



1685 West Higgins Road, Hoffman Estates, Illinois 60169

[heparks.org](http://heparks.org) t (847) 885-7500 f (847) 885-7523



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

**AGENDA**  
**RECREATION & FACILITIES COMMITTEE MEETING**  
**TUESDAY, OCTOBER 20, 2020**  
**7:20 P.M.**  
**\*Room 113 of the Triphahn Center**  
**(Northside – 50+ Program Rooms)**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF COMMITTEE MINUTES
  - August 18, 2020
4. COMMENTS FROM THE AUDIENCE
5. OLD BUSINESS
6. NEW BUSINESS
  - A. Jeff Ellis Management / M20-119
  - B. Range Enhancement Project / M20-118
  - C. Recreation Board Report & 3Q Goals / M20-112
  - D. Facilities Board Report & 3Q Goals / M20-117
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 this public meeting please call 847-885-8500 with at least 48 hours' notice.



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



**MINUTES  
RECREATION & FACILITIES COMMITTEE MEETING  
August 18, 2020**

**1. Roll Call:**

A regular meeting of the Hoffman Estates Park District Recreation & Facilities Committee was held on August 18, 2020 at 7:41 p.m. at the Triphahn Center in Hoffman Estates, IL.

Present: Chairman K. Evans, Commissioner Chhatwani, Comm Reps Dressler, Henderson (teleconference), Macdonald, MacGregor

Absent: None

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 & Facilities Bechtold, Executive Assistant Logan

Audience: President Kaplan, Commissioners R. Evans, Kilbridge, Kinnane, McGinn

**2. Approval of Agenda:**

Comm Rep Dressler made a motion, seconded by Commissioner Chhatwani to approve the agenda with the amendment to remove the Virtual Park Tour New Business item 7A from the agenda. The motion carried by voice vote.

**3. Recognition:**

Comm Rep Macdonald was awarded a service pin for two years of service. Comm Rep Dressler was awarded a service pin for eight years of service.

**4. Approval of the Minutes:**

Comm Rep Macdonald made a motion, seconded by Comm Rep Dressler to approve the minutes of the July 21, 2020 meeting as presented. The motion carried by voice vote.

**5. Comments from the Audience:**

None

**6. Old Business:**

None

**7. New Business:**

**A. HEAA Rental Contract for 2020 / M20-093:**

Executive Director Talsma reviewed the item explaining that due to the pandemic, the Hoffman Estates Athletic Association's (HEAA) football and cheerleading programs have seen considerably less enrollment compared to previous years plus revised COVID-19 sports guidelines have identified both sports as high-risk sports allowing for practices only. The District would like to have the HEAA pay a rental fee of \$30/hour for each field usage instead of the annual contracted rate because the association will have decreased program offerings, less revenue, and less field space utilization due to the pandemic.

Commissioner Chhatwani made a motion, seconded by Comm Rep MacGregor to recommend the Board approve that HEAA not be charged the annual contract amount and instead pay an hourly rate of \$30/hour for field rental usage for the 2020 season. The motion carried by voice vote.

**B. Rec Board Report / M20-092:**

Director Kapusinski noted the release of the COVID-19 new sports guidelines on July 29 had a huge impact on the remainder of our summer leagues and all of the upcoming fall leagues. Depending on how each sport has been identified (low-risk, medium-risk, high-risk) in the new sports guidelines, staff is adapting and creating unique ways to continue to offer sports to the community within the restrictions.

Director Kapusinski noted DCFS now allows preschool full-day and the District opens the week of August 24 with a maximum of 15 children in each classroom.

Director Kapusinski noted STAR Study Hall started on Monday, August 17 at TC and WRC for children school-aged kindergarten through sixth grade. It is a full-day childcare option that includes the monitoring of e-learning as well as typical childcare activities such as crafts, games, and movement.

Commissioner Chhatwani made a motion, seconded by Comm Rep Dressler to send the Rec Board Report M20-092 to the Board as presented. The motion carried by voice vote.

C. Facilities Board Report / M20-091:

Director Bechtold reviewed the item noting single rider cart fees have been implemented and dividers have been installed in carts resulting in a reduction in requests for single rider carts.

President Kaplan asked for clarification on the Hole-in-One offering through Make-a-Wish Foundation. Director Bechtold explained Swing King sends a staff person to the golf course on most weekend mornings to operate the Hole-in-One offering. He noted that of the \$20 cost, \$15 goes to Make-a-Wish, \$2.00 goes to Swing King, and \$3.00 goes to the District. He added Swing King is planning to do this for the duration of the season as long as they are able to provide staff for it.

Director Bechtold noted the renovation of The Club locker rooms is going extremely well. The Club locker rooms will be available for use September 1. After the opening of The Club locker rooms, construction will begin on the community locker rooms.

Director Bechtold noted staff is reviewing a potential agreement with Renew Active which is a premium senior fitness benefit program through United Healthcare.

Comm Rep Macdonald made a motion, seconded by Commissioner Chhatwani to send the Facilities Board Report M20-091 to the Board as presented. The motion carried by voice vote.

8. **Committee Member Comments:**

Comm Rep Macdonald commended staff on a great job.

Comm Rep Dressler thanked Director Bechtold for working with the Chamber to make their golf outing work.

Comm Rep MacGregor thanked the maintenance staff for cleaning up the disc golf area of Black Bear Park.

Comm Rep Henderson thanked everyone for allowing her to teleconference for the meeting.

Commissioner Chhatwani congratulated Comm Rep Dressler and Macdonald for their years of service. She added that the STAR Study Hall program is an awesome and very proactive; she commended the Recreation staff for it. She added that the Virtual Park Tour was great! She also noted that Commissioner K. Evans did a wonderful job representing the District through his speech at the bike path ribbon cutting ceremony.

Commissioner K. Evans noted the bike path ribbon cutting ceremony was a very nice event. He commended staff on a job well done and added that he enjoyed the Virtual Park Tour.

**9. Adjournment:**

Commissioner Chhatwani made a motion, seconded by Comm Rep MacGregor to adjourn the meeting at 8:16 p.m.

Respectfully submitted,

Craig Talsma  
Secretary

Monica Logan  
Executive Assistant

## MEMORANDUM M20-119

**TO:** Recreation & Facilities Committee  
**FROM:** Craig Talsma, Executive Director  
Alisa Kapusinski, Director of Recreation  
**RE:** Jeff Ellis Management  
**DATE:** October 20, 2020

---

### **Background:**

Seascope Family Aquatic Center has been directly operated by the Recreation Department through the Aquatics Program Manager. The lifeguards at Seascope and The Club are certified through Starguard Aquatics. Starguard provides instructor training which we then use to certify our part-time lifeguards. Starguard audits throughout the season to ensure the HEParks lifeguard staff are always providing the safest delivery of lifeguard operations.

Due to the strict safety and group size guidelines set forth in response to the COVID-19 pandemic, Seascope was not opened for the 2020 season. In addition, the Aquatics Program Manager position was one of the full-time positions eliminated in 2020.

Looking ahead to 2021, staff began researching alternative options for operating the aquatic facilities and programs for the district. One favorable solution to the aquatics operation was contracting the services to an outside organization.

Operations of Seascope has always been a loss to the District. In 2019 when expenses were less, especially payroll, and revenues had a good year, it still was a loss of approximately \$150K to operate Seascope. A comparison of 2019 actual with the District 2021 budget for the entire operation (with and without the management company) is attached.

### **Implications:**

Jeff Ellis Management LLC (JEM) provides organizations a fully accountable, sustainable, safe, and successful operating model in aquatics operation. For decades, the name "Ellis" has been synonymous with safety and customer service. In fact, HEParks lifeguards were Ellis-certified for many years prior to transitioning to Starguard.

By contracting the aquatic operations to JEM, the following deliverables will be provided:

- Recruit, train and license for all aquatic safety positions
- Schedule and supervise employees to safely operate aquatic facilities
- Provide quality customer service to all guests
- Supervise and oversee daily operations.
- Provide general liability coverage for aquatic facilities
- Provide ongoing Audit and Safety Risk Management
- Provide ongoing in-service training
- Basic pool maintenance, including:
  - o Water quality testing and adjusting chemicals, as needed
  - o Pool equipment inspections

- Pool cleaning and vacuuming
- Facility cleaning, including locker rooms and pool deck

JEM will supply required materials such as lifeguard uniforms, safety supplies, first aid supplies, tracking software (to track rescues, etc.), and waterproof radios.

HEParks will provide lifeguard umbrellas and chairs, water testing supplies, pool chemicals, facility space for trainings and storage.

The fee for contracting JEM for the Seascope operations is \$331,879. This includes: labor, insurance, administration fee, management fee, and pool maintenance labor. (\* Please note that if Seascope hours do expand for 2021, the labor costs will be increased by JEM.) For the 2021 budget, if operations remained internally, the matching costs to operate Seascope are budgeted at \$333,817; this includes wages, pool maintenance wages, pool supplies, training, and half of the aquatic manager's salary and benefits.

**Lessons:** JEM does have a service to provide swim lessons, but the profit split to operate swim lessons is currently not cost effective for the district. With swim lesson enrollment decreasing at Seascope through the past years and trends pointing towards indoor lessons, the district has opted to only offer lessons at The Club during the summer, staff will further evaluate potentially utilizing JEM for Club swim lessons; until then lessons will be run directly by HEParks staff and not through JEM.

**Hours:** Seascope will be contracted to operate the same hours and dates as the facility has traditionally been open. With lessons not offered during the weekday mornings at Seascope, staff is looking to extend open swim hours by opening at 10:00 a.m. (versus 11:30 a.m. for pass holders) and 10:30 a.m. (versus 11:45 a.m. for non-pass holders). Staff has received a preliminary estimate of approximately an additional \$20,000 to extend our hours; however the District would also incur these labor costs should we extend the hours.

In the attached comparison grid with only the direct comparable expenses, the breakdown between HEParks costs and JEM costs are detailed. One considerable difference in the HEParks budget for 2021 in comparison to 2019 actual costs is the part-time manager and lifeguard wages. In 2019, managers were paid an average \$13.50/hour and lifeguards were paid \$11.50/hour.

