



1685 West Higgins Road, Hoffman Estates, Illinois 60169
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The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences to our residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

**AGENDA
FORWARD PLANNING COMMITTEE MEETING
TUESDAY, APRIL 16, 2019
8:00 p.m.**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF COMMITTEE MINUTES
 - February 19, 2019
4. COMMENTS FROM THE AUDIENCE
5. OLD BUSINESS
6. NEW BUSINESS
 - 2020 CMP: Objectives and SWOT Analysis / M19-045
7. COMMITTEE MEMBER COMMENTS
8. ADJOURNMENT

All meetings are held in the boardroom of the Scott R. Triphahn Community Center & Ice Arena at 1685 W. Higgins Road in Hoffman Estates unless otherwise specified. If an accommodation or modification is required to attend these public meetings, please contact Jane Kaczmarek at jkaczmarek@heparks.org or (847) 885-8500 with at least 48 hours' notice.



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**MINUTES
FORWARD PLANNING COMMITTEE
February 19, 2019**

1. Roll Call:

A regular meeting of the Hoffman Estates Park District Forward Plan Committee was held on February 19, 2019 at 9:15pm at the Triphahn Center in Hoffman Estates, IL.

Present: Chairman Bickham, Commissioner Kilbridge; Comm Reps Aguilar, Musial, Sernett

Absent: Comm Reps Macdonald, Veronico, Wittkamp

Also Present: Executive Director Talsma, Director of Finance and Administration Hopkins, Director of Recreation Kapusinski, Director of Parks, Planning and Maintenance Hugen, Director of Golf and Facilities Bechtold

Audience: President Kaplan, Commissioners K. Evans, R. Evans, Kinnane, McGinn; Comm Reps Poeschel and Wilson

2. Approval of Agenda:

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

3. Approval of the Minutes:

Comm Rep Aguilar made a motion, seconded by Comm Rep Sernett to approve the minutes of the January 15, 2019 meeting as presented. The motion carried by voice vote.

4. Comments from the Audience:

None

5. Old Business:

None

6. New Business:

A. 2020 CMP:

Executive Director Talsma reviewed the item noting that a staff committee comprised of the departments had been created to offer input for the 2020 CMP.

- Vision Statement: Enriching our community through parks and recreation. The committee consensus was to accept this statement change as presented at this time, however, Comm Rep Musial noted that the statement did not seem to present an end result as noted in the example statements.
- Mission Statement: Provide the best parks and recreation by adhering to our values of integrity, innovation, cooperation, accountability, respect and excellence. The committee consensus was to accept this statement change. Commissioner Kinnane expressed concern over the words, “our values” in that the statement was about the district wants and not the community. Executive Director Talsma noted that he believed our values were meeting the community wants.
- Values:
 - Integrity: We place a high value on honesty and fairness in all actions, decisions and encounters.
 - Innovation: We encourage creativity and embrace change.
 - Cooperation: Success is achieved through teamwork and partnerships.
 - Accountability: We accept responsibility for our actions and are committed to safeguarding resources.
 - Respect: We are aware and appreciate diverse interests and address all needs with consideration and accessibility.
 - Excellence: We commit to provide the best in parks and recreation.

- District Goals:
 - Goal #1: Healthy and Enjoyable Experiences: Provide beneficial health & wellness experiences.
 - Goal #2: Social Equity: Ensure enjoyment of our parks, facilities and programs for all.
 - Goal #3: Financial Stewardship: Make financially prudent decisions.
 - Goal #4: Operation Excellence: Create and sustain the best park and recreation services in a safe environment.
 - Goal #5: Environmental Awareness: Protect and preserve the environment through responsible decisions.
 - Goal #6: Customer Service: Empower staff to build a positive culture and ensure customer satisfaction.

Executive Director Talsma briefly reviewed sections on the Personnel Responsibilities and Organizational Chart asking for questions and encouraging the committee to contact him if they had any later on.

7. Committee Member Comments:

Commissioner Kilbridge noted that the Foundation Fundraiser; the GNO was February 28th.

8. Adjournment:

Comm Rep Sernett made a motion, seconded by Comm Rep Aguilar to adjourn the meeting at 10:05 p.m. The motion carried by voice vote.

