ 2,000 Total

2013

\$112,500 *Tropicana OSLAD Grant*
\$ 43,500 *Youth Grant-IDNR*
\$ 1,147 *NAEYC Accreditation renewal - DHS*

\$157,147 Total

2014

\$ 25,000 *Eisenhower Jr. High Playground - DCEO*
Representative Fred Crespo
\$ 250 *Schaumburg CAN for Health/Teen program*
\$ 630 *NAEYC Accreditation annual fee - DHS*

\$ 25,880 Total

Total Grants 2010-2014: \$403,919





Major Accomplishments Since Last CMP

(continued)

Department of Commerce & Economic Opportunity (DCEO)

Grants

2010

WRC Gym Lights	\$ 3,560
PSS&WC Gym Lights	\$ 13,129
TC Gym Lights	\$ 2,134
Total	\$18,823

2011

TC Exterior lights	\$ 1,948
TC Ice Arena lights	\$ 22,072
TC Gymnastic Shelf	\$ 1,948
TC Building lamps	\$ 1,628
Total	\$ 27,596

2012

TC Ice Arena	\$ 171
TC Building lights	\$ 1,100
TC light sensors	\$ 3,375
WRC Sensors	\$ 1,944
PSS&WC Lights	\$ 8,316
TC Parking & PSS&WC Pool Lights	\$ 28,839
Pine Park Lighting	\$ 6,946
TC Lights	\$ 366
TC Lobby Sensor	\$ 171
Parks Maintenance Lot Lights	\$ 6,020
Total	\$ 57,248

2013

TC Boiler Tune-up	\$ 6,291
BPC Motion Sensor	\$ 1,611
PSS&WC Pendant Lights	\$ 1,281
PSS&WC Lighting	\$ 1,464
PSS&WC Lighting	\$ 8,988
TC Lighting	\$ 9,887
PSS&WC Lighting	\$ 442
Seascape Boiler Tune-up	\$ 2,287
Seascape Boiler	\$ 751
Total	\$33,002

2014

TC Boiler Tune-up	\$ 1,493
TC & Willow Lot Lights	\$ 9,349
PSS&WC Lights	\$ 966
Seascape Lights	\$ 3,500
Total	\$ 15,308

**Total Energy Rebates 2010-2014:
\$151,979.91**

Awards

2009 NRPA Gold Medal Award

2011 IAPD Distinguished Park & Recreation Agency Accreditation

2013 NRPA CAPRA Accreditation

2014 Certificate of Achievement for Excellence in Financial Reporting (CAFR)

PDRMA SAFETY AWARDS

2009 achieved 98.56% overall score (top 1% of all Park Districts)

2013 achieved 98.93% overall score (top 1% of all Park Districts)

MISCELLANEOUS AWARDS

2009

American Heart Association Heart Hero Award

State of Illinois' Heart Saver Hero's Award

Platinum International Aquatic Safety Award

2013

IAPD License Plate Award

Village of Hoffman Estates Green Business

2014

Hoffman Estates Chamber Public Sector of the Year Award

Star Guard 4 Star Award

Illinois Policy Institute Sunshine Award

Program Registration Numbers

2009 Program Participants:	19,331
2010 Program Participants:	23,653
2011 Program Participants:	24,277
2012 Program Participants:	24,853
2013 Program Participants:	25,479

Canadian National Noise Mitigation Reimbursement

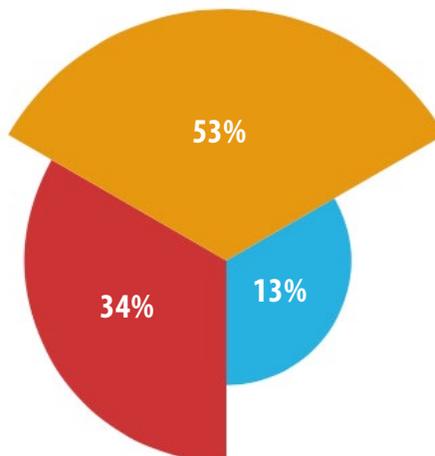
2014 Winding Trails Trees	\$58,801
2014 Cannon Crossings Fence	\$ 5,570

Needs Assessment

The Park District contracted the services of the Public Research Group to conduct an independent Needs Assessment for the District as part of developing the CMP. The Needs Assessment included both qualitative and quantitative assessments to provide a comprehensive sampling of public opinion. The qualitative (*individual opinions*) assessments within the report include the Forward Planning Committee/ Board Visioning Workshop, two Community Focus Groups which included 23 individuals, community leader stakeholder interviews, and open ended question responses within the survey.

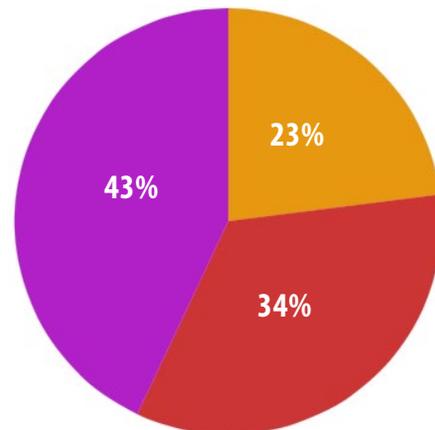
The quantitative assessment (*statistically valid sampling of the community*) was obtained through the community survey which was randomly distributed to residents via mail, email and telephone. The sample of 848 total responses provides a 95% level of confidence with a +/- 3.5% confidence interval for the population of the community (*a response of 50% statistically means that the Park District can be 95% confident that the community's response as a whole would be between 46.5% and 53.5%*). [For full Needs Assessment Report click here.](#)

Area of Residency



North of I-90 West of 59 / South of I-90
 East of Barrington Road / South of I-90

Sample by Percent



Telephone Mail Email



Needs Assessment (continued)

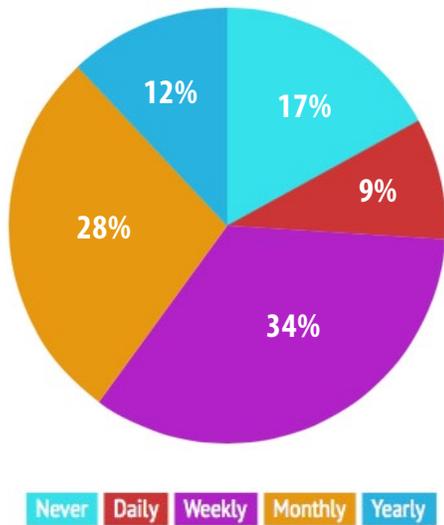
Survey Findings & Highlights

A review and analysis of the 2013 Needs Assessment Community Attitude & Interest survey results is provided along with a comparative analysis of the HEPD 2008 survey results. In addition, comparative community survey benchmark data is provided utilizing National and Illinois Park District averages as compiled by Leisure Vision.

Frequency of Visiting Parks

83% of respondents reported visiting parks annually vs. only 75% in the 2008 survey results. The 83% response was also favorable to the National average of 72% and Illinois Park District average of 78%.

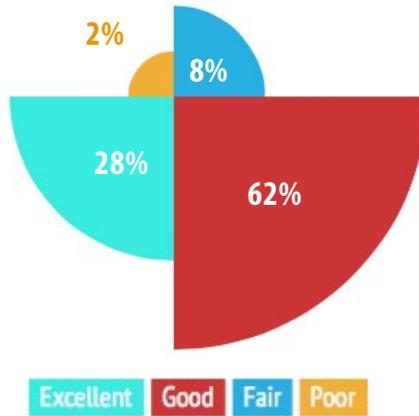
Frequency of Visiting Park District Parks



Overall Condition of Parks

90% of respondents rated the overall condition of parks as either excellent or good which is unchanged from the 2008 survey. This compares to National average of 84% and Illinois average of 89%.

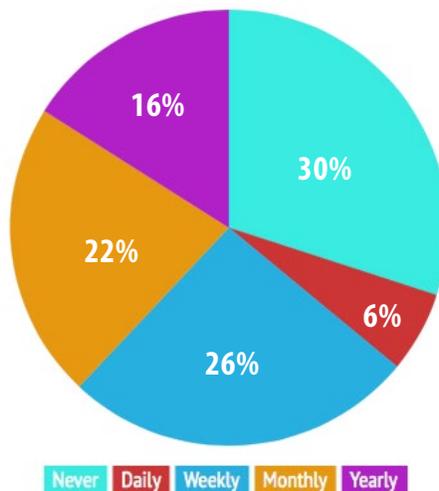
Condition Park District Parks



Participated in Recreation Programs or Utilized Recreation Facilities Within the Past 12 Months

Participation increased from 52% in 2008 to 54% in 2013. This participation by residents is significantly greater than the National average of 30% and the Illinois average of 38% and indicates that over half of the households in Hoffman Estates participated in facilities or programs either daily, weekly or monthly.