With minimal wage increasing and many area businesses paying \$15/hour for part-time work, staff budgeted the HEParks lifeguards at \$15/hour for 2021 and \$20/hour for managers to increase the interest in working at Seascope this summer. The JEM proposal for labor includes paying the managers \$22/hour and lifeguards \$16.25/hour, which should draw even more interest in working at Seascope. Additionally both budgets would now guarantee shift hours for lifeguards which has become more standardized in the industry. In the past if we closed due to weather we did not pay our lifeguards. Now lifeguards receive guaranteed shift times.

If approved, JEM staff will work closely with a HEParks liaison on staff. Pat Bodame, Superintendent of Recreation, will be the liaison with the Seascope operations. HEParks will

continue to schedule the Seascope cashiers and party rental attendants. HEParks will receive all revenue generated through Seascope pool pass sales, daily admissions, group visits and party tent rentals. This revenue is budgeted in 2021 at approximately \$230K.

Overall there is not any cost savings to operate with JEM; however there are mainly underlying factors in operating an outdoor pool that would no longer be time consuming or issues for upper management. The expertise of the guards and the guarantee that we will be fully staffed through Labor Day is an enormous asset. Overall if we can operate utilizing JEM with staff being paid a better wage and with no loss of service it is a good decision for the District.

A copy of their proposal is also attached. This service is a contractual agreement based on a high degree of personal service, training and expertise and as such the Board in its recognition therefore would not need to bid this service.

Agencies that currently use JEM for aquatic operations:

- Carol Stream Park District - indoor & outdoor pools
- Rolling Meadows Park District – outdoor
- Round Lake Area Park District – outdoor & beach
- Belvidere Park District – outdoor
- Village of Park Forest – outdoor
- 

Reference calls were made to agencies who currently contract with JEM, and the agencies spoke very highly of the JEM operation. Most noted the high quality customer service and their ability to always fill guard shifts, even when staffing is a challenge.

**Staff Recommendation:**

Staff recommends the Recreation & Facilities Committee recommend to the Board including the Jeff Ellis Management (JEM) LLC operation of Seascope for 2021 budget.





## Seascape Actual and Estimated Revenues and Expenses

	department	Dept Description	2019	2021 Budget	2021 Ellis Budget
Revenue	80-3900	GRANT REVENUE	\$4,830	\$3,000	\$0
	80-4000	RENTALS	\$18,438	\$15,000	\$15,000
	80-4100	MEMBERSHIPS	\$73,064	\$72,000	\$72,000
	80-4300	DAILY FEES	\$141,745	\$135,000	\$135,000
	80-4500	MERCHANDISE RESALE	\$662	\$400	\$400
	80-4600	CONCESSION SALES/RENTAL	\$4,467	\$4,800	\$4,800
	80-5000	LESSONS	\$21,407		
	80-5900	SPECIAL EVENTS	\$3,965	\$2,183	\$2,183
	80-9000	MISCELLANEOUS	\$0		
<b>Revenue Total</b>			<b>\$268,577</b>	<b>\$232,383</b>	<b>\$229,383</b>
Expense	80-4500	MERCHANDISE RESALE	(\$804)	(\$150)	(\$150)
	80-5000	LESSONS	(\$13,096)		
	80-5900	SPECIAL EVENTS	(\$650)	(\$975)	(\$975)
	80-6000	PROPERTY & LIABILITY INSURANCE			(\$15,380)
	80-7000	PAYROLL	(\$210,875)	(\$282,264)	(\$277,025)
	80-7100	EMPLOYEE BENEFITS	(\$3,571)	(\$4,500)	
	80-7200	EDUCATION/TRAINING	(\$12,272)	(\$13,500)	
	80-7300	CONTRACTED SERVICES	(\$3,070)	(\$2,620)	(\$43,233)
	80-7500	SUPPLIES	(\$24,792)	(\$27,700)	(\$27,700)
	80-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	\$0		
	80-7900	ADVERTISING/PROMOTIONAL	(\$323)		
	80-8000	UTILITIES	(\$89,892)	(\$75,335)	(\$75,335)
	80-8100	EQUIPMENT	(\$2,524)	(\$13,175)	(\$13,175)
	80-8200	EQUIPMENT MAINTENANCE/REPAIR	(\$7,745)	(\$7,000)	(\$7,000)
	80-8300	FACILITY MAINTENANCE/REPAIR	(\$10,513)	(\$22,500)	(\$22,500)
	20-7000	PAYROLL	(\$32,295)	(\$35,525)	
<b>Expense Total</b>			<b>(\$412,423)</b>	<b>(\$485,243)</b>	<b>(\$482,473)</b>
<b>Grand Total</b>			<b>(\$143,846)</b>	<b>(\$252,860)</b>	<b>(\$253,090)</b>



## Seascape Ellis Expenses Compared to In House Expenses

department	Dept Description	account	accountDescription	2019	2021 Budget	2021 Ellis Budget
80-7000	PAYROLL	6000	FULL TIME WAGES	(\$29,527)	(\$31,500)	
		6100	PART TIME MANAGER WAGES	(\$17,515)	(\$28,580)	
		6130	LIFEGUARD WAGES	(\$140,141)	(\$190,470)	(\$266,998)
		7020	FICA EXPENSE	(\$14,813)	(\$19,880)	(\$713)
		7050	IMRF EXPENSE	(\$1,475)	(\$2,520)	
	<b>PAYROLL Total</b>			<b>(\$203,471)</b>	<b>(\$272,950)</b>	<b>(\$267,711)</b>
80-7100	EMPLOYEE BENEFITS	5020	UNIFORMS	(\$3,571)	(\$4,500)	
	<b>EMPLOYEE BENEFITS Total</b>			<b>(\$3,571)</b>	<b>(\$4,500)</b>	
80-7200	EDUCATION/TRAINING	5010	STAFF TRAINING	(\$12,272)	(\$13,500)	
	<b>EDUCATION/TRAINING Total</b>			<b>(\$12,272)</b>	<b>(\$13,500)</b>	
80-7300	CONTRACTED SERVICES	(blank)	CONTRACTUAL SERVICES (NEW)			(\$11,750)
			CUSTODIAL SERVICES (NEW)			(\$28,863)
	<b>CONTRACTED SERVICES Total</b>					<b>(\$40,613)</b>
80-7500	SUPPLIES	5100	POOL SAFETY SUPPLIES	(\$4,259)	(\$8,175)	(\$8,175)
	<b>SUPPLIES Total</b>			<b>(\$4,259)</b>	<b>(\$8,175)</b>	<b>(\$8,175)</b>
20-7000	PAYROLL	6020	PART TIME SEASONAL WAGES	(\$30,000)	(\$33,000)	
		7020	FICA EXPENSE	(\$2,295)	(\$2,525)	
	<b>PAYROLL Total</b>			<b>(\$32,295)</b>	<b>(\$35,525)</b>	
80-6000	PROPERTY & LIABILITY INSURANCE	(blank)	INSURANCE (NEW)			(\$15,380)
	<b>PROPERTY &amp; LIABILITY INSURANCE Total</b>					<b>(\$15,380)</b>
<b>Grand Total</b>				<b>(\$255,868)</b>	<b>(\$334,649)</b>	<b>(\$331,879)</b>



## AQUATIC FACILITY MANAGEMENT SERVICE PROPOSAL

October 8<sup>th</sup>, 2020



### OVERVIEW

Jeff Ellis Management LLC is pleased to submit this proposal for services to support Hoffman Estates Park District in achieving its goals for providing a safe, fun, and an extraordinary experience. For decades the “Ellis” name has been synonymous with safety, customer service, and innovation; just as Hoffman Estates Park District has committed to its guest.

## The Objective

Our objective is to create a simplistic operating model to ensure guest safety and satisfaction while providing Hoffman Estates Park District with the comfort and knowledge that they are in good hands.

- Provide Aquatic Management & Lifeguard Safety Services
- Provide Exceptional Guest Service

## The Opportunity

To start a new and successful relationship between Hoffman Estates Park District and Jeff Ellis Management; in which we can create a fully accountable, sustainable, safe, and successful operating model for those that visit the pool.

## The Solution

Utilize national resources from multiple business lines to provide a fully integrated and one stop solution that is second to none in the industry.

- “JEM” Jeff Ellis Management – Park Operations, Management Platform, Staffing, Maintenance, Other
- “E&A” Ellis & Associates – Licensing Agency, Litigation Support, Industry Wide Representatives
- “JES” Jeff Ellis Swimming – Learn to Swim, Junior Lifeguarding, all other Programming and Events (Should such request be made in the future.)

## OUR PROPOSAL

Jeff Ellis Management has a well-deserved reputation for quality customer service, safety, and refinement. Many facilities are facing challenges due to changes in the aquatic industry. Economic impacts due to regulations and a shrinking supply of potential employees are two challenges preventing aquatic facilities from achieving the maximum potential and often riddling the operation with unnecessary stress. For these reasons many operations are turning to professional management companies which focus entirely on these challenges in order relieve the burden.

Jeff Ellis Management has created solutions to help businesses stay ahead of customer satisfaction trends and the ever-pressing challenge of safety. We propose Hoffman Estates Park District implement not just “another” safety solution but a solution that only “JEM” can bring to the table. A solution which not only has a proven history of zero drownings but one that continues to push boundaries with a goal and focus of eliminating them permanently from the industry.

## Execution Strategy & Timeline for Execution

Our execution strategy incorporates proven methodologies, extremely qualified personnel, and a highly responsive approach to managing deliverables.

“To Be Determined” – Based upon further interests and discussions with potential partnership with Hoffman Estates Park District cliental.

\*Please note dates are estimates ONLY based on previous knowledge and discussions. An accurate timeline can be established once deliverables are decided upon.