Respectfully submitted,

Craig Talsma
Secretary

Peg Kusmierski
Recording Secretary

MEMORANDUM M19-045

To: Forward Planning Committee
From: Craig Talsma, Executive Director
Subject: 2020 CMP: Objectives and SWOT Analysis
Date: April 11, 2019

Background

The Forward Planning Committee and Park Board previously reviewed and adopted the following components which will become part of the District's five year Comprehensive Master Plan (CMP):

- Community-wide Survey
- Mission Statement
- Vision Statement
- Values
- District Goals
- Organizational Chart
- Personnel Responsibilities

Implications

Another important element of the CMP is to adopt Objectives which outline the strategic focus of the District over the next five years. Objectives identify the priorities of the District in greater detail and tie directly back to the Goals and ultimately the Mission of the District. Many of these Objectives were derived from our community-wide survey results. **Please see attached Objectives.**

To help identify our Objectives, a **SWOT Analysis** (Strengths, Weaknesses, Opportunities and Threats) was conducted by our CMP Committee over the past several months. The purpose of the SWOT Analysis is to gain a better understanding and perspective of the challenges and opportunities that have had a major influence on the District's operations in the past and are projected to play a significant role in the future. The community-wide survey results also influenced our SWOT Analysis.

[CLICK HERE TO VIEW THE RESULTS OF OUR SWOT ANALYSIS](#)

Recommendation

The recommendations of the committee should represent the consensus developed by the committee members for approval of the District's SWOT Analysis and Objectives to be included as part of the 2020-2024 CMP.

DISTRICT GOALS & OBJECTIVES

GOAL #1: HEALTHY & ENJOYABLE EXPERIENCES

(Provide beneficial and rewarding experiences)

Objectives

- Offer quality recreation programs that are innovative, diverse and meet needs of community (ongoing)
- Offer new programs based on trends (ongoing)
- Provide and maintain quality facilities (ongoing)
- Create facility events that both promote The Club and also create a sense of community, increasing member retention (ongoing)
- Develop visual arts and expanded performing arts programs (short-term)
- Expand birthday party options (short-term)
- Expand figure skating lessons with ice dancing & power class (short-term)
- Create swim lesson curriculum to be competitive with area swim lesson facilities (short-term)
- Develop fitness marketing campaign (short-term)
- Promote trails & paths (short-term)
- Offer more nature programs to help determine if a nature center is needed (short-term)
- Highlight the health & wellness achievements of The Club members and participants to share with the community (short-term)
- Provide golf events for all ages and skills each season (short-term)
- Provide community and family-oriented events (short-term)
- Provide golf instructional clinics for all skill levels (short-term)
- Provide technology-based golf option at learning center. (short-term)
- Evaluate the need for indoor sports programming facilities (mid-term)
- Evaluate additional amenities and facility updates at Seascap (mid-term)
- Design and develop a cross country skiing course (mid-term)
- Hold physical challenge event at South Ridge Park Ninja Warrior Course. (mid-term)
- Sponsor a community-wide health and wellness event by creating “healthy community events” using The Club facility and outdoor spaces (mid-term)
- Provide outdoor fitness park at Black Bear Park comparable to new fitness at Fabbrini and South Ridge (long-term)

GOAL #2: SOCIAL EQUITY

(Ensure enjoyment of our parks, facilities, and programs for all)

Objectives

- Work closely with Friends of HE Parks to maximize scholarships (ongoing)
- Increase hockey participation and exposure in the community with regional marketing (ongoing)
- Create cross-marketing campaigns & sale techniques (ongoing)
- Evaluate fitness health insurance reimbursement program (short-term)
- Create “no additional cost” free usage access for programs to underserved demographics (short-term)
- Create different levels of adult programs by decade (short-term)
- Evaluate cricket participation and address field needs (short-term)
- Expand promotional efforts and giveaways for all the community to enjoy (short-term)
- Implement community awareness campaign of all programs, services & facilities (short-term)
- Offer educational opportunities using established partners (Athletico, AMITA) for a variety of subjects for overall wellness(health, retirement, financial) (short-term)
- Evaluate Kids Korner facility space to determine best usage (short-term)
- Establish ladies player development golf programs (short-term)
- Work with Freedom Golf Association to provide adaptive golf instruction (short-term)
- Expand use of technology and social media to engage younger more technology savvy consumer (short-term)
- Utilize bilingual staff for “Hoffman University” presentations (short-term)
- Develop a better means to track volunteer hours (mid-term)
- Utilize GIS to help determine underserved areas (mid-term)
- Ensure website is ADA compliant (long-term)
- Evaluate translation feature on website (long-term)
- Design and build a fully inclusive playground (long-term)

GOAL #3: FINANCIAL STEWARDSHIP

(Make financially prudent decisions)