Frequency of Visiting Park District Facilities and Programs



Needs Assessment (continued)

Ease of registration for programs

Based on comparative data from the 2008 survey where 78% reported being either very satisfied or somewhat satisfied, the 2013 survey reported 94%, which indicates a dramatic improvement with the registration process.

Fees for programs and facilities

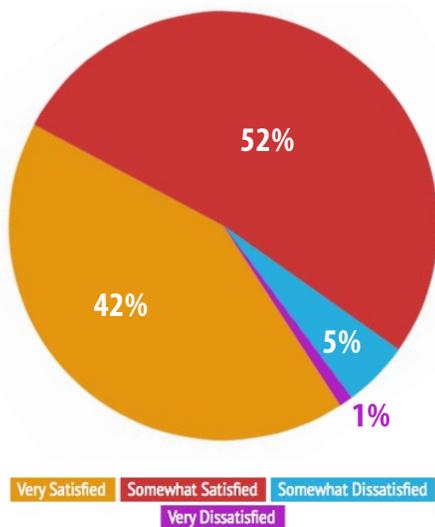
Survey results reported that 88% of respondents were either very satisfied or somewhat satisfied with the fees charged indicating that an overall high percentage of residents are satisfied with fees charged. These survey results directly conflict with conclusions of PRG which states that our fees charged created pricing barriers.

Quality of programs

The 2013 results of 42% reporting very satisfied was a substantial improvement from 31% reporting very satisfied in 2008, however, a theme within the open ended responses clearly identified youth and adult sports as areas where the quality of programming needs to improve moving forward.

Customer assistance by staff

The 94% satisfaction rating was a significant improvement from the 75% satisfaction rating in 2008.



Overall communications

Overall communications significantly improved with a 93% satisfaction rating in 2013 compared to an overall satisfaction rating of only 70% in 2008.

Methods household learn about HEPD

The Guide, followed by the website, direct mail and Park Perspective are how most residents find out about the Park District.

Reasons why household goes outside HEPD for Rec services

The number one reason was that the Park District did not offer the service 18.1%; followed by other providers have more convenient locations 13.9%; other providers have lower prices 12.3%; other providers do a better job 12.3%; and friends go to Rec services outside of HEPD 9.8%.



If your household goes outside of HEPD for recreation services, what services do you receive

Adults:

61 responses identified fitness with 30 of those responses indicating the facility (*Lifetime, LA*) and the equipment and 31 responses indicating classes (*personal training, boot camp, weight training, general fitness classes*). 39 responses identified swimming with 14 noting the actual pools and 25 referencing the classes and/or just said swimming. 6 responses made reference to using other services because of cost.

Youth:

38 responses identified swimming (22 refer to swimming classes or lessons, 7 to a Swim Team and 9 make reference to the pools themselves.) 70 responses concerned sports activities with 19 references to Baseball (5 Travel), 25 Soccer (6 Travel), 5 Basketball, 9 Softball and 12 sports in general. No mention was made of the cost of participation in the youth section.

Preschool:

11 responses were for swimming of which 3 noted the pools themselves. 6 responses were for the Preschool Program itself with 3 additional responses referring to alternative school programming such as All Day Preschool or After School Care. 7 responses were for the variety of tot classes from crafts and music, dance, martial arts, and gymnastics. No mention was made of the cost of participation in the Preschool section.

Needs Assessment (continued)

Expand existing activity space for 50+ Active Adults at Triphahn Center

Of the 5 future actions being considered by the Park District, expanding the 50+ Active Adults Activity Center was viewed as important by 52.7% with 83.3% of the respondents identifying that this action was either their first, second, or third choice of 5 possible choices as most important to their household. With over 600 current 50+ Active Adults Club members, not including the 500 memberships who joined through St. Alexus Medical Center and with the demographics shifting rapidly to a more aging community, expanding the programming space currently available at Triphahn Center is an action that is a future priority of the District.

Splash pad/water feature, north of I-90

Developing a splash pad/water feature north of I-90 was viewed as important by 42.5% of the respondents. However, the level of support for this action by residents residing north of I-90 increased to 88.1% by respondents who identified this action as either their first, second, or third choice of 5 possible choices as most important to their household.

Providing a new indoor multipurpose facility

Providing a new indoor multipurpose facility was viewed as important by 43.8% of respondents, however, trends and demographic shifts along with recent declining participation numbers in both youth and adult athletics suggests that the demand may not be great enough to financially self-sustain this facility.

Dog park east of Barrington Road, south of I-90

Developing a dog park east of Barrington Road, south of I-90 was viewed as important by only 27.6% of respondents, however 67.7% of residents who reside east of Barrington Road and south of I-90 viewed the development of a dog park as their first, second or third choice of 5 possible choices as most important to their household.

Converting existing baseball/softball/soccer fields to artificial turf

This action by far was the least supported and deemed least important as only 12.1% made it their 1st or 2nd choice as being most important.

Level of agreement with 5 different statements starting with "I think it is important for the Park District to"...

While there was strong support for the continuation of the Park District's naturalization program along pond shorelines with 87.2%, either strongly or somewhat agreeing, it should be noted that within the open ended responses, nine comments were made that disagreed with the naturalization program (3 comments were favorable towards naturalization of ponds). There was significant support for each of the questions proposed regarding expanding special events, promoting parks and programs to combat obesity and other health issues, pursuing partnerships and sponsorships with private entities.

Household's level of satisfaction with overall value received

92% were either very satisfied or somewhat satisfied compared to only 63% in 2008. The National average was 60%, the Illinois average was 64%. This summary question provided a very favorable level of satisfaction from respondents with the overall value received from the Park District.



Needs Assessment (continued)

Public Research Group Conclusions

The Needs Assessment data was gathered through a random sample statistically valid community survey, a Forward Planning Committee visioning session, focus group meetings, one on one stakeholder interviews and staff input through a SWOT session. It has become clear that the Hoffman Estates Park District has a significant impact on the community it serves. The Public Research Group believes that much of our analysis provides clear conclusions to the questions that the Park District wanted input in the assessment process. The Needs Assessment provides the building blocks for future planning from both internal and external goals and objectives development. It is easy to develop a few key themes into the three core functional areas that the Park District operates. These include:

Administrative:

The Hoffman Estates Park District contributes significantly to the quality of life in the Village.

Traditional marketing methods are still important to reach residents.

A focus on Information Technology within the Park District is important.

Overall satisfaction with programs, parks and facilities are good, but work can be done to increase scores.

The website has reached its full potential as a marketing/information tool. Explore ways to ease navigation and enrich content for the user.

Recreation:

Active fitness & wellness programs for adults, seniors and youth along with special events are program area needs.

Barriers to program participation are pricing as well as services not currently offered by the Park District.

The variety of programs offered provided strong numbers of satisfaction.

A focus on future programs would target the changing socioeconomic status of the community. There is much work to be done in this area.

E-mail blasts, the Park District website, as well as the program guide are the primary ways residents learn about the program offerings.

Parks & Facilities:

Parks are used by the community and are generally well kept.

Passive park amenities are favored as important to the community that include walking/biking paths, natural areas and open space.

The top rated actions include expanding the existing daily activity space for 50+ Active Adults at the Triphahn Center, developing a splash pad in a park north of I-90 and providing a new indoor multipurpose sports facility.

The Hoffman Estates Park District works hard to reach a community split by significant geographic divides. The changing community is a result of shifting socioeconomic factors. The allied governmental agencies such as the Village of Hoffman Estates and local School Districts are encountering the same challenges. The Park District needs to understand this dynamic as it plans for the future.



Community Planning

The Hoffman Estates Park District is a separate autonomous governmental unit created through State of Illinois statutes. With approximately 95+% of its jurisdictional boundaries located within the Village of Hoffman Estates, the Park District has a strong identity with the community of Hoffman Estates and its residents. With both agencies essentially serving the same residential population and operating with nearly the same tax base, cooperative planning is essential to maximize the effectiveness and efficiency of services provided by both agencies.

Park District staff meets with Village of Hoffman Estates staff on a regular basis on topics including but not limited to use of equipment, joint programming, cooperative programming and special events, public safety, bartering of services, and land uses including zoning and future development.

Currently both agencies are working together to provide better quality and more cost effective community special events. In addition, the agencies are working collaboratively together on future land development projects with one project in cooperation with the Cook County Forest Preserve to develop recreation trails in Hoffman Estates through a federally funded grant.

Both the Mayor of Hoffman Estates and the Village of Hoffman Estates Manager participated in the Needs Assessment/Stakeholder Interviews conducted by the Public Research Group.