## Project Deliverables

Following is a complete list of all project deliverables:

1. Develop an “EAP” Emergency Action Plan pursuant to the guidelines set forth in the Comprehensive Aquatic Risk Management Program manual published by Jeff Ellis & Associates Inc.
2. Recruit, Train, and License candidates for all Aquatic Safety Positions.
3. Schedule and supervise employees to safely operate the Aquatic Facility.
4. Provide quality customer services to all guests.
5. Provide daily facility opening and closing procedures.
6. Supervise and oversee daily operations
7. Maintain general cleanliness of the pool deck, water attractions, and swimming pool.
8. Provide Customer with updates regarding the “MAHC” or any new compliance codes or industry standards that come forth (Federal, State, County, City or Other)
9. Submit monthly reports detailing ongoing operations.
10. Provide general liability coverage for Aquatic Facility as outlined by the policy.
11. Provide the ability to view reports operational reports in “Real Time”.
12. Provide ongoing Auditing and Safety Risk Management of the facility and the Lifeguard staff.
13. Provide ongoing In-Service training.
14. Notify Customer of any problems related to operations.

## Pool Maintenance Deliverables

Basic Pool Maintenance includes the following:

1. Water quality testing and updating of IDPH sheet
2. Inspection of chemical controller and/or chemical feed systems
3. Adjusting chemicals as needed
4. Inspection of pool filter and cleaning of filters if needed
5. Inspection of flow rate for compliance with state and local regulations
6. Inspection of pool equipment for proper function and operation
7. Brushing, vacuuming and skimming the pool as needed
8. Basic cleaning and upkeep of the pool equipment
9. Records of water quality testing will be available for client access through the JEM operations portal
10. Any issues or concerns found by JEM staff will be brought to the client's attention

## Supplied Material

The following materials are to be supplied by **Jeff Ellis Management**

- Lifeguard Uniforms
- Time Clock
- Lifeguard Safety Supplies
- Hip Packs, Whistles
- Emergency Action Plans
- Aquatic Waterproof Radios
- Online Operating and Documentation Tracking Platform
- Provide First Aid supplies and equipment for the aquatic areas
- Emergency Equipment (O2, AED, etc.)

The following materials are to be supplied by **Hoffman Estates Park District**

- Emergency Equipment / Operational Needs (Backboards, Wi-Fi)
- Access to Emergency Gates

- Employee Training Room /Pool Access – For Hiring and Training Efforts
- Co-Training on Local Operations
- Security Radio or Direct Call Access
- Lifeguard Umbrellas
- Lifeguard Stands
- Water Testing Supplies
- Two Sets of Keys to Access Facility
- An Onsite Combination Lockbox for Key Storage
- Proof of VGB Compliance for All Bodies of Water
- Proper Signage and Marking to Comply with State and Local Regulations
- Operations Manuals for all Pool and Pool Related Equipment
- Proper Operational Storage
- COVID-19 Sanitation and Disinfecting Supplies

### Financial Benefits

- Become the primary insured of the aquatic property

### Technical & Other Benefits

- Tracking Software
- Eliminate Recruiting and Training Staff Challenges
- “Real-Time” Accountability Management
- Joining the program which is recognized as the Industry’s Gold Standard
- Our Team is Exclusively Focused on Safety and Customer Service

## PRICING

The following table details the pricing for delivery of the services outlined in this proposal.

Start Up - Service Cost	Price
Site Emergency Equipment (AED, LIFE SAVING EMERGENCY EQUIPMENT, OTHER)	\$ 8,175
<b>One Time Start-Up Fee TOTAL</b>	<b>\$ 8,175</b>
Annual Contract	Price
Labor	\$ 266,998
Insurance	\$ 15,380



Administration	\$1,750
Management Fee	\$10,000
Pool Maintenance	\$ 28,863
<b>Total Annually</b>	<b>\$ 322,991</b>

The prices listed in the preceding table are an estimate for the services discussed. This summary is not a final price. Estimates are subject to change if project specifications are changed or costs for outsourced services change before a contract is executed.

\* Flexibility is provided in the contract should operational hours change.

\*\* This fee will be waived for 3year contracts.

Operating Calendar: 2021		
<i>May</i>	Operating Dates: 29-31	Operation Times: 11:30am-7:30pm
<i>June</i>	Operating Dates: 1 - 30	Operation Times: 11:30am-7:30pm
<i>July</i>	Operating Dates: 1-31	Operation Times: 11:30am-7:30pm
<i>August</i>	Operating Dates: 1-15, 21, 22, 28, 29 16-20, 23-27, 30-31	Operation Times: 11:30am-7:30pm 4pm-7:30pm
<i>September</i>	Operating Dates: 4, 5, 6 1,2,3	Operation Times: 11:30am-7:30pm 4pm-7:30pm

\*(30mins before & 30mins after is allocated for opening closing and training procedures)

#### 2021 Additional Labor Costs

Manager: \$22.00/Hour

Supervisor: \$19.00/Hour

Lifeguard: \$16.25 /Hour

## JEM PROGRAMMING

Both parties agree that all program revenue generated outside of this contract during the 2021 summer season will be divided between the parties as follows after all labor and expenses have been paid accordingly. Once labor and expenses have been paid, the program profit will be divided as follows: 60% shall be paid to Jeff Ellis Management LLC and 40% shall be paid to Hoffman Estates Park District.

The program revenue for division purposes will be based off of the total number of participants and the respective fee for each specific program offered during the respective summer season year.

## QUALIFICATIONS

The “ELLIS” name has continually proven to be an industry leader in Pool Management in the following ways

- 35 Years of Aquatic Consulting
- Nationally and Internationally accredited aquatic safety program
- 600+ licensing and consulting clients
- 700+ employees nationwide during peak aquatic season
- Continued R&D based off our massive database of aquatic reports

## CONCLUSION

We look forward to working with Hoffman Estates Park District and supporting your efforts to provide every guest with a safe, fun, and remarkable experience. We are confident we can meet the challenges ahead and stand ready to partner with you in delivering a safe and customer-centered operation.

If you have questions on this proposal, feel free to contact Jerica Cyr at your convenience by email at [Jerica.cyr@jeffellismanagement.com](mailto:Jerica.cyr@jeffellismanagement.com) or by phone at 319-631-5755.

Thank you for your consideration,

Jerica Cyr  
Sr. Director of Operations



## MEMORANDUM M20-118

**TO:** Recreation & Facilities Committee  
**FROM:** Craig Talsma, Executive Director  
Brian Bechtold, Director of Golf & Facilities  
Dustin Hugen, Director of Parks, Planning & Maintenance  
**RE:** Golf Learning Center Enhancement Project  
**DATE:** October 20, 2020

---

### **Background:**

In response to the COVID-19 pandemic, the community's demand for an outdoor recreation area has never been higher, and simultaneously, the popularity of golf has skyrocketed. To address the community's needs while capitalizing on the newfound popularity of golf, staff would like to address one of the short term goals under Goal #1 - Healthy & Enjoyable Experiences of the District's Comprehensive Master Plan (CMP): "providing technology-based golf option at the golf learning center".

As the golf industry has evolved over the last several years, so has golf technology. The new technology platforms offer fun, engaging, tech-driven experiences that appeal to all ages, demographics, and skill levels. We are looking specifically at virtual golf and the revolutionizing experience it is providing for learning centers.

Staff has researched several other facilities that have introduced a technology based system to their Learning Centers and found that they have had great success in upgrading their facilities. Based on this research and vendor input, staff has created a conceptual plan and return on investment (ROI) for our Learning Center enhancement.

The Golf Learning Center has been a great revenue generator for Bridges of Poplar Creek Country Club for many years. Staff feels with this proposed enhancement, the revenue generated from it will be monumental.

### **Implications:**

#### **Structure:**

The goal of bringing a technology based virtual golf system will entail providing a covered structure with 10 hitting stations. This structure will consist of a social area that provides seating behind each station. Each station will be complete with Top Tracer Technology and heaters to provide an all-season experience. The structure will be located at the far east end of the current hitting stations.



The structure itself will be built on a concrete slab with both ends being enclosed. The back end of the structure has garage doors that can be opened and closed based on weather. The front of the structure is completely open facing the range and this is where the players hit out of. The overall dimensions will be 115 feet wide by 36 feet deep. Below is a picture of a similar design from Downers Grove Park District.



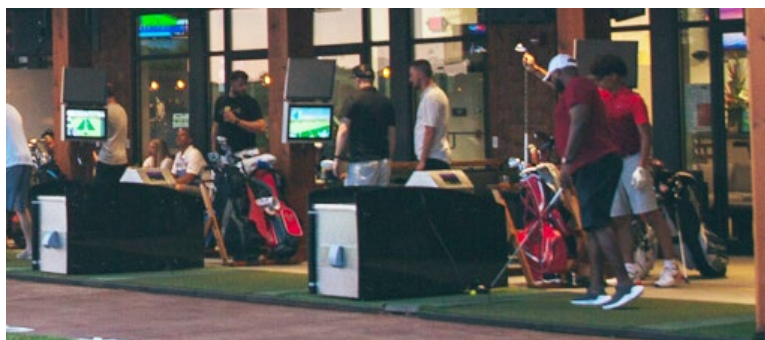
### **Technology:**

TopTracer Range redefines the driving range experience. Take on the world in a long-drive competition, play Closest to the Pin with your friends, dive into advanced analytics to fine-tune your swing, and virtually tee it up at some of the world's greatest courses!

Each station will have a touchscreen monitor to access games and modes suited for all ages and skill levels. The technology provides instant shot replays and statistical feedback on interactive game screens in your hitting bay. This allows players to make swing adjustments and immediately see the impact on their golf shot.

TopTracer Technology is provided on a three year lease agreement. This agreement covers all cameras, game monitors and software updates. Each station requires a \$200 monthly fee with a minimum of 10 stations. With a 12 month lease operating agreement comes a one month free discount.

Additional technology includes an automatic tee box bay dispenser. Tee box dispensers are a great way to create an upscale experience for customers. By storing up to 1800 golf balls at each bay, customers are able to go directly to the bay instead of the range ball dispenser machine to start a practice session. The process is simple; just wave the club in front of the sensor for balls to dispense directly onto the mat. This will directly integrate with the TopTracer technology and will only allow balls to be dispensed during your rented time making managing the bays automatic. These units come with a three year warranty and have a life expectancy of 10 years.