Objectives

- Utilize our resources effectively and efficiently (ongoing)
- Increase facility and field rentals (ongoing)
- Seek alternative revenue through increased sponsorship (ongoing)
- Increase marquee advertisement (ongoing)
- Perform internal control audits (ongoing)
- Monitor new businesses in the area to determine impact on the District (ongoing)
- Ensure employee wages are competitive yet aligned with value as minimum wage increases in coming years (ongoing)
- Monitor unemployment costs –continue to remain under budgeted amount (ongoing)
- Evaluate existing contractual agreements (ongoing)
- Combine purchasing supplies across entire district for all facilities to ensure buying power (short-term)
- Achieve annual budget to maintain fund balance reserves (short-term)
- Increase the membership revenue through increased and new marketing efforts (short-term)
- Determine how to better align GIS capabilities to link to financial software (short-term)
- Determine better tracking mechanisms to provide data for decision making (short-term)
- Develop procedure for vendor review to ensure the District is receiving competitive pricing (short-term)
- Work with credit card company to maximize acceptance and cash back potential (short-term)
- Evaluate network connectivity options for price and service (short-term)
- Collaborate with additional vendors for network and server support (short-term)
- Investigate alternative software to Frontline/Applitrack for recruitment/employment applications (short-term)
- Evaluate Wolves contract and ROI (short-term)
- Evaluate hosting an ice skating competition (mid-term)
- Evaluate The Club Kids Korner and Return on Investment if offered (short-term)
- Investigate the redesign and operation of the concession stand at Triphahn (mid-term)
- Develop retention plans for program growth (mid-term)
- Investigate if the District would benefit from hiring a Purchasing Agent (mid-term)

- Update Fund Balance Reserve Policy (mid-term)
- Establish Debt Insurance Policies (mid-term)
- Research option to add more lights at Cannon Crossing (long-term)
- Investigate the ROI on utilization of additional full-time staff between facilities to provide greater custodial coverage (long-term)
- Continue to offer affordable golf fees while maintaining high quality course conditions (long-term)
- Explore revenue generating opportunities in open space area adjacent to golf maintenance building (long-term)
- Investigate the cost recovery timeframe of running conduit and fiber to connect District facilities versus renting connections from service provider (long-term)
- Develop long-term financial plan for capital repairs, replacements and development (long-term)

GOAL #4: OPERATIONAL EXCELLENCE

(Create and sustain the best park and recreation services in a safe environment)

Objectives

- Implement sound risk management practices (ongoing)
- Maximize facility space with programs & events (ongoing)
- Implement participation surveys for all programs and program thank-yous (ongoing)
- Review Rec Trac features to ensure optimal usage (ongoing)
- Review succession plans for the District (ongoing)
- Analyze District facility usage data (short-term)
- Develop fitness retention campaign (short-term)
- Utilize GIS Analytics to study trends in membership over the past few years to determine areas of low memberships (short-term)
- Create Utility Maps to improve maintenance tracking of underground/in-wall/in-ceiling utilities (short-term)
- Establish a community park app, where residents can report vandalism, environmental damage and etc. (short-term)
- Replace Splash Pad in West Hoffman Estates at Princeton Park (short-term)
- Develop multi-level mountain bike trail (short-term)
- Evaluate playgrounds at Pine Park and Princeton Park (short-term)
- Enhance path system and playground organization at Fabbrini (short-term)

Timeframes: Ongoing; Short-term=1 to 2 years; Mid-term=3 to 4 years; Long-term=5+ years

- Replace roof at The Club (short-term)
- Replace playground at Sundance and Huntington (short-term)
- Replace Aquatic Play feature at Seascape (short-term)
- Update irrigation systems at Cannon, Victoria and Eisenhower sports fields (short-term)
- Evaluate ROI to purchase or lease the latest fitness equipment to keep us current with the changing trends in fitness and technology (short-term)
- Expand BPC concession services and pro shop sales with logo wear (short-term)
- Increase participation in membership and facility use at The Club from area corporations (short-term)
- Evaluate how space is utilized at The Club and explore options to create new or modified spaces that will draw in new members, rentals and programs (short-term)
- Become more efficient and offer online memberships to streamline the enrollment process (short-term)
- Investigate the cost of converting employee access from key and pin pad to a keycard system (short-term)
- Replace playground at Tall Oaks and Birch Park (mid-term)
- Replace playground at Cipri, Hunter's Ridge, and Sycamore Park (mid-term)
- Replace Voagelei Splash Pad (mid-term)
- Replace playground at Hoffman and Colony Tot (mid-term)
- Investigate the use of security cameras in park areas prone to vandalism (mid-term)
- Utilize drone technology for parkland showcase (Story Maps displayed on website) (mid-term)
- Research options for Pine Park in-line rink (mid-term)
- Maintain PDRMA Accreditation in 2021-22 (mid-term)
- Convert sand volleyball to splash area at Seascape (long-term)
- Research synthetic turf athletic field that accommodates multiple sports, ages and abilities (long-term)
- Establish walking/biking trails that interconnect with neighboring Forest Preserves (long-term)
- Replace bus for field trips and 50+ events (long-term)
- Replace playgrounds at Fairview, Prairie Stone, and Fabbrini main (long-term)
- Research options for a multi-use adventure park at Essex Park to include bike trails, walking trails, nature play, high ropes course and outdoor climbing (long-term)
- Renovate locker room areas of The Club (long-term)