The Village of Hoffman Estates' last Comprehensive Plan was adopted in 2007. A broad array of open space and recreation strategies are presented within the Village of Hoffman Estates' Comprehensive Plan, along with a Land Use Analysis. [For portions of the Village of Hoffman Estates' Comprehensive Plan most directly applicable to the Hoffman Estates Park District's planning process, click here.](#)

In addition to the cooperative planning efforts with the Village of Hoffman Estates, the Park District also works closely with School Districts 54, 15, 211 and 46 and the Hoffman Estates Chamber of Commerce. As part of the Needs Assessment, Stakeholder Interviews included representatives from both School District 54 and 211 as well as the Hoffman Estates Chamber of Commerce.

The Hoffman Estates Park District has been working in cooperation with the Friends of HE Parks Foundation since 1998. The Friends of HE Parks is made up of a dedicated group of community volunteers who not only raise funds for special items and projects, but also raise money to fund the Park District Scholarship Program. This special program offers financially disadvantaged residents the opportunity to participate in and enjoy healthy and recreational opportunities at the Park District.



Demographics

Demographics provide a profile of the general population within defined geographic boundaries. The U.S. Census data is widely regarded as the most common indicator of general population statistics by geographic area.

Summary Comparison of Hoffman Estates 2010 vs. 2000

The overall population in 2010 was 51,895 which is a 4.85% increase from 49,495 in 2000. Most age categories representing ages 54 and under decreased by percentage from 2010 compared to 2000. Ages 55+ however, represented an overall increase from 2000 to 2010 of 63.6% or 14.1% of the total population in 2000 compared to 21.7% in 2010. Overall, the median age increased from 33.6 years of age in 2000 to 37.0 years of age in 2010.

With the population becoming increasingly older, the population is also becoming more pronouncedly diverse with white as a race representing 64.1% of the population in 2010 vs. 74.4% in 2000; a 10.7% decrease. The biggest percent increase in population by race was Asian which increased to 22.7% of the population from 15.1% of the population in 2000 representing an increase of 57.6%. Of the 11,760 Asians in 2010, 5,738 or 44.8% were Asian Indian followed by 1,514 or 12.9% Korean and 1,369 or 11.6% Filipino. Hispanic/Latino increased from 10.5% of the population in 2000 to 14.1% of the population in 2010 representing an increase of 40.4%. Black or African American increased from 4.4% of the population to 4.8% of the population from 2000 to 2010, representing an increase of 14.4%.

[For a detailed breakdown of the demographic profile in Hoffman Estates in 2010 as well as 2000 click here.](#)

Standards

Standards provide documentation of what are considered best maintenance practices. Standards were developed based on expectations of our users, limited financial resources available to the Park District and industry standards. These standards also establish future guidelines on how the Park District plans to design and maintain our parks and facilities and what resources will be required to maintain these levels of standards. Click the links below for District standards for the [Parks](#) and [Bridges of Poplar Creek](#).

Best Practices

Best practices are considered the best proven business practices or strategies used to conduct business. As a management philosophy, the District attempts to identify best practices for all areas of operations. Once identified, the best practice, if practical, is tailored to District operations and documented as a written operational procedure. Procedures are then utilized as a training guide to produce a high level of consistency between various staff members.

Each operational division identified best practice topics to research as part of the CMP. The topics were selected as either being an identified operational area that is currently not considered a best practice or an identified operational area that is a future priority for the District. Click the links below for Environmental Scans for the [Parks](#), [Recreation & Facilities](#), [Ice](#), [Communications & Marketing](#), [Bridges of Poplar Creek](#) and [Finance & Administration](#).



Trends

Trends which have the greatest influence on society today and the near future begin with Global/Mega Trends. These trends, along with Park & Recreation Industry Mega Trends have a significant impact and influence future thinking which ultimately influences the Hoffman Estates Park District relative to the District's future planning efforts. These Global/Mega Trends, along with Park & Recreation Industry Mega Trends are cited below. More detailed trends impacting various aspects of the Hoffman Estates Park District operations are included in Appendix details by division. Click the links below for Trends in [Parks, Recreation & Facilities](#), [Ice](#), [Communications & Marketing](#), [Bridges of Poplar Creek](#) and [Finance & Administration](#).

Global/Mega Trends

Changing Demographics

Throughout the U.S. and locally, our population is becoming more diverse and is getting older. By 2043, it is widely projected that the U.S. will become a minority-majority nation and that we will have the highest percentage of people over 70 and under 5 years of age something that has never occurred before.

Health

Youth and adult obesity is the nation's biggest health concern. According to the Center for Disease Control (CDC), 16.9% of kids were obese in 2009/10; almost triple the rate in 1980. Overweight children have a 70% chance of becoming overweight adults. By 2030, CDC predicts that 42% of all adults will be obese.

Smart is the New Green

While Green Initiatives were a huge trend of the past decade, the current trend is shifting to "smart" products which are intelligent, connected and have the ability to sense, process, report and take corrective action.

Technology

Mobile devices are growing at an accelerated pace. There were only 0.08 connected devices per person in 2003, but by 2020 there will be over 50 billion connected devices; more than six per person. (Price Waterhouse Cooper).

Environment

Accelerated climate change, scarcity of natural resources, impacts of global warming, including rise in sea level and extreme weather, will continue to impact the delivery of park & recreation services.

Distrust of Government

Trust in government has been steadily eroding for the past several decades. Units of local government that promote transparency, open communications and accountability maintain higher levels of confidence and trust. Distrust of government is further overcome by demonstrating an attractive ethical dimension and a genuine caring attitude.

Shift in Global Economic Power

Asia and other new economies have become major economic players that will lead the future in defining future financial, economic and business climates and will have tremendous influence in defining the future economic stability of the U.S.

Park & Recreation Industry Mega Trends (beyond Global/Mega Trends)

Participation in the traditional youth sports of football, baseball, basketball and soccer combined, declined among boys and girls ages 6-17, roughly 4% from 2008 to 2012 while the population of same age during the same period of time fell by only 0.6%. (Wall Street Journal).

Growth of non-traditional mainstream youth sports, including hockey, lacrosse, rugby, and ultimate Frisbee, which are faster-paced, are alternatives to traditional youth team sports.

Education is still king. Parents are looking to start formal education of their children earlier than traditional pre-school programs.

Pickleball is one of the fastest growing sports in the country with 39 new pickleball venues coming online each month in the U.S. 70% of individuals playing pickleball are 60+ years old. (USAPA).

Golf has experienced a 1% decline in play each of the last 10 years. Golf is no longer considered a "cash cow" for public agencies. Golfers are not willing to spend the same amount to play golf as they have in the past. (National Golf Foundation).

Naturalization of landscape which is tied to growing financial and environmental concerns and incorporating wild flowers and native plants continues to increase as well as converting seldom visited parklands to native no-mow plant areas.

National healthcare initiatives, combined with rising healthcare costs, influence both the quality of healthcare provided as well as the financial costs of providing healthcare.

Wi-fi capabilities and access to wi-fi will continue to grow and be perceived as an "expected" available service in public gathering facilities/areas.

Social Media is the growing "norm" of communications and the best strategy to engage residents in Park District programs and services.

Inactive 6 to 12 year olds (youths involved in no physical activities for a 12 month period) rose to nearly 20% in 2012, from 16% in 2007. Inactive 13 to 17 year olds rose during the same period of time from 17% to 19%. (SFIA/Physical Activity and Council Survey).

Health concerns have reached epidemic levels. Almost 30 million children and adults in the U.S. have diabetes. 86 million (37%) of U.S. adults age 20 and over have pre-diabetes (American Diabetics Association 2014).

Increasing use of smart technology has empowered individuals to make instant choices.

Children spend more than 7 1/2 hours daily in front of some sort of media, from handheld devices to iPods to computers or TV's. (Kaiser Foundation 2009).



Environmental Scan Board/Committee Evaluations

An Environmental Scan identifies and assesses external factors which influence various facets of District operations. Components of the Environmental Scan include demographics, socio-cultural influences, competition directly impacting District operations, economic influences and technological influences. Click the links below for Environmental Scans for the [Parks](#), [Recreation & Facilities](#), [Bridges of Poplar Creek](#), [Ice](#) and [Communications & Marketing](#).

Included as part of the 2014-2019 Comprehensive Master Plan, a Board/Committee Evaluation was completed to identify opportunities for future strategies of the District. The Evaluation aligns with a dedication to accountability and transparency to our residents. It also complements the direction, mission and goals of HEPD, specifically around providing quality leadership and service.

The evaluation identifies 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 was determined to be of value to assess them as part of the District's overall evaluation.