# **TOPTRACER**



## Launch Monitor

This comprehensive training mode allows guests to hone their skills by offering data such as distance (carry and total), ball speed, launch angle, height, side deviation, landing angle, hang time and distance to target.

👍 The statistician, the avid golfer.



## Closest to the Pin

There's nothing like a little friendly competition to get some excitement going in the bay. This game allows friends to compete while working on their swing.

👍 Millennial social seekers, families, competitors and the golf purist.



## Virtual Golf

This mode gives Guests the opportunity to play some of the world's greatest golf courses right from your bays. Individuals and groups can play a full 18 holes without ever have to leave the range.

👍 Golfers and competitors, millennial social seekers, kids and families, and people who like to travel.



## What's In My Bag

This mode encourages Guests to dig deeper into their golf bag and learn the details of each type of club. It also allows them to store those stats over time on the TopTracer Range Network.

👍 Beginners, players looking to improve and those looking to learn more.



## Points Game

This game lets friends compete for points based on distance from the target and is great for people that like a friendly challenge. Guests can even add in Air bonus rings for an extra challenge.

👍 Millennial social seekers, kids and families.



## Longest Drive

Who can hit the farthest? This game lets Guests settle the argument once and for all by turning the range in a proper long drive grid for up to eight players.

👍 All around golfers and competitors, millennial social seekers, kids and families.

## Target Greens:

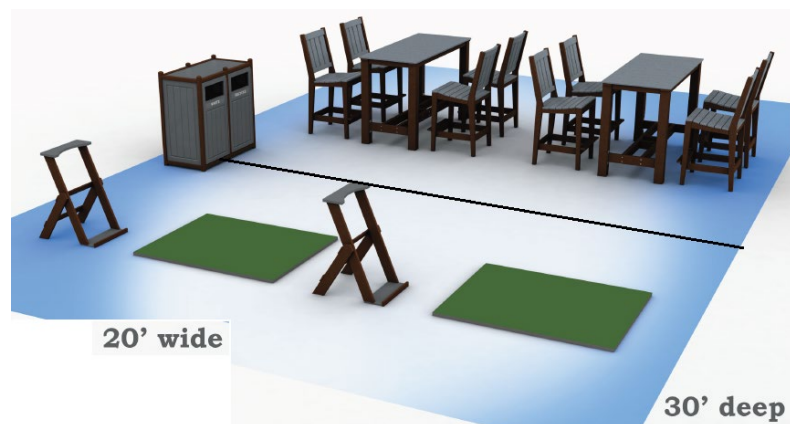
The final piece needed to complete the enhancement is the addition of four new short target greens installed approximately 30 to 50 yards out in front of the structure. These greens will be built with synthetic turf to handle the wear and tear of thousands of balls being hit to these target greens. These greens will also be instrumental in some of the virtual golf games provided by TopTracer which focus on shorter distance targets.

## Furniture:

The social and entertainment aspect is also a big part of creating the fun and exciting atmosphere we are looking to achieve. Each hitting station will be outfitted with high top tables and chairs, so guests can enjoy food and beverage options while watching their playing partners hit balls.



The conceptual design with furniture for two stations is pictured below:



Based on the preliminary concept design in place, staff has worked with several vendors to create an enhancement budget with a full ROI study. Below is the Range Enhancement conceptual construction budget:

#### Construction Expenses

Concrete Base Slab:	\$35,000
Enclosed Building Structure / Utilities:	\$250,000
Equipment (Heaters, Matts, bag stands, tee dividers, etc.):	\$51,500
Furniture and misc. amenities:	\$30,000
Target Greens:	<u>\$8,500</u>
Total:	\$375,000

#### Annual Expenses

TopTracer Lease Payments –	
11 Months (12 <sup>th</sup> Month Free) x 10 Stations x \$200 Monthly Fee =	\$22,000
Additional Range Staff / Host – 1,500 hours x \$14 per hour =	\$21,000

#### Revenue (Based on a Full Operating Season)

Total of 3,880 Hours Rented @ \$25 per hour on 10 bays over the course of 9 months = \$97,000.  
3,880 hours over 275 days (9 Months) is a total average of 14 rental hours per day.

These additional revenue numbers are just based on bay rental hours which include unlimited range balls. Private Event Rentals, Leagues, and Food & Beverage sales are not accounted for at this time, but will be additional revenue benefits as we move past social distancing restrictions.

#### ROI Summary

Construction Expenses:	\$375,000
Annual Expense Totals:	\$43,000
Annual Revenue Totals:	\$97,000
Net Annual Revenue Totals:	\$54,000

Estimated # of years for pay back: 7 years

**Recommendation:**

Staff recommends the Recreation & Facilities Committee recommend to the Board moving forward with planning the Golf Learning Center Enhancement Project as a part of the 2021 budget.

## MEMORANDUM NO. M20-112

**TO:** Recreation & Facilities Committee  
**FROM:** Craig Talsma, Executive Director  
Alisa Kapusinski, Director of Recreation  
**RE:** Recreation & Communications/Marketing Board Report  
**DATE:** October 20, 2020

---

### Recreation Division



The September/October Fall Brochure was launched at the end of August with programs beginning mid-September. Staff began working on the November/December Fall 2 Brochure which will be launched the middle of October.

Staff completed their preliminary 2021 budgets this month.



### Triphahn Center



### Willow Recreation Center

#### Triphahn Center Fitness

<u>Membership</u>	<u>9/30/2019</u>	<u>1/1/20</u>	<u>9/30/2020</u>	<u>YTD Var. +/-</u>
<b>Total</b>	<b>838</b>	<b>781</b>	<b>595</b>	<b>-186</b>

There are 24 participants in four fitness classes offered this session.

#### Willow Rec Center Fitness & Racquetball

<u>Membership</u>	<u>9/30/2019</u>	<u>1/1/20</u>	<u>9/30/2020</u>	<u>YTD Var. +/-</u>
Fitness	239	304	107	-197
Racquetball	50	63	57	-6
<b>Total</b>	<b>289</b>	<b>367</b>	<b>164</b>	<b>-203</b>

Staff is preparing to reopen Willow fitness center on October 12. Equipment is being moved to provide social distancing and signage will be placed reminding members to keep the distance. There will be a maximum of three people permitted in the room at one time. Reservations will be required for an hour timeslot in the fitness room. Communication was sent out in early October to all current and cancelled Willow members to notify them of the re-opening. Members have already begun reserving their slots.



## Dog Off-Leash Areas

<u>Dog Park Passes</u>	<u>9/30/2019</u>	<u>1/1/20</u>	<u>9/30/2020</u>	<u>YTD Var. +/-</u>
<b>Total</b>	<b>659</b>	<b>683</b>	<b>608</b>	<b>-75</b>



## General Programs

### General Programs:

- Baton & Poms – 30 participants
- Music Lessons – 1 in piano and 1 in guitar
- Choir at Palatine Park District – 6
- Shotokan Karate – 61
- Tae Kwon Do – 20

Gymnastics resumed program offerings this fall session. With increased cleaning protocols and smaller group size, the program has proven to be successful in its return. There are 35 enrolled for the September session.

Dance: Fall session began September 9. The dance program was revamped with new names and levels for all the classes to begin the process of creating a more streamlined “flow” of the program. There are 107 dancers enrolled to-date. Enrollment is open throughout the session to start anytime at a pro-rated cost.

eSports: Fortnite tournament was held on September 18 at the NIU esports café. There were 27 players who participated. All players arrived at specific times to maintain social distancing during the tournament. Each heat ran at a different playing time.

### Wings & Talons

- Four participants were enrolled in this month’s Dissecting Owl Pellets program.

Special Events: Drive Boo Trunk or Treat will be held October 24. It is sold out with 300 cars.



## 50+ Club

The 50+ Club continues to remain closed for drop-in usage, but community members may register for free activities that are offered throughout the week. Weekly activities include: volleyball, chair

volleyball, walking club, cards and games, billiards, mah jongg pickleball and ping pong. Drop-in is not available for these activities; participants must pre-register to attend.

Enrollment for September was:

Billiards – 4  
 Cards & Games – 3  
 Chair Volleyball – 6  
 Mah Jongg – 9  
 Volleyball – 19  
 Pickleball – 14  
 Ping Pong – 4  
 Walking Track – 7  
 Pinochle - 8

There were 17 participants in two Forever Strong classes and 13 in two new Stretch and Tone classes.



## Early Childhood

The ELC program expanded to two rooms in August. There are 16 children attending compared to 36 children last year.

The ELC program was awarded a Child Care Respite Grant to cover losses due to COVID-19. The initial grant was awarded for \$97,785 for expenses in July, August and September. An additional \$65,190 was awarded for October and November. This money is going to be used to support staff salaries and upgrades to the rooms. Upgrades will be focused on preventing the spread of germs and providing a healthier/cleaner environment. Purchases already made include: new touchless sink faucets, new cubbies to better separate out all the students' belongings, new circle time rugs and new microbial cabinetry.

The part-day preschool program continues to promote mid-year enrollment. Slowly parents are inquiring about returning to the classroom. A larger promotional push to start in January will be launched by the C&M department.

19-20 TC		20-21 TC		+/-	19-20 WRC		20-21 WRC		+/-
Threeschool	14	Threeschool	0	-14	Threeschool	12	Threeschool	0	-12
2's Playschool	29	2's Playschool	6	-23	2's Playschool	19	2's Playschool	0	-19
3's & 4's	121	3's & 4's	47	-74	3's & 4's	61	3's & 4's	29	-32
<b>Total</b>	<b>164</b>	<b>Total</b>	<b>49</b>	<b>-111</b>	<b>Total</b>	<b>92</b>	<b>Total</b>	<b>29</b>	<b>-63</b>





## *School Age - STAR and Day Camps*

### **STAR Before & After School**

The STAR Study Hall program was offered all of September at Willow (for D15) and Triphahn (for SD54) for children who need care while the schools are closed for remote learning.

Enrollment for each week of September:

Week of 9/8: 16 at TC & 20 at WRC

Week of 9/15: 20 at TC & 19 at WRC

Week of 9/21: 19 at TC & 14 at WRC

Week of 9/28: 18 at TC & 2 at WRC

The before & after school program at Willow began the week of September 21. D15 launched a “rolling return” with two grades returning each week. Staff worked closely with the D15 administration to plan transportation from Whiteley and Thomas Jefferson to Willow for each week’s increased enrollment. For the week of September 21, there were 10 children in WRC STAR. For the week of September 28, there were 20 children in WRC STAR.