- Establish building automation system(HVAC) at The Club (long-term)
- Review existing policies and update or implement changes to adhere to the Government Finance Officers Association best practices (long-term)

GOAL #5: ENVIRONMENTAL AWARENESS

(Protect and preserve the environment through responsible decisions)

Objectives:

- Increase park awareness campaigns and benefits of outdoor time (ongoing)
- Integrate environmental practices into programming (short-term)
- Develop programs at South Ridge (short-term)
- Obtain accredited arboretum status for the District (short-term)
- Choose product purchases that minimize any negative impact to the internal and external environment (short-term)
- Perform prescribed burns of native areas (short-term)
- Maintain shorelines and ponds to decrease pollutants and increase water quality (short-term)
- Provide habitat for butterflies (short-term)
- Create a volunteer program for native area clean up (short-term)
- Minimize paper files - continue migrating to electronic storage and fully utilize BS&A modules (short-term)
- Evaluate opportunity for a south-side dog park (mid-term)
- Implement rain water cisterns at Parks maintenance building and Bridges maintenance building for washing equipment (mid-term)
- Develop nature playgrounds (mid-term)
- Create Tree Inventory/Tree Health Mapping Services (identify areas of plant health decline) (mid-term)
- Redesign facility landscapes with sustainable, low maintenance foliage and materials (mid-term)
- Convert and/or create passive park areas and gardens (mid-term)
- Investigate new irrigation system at Canterbury fields(mid-term)
- Evaluate power saving technologies on all District computers (mid-term)
- Expand virtual server environment to reduce energy consumption (mid-term)
- Evaluate the development of Nature Center facility (long-term)

Timeframes: Ongoing; Short-term=1 to 2 years; Mid-term=3 to 4 years; Long-term=5+ years

GOAL #6: CUSTOMER SERVICE

(Empower staff to build a positive culture and ensure customer satisfaction)

Objectives:

- Build organization based on I-2CARE Values (ongoing)
- Hire quality team members who exhibit the untrainable skills to ensure a strong and knowledgeable facility team (ongoing)
- Develop leadership that ensures teamwork (ongoing)
- Promote continuous staff training and encourage innovative thinking (ongoing)
- Improve technology in all program areas (ongoing)
- Ensure website is current & relevant at all times (ongoing)
- Obtain customer feedback to learn where improvements can be made (ongoing)
- Maintain operating systems & software incorporating the latest versions (ongoing)
- Revamp HE Parks website (short-term)
- Enhance communication to community (short-term)
- Increase internal communication (short-term)
- Redesign and establish new plan for eblasts (short-term)
- Ensure email marketing is done between program seasons (short-term)
- Expand marketing efforts within fitness (short-term)
- Provide multiple outlets and options (such as social media, surveys) for all members, guests, and participants to learn, share, and give feedback about their experiences (short-term)
- Review web and program setup to address ease of access for customers (short-term)
- Increase member retention contests and involvement (short-term)
- Develop programs to meet adult population (short-term)
- Develop roles and responsibilities for the business department (short-term)
- Update procedures on a three-year rotation to ensure they do not become outdated (short-term)
- Continue promoting PDRMA PATH and raise annual participation of FT staff to 80% (short-term)
- Determine how to best allow staff to complete customer requests while balancing internal controls (short-term)
- Develop tools for monitoring new programs to aide in determining the success rate (short-term)
- Implement redundancy to limit network service disruptions (short-term)

- Update a disaster recovery plan to ensure continuity of our IT infrastructure in the event of a disaster (short-term)
- Develop fillable forms for tablets (short-term)
- Expand bandwidth to keep up with Wi-Fi demand at District facilities (short-term)
- Explore all mobile technology options to utilize current District software (short-term)
- Evaluate improvements to 50+ transportation options (mid-term)
- Evaluate creation of internship program (mid-term)
- Create and maintain options with our operations that keep us current with fitness industry standards and technology (mid-term)
- Promote staff PDRMA education programs and training to minimize number of accidents (mid-term)
- Review fee structures and restrictions to make processes simpler and open more access to customer self-service (mid-term)
- Explore features of registration software to meet the expectations of specialized areas of the District (mid-term)
- Compare the District's processes with available technology to enhance customer experience and streamline workflow (mid-term)