The evaluation consisted of a survey with a grouping of questions (e.g., *Board/Committee Activity, Organization, Meetings, Membership, etc.*) rated on a 5-point scale. It also includes a section for general commentary/feedback with all responses being anonymous. Commissioners, Community Representatives, the Executive Director and Division Directors were invited to complete the survey. Twenty of a possible 26 or 77% completed the survey. The Park Board and each of the committees will collectively analyze the results in order to develop a future plan of action designed to address areas needing attention. [For survey results click here.](#)



Strategic Plan

Hoffman Estates Park District's strategic plan identifies and clarifies its mission, vision and values as well as creates District goals and objectives with specific measures designed to determine the degree of success towards accomplishment. Initiatives identify more detailed strategies designed to accomplish the objectives, goals and ultimately the mission of the District.

Mission

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.

Vision

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.

Balanced Scorecard

The Balanced Scorecard process to strategic planning was utilized to create and maintain a balance within both the District's policy and operational decision making. Maintaining strategic balance is critical to future planning to help ensure that the District does not lose perspective on what is most important to the District. The concept of the Balanced Scorecard is founded on four organizational perspectives: Customer, Financial, Operational Processes, Growth & Development.

Each of these perspectives is inter-related and dependent on each other to maintain ongoing organizational success. Each of the four perspectives was translated into four District goals. Specific performance measures designed to determine the degree of success were created for each District objective. The objectives define strategic themes that will guide the future decision making of the District.



12 CARE Values

When your values are clear to you, making decisions becomes easier. - Roy Disney

Innovation

We believe that creativity and innovation are at the heart of a leading organization, and we encourage new ideas and concepts. We embrace change and constantly strive to provide healthy and enjoyable experiences for our residents and guests.

Integrity

We place a high value on honesty, integrity and fairness in all actions, decisions and encounters. We promote honest and open communications, internally and externally, and place a high value on earning people's trust.

Cooperation

We recognize that through teamwork and cooperation, our organization achieves success. We are dedicated to a cooperative effort and value resident and guest input within our organization.

Accountability

We are committed to safeguarding our resources and using them in an environmentally and fiscally responsible manner. We are accountable for our actions to the community, our residents, guests and ourselves.

Respect

We have an awareness and appreciation of diverse interests and concerns, and address those needs with respect and consideration. We promote social equity to ensure all people have access to parks and recreation experiences.

Excellence

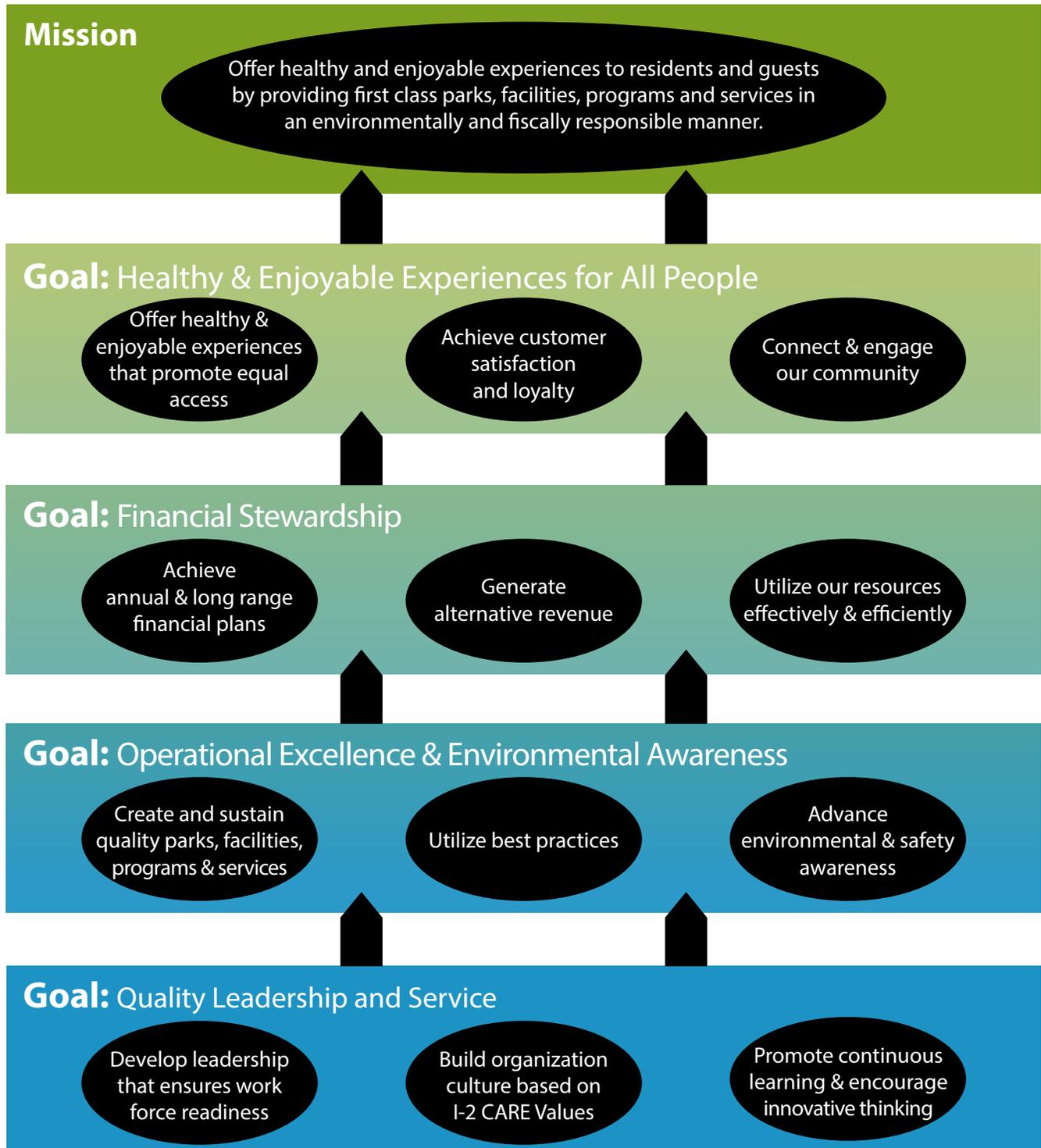
As a leader in our industry, we are committed to providing first class parks, facilities, programs and services that provide healthy and enjoyable experiences to our residents and guests. We strive to hire, train, empower and retain employees capable of providing quality leadership and ensuring customer satisfaction.



Strategic Plan

Strategy Map

The strategy map serves as the foundation for the strategic plan and describes the District's strategy through cause and effect relationships. The strategy map provides a visual picture of how the District aligns its resources to achieve its mission. The hierarchy of the map indicates the relationship and linkage between each of the goals and shows the relationship of how each initiative is tied directly back to the ultimate mission of the District.



Strategic Plan (continued)

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 Definitions

<i>(annually)</i>	<i>continuously throughout the year or at least once per year</i>
<i>(short term)</i>	<i>within 2 years</i>
<i>(mid-term)</i>	<i>within 2-4 years</i>
<i>(long term)</i>	<i>5+ years</i>

Initiatives

Create recreational programs and opportunities to target under served” 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 programming structure *(short term)*

Develop plans to meet increased program needs of 50+ population *(short term)*

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)*



Strategic Plan (continued)

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

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)*



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

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)*

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)*

Replace District accounting software *(short term)*



Strategic Plan (continued)

District Goal 4: Promote Quality Leadership and Services

The District continually evaluates our workforce 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 12 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

Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness *(annually)*

Continue emphasis on cross-training and ensure workforce readiness *(annually)*

Continue to evaluate and create procedures and training to promote a high level of 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)*



Capital Improvement & Replacement Plan (CIRP)

The primary focus of the 2015-2019 CIRP is on maintaining the existing physical assets of the District before future expansion is considered. To fully understand the physical condition of all existing facilities, infrastructure, equipment, vehicles and amenities (*physical assets*), a detailed inventory and evaluation was completed by staff. As part of the evaluation process, the projected life expectancy with a planned replacement schedule was completed.

The CIRP is divided into three budget fund categories: Capital, Americans with Disabilities Act and Operational. All Capital and ADA expenditures have a minimum cost of \$10,000. Operational fund improvements or replacement items have a minimum cost of \$5,000. The CIRP contains existing physical assets that have an anticipated life expectancy ending prior to 2020. The CIRP schedule was based on current assessment of operational condition including the manufacturers' anticipated life expectancy. Annually as part of the budget process, all physical assets are evaluated to determine if any items need to be added or may be extended to future years. A finance plan was created in conjunction with the CIRP to ensure that the funds required to purchase the capital improvement or replacement are available.

ADA projects were all evaluated as part of the District's ADA Transition Plan. Priority has been given to the replacement of existing park features that are scheduled to be repaired or replaced at the same time they need to be modified to comply with ADA.