## *Youth Athletics*

### **Adult Softball**

- The summer season ended September 21 with nine teams registered (compared to 11 last year).
- The fall league has five teams and will start October 5.

### **Youth baseball**

- The spring league was pushed back and wound up starting in July and ending in September.
- Congrats to the Pony team for going 17-0 and winning the league title.
- The n60 league hosted tryouts on September 18, September 25 and October 2. For the 2021 season, we will have a U9, U12 and U14 team.

### **Fall basketball**

- A new 3v3 fall league was created. This league will start on October 12. To date, there are already 98 players enrolled.
- Staff have taped a complete basketball coaching library on the Shell Drill. Our youth basketball program is changing the way we teach the game and what we teach. Basketball has become faster paced and position-less over the years and we need to adjust our programming to fit today’s basketball. These videos will be a huge help.

### Fall soccer

- Fall league began on September 13. Each team has intra-team scrimmages as regular games are not allowed due to the All Sports Guidelines.
- There are 130 players this season (compared to 271 last year)

### Fishing:

- There were eight participants in the Fishing 101 class offered in fall.
- The Fall Fishing Derby was held on October 3. There were 97 people enrolled (compared to 55 last year). This year, the derby was adjusted to age groups and hourly prizes were awarded. Each person has a designated spot around the lake in Fabbrini Park to maintain social distance.



## Ice Operations

### Figure Skating

Figure skating lessons began in September. There are 103 skaters enrolled in the fall session of figure skating.

September freestyle had 92 skaters enrolled.

Three new classes will be offered later this fall: Power/Edge Class, Jump/Spin class, and Intro to Speed Skating.

### Hockey

Staff have been doing their best to provide as much hockey play opportunities as possible within the All Sports Guidelines (which do not allow scrimmages or games). In September, new clinics were offered to our league players to provide ice time three days a week (which mimics the ice time they would have received in the league). A total of 140 players enrolled in the September clinics. Another eight players were enrolled in the specialized goalie clinic for September.

A mandatory checking clinic was held for the higher-level league players. Brent Sopel (ex-Blackhawk) and Garrett Sargis (minor league player) ran the clinic for 39 players – it was a huge hit! Here is one email we received from a parent after the checking clinic:

*Just wanted to take a minute to thank you for keeping your word and getting some pro's out with the Wolf Pack kids. Ethan had a good time (he said he was very confident because he was a 2<sup>nd</sup> year bantam and knew what he was doing – so whatever helps his confidence I'll take). LOL even Dave enjoyed it – he said it was the fastest practice he'd ever been at – felt like it was only 15 minutes on the ice because it was really good drills that the kids were doing for the checking clinic. Keep up the great work!*

Additional clinics are offered in October for four weeks and November/December for six weeks. These clinics will be offered until a league can resume.

Hockey development lessons began in September, as well. 12 players are enrolled in Intro to Hockey and 23 players are enrolled in Hockey Development (the level before league play). A new pre-requisite was established this fall that requires all new skaters to take Learn to Skate level 1 before they can enter Intro to Hockey. This not only increasing the figure skating enrollment, but gives the skaters the basic ice skills as a foundation before hockey skills are taught. There are 23 children enrolled in Learn to Skate level 1 this fall.

Little Blackhawks hockey program began in September for beginner skaters. This program was scheduled to run in spring, but was delayed to fall. There are 26 children enrolled in this program. This program is a partnership with the Blackhawks who provide all the hockey gear for the players. Our coaches teach the program.



### *Aquatics*

Staff has been preparing to launch a revamped swim lesson program for mid-October. Small group lessons (max of three students) will be offered, as well as private lessons. Staff training will be held on October 10 at The Club.



### *Communications and Marketing*

#### **Design Work:**

- Hockey clinics
- Swim Lessons
- WRC signage: voting day, fitness reopening
- TC fitness referral
- Senior section – Daily Herald ad
- Club signage & monthly promotion

**Email campaigns:** Five e-blasts sent this month

#### **Press Releases:**

- Lili Kilbridge board resignation
- Senior section special ad

### **Social Media:**

- 34 posts and four videos in September
- Top interactive posts:
  - 1) N60 Baseball Tryouts final reminder – 2,431 reached
  - 2) Boo Crew Volunteers Needed – 1,034 reached
  - 3) N60 Baseball Tryouts original post – 1,005 reached

### **# of Followers:**

HE Parks Facebook: 4960 (+39 from last month)  
HE Parks Twitter – 1087 (+1 from last month)  
HE Parks Instagram – 695 (+13 from last month)  
50+ Facebook- 113 (+2 from last month)  
Wolfpack Facebook- 309 (+8 from last month)  
Wolfpack Instagram – 307 (+10 from last month)  
Figure Skating Facebook – 81 (no change from last month)  
Bridges Facebook – 1024 (+5 from last month)  
Bridges Instagram – 116 (no change from last month)  
Bridges Twitter – 167 (+3 from last month)  
The Club Facebook – 1620 (+1 from last month)  
The Club Instagram – 269 (+10 from last month)  
The Club Twitter – 37 (+1 from last month)

### **Website:**

Traffic to HEParks Website in August: 18,287 unique page views to the website.

Highest visit days:

- September 22: After the all-district email was sent focusing on special events and volunteer opportunities.
- September 14: After the Drive Boo Trick or Treat event was posted on social media

Highest visited pages

- Highest visited pages in September 2020: Home, Program Guide, Dog Parks, Drive Boo Trick or Treat event, Triphahn Center & Triphahn Center fitness

**HOFFMAN ESTATES PARK DISTRICT  
GOALS & OBJECTIVES  
RECREATION DIVISION**

Key: C = Complete / SC = Substantially Complete / IP = In Progress / NB= Not Begun

**DISTRICT GOAL 1: HEALTHY & ENJOYABLE EXPERIENCES**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Offer quality recreation programs that are innovative, diverse and meet the needs of community.	Each program area will add a minimum of one new event / program for each seasonal brochure. New programs for 2020 may include: new winter and spring special events, winter hockey clinic, outdoor fitness class at fitness court, dance parade-prep class, cheer/pom class, STEM camp, fitness lunch workout, lacrosse, intergenerational program, outdoor adventure programs, “younger senior” programs	<b>IP</b>	
1Q/2Q Comments:	<i>Pre-COVID-19, the following programs were added/offered for Winter 2020: Lunch with Elsa &amp; Anna, Cabin Fever Fest, Artists at Play and esports tournament. In addition, these classes were offered in Winter, but did not run: Wooden Board Paint Party, Lacrosse, Musical Theater, Knitting, Drawing, Fireside Yoga and Cardio Conditioning. During the COVID-19 pandemic, many new opportunities were offered to the community to keep them engaged including: Earth Week, Chalk Week, Games Week, instructional videos and lessons posted daily on social media. Community events such as the Virtual 5K, Quarantine Bingo, Virtual Bingo Nights, Park Scavenger Hunt and “Pat in the Park” were offered.</i>		
<b>3Q Comments:</b>	<i>New programs offered were: STAR Study Hall, Drive Boo Trunk or Treat, Elite Ballet, Elite Jazz, Nature Aquatic Bio Blitz, Youth Sports Strength &amp; Conditioning, Fortnite Tournament, Jump/Spin Skating Class, 50+ Stretch &amp; Tone, Rocket League, GG Leagues, indoor evening Pickleball at Triphahn</i>		
Develop fitness marketing campaign.	Create a marketing piece to distribute to all fitness member patrons who tour the facility. Establish a follow-up procedure for all fitness inquiries.	<b>SC</b>	
1Q/2Q Comments:	<i>Pre-COVID-19, this goal was substantially completed. A postcard was designed and printed to mail to all fitness center visitors and people who toured the facility. Facility Managers were tasked to send a hand-written postcard to each prospective member to follow-up on their membership. This will resume once operations are fully open.</i>		

<b>3Q Comments:</b>	<i>Postcards are mailed and follow-up calls are made to anyone who inquires about fitness membership, but does not enroll on site immediately.</i>		
Expand birthday party options	Create two new birthday party packages.	<b>C</b>	
1Q/2Q Comments:	<i>New birthday party packages were launched in the winter brochure including a Magic Party, Balloon Animal Party and different spa / jewelry making parties. The hope was to fully promote these for all of 2020, but due to COVID-19, all parties/rentals were cancelled. Parties will resume for 2021.</i>		
<b>3Q Comments:</b>			
Create curriculum plan within STAR program	Implement monthly or weekly themes and age-appropriate daily activities for the STAR program.	<b>IP</b>	
1Q/2Q Comments:	<i>Staff will work to enhance the curriculum for STAR for the 20/21 school year assuming it moves forward as planned.</i>		
<b>3Q Comments:</b>	<i>Staff is starting this with the District 15 returning to school in late September/early October.</i>		

## **DISTRICT GOAL 2: SOCIAL EQUITY**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Provide community and family-oriented events	Offer two new special events.	<b>C</b>	
1Q/2Q Comments:	<i>Lunch with Elsa &amp; Anna (sold out with 75) and Cabin Fever Fest (with 100 participants) were offered in Winter 2020. All special events have been cancelled due to COVID-19 since March.</i>		
<b>3Q Comments:</b>	<i>Drive Boo Trunk or Treat offered on 10/24/2020 with over 300 participants.</i>		
Expand use of technology and social media to engage younger more technology savvy consumer	Increase social media followers. Expand promotions through Instagram and Twitter to expand the reach of 18-35 year olds.	<b>C</b>	
1Q/2Q Comments:	<i>During Q2, social media was at the forefront of the marketing strategy. The added attention increased social media followers and the reach of the district. Instagram and Facebook both saw increases in followers from the 20-30s.</i>		
<b>3Q Comments:</b>	<i>Q3 saw an increase in followers in their 20-30s. 30.7% of the District's followers are now between 18-34. 38% of our followers are between 35-44 years old.</i>		