Capital Improvement & Replacement Plan (CIRP) (continued)

2015		ADA	2016		ADA	
Admin	VIRTUALIZED Server Host 2(APPS01)	\$12,500	Admin	20 PCs	\$12,000	
Admin	20 PCs	\$5,500	BPC	RTU-5 Trane 2 compr 15 ton	\$5,000	
Admin	HEPD-APC Symmetra BatteryTwr + Bat	\$11,000	BPC Banquet	Tables & Chairs	\$10,000	
Admin	HEPD - VSI RecTrac V3 Upgrade	\$7,000	BPC Clubhouse	HVAC RTU #3	\$20,000	
Admin	Facility Wi-Fi Enhancement	\$10,000	BPC Main Kit	Broiler Grill Upstairs Kitchen (1992)	\$5,000	
Admin	Copier - Maint & TC North	\$9,000	BPC Maint bld	(2) Replace 2001 Utility Carts	\$30,000	
BPC	Copier	\$6,500	BPC Maintenance	Convert Lights to LED in BLD	\$10,000	
BPC	Main entry banquet door replacement	\$25,000	BPC Maintenance	Overhead Doors Maintenance BLD	\$5,000	
BPC Basement	Manitowoc Ice Machine (Basement) 1992	\$3,500	BPC Range Bld	Restoration of Range Bld	\$10,000	
BPC Course	Pond Wall Hole # 10 & 11	\$45,000	P&D Courts	Cannon,Victoria,patch all others	\$35,000	
BPC Kitchen	Manitowoc Ice Machine 1300 (Kitchen) 1992	\$7,500	P&D Parking Lots	TC , Cannon	\$104,000	
BPC Maint	(2) Toro Rough Mower	\$60,000	P&D Playgrounds	Canterbury, Sheffield, Victoria North, Hoffman	\$375,000	\$175,000
P&D Bike Trail	Shoefactory Bike Trail	\$7,500	P&D Walks/paths	Rebuild Evergreen Armstrong paths	\$45,000	\$55,000
P&D Courts	Olmstead, Willow, Evergreen, (patch all others)	\$62,500	Parks	Park Amenities	\$20,000	
P&D Ice	Refrigeration & Brine Pump	\$75,000	Parks	Trees	\$20,000	
P&D Marquee	Marquee signs	\$12,500	Parks Div Vehicle 500	MK 2008 Ford Explorer	\$35,000	
P&D Park Portal	Park portal design	\$6,400	Parks Div Vehicle 532	1995 Chevy truck w/plow	\$34,000	
P&D Parking Lots	SR(N),SR(S),COT,Maint,CP,HP,VOG,TC (all patch)	\$175,000	\$10,000	Parks Div Vehicle 820	1994 skid loader	\$50,000
P&D Playgrounds	Evergreen,Valley, Maple	\$284,000	\$109,000	Parks Div Vehicle 912	Chevy dump truck	\$37,000
P&D PSS&WC	Locker Room Renovation	\$50,000	PSS&WC Act Pool	Ceiling	\$40,000	
P&D PSS&WC	Pool pump control	\$17,500	PSS&WC	Tennis Court repaint	\$15,000	
P&D TC	Replace Concrete Aprons & Walks	\$55,000	PSS&WC	RegROUT club locker rooms	\$40,000	
P&D TC	HVAC Compressors & Trane Config	\$60,000	PSS&WC/TC/WRC	Fitness Equipment	\$35,000	
P&D Walks/Paths	High Point (park,restm, pier, shelter)	\$160,000	\$250,000	Rec - Ice	Water Cooled Condensor	\$50,000
P&D WRC	Replace Concrete Aprons & Walks	\$50,000	Rec - Ice	Condensor Tower/Shell Tube Replacement	\$145,000	
Parks	Park Amenities	\$25,000	Seascape	Pump #2 filter	\$7,000	
Parks	Trees	\$25,000	Vog Up/Lwer	Flooring	\$10,000	
Parks Vehicle	(3) 2009 Toro Z turn mowers	\$44,000	WRC	Closet Doors	\$5,200	
Parks Vehicle 453	GB 2007 Ford Explorer	\$35,000				
Parks Vehicle 454	CT 2007 Ford Explorer	\$35,000				
Parks Vehicle 507	1989 Chevy crew cab	\$31,000				
PSS&WC/TC/WRC	Fitness Equipment	\$35,000	\$3,000			
Rec TC Admin	Carpet & Office Reconstruction	\$40,000				
Seascape	Pumps #1 and #3	\$14,000				
TC Ice	2 Equip. Gate & Side Supt. Post(s)	\$11,000				
TC Ice	240 Volt Replacement	\$9,000				
TC Ice	Rebuild Ice Compressor	\$10,500				
WRC Bld Exter	No/So door entry ceilings	\$8,000				
	Total	\$1,532,900	\$379,500	Total	\$1,209,200	230,000



Capital Improvement & Replacement Plan (CIRP) (continued)

2017			ADA
Admin	VIRTUALIZED Server Host 1(EXCH01)	\$12,500	
Admin	VMware Server	\$12,500	
Admin	HEPD-Replication Server	\$12,000	
Admin	20 PCs	\$12,000	
Admin TC	Gestetner Bulk Copier	\$6,000	
Admin TC	Laminator	\$5,000	
BPC Banquet	Main Entry Banquet Doors	\$30,000	
BPC Clubhouse	Remodel Men's Locker Room	\$30,000	
BPC Golf Course	Bunker Restoration	\$30,000	
BPC Maint Bld	Replace (2) Jacobsen Triplex (1998 & 1998)	\$40,000	
BPC Maintenance	Replace 1990 Sweeper	\$25,000	
BPC Upst Kit	Broiler (1992)	\$5,000	
Courts	High Point patch all others	\$41,000	
Equipment	(3) Toro 2011 Z turn mowers	\$48,000	
Maint	Pressure washer	\$5,500	
Maint	Graco striper	\$14,000	
Parking Lots	Victoria, PSS&WC, Canterbury Field, Huntington	\$138,000	
Parks	Park Amenities	\$20,000	
Parks	Trees	\$15,000	
2017 Playgrounds	Armstrong, Birch, Victoria S, WRC Main	\$358,000	\$130,000
PS Servc Desk	Cabinets	\$12,000	
PSS&WC	Facility Carpet weight area/admin	\$35,000	
PSS&WC/TC/WRC	Fitness Equipment	\$25,000	
Seascape	Pump #1 body slide	\$7,000	
TC	Sauna Heater	\$5,000	
Vehicle 506	Dodge Ram van	\$30,000	
Vehicle 518	Dodge Ram van	\$30,000	
Vehicle 917	1997 S10 pickup truck	\$33,000	
Walks/paths	Huntington /South Ridge/Pine/ Patch caulk	\$140,000	\$200,000
WRC	Elevator Panels	\$7,000	
WRC	RTU-1-7	\$38,000	
Total		\$1,221,500	\$330,000

2018			ADA
Admin	20 PCs	\$12,000	
AdminPSS&WC	Copier	\$10,000	
AdminTC	District copier - Kyocera	\$15,000	
AdminWRC	Copier	\$5,000	
BPC Golf Course	Bunker Restoration	\$20,000	
BPC Main Kitchen	2dr True Refrig. TR2RR1-2S	\$5,000	
BPC Maintenance	(2) Toro Sandpro 3020 (1994 & 2004)	\$20,000	
Maint	Tire machines	\$5,500	
P&D floating pier	S. Ridge	\$23,000	
P&D Parking lots	Hassle Maintenance, Triphahn, BPC, South Ridge	\$148,000	
P&D Playgrounds	Community, PG & Fitness ,SR fitness ,Colony	\$347,000	\$230,000
P&D splash pad	Community Park	\$74,000	
P&D Walks/paths	Cannon Phase I paths/patch caulk	\$60,000	\$95,000
Parks	Park Amenities	\$20,000	
Parks	Trees	\$15,000	
Parks Div Maint 750	2003 Toro 580 mower	\$55,000	\$325,000
Parks Div TC	Repair metal roof- old section	\$100,000	
Parks Div TC	Replace roof over gym	\$150,000	
Parks Div TC	Replc gym walls/ceiling panels	\$150,000	
PS Lap Pool	Ceiling (paint)	\$40,000	
PSS&WC	Locker Upgrade	\$20,000	
PSS&WC/TC/WRC	Fitness Equipment	\$25,000	
Seascape	Pump #1 and #4	\$14,000	
TC-Ice	Warm Flr Heat Exchanger	\$8,000	
BPC	Dodge Ram 3500 Dump Truck (1999)	\$35,000	
P&D Courts	Charlemagne patch all others	\$55,000	
Parks Div Vehicle 527	1991 Chevy crew cab	\$33,000	
Total		1,464,500	325,000



Capital Improvement & Replacement Plan (CIRP) (continued)

2019

ADA

Admin	VIRTUALIZED Server Host 2 (APPS01)	\$12,500	
Admin	20 PCs	\$12,000	
BPC	Buffalo Blower (2004)	\$5,000	
BPC Golf Course	Bunker Restoration	\$20,000	
Parks	Park Amenities	\$20,000	
Parks	Trees	\$15,000	
PSS&WC	Weight room flooring	\$35,000	
PSS&WC/TC/WRC	Fitness Equipment	\$35,000	
Seascape	Pump #2 and #5	\$14,000	
TC rink	Locker room LL flooring	\$40,000	
BPC Maint Bld	(2) Triplex Greens (2004)	\$40,000	
BPC Maint Bld	Fairway De-Thatcher Unit	\$15,000	
P&D Courts	South Ridge patch all others	\$60,000	
P&D Parking lots	Seascape, Others	\$205,000	\$10,000
P&D Playgrounds	Huntingto, High Point, McArthur, High Point fitness, PSS&WC, Pine	\$335,000	\$245,000
P&D Walks/paths	Armstrong/Fairview ,Sloan/ patch caulk	\$55,000	\$90,000
Parks Div Vehicle 509	1989 Chevy truck	\$35,000	
Parks Div Vehicle 450	1993 Chevy crew cab truck	\$35,000	
PSS&WC Activity pool	Pool Features (replace)	\$20,000	
Rec TC Ice	Zamboni (2)	\$200,000	
Total		\$1,208,500	\$345,000



Future Potential New Projects/Facilities

The Needs Assessment through the focus groups and community survey inquired about possible new projects and/or facilities and how important these projects or facilities were for the Park District to consider for the future.

Identified projects and/or facilities are all directly supported by the community survey data, trends, changing demographics and/or identified best practices. While all identified projects fulfill the mission and goals of the District, not all projects will be approved and funded in the future. **Only projects/facilities that are identified and approved for further research and possible funding will be included as an objective as part of the District's annual budget approval process.**



A summary list of Future Potential New Project/Facilities is listed below. [For a detailed description of each project, range of cost estimate, along with a justification for future consideration click here.](#)

Retain architectural consultant to conduct future space utilization study: \$20,000

Expand existing daily activity space for 50+ Active Adults Activity Center at TC: cost TBD from space utilization study.

Splash pad/Community playground South Ridge Park

Splash pad South Ridge Park: \$260,000 - \$650,000

Do not replace/relocate 2018 CIRP South Ridge Fitness w/ADA budget of (\$176,500) and playground budget of (\$114,500) realizing (\$291,000) towards the project from the redundancy of the fitness and playground.

Community playground South Ridge Park: \$140,000 - \$450,000 (*net expense range up to \$159,000*)

Chino Park

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

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

Pickleball/Tennis Courts West Hoffman; Pickleball North Hoffman: \$150,000 - \$240,000

Park Rules & Playground Rules Signs: \$125,000

West side Maintenance Garage: \$60,000 - \$150,000

Retain architectural consultant to complete west side Maintenance Garage concept plan/cost estimate: \$10,000

Community Garden/Children's Early Learning Garden (WRC vacant lot): \$60,000 - \$200,000

Extreme Challenge Fitness: \$500,000 - \$850,000

Indoor Multipurpose Facility: \$3,000,000 - \$5,000,000

West side Environmental/Nature Center (Golf Rd Nature Preserve/Essex Park): \$ TBD

Off Ice Training Facilities: \$ TBD from space utilization study.

PSS&WC - Additional parking: \$40,000

Skate Park South Hoffman: \$60,000 - \$100,000

Bridges of Poplar Creek

Short course: \$450,000 - \$750,000

Winter range: \$100,000 - \$250,000

Hotel (*100% funded*)

Golf Road access: \$1.8 - \$2.2 million

Parks, Planning and Development Executive Summary

The District's planning and development efforts continue to focus on maintenance and upkeep of existing facilities. Renovation and/or rehabilitation of both facility and infrastructure has taken precedence over the need to create new facilities primarily due to the fact that the District is now close to landlocked and most areas have already been developed. This effort comes at a time when the life cycle end is occurring on many of the facilities that were constructed or renovated at about the turn of the century.

Major efforts to be addressed in the next five years include:

- Renovate 17 of the District's 45 playgrounds
- Patch and/or resurface approximately 2.5% of the 1,000,000 square feet of parking lots currently maintained by the District
- Crack fill and sealcoat the District's parking lot surfaces on a five year cycle
- Maintain all court areas to limit cracks to no greater than a quarter inch
- Continue to address the identified issues in the ADA transition plan in a timely manner

In addition to maintaining what the District already has to a high standard, future planning efforts will revolve around:

- Designing playgrounds to engage children and keep them active
- Expanding opportunities for the older population of the community in our parks
- Developing a community play space with a water play feature in north Hoffman
- Keeping and upgrading existing facilities compliant to ADA accessibility standards
- Planning for the expansion of 50+ Active Adults Center in the Triphahn Center
- Plan and development of community gathering places beginning with the development of Chino Park into a community garden and dog park
- Expand outdoor pickleball and tennis opportunities west of Route 59
- Replace District park rules and playground signs to reflect up-to-date information
- Convert former Willow Park Safety Village site into community gardens/children's early learning garden

A future new park development is currently in the process of being designed in cooperation with the Village of Hoffman Estates which has tentative plans to restore the historic farmhouse on the Bergman property located northwest of the Algonquin and Ela Road intersection. The future development is being made possible by an intergovernmental agreement between the Hoffman Estates Park District and Palatine Park District whereby Palatine Park District has agreed to disconnect the 18 acre development and the Hoffman Estates Park District would annex the 18 acres to within the Hoffman Estates Park District boundaries. In exchange for the future property tax revenue to be received by the Hoffman Estates Park District, the Hoffman Estates Park District agrees to pay the Palatine Park District an upfront amount of \$300,000.



Parks, Planning and Development Executive Summary (continued)

The Parks Division maintains 77 parks encompassing 828.71 acres of which 41.9% or 347 acres are naturalized, woodlands, wetlands or prairie areas. Within the 77 parks, there are 16 retention ponds, all of which have naturalized shorelines to minimize erosion.

Responsibilities include the maintenance of all playgrounds, District recreation buildings and facilities, athletic fields, hard court surfaces, trees, flowers and shrubs, trash collection, park amenities such as restrooms, drinking fountains, splash pads, signage and lightning prediction system. In addition, all Park District owned vehicles, equipment, irrigation and drainage systems (except BPC) are maintained by the Parks Division. Resident programs offered throughout the Parks Division include the Adopt-A-Park Program, Volunteer Flower Program and Tree and Park Bench Memorial Program and maintaining the District's property free of encroachments from adjacent residents and businesses. The Parks Division Director, who also oversees the District's Risk Management program, serves as Chair of the District's Safety Committee as well as the Green Committee which leads the District's green initiatives.

In addition to the ongoing maintenance efforts to ensure that District buildings, facilities and parks are safe and upheld to the District's adopted maintenance standards, future major projects and initiatives planned over the next five years include:

- Increase volunteer involvement in park beautification and maintenance
- Retrofit park and facilities with green/energy efficient solutions
- Continue to maintain and improve operational safety for public and employees
- Focus on improving the quality of natural areas through implementation of best practices
- Develop plans to construct a park maintenance equipment storage facility west of Route 59
- Annually replace and expand park amenities to enhance park user experience
- Annually replace trees lost to Emerald Ash Disease
- Annually replace equipment and vehicles based on tentative replacement schedule
- Replace recreation facilities HVAC systems based on tentative replacement schedule
- Replace TC roofing system and exterior wall panels
- Continue to replace Seascape and PSS&WC aquatic mechanical systems as required based on tentative replacement schedule



Recreation & Facilities Executive Summary

Recreation

The Recreation Department oversees all operations as it relates to the early learning program, athletics, special events, the 50+ program and general programming for the District. Through the attitude and interest survey it was determined that participation in programs and the utilization of facilities increased from 52% in 2008 to 54% in 2013. This is significantly higher than the national average of 30% and the Illinois average of 38%. The overall satisfaction with the quality of programs (very satisfied & satisfied) increased dramatically from 88% in 2008 to 94% in 2013. The customer service for programs and special events was very strong at 95.4% approval rating.

The quality of special events had an overall rating of 94% which is very positive, but the staff believes there are many more opportunities in this area to connect with the ever changing demographics within Hoffman Estates.

For some of our larger programs, the following demographic breakdown provides an inventory of our registration. Preschool – 91% Residents; 9% Non-Resident; Full Day Camps – 88% Residents; 12% Non-Resident; Youth Athletic Leagues – 90% Residents; 10% Non-Resident and Dance – 90% Residents; 10% Non-Resident.