### **DISTRICT GOAL 3: FINANCIAL STEWARDSHIP**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Monitor new businesses in the area to determine impact on the District	Contact local businesses each month to build relationships.	<b>IP</b>	
1Q/2Q Comments:	<i>Due to COVID-19, much of the advertising/marketing efforts have been suspended for most businesses as the money is not available to advertise and our events have been cancelled so there is limited exposure for the advertisers. Our Advertising &amp; Sponsorship Manager continues to keep relationships open with our advertisers though.</i>		
<b>3Q Comments:</b>	<i>Advertising &amp; Sponsorship Manager is in communication with previous sponsors &amp; partners regarding marquee and/or special event promotion. Very minimal interest from any local business.</i>		
Develop retention plans for program growth	Develop a marketing tool via email to remind past participants to re-enroll.	<b>C</b>	
1Q/2Q Comments:	<i>Through a combination of district wide emails, social media and emails sent directly from supervisors reminding past participants to enroll in programs, the district has developed an in-house solution. Research into automated solutions has not begun.</i>		
<b>3Q Comments:</b>	<i>Program Managers email previous participants to promote registration for the next session.</i>		

### **DISTRICT GOAL 4: OPERATIONAL EXCELLENCE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Implement participation surveys for all programs and program thank-yous	Create Constant Contact digital surveys for programs to email at end of session.	<b>IP</b>	
1Q/2Q Comments:	<i>Surveys have been created for participants. This was halted during the COVID-19 pandemic, but as programs resume in summer, surveys will be distributed again to program participants in camps, hockey clinics, and skating camps.</i>		
<b>3Q Comments:</b>	<i>Surveys were emailed to participants in the following summer programs: hockey mini clinics, figure skating camp, summer day camp. Fall program surveys will be sent at the end of fall programs.</i>		
Implement sports field usage guidelines to ensure all sports fields are being used appropriately regardless of location	Implement seasonal (quarterly) meetings between Rec Department and Parks Department to communicate field needs and usage.	<b>C</b>	

1Q/2Q Comments:	<i>Both departments met in winter pre-COVID-19 to discuss a plan for spring field usage, but spring programs were cancelled due to COVID-19. This plan will stay in place for future programming on the ball fields.</i>		
<b>3Q Comments:</b>	<i>A winter meeting will be conducted for Summer 2021 field usage.</i>		
Develop fitness retention campaign	Develop a tool to follow-up on all TC / WRC cancelled members.	<b>IP</b>	
1Q/2Q Comments	<i>This was originally planned as a way to decrease the amount of cancelled fitness members, but due to COVID-19, a large majority of all cancellations are due to members not yet comfortable to return to a public setting. Staff is tracking those members who cancelled to reach out to them again in the future about returning when they feel comfortable.</i>		
<b>3Q Comments:</b>	<i>Staff continues to track the reasons for membership cancellations. Current cancellations are due to COVID, but staff do respond to any members that cancel for other reasons.</i>		
Achieve Excelerate accreditation in preschool program.	Complete onsite visits and assessments to achieve accreditation.	<b>SC</b>	
1Q/2Q Comments	<i>Application has been sent in and approved by Gateways. Visits have been stopped during this time by Gateways. They will reach back out to schedule visits as soon as schools reopen.</i>		
<b>3Q Comments:</b>	<i>Application was approved. Accreditation is dependent on a site visit, but all site visits have been suspended for the foreseeable future.</i>		
Develop a better means to track volunteer hours	Create a master volunteer tracking system to track all volunteers within all departments and hours worked.	<b>SC</b>	
1Q/2Q Comments	<i>This was initially started in Q1, but never finalized. Staff is using RecTrac currently as the tracking tool to log all volunteers for each program/ event. A formal volunteer tracking tool would be instrumental for the future, but right now staff is slowly creating a system to track volunteers which is more than what was done in past.</i>		
<b>3Q Comments:</b>	<i>Currently using rectrac to track all volunteers for programs.</i>		
Enhance early childhood program student assessments	Create a new assessment tool that meets curriculum philosophy and guidelines.	<b>C</b>	
1Q/2Q Comments	<i>New assessment tool being created for Fall school year.</i>		
<b>3Q Comments:</b>	<i>New assessment tools are being used for the 2020/2021 school year.</i>		



### **DISTRICT GOAL 6: CUSTOMER SERVICE**



<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Enhance communication to community	Expand means of communication – digital and print. Submit monthly press release to Daily Herald. Investigate a section in the Village newsletter and/or enhanced section on their website. Staff presence at village-wide events.	<b>SC</b>	
1Q/2Q Comments	<i>Press release submission continues on a monthly basis. When contacted prior to the Stay-at-Home order, the Village was not open to a park district presence in their newsletter. The district is listed as the first park and recreation option for residents on the Village's website.</i>		
<b>3Q Comments:</b>	<i>The park district is not able to be publicized in the Village newsletter. Promotion does continue via Daily Herald ads and press releases.</i>		
Redesign and establish new plan for eblasts	Create eblast template and timeframe for district-wide eblasts.	<b>C</b>	
1Q/2Q Comments	<i>A series of email templates have been created for different marketing needs. These include shorter link based templates and text heavy informational pieces. Included in these are partners sections and COVID-19 information passages.</i>		
<b>3Q Comments:</b>			
Expand digital online brochure	Create clickable links to digital version of the online brochure	<b>C</b>	
1Q/2Q Comments	<i>The digital brochures offered for June and July/August are all clickable and link directly to online registration.</i>		
<b>3Q Comments:</b>			

## MEMORANDUM NO. M20-117

**TO:** Recreation & Facilities Committee  
**FROM:** Craig Talsma, Executive Director  
Brian Bechtold, Director of Golf & Facilities  
**RE:** Facilities Board Report  
**DATE:** October 20, 2020  
Bridges of Poplar Creek & The Club Board Report

---

### Bridges General Programs

-  High School golf season is coming to an end. On September 29, we hosted the JV MSL conference meet which consisted of seven local schools, and Hoffman Estates High School served as the home sponsor team. Also, we are fortunate to be the host course for Regionals on October 6<sup>th</sup> and Sectionals on October 12<sup>th</sup>. Conant High School will serve as the home sponsor team for these.
-  Marketing materials are up for the Turkey Shoot. The event has been modified from a shotgun to tee times to help with social distancing. In addition, the post-round buffet is being replaced with lunch tickets to the Grill Station. The field will also be limited to 48 teams of two. We anticipate a sold out event, as we currently have over 24 teams registered.

### Golf Rounds

MONTHLY ROUND TOTALS					
2016	2017	2018	2019	2020	5 Year Average
4,004	4,752	3,554	3,616	4,830	4,151
YTD ROUND TOTALS					
2016	2017	2018	2019	2020	5 Year Average
26,114	27,487	24,117	22,167	21,570	24,291

Range Information - Range was closed March 15<sup>th</sup> to May 29<sup>th</sup>.

MONTHLY RANGE BASKET SALES TOTALS					
2016	2017	2018	2019	2020	5 Year Average
2,067	2,431	2,344	2,653	3,346	2,568
YTD RANGE BASKET SALES TOTALS					
2016	2017	2018	2019	2020	5 Year Average
17,171	18,057	16,316	18,755	14,942	17,048

## Hole In One Contestant Update

HOLE IN ONE MONTHLY SALES TOTALS				
2016	2017	2018	2019	2020
120	293	212	111	361
YTD HOLE IN ONE SALES TOTALS				
2016	2017	2018	2019	2020
120	2,086	1,811	2,065	946

## Food & Beverage

We hosted our second golf outing; it consisted of 136 players and we provided each golfer with a box lunch and beverage tickets. The Chamber did decide to eliminate the post-round dinner due to COVID-19 and the challenges associated with enforcing 50 person occupancy.

Wedding Count Update:

**2021 = 12 ceremony and reception, 4 reception**

**We currently have 2 proposals awaiting final contract signatures.**

*This time last year our bookings for 2020 were only 6 ceremony and reception, 3 reception*

2020 = All weddings have been cancelled or rescheduled to 2021.

*We had 10 ceremony and reception, 4 reception only booked for 2020.*

2019 = 16 ceremony and reception, 3 reception only, 1 ceremony only

2018 = 16 ceremony and reception and 3 reception only, 2 ceremony only (2 weddings cancelled in 2018)

2017 = 14 ceremony and reception, 5 reception only, 5 ceremony only

2016 = 21 ceremony and reception, 4 reception only, 1 ceremony only.

2015 = 18 ceremony and reception, 5 reception only, 4 ceremony only

## Golf Maintenance Summary

In September, our high averaged 72° (2° below average) and low averaged 53° (which is just about average). We finally broke our dry streak and received 4.64" of rain (3.21" average). This number is a little deceiving; it was very wet the first week and a half of September with just over 4" of rain, then we had two weeks of no moisture, but ended the last three days of the month getting about .6" of rain. For the month, we saw 22 total playable\* days (73%) and of the weekends in September, we had five playable\* days (63%).

\*Playable is being defined as highs between 55-90° and less than .05" of rain.

September is the month where we shift gears and really start to focus on next year and overall plant health. The biggest thing we do as part of this process is aerification. This year with limited staff and very large demand, we decided to modify our aerification plans.

Instead of pulling cores on greens, which is labor intensive and can take 10-14 days to heal, we deep tined greens with pencil tines. Pencil tines are solid tines about .3" in diameter (about the size of a pencil, hence the name), we went to a depth of about 7" with them. This was followed by a light topdressing, verticut, drag, roll, and, finally, water.

Within a day or two, the greens were as good as new. The channels that were made should help greatly with gas exchange in the greens profile and will be a perfect space for long healthy roots to establish. In addition, holes were punched in tees and approaches, fairways were sliced, and tees and approaches were verticut. All-in-all, a lot was accomplished with a very small crew.