It was determined that the combined national participation in traditional youth sports amongst boys and girls ages 6-17 years of age is down 4% from 2008 to 2012. Those activities include football, baseball, basketball and soccer.

The future focus will be the need for additional programs, services, amenities for adult fitness and wellness and the 50+ community. It is also recommended that non-traditional youth activities with a faster-paced theme i.e. lacrosse, rugby, ultimate Frisbee and kickball be added to the District's program matrix. The results and trends also lean towards more diverse programming (arts, theater, environmental education, etc.) and special events that are more ethnically based due to the changing demographics among the Hoffman Estates residents.

Facilities (Willow, Vogeiei House & Barn, Triphahn and Seascape)

The Facilities Department is responsible for overseeing and managing services provided at the Triphahn Community Center, Willow Recreation Center, Vogeiei House, Vogeiei Barn, Seascape Family Aquatics Center, the Skate Park, Freedom Run, Bo's Run and the Black Bear Disc Golf Course.

These facilities have a combined resident usage of close to 90%. Outside of recreation programming, most of the usage at these sites is centered on fitness and aquatic center memberships. Facility rentals have expanded due to the request from non-resident users, i.e. parties, ethnic gatherings, travel teams, dance organizations, scout groups, within the surrounding 10-15 minute adjacent communities.

From an engagement standpoint, specifically with customer assistance by staff, resident response was very favorable according to survey results as the percentage of very satisfied and satisfied increased from 75% in 2008 to 94% in 2013. Improved customer service was a primary objective and focus of the facilities team since the last CMP in 2008.

The overall ratings of the facilities were still very good even with these facilities continuing to age. Seascape Family Aquatic Center remained at 93% excellent or good rating (2008 – 93%), the Triphahn Center and Ice Arena increased from 91% in 2008 to 94% in 2013. Willow Recreation Center (WRC) saw a slight decrease from 79% in 2008 to 71% in 2013; Vogeiei Barn saw a decrease from 83% in 2008 to 65% in 2013. Staff believes that a portion of the decreases are associated with the amenities offered at each site and how those compare to all District facilities, i.e. BPC, PSS&WC, TC and Seacape.

Some of the key initiatives and future focus of the Facilities Department will include researching the idea of expanding the existing space on the north side of the Triphahn Center to provide additional programming for the 50+ group, while still providing multipurpose space for many other Park District services (i.e. growing early learning services) at nonpeak 50+ times. Developing a balance within the facilities between the various programming groups, services and rentals will be critical. The Facilities Department will also focus on increasing adult fitness, socioeconomic programming/services and the need to continue to enhance the technology component i.e. wi-fi and other amenity type services to provide additional value to the residents/guests.



Recreation & Facilities Executive Summary

(continued)

Prairie Stone™ Sports & Wellness Center (PSS&WC)

PSS&WC is a 100,000 sq. ft. health and wellness center located on the west side of Hoffman Estates within the Prairie Stone entertainment District/corporate park.

The facility generates over 65% of its revenue from membership sales and guest services; the remaining revenue is generated primarily from rentals and programming.

The primary target markets focus on Hoffman Estates residents, Prairie Stone Corporate/Entertainment Park employees and non-residents located within a 20 minute or less drive time to the facility. National reports state that industry standards are 12 minute or less drive time, but based on PSS&WC location to potential households, it is critical to attract a larger market area and/or quadrant.

The condition of the PSS&WC facility continues to be viewed very favorably despite the facility aging and more fitness facilities being built in the area. In 2008 the overall rating of the condition of the facility was 96% as compared to 97% in 2013. Customer service at the facility saw (along with the other facilities) a dramatic increase from 2008 (75%) to 2013 (94%).

Future focus of PSS&WC will include the need to continue to provide added value in the offered amenities, technology, programs and services. The opportunity to reach the changing demographics and corporate base will be a key to future growth and stability. With the increase in health concerns/obesity rates (42% of all adults are projected to be obese by 2030), PSS&WC will focus its attention on this market as well (sedentary and high risk). Finally with the changes in healthcare and potential opportunities with preventative healthcare reimbursement, the PSS&WC operations will concentrate on communications to promote this value/benefit to corporations, families and individuals.

Ice Operations

Ice operations with two NHL sized rinks and 8 locker rooms are responsible for the overall operation of the ice rink and programs/services within the lower level of the Triphahn Community Center and Ice Arena.

The quality of the ice program is very strong amongst the participants both from a hockey and figure skating standpoint. Both areas continue to show a strong growth rate in participation numbers especially over the last 3 years. The addition of ice camps in the summer has seen a dramatic increase in participation. The overall quality as it relates to the services has increased from 88% 2008 to 94% in 2013.

Some of the future considerations for the Department will be finding no-cost/low-cost ways to reduce the rink's utility costs. Some of these initiatives have already been addressed but the need to continue these efforts will be a future priority. Other areas that will drive the Department forward in the future include off-ice training; providing this amenity will be critical as more ice rinks are providing this service. The staff has done a good job utilizing space at the Triphahn Center but this relates back to the utilization study to make sure the TC north side space is dynamic in nature to support other services outside of the 50+ program including off ice training.

With the increase in hockey popularity in the Chicagoland area, the need to balance ice rentals and the in-house programs will continue to be critical. Staff will continue to make sure the in-house programs are the primary focus, but the balance with outside groups/renters will be important. In the future with the diminishing amount of available ice time, staff will be potentially looking to engage the Village of Hoffman Estates and the Sears Centre to provide opportunities for Park District in-house ice programs.



Recreation & Facilities Executive Summary (continued)

Communications & Marketing

This area oversees marketing plans, implements and evaluates all comprehensive communications, public relations, advertising and sponsorship programs for the District. The Department is responsible for the writing, developing, design and coordination of all written and digital publications for the District. The C&M team produces all District publications, promotional materials, the development of the website, content for social media and public relations. The Department is responsible for seeking out new marketing trends, sponsorships and opportunities to connect with the community.

The feedback in summary from the attitude and interest survey concluded a favorable response with engagement through the District's current communications channels.

Some key statistics as it relates to C&M include the availability of information. A survey response rate of 94% satisfaction is very positive, but the team understands that with the increase in marketing competition (public and private) this will continue to be a challenging/dynamic area. In the area of learning about the Park District, the seasonal guide continues to be the strongest connection at 79% which is up 4% from 2008 (75%); this number is significantly higher than the national average of 52%. The three other strong connections include the website at 52%, direct mail at 50% and the Park Perspectives at 47%.

Some of the future focus for the C&M Department will include continuing to increase brand awareness to our residents and guests. The C&M Department will need to utilize smart technology to allow residents/guests to engage instantly with the District, i.e. mobile application, social media, real time video, etc. The push for more engagement in social media was made this past year, and the response from the community was very positive. The team believes this area can be expanded greatly while also including more video in the marketing matrix/campaigns. A major focus going forward will also be on the quality and type of content that the District is sharing. Content marketing will continue to be important as traditional marketing on social media becomes less and less effective. Testimonials (Me & HEPD) are a very effective way to engage the community and show strong content marketing. Finally, the importance of the marquee signage campaign will be critical not only to promote Park District programs but also to connect with residents/guests both locally and regionally. The C&M team will continue to reduce the learning curve to find the most effective/efficient marketing plan to support these marquee initiatives along with the other initiatives listed above.

Bridges of Poplar Creek

Bridges of Poplar Creek Country Club is a par 70, 18 hole championship golf course with four sets of tees ranging from 4,597 yards to 6,500 yards to test all skill levels. Additional amenities include a full service Pro Shop, a 52 station lighted driving range, a 9,100s sq. ft. putting green, and a 500 sq. ft. short game area. The clubhouse features a Bar & Grill that seats 60 guests and two banquet rooms; the Poplar Room can accommodate up to 250, and the Fairway Room accommodates up to 125. The highlight of the facility is an 8,200 sq. ft. outside event area complete with wedding gazebo and waterfall.

Bridges of Poplar Creek will be focusing on a few key areas to continue to grow its business. With the number of golfers and total rounds played annually declining nationally in each of the past 10 years, Bridges of Poplar Creek will be focusing on maintaining its current level of play while expanding outing rounds and senior play. These are areas that have decreased in the last few seasons with the economy but we feel have potential to improve. To help grow the future of the game, a priority will be placed on expanding our junior golf program.

The Food & Beverage Department will be focused on developing more non-golf special events. With the addition of a full-time staff member dedicated to the Bar & Grill and special events, this is an area that has great potential for growth.

Special project plans include the restoration of the hole #10/11 shoreline stabilization project, phased restoration of the sand bunkers, the remodeling of the clubhouse men's locker room, restoration of the range building, and upgrades to the maintenance facilities including replacing the overhead doors and converting the interior lights to more energy efficient LED lights. Additional HVAC units, kitchen equipment and golf course maintenance equipment are scheduled to be replaced at the time the equipment is fully depreciated.

Special projects which are currently not funded but scheduled to be evaluated further to determine their feasibility include constructing a short course, winter range, Golf Road access and a privately owned 100 room hotel.



Finance & Administration Executive Summary

The A&F Division provides a wide range of essential support services to District operations. These services include all business and accounting related functions from cash receipts to issuing checks, processing payroll, and producing financial statements. These essential accounting and cash control services are provided District-wide as Cash Control Associates are assigned to remote revenue producing operations (BPC & PSSWC) beyond the District's Finance & Administration main offices located in the Triphahn Center.

The Information Technology (IT) Department within the Division is responsible for all the technology aspects of the District encompassing all computer (data) and phone (voice) related operations. The District's IT Manager oversees all of these operations. This newly created position has helped reduce considerable costs and is currently overseeing a complete voice and data conversion to a newly approved VOIP phone system. This new system will be installed and operational by the end of February 2015.

The Human Resources Department is responsible for all aspects of personnel from hiring to dismissal as well as the management of all related personnel benefits. The current HR Manager is a degreed attorney that has been instrumental in helping the District keep on top of the ever changing personnel laws which impact human resource management.

The Director of Finance is responsible for the safeguarding of the District's assets including overseeing a system of internal controls to ensure the integrity and accountability of all financial operations. This includes the oversight of all financial related functions including major requirements of the District's budget, tax levy, debt issuance, financial reporting, and audit.

The District is currently in a very favorable financial position. The District's S&P bond rating, which is an indicator of the financial strength of the District, has just been reconfirmed in December 2014 as AA+. This is one of the top ratings of park districts in Illinois. Additionally the District was recently awarded the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting for the District's Comprehensive Annual Financial Report (CAFR) for the year ended 12/31/2013. This award signifies the excellent transparent reporting of our financial information that the District provides our residents. The District also recently received the Sunshine Award from the Illinois Policy Institute with the highest score a park district has received to date. This award confirms the transparency that is published on our web site providing five years of business and financial related documents and data available to any interested party.

The District has received numerous other accreditations that further reinforce the strong administrative operations and effective policies and procedures that govern the District. A perfect score from the National Park and Recreation Association (NRPA) from the Committee for Accreditation of Park and Recreation Agencies (CAPRA) and excellent scores in accreditation from the Illinois Association of Park Districts (IAPD) Illinois Park and Recreation Association (IPRA) further define the successful operations that the District provides.

The District has strived to build a financially secure environment to operate in. This has been achieved through careful monitoring of fund balances, surplus performance in our operations and strong fiscal management. The District has carefully utilized debt issuance and subsequent refundings to ensure a balanced level of funds for future capital improvements and replacements. The District has an established fund balance reserve policy that provides transparency to detail the reasons the District maintains the reserves it does.



Finance & Administration Executive Summary

(continued)

Currently the District has over \$15 million in reserves including funds for planned debt repayment and capital projects in 2015.

Operational reserves alone equal almost \$9 million. The District maintains these reserves to ensure that there is always ample cash flow and can always meet all required liabilities even when tax revenue funding is delayed. The District has never issued tax anticipation warrants nor have we ever borrowed from our working cash fund which holds a \$1 million balance. The District has worked to maintain a strong General Fund surplus in addition to the reserves held by the special revenue funds. Currently the General Fund has 95% of annual operating expenditures in reserves. The fund balance reserve policy calls for a 33% level to be maintained, which has given some flexibility for funding additional capital projects especially with ADA compliant projects.

Our debt structure has evolved due to the extensive level of first class capital improvement and growth of new facilities. The debt associated with these ventures has been carefully structured to allow for a continued systematic approach of funding up to \$1 million each year in capital projects. Additional capital projects are also funded through the strong revenue producing operations of the District. All of the District's funds currently have a strong fund balance. The lowest is maintained by the Bridges of Poplar Creek (BPC) which has strived to overcome the decreasing revenue opportunities in the golf industry. Nevertheless, it has maintained an operational break even balance the last two years and it is budgeted to also help replenish capital reserves in 2015.

The District's current debt structure which enables the annual capital funding relies on contributions from our enterprise type operations of PSSWC, BPC, and Ice (Rec). Each of these operations annually makes a transfer back to debt service to help in the repayment of the original capital funding required to construct and maintain their respective facilities. This annual repayment is partly based on their ability to repay. Currently budgeted for 2015, the Ice Operations will transfer \$750,000, PSSWC will transfer \$550,000, and BPC will transfer \$100,000. These funds are alternative revenue that help pay the annual debt service. The remaining amount comes from our annual non-referendum roll over bond which is issued in

the amount of approximately \$2,750,000 and also funds the \$1 million for the capital improvement budget.

Over the last few years, the District has successfully refunded our earlier bond issues for lowered interest and more favorable repayment terms. This set up a greater flexibility on an annual basis to allow for manageable repayment amounts. As we move forward the District has one last component in the refunding of our 2006 issue for savings. With this already planned, the District can now focus on reducing our overall outstanding debt. Any future refundings include both principal and interest payment structures, which will more quickly reduce outstanding debt. We restructured our prior issues to allow for the greatest flexibility in continuing to maintain our facilities and capital infrastructure; however, now we can focus on annually reducing debt, which will give us a greater overall net worth and allow for growth of possible new infrastructure.

Part of the District's debt reduction will not come in the form of reduced bond payments but the elimination of the District's unfunded actuarial accrued liability for the District's IMRF pension system. As of 12/31/2013 this unfunded balance along with the unpaid current pension obligation was just over \$1 million. In 2015 this amount would be recorded as a liability on the balance sheet of the District, so plans have been approved to pay this off utilizing the \$1 million working cash fund balance. This reserve fund only earns 1.5% on its invested funds whereas the IMRF liabilities have an imputed 7.5% interest cost. This is a simple and efficient utilization of one of our reserves to help eliminate a District liability.

The District will continue to carefully balance capital infrastructure and improvements and will continue to strive in the future to have operations be self-supporting. The General Fund maintains the administrative and maintenance areas of the District and taxes support this as well as special recreation and payroll taxes and pension costs for the District. Each year we strive to make the operations less reliant on tax dollars. Already PSSWC and BPC can function operationally (without capital costs) in this manner and PSS&WC contributes a majority of their debt repayment cost. Ice has backing from the tax supported Recreation Fund, though it does repay the majority of the capital funding transfers.



Finance & Administration Executive Summary (continued)

The District also receives funding from the Friends of HE Parks Foundation through monetary donations to cover portions of the cost of special items and projects along with funding the Scholarship Program. To date, the Friends of HE Parks has provided more than \$93,250 in scholarship funding for more than 300 participating families since the Scholarship Program was established in 2004. Their annual contribution to this important program has climbed over the years to a minimum of \$15,000 each year to provide families with the opportunity to participate in Park District programs and activities.

In the future, debt reduction can be achieved by having operations be self-supporting and minimizing the utilization of tax dollars. Eliminating the need for tax dollars to support operations ensures the ability to always maintain the District's infrastructure. Currently the Recreation Fund receives \$1 million in tax dollars. As this Department continues to generate greater returns and surpluses, their reliance on property taxes reduces. This enables the fund to absorb more of their capital costs and free up greater amounts for new District capital projects or the reduction of debt.

The current operations are very strong and there is a sound debt issuance philosophy and practice to minimize reliance on tax dollar subsidies. This enables less reliance on long term borrowings by funding more capital from operations and not bond issues.

The Business Department will continue to maintain its supportive roll for all of the District operations and help monitor the District operations for cost savings and revenue generation opportunities. Alternative revenue is and will continue to be a large component of our operations. New marquee signs, which were paid from capital resources, will give the District an opportunity to recoup the costs of the signs through advertising opportunities. New greater efficiencies and contracts for utilities will continue to be managed to offer the District the lowest operating costs possible. New infrastructureable be put in place for utility savings with short return on investments has already been included in the 2015 budget.

The Business Department will also continue to monitor areas for greater efficiencies in revenue generation through program audits and internal controls ensuring effective usage of both personnel and resources. We will maintain achieving the annual CAFR award of excellence as well as the Sunshine award. The Department will continue to review operational policies and procedures to ensure not only legal compliance of any new mandates but also operational effectiveness.

Managing the District's financing the past few years under the tax cap with a decreasing EAV has required operation efficiencies in all areas of the District. With EAV projected to increase in the future, new growth will result in an increase to the tax revenues of the District. This will help in the planned operational self-reliance for our operations. The District is in a healthy position right now, and implementing the strategic initiatives outlined in the CMP will help the District maintain its financially healthy position and build a solid foundation leading into the next decade.