Here is a list of some of the other tasks the maintenance team has been working on in September:

- Mowed or rolled all playing surfaces regularly
- Changed cups and set-up course
- Marked course for high school events
- Filled divots on tees and fairways
- Raked bunkers
- Sprayed greens, tees, and fairways
- Sprayed weeds in rough and fescue areas
- Vented greens
- Topdressed greens
- Hand watered greens and tees
- Seeded wear areas on greens
- Trimmed yardage plates and sprinklers
- Repaired irrigation issues
- Cleaned-up storm damage
- Fixed bunker washouts
- Pruned low limbs
- Cleaned leaves off playing surfaces
- Mulched beds
- Trimmed bushes
- Mowed and seeded driving range tee

Below are some of the items that are not being done, or are being done less frequently, as part of the deferred maintenance plan.

- Currently mowing bentgrass surfaces with less frequency than normal, PGR and limited nitrogen inputs has helped to limit clippings.
- Bunker maintenance has been limited.
  - Bunkers have been raked 2-3 days a week based on play and staff availability.
  - Bunkers have not been edged or fly mowed this year. Top portions of slopes have been mowed, but lower sections are being left long. This has resulted in 300 hours of labor saved so far this year.
  - As a result of this year's maintenance standards with bunkers, I have noticed the course is getting less soil contamination in bunkers because we do not have exposed soil edges. Also, we are seeing less severe washouts in bunkers after large rain events. I think this is due to more plant material on faces that slows the flow of runoff.

- Ornamental bed maintenance on the course has been limited; beds have received mulch and weeds have been sprayed.
- Detail items that are being done on a limited basis:
  - Filling divots on tees and fairways
  - Trimming yardage plates, sprinklers, and drains.
  - String trimming around trees, walls, curbs, stairs
  - Clubhouse lawn and perimeter along Moon Lake are being mowed less frequently than normal.

## **Marketing Bridges**

### **Social Media**

- Bridges Facebook – 1024 followers in September, 1,019 followers in August, 1,007 followers in July.
- Bridges Instagram – 116 followers in September, 116 followers in August 115, followers in July
- Bridges Twitter – 167 followers in September, 164 followers in August, 163 followers in July



<b>Membership Totals</b>	<b><u>9/30/2019</u></b>	<b><u>09/30/2020</u></b>	<b><u>1/01/2020</u></b>	<b><u>Var. +/-</u></b>
Totals	2871	2381	2837	-456
<b>On-Hold</b>		<b>-184</b>		
<b>Suspended</b>		<b><u>-267</u></b>		
<b>Total Active Members</b>		<b>1930</b>		

### **Member Services/Sales**

- We are pleased with the 88 new member enrollments we had in September. Of these enrollments, almost half (42) were juniors and students. The new weight room area has been a huge draw for younger members. Our non-student, “older” members, have commented that they appreciate having many areas of open space and they feel comfortable and safe working out at The Club.
- The Club daily visit numbers are increasing with an average of 323 visits per weekday in September that puts us at 74% of daily visits compared to visit numbers in September of 2019. Saturday/Sunday visits are averaging 191 per day now, about 59% of September 2019 numbers.
- We continue to get positive comments from members returning since the first time after the March closure. We have gotten so many compliments on the new spaces, locker room upgrades, and cleanliness of the facility.
- We billed membership dues for the first time in September. This has kept us extremely busy with adjusting accounts and processing holds for those not ready to return.

### **Operations and Fitness Departments:**

- With the approval of adding a full-time Fitness Program Manager in September, we will begin to focus on member retention efforts going into the winter months. Staff are very excited to get these retention efforts and programs underway beginning in October.
- Fitness class booking via the MyZone App has been going well with most members who participate in group fitness getting registered in the last couple of weeks of September. We are reaching capacity on a couple of our more popular classes, and will make adjustments to the group fitness schedule in October to try to accommodate all members.
- The community locker room renovation in the front of the facility is coming along with a projected completion date for the men’s and women’s by the beginning of November.
- Staff began detailed planning on Phase 2 of the renovation plan as a part of the 2021 budget process. We are currently planning on completing the outside fitness area in 2021. This area will consist of turf and outdoor fitness equipment for members to use on a daily basis. Along with being able to offer outdoor fitness classes to help ease those members with COVID-19 concerns. Staff will continue to evaluate the indoor tennis court space next year with the goal of providing an indoor turf area in 2022.

## **Marketing The Club**

### **Social Media**

- The Club Facebook – 1,620 followers in September, 1,619 followers in August, 1,632 followers in July.
- The Club Instagram – 269 followers in September, 259 followers in August, 256 followers in July
- The Club Twitter – 37 followers in September, 36 followers in August, 36 followers in July

**HOFFMAN ESTATES PARK DISTRICT  
GOALS & OBJECTIVES  
GOLF**

Key: C = Complete / SC = Substantially Complete / IP = In Progress / NB= Not Begun

**DISTRICT GOAL 1: HEALTHY AND ENJOYABLE EXPERIENCES**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Provide 27,080 Rounds. (24,017 in 2019 thru October)	Continue to push online booking and monitor tee sheet utilization to adjust specials and promotions with Golf Now and EZLinks during non-peak times.	SC	
1Q/2Q Comments	With the COVID-19 limiting rounds and outings in the early part of the season it will be challenging to reach our goal. Rounds have drastically improved in June. We are hoping for a long fall season to accomplish. Bridges Phase 3 Guidelines were in place for opening on May 1. Bridges Phase 4 Guidelines were in place for transition to Phase 4 on June 26th. Staff has adjusted the full scale maintenance plan to a modified plan to assist in cost savings while not sacrificing major course standards. New checklists have been created and are being completed on a daily basis. New cart cleaning procedures have been put in place with the use of a fogger to provide a sanitized cart for all players.		
<b>3Q Comments:</b>	<i><b>We have had 21,570 rounds thru September.</b></i>		
Provide 26 Preferred Tee Times Groups (25 Groups in 2019).	Hold preferred tee time meeting social prior to first week of preferred times to discuss 2020 course improvements and events to secure all groups return in 2020. For new groups we will send out email blast highlighting preferred tee time program and early sign up discount offer as well as advertise on marquee.	SC	
1Q/2Q Comments	We have a total of 23 groups this year for Preferred Tee Time program.		
<b>3Q Comments:</b>	<i><b>We finished with a total of 23 Preferred Groups this season.</b></i>		



## DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status	Modification
Provide Ladies League from April to October to engage women golfers in the community, growing our league from 18 members to 25 members.	Continue to engage our current league members by providing a free clinic and social where they bring a friend.	SC	
1Q/2Q Comments	The ladies league will be starting on July 21st. We will be modifying the schedule and will have league play thru fall.		
<b>3Q Comments:</b>	<b><i>Goal numbers were adjusted with COVID to 12 ladies when we relaunched the league in August. The ladies league finished with 15 players this season.</i></b>		

## DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective/Goal	Performance Measures/Action Plan	Status	Modification
Purchase maintenance cart to replace 12 year old Yamaha cart.	Purchase by end of 2 <sup>nd</sup> qtr.	C	
1Q/2Q Comments	Maintenance cart was purchased this Spring.		
<b>3Q Comments:</b>	<b><i>Maintenance cart was purchased this Spring.</i></b>		
Purchase tow behind blower to replace 14 year old Buffalo Blower.	Purchase by end of 2 <sup>nd</sup> qtr.	C	
1Q/2Q Comments	Tow behind blower was purchased this Spring.		
<b>3Q Comments:</b>	<b><i>Tow behind blower was purchased this Spring.</i></b>		
Purchase (2) sand pro to replace 16 year old units	Purchase by end of 2 <sup>nd</sup> qtr.	C	
1Q/2Q Comments	Sand Pros were purchased this Spring.		
<b>3Q Comments:</b>	<b><i>Sand Pros were purchased this Spring.</i></b>		

Purchase bobcat to replace 25 year old unit	Purchase by end of 2 <sup>nd</sup> qtr.	C	
1Q/2Q Comments	Bobcat was purchased as a shared piece for both Golf and Parks Department.		
<b>3Q Comments:</b>	<b><u>Bobcat was purchased as a shared piece for both Golf and Parks Department.</u></b>		
Work with Parks department to get preferred pricing on joint maintenance purchases for the facility.	Collaborate with Parks department on purchasing chemical program items to get bulk discounts district wide.	C	
1Q/2Q Comments	Chemical Plan was bid and was awarded in Spring and have been purchased district wide.		
<b>3Q Comments:</b>	<b><i>Chemical Plan was bid and was awarded in Spring and have been purchased district wide.</i></b>		
Work with Parks Department to repair/ replace two of the furnaces in the equipment storage bay with a new efficient unit	Purchase and install in 1 <sup>st</sup> qtr.	SC	
1Q/2Q Comments	One unit has been purchased but not installed. Will be installed prior to fall. Parks is still evaluating the second unit, but hoping to not purchase it due to COVID-19 cost cutting.		
<b>3Q Comments:</b>	<b><i>One Unit is on schedule to be installed in 4<sup>th</sup> qtr. and the second unit is being evaluated for repair. Both units will be operation by the end of 2020.</i></b>		
Replace irrigation controller on #6 with new Rainbird Par+ ES unit.	Purchase in 1 <sup>st</sup> qtr. and replace controller in 2 <sup>nd</sup> qtr.	C	
1Q/2Q Comments	Irrigation Controller was purchased and installed this Spring.		
<b>3Q Comments:</b>	<b><i>Irrigation Controller was purchased and installed this Spring.</i></b>		

#### **DISTRICT GOAL 4: OPERATIONAL EXCELLENCE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Have key staff attend HEParks AED & CPR training. Have at least 20 key staff members maintain certification.	Have staff attend district certification classes during the course of the year.	C	
1Q/2Q Comments	Most of key staff are current with certifications. We are evaluating classes that will be taught with COVID-19 guidelines.		
<b>3Q Comments:</b>	<i>All current FT staff are AED/CPR certified.</i>		

#### **DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Integrate environmental practices	Complete burns, mowing, and alternate chemical applications on native areas.	C	
1Q/2Q Comments	Completed in 1 <sup>st</sup> quarter.		
<b>3Q Comments:</b>	<i>Completed in 1<sup>st</sup> quarter.</i>		

#### **DISTRICT GOAL 6: CUSTOMER SERVICE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Enhance communication to community about golf rates, events, and programs.	Send 4 email blasts per month in peak season and 2 email in off-season to encourage patronage	SC	
1Q/2Q Comments	We are constantly updating our patrons on COVID-19 guidelines and procedures. We have been very open with our facility and what is available throughout this process.		
<b>3Q Comments:</b>	<i>We continue to send email blasts out regarding Proshop Sales, Fall Golf Events and Tee Time availability.</i>		
Enhance communication to community thru social media.	Increase social media posts about special events and develop campaign outline in 1 <sup>st</sup> qtr. Implement campaign in March.	SC	

	Post at least once daily on social media platforms throughout year. Increase followers by 10% throughout calendar year. Develop Golf & Wedding Paid Social Campaigns		
1Q/2Q Comments	Social media has played a big part in spreading the word on facility guidelines and COVID-19 procedures. We have added multiple posts to encourage the playing of a safe round and having a touchless golf experience.		
<b>3Q Comments:</b>	<b><i>C&amp;M Staff and Golf Course staff are continue working on unique posts to can interest in events, JR Development Tee Times, and Learning Center usage.</i></b>		

**HOFFMAN ESTATES PARK DISTRICT  
GOALS & OBJECTIVES  
The Club at Prairie Stone**

Key: C = Complete / SC = Substantially Complete / IP = In Progress / NB= Not Begun

**DISTRICT GOAL 1: HEALTHY AND ENJOYABLE EXPERIENCES**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Develop new group fitness schedule for complimentary classes in existing and new studio space.	Offer a variety of daily complementary classes to members in both studios with a focus on holding the majority of classes during prime time hours.	SC	Adjust schedule and limit classes based on utilization, while still offering a variety of options.
1Q/2Q Comments	Class schedule has been modified and reduced. Each classroom has been evaluated for maximum class levels based on social distancing requirements. We have also moved spin classes to the tennis court and Zumba to the gym to allow for greater participation.		
<b>3Q Comments:</b>	<b><i>With full billing starting in September we have created a new schedule that includes over 20 classes available as part of the complimentary group fitness classes. Then we will have an additional 15+ premier HIIT Classes for our HITT add on program for \$20 per month. Which also includes Bravo Boot Camp Classes.</i></b>		
Develop fitness marketing campaign	With help from C&M Department, implement marketing plan that focuses on all facets of fitness services at The Club. Training, group fitness, and new fitness programming.	C	Develop an alternate marketing plan focusing on the benefits we have to offer based on COVID-19 Guidelines.
1Q/2Q Comments	Marketing Department has been hard at work with communication to The Club members and now shifting focus to membership sales as we transition through the early stages of the		

	facility reopening. Advertising emphasis was placed on how we have properly social distanced all offerings within the facility including the fitness equipment in the entire facility.
<b>3Q Comments:</b>	<i>The C&amp;M Team is in full action with Social Media, Email Blasts and Mailers. All highlighting our renovation, cleaning procedures and a comparison advertising piece that helps us demonstrate how we provide all areas of fitness vs what our competition offers.</i>

Highlight the health and wellness achievements of The Club members and participants to share with the community.	Individual stories and achievements will be highlighted through the monthly member newsletter. This newsletter will be emailed to members and shared on our website and social media accounts.	SC	Will continue to use social media to advertise and promote the facility.
1Q/2Q Comments	As the facility reopened we have been using member testimonials on cleanliness along with the great comments from the renovation and strength area.		
<b>3Q Comments:</b>	<i>A bulletin board has been created to highlight member success stories. We will continue to add these great stories and help create a fitness community.</i>		
Repurpose Synergy 360 room to a dedicated space.	Create a partial wall to separate space from main fitness floor, paint, and provide appropriate fitness equipment. Complete by end of Q2.	C	
1Q/2Q Comments	This space has been renovated into a beautiful stretching room with refinished wood floor, new mirrors, lights and the room has been painted.		
<b>3Q Comments:</b>	<i>This space has been renovated into a beautiful stretching room with refinished wood floor, new mirrors, lights and the room has been painted.</i>		

### **DISTRICT GOAL 3: FINANCIAL STEWARDSHIP**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Ensure employee wages are competitive yet aligned with value as minimum wage increase in coming years.	Conduct full analysis of all part-time wages in the facility. Create a plan on how to budget for the increase in wages over the next few years.	SC	
1Q/2Q Comments	All appropriate minimum wage adjustments were done prior to July 1. We are constantly monitoring and evaluating club personal and personal duties based on facility usage and membership needs. Labor and facility needs are constantly changing and we will continue to adapt based on the COVID-19 affect and guidelines.		

<b>3Q Comments:</b>	<i>We are currently in compliance with all minimum wage requirements.</i>		
Evaluate existing contractual agreements	Determine of all contractual agreements are in the District's best interest. Complete a budget analysis for each agreement to ensure profitability.	C	
1Q/2Q Comments	We currently have 4 contractual / rental agreements. All agreements are profitable at this time. We will continue to monitor and adjust for 2021 as needed especially with COVID-19 Guidelines. We worked with Athletico to maintain rental agreement during COVID-19 pandemic. Worked with Athletico key staff on a weekly basis coordinating access for them and their clients during all facility closure times.		
<b>3Q Comments:</b>	<i>All Independent Contractor agreements have been evaluated and are in place for 2020.</i>		
Purchase new equipment for functional fitness area and strength zone.	Have equipment arrive by end of Q1.	C	
1Q/2Q Comments	All equipment has been purchased and is receiving great reviews.		
<b>3Q Comments:</b>	<i>All equipment has been purchased and is receiving great reviews.</i>		
Install sports floor and turf on tennis courts 2 and 3.	Work with parks department and install flooring by March 1 <sup>st</sup> .	C	
1Q/2Q Comments	Parks department completed the sports floor and turf in the new area in Mid-March.		
<b>3Q Comments:</b>	<i>Parks department completed the sports floor and turf in the new area in Mid-March.</i>		
Renovate current weight room with new wood floor and doors to create a new mind and body focused studio.	Work with parks department and renovate current free weight to a new group fitness studio. Complete by April 1 <sup>st</sup> .	C	
1Q/2Q Comments	Parks department renovated the old weight room with new wood floor, entry doors, sound system and sound panels.		

<b>3Q Comments:</b>	<i>Parks department renovated the old weight room with new wood floor, entry doors, sound system and sound panels.</i>		
Replace carpet as part of the GIS replacement plan	Complete by end of 3 <sup>rd</sup> qtr.	C	
1Q/2Q Comments	Carpet was replaced in the entire facility during the closure.		
<b>3Q Comments:</b>	<i>Carpet was replaced in the entire facility during the closure.</i>		
Create plan for “Phase Two” implementation	Create design plans and structure for the 2021 budget process.	C	
1Q/2Q Comments	With the COVID-19 closure we were able to complete all major renovations within the facility including the locker rooms. We will evaluate the future outdoor fitness area as we work through the new normal with COVID-19 Guidelines. All interior painting was completed during the closure of the facility to provide a fresh look and clean appearance to the facility. All signage has been updated in the facility and new banners installed prior to reopening the facility.		
<b>3Q Comments:</b>	<i>The Member Locker room renovation has been completed. We are working on the final areas which includes Kids Club, and Community Locker Rooms. With all renovations being completed in 2020 we will continue to monitor the last two items of the tennis court and outdoor fitness area for our membership. 2021 budget will be based on these projects being address in 2022.</i>		

#### **DISTRICT GOAL 4: OPERATIONAL EXCELLENCE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team. Ensure all staff attend training within first 90 days of employment.	C	
1Q/2Q Comments	Currently, all staff are CPR trained. We are currently researching new training methods that will meet COVID-19 guidelines and requirements to train new staff.		



<b>3Q Comments:</b>	<i>Currently all staff are CPR / AED trained.</i>		
Develop fitness retention campaign	Member Services Manager and Fitness Manager to develop a well-defined on boarding program for new members. Completed by end of Q1.	SC	
1Q/2Q Comments	Programs are currently being updated and changed with social distancing and COVID-19 guidelines.		
<b>3Q Comments:</b>	<i>Staff is in process of making an onboarding video for our members to give them a virtual tour of the facility and provide them with weekly demonstrations on new equipment. The demonstrations will be all saved and members will have access to them throughout the year on our online library we will be creating.</i>		
Evaluate how space is utilized at The Club and explore options to create new or modified programs that will draw in new members, rentals and programs.	Create programming or usage plan for all new or renovated space. Complete by end of Q2.	SC	
1Q/2Q Comments	New programs and classes are being evaluated based on occupancy limits and membership participation. We will continue to adjust to the new norm with class offerings and programs.		
<b>3Q Comments:</b>	<i>Currently we are concentrating on adapting current programs to follow all Covid-19 guidelines. As guidelines change and offer more flexibility we will be adding new HIIT Classes, Swimming Classes and Mind and Body Classes for our membership.</i>		

#### **DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Minimize paper files – continue migrating to electronic storage and fully utilize all software.	Give directive to staff to organize files electronically by using scanning system and file organization methods. Reduce facility paper use by 10%.	SC	
1Q/2Q Comments	Staff continues to work with business department on procedures and green initiatives that include scanning documents onto member's accounts.		

<b>3Q Comments:</b>	<i>Staff has been scanning all documents into member's households for quick access of documentation for staff.</i>
---------------------	--

### **DISTRICT GOAL 6: CUSTOMER SERVICE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>	<b>Modification</b>
Ensure website is current and relevant at all times	Use the marketing plan and regular meetings with C&M to update the website every month to reflect most current information, monthly promos and facility announcements.	SC	
1Q/2Q Comments	C&M and Club staff have been constantly updating and changing website based on new information related to COVID-19. Along with adjust marketing plans to help promote the renovation and other key guidelines that separate us from other facilities.		
<b>3Q Comments:</b>	<i>Marketing has been heavily focused on cleaning procedures and equipment layouts that emphasis social distancing. This will continue to be our focus along with all the new amenities in the 4<sup>th</sup> qtr. to help drive traffic to the facility.</i>		
Improve technology in all program areas	Launch MyZone system with the opening of the functional training area. MyZone should be operational by Q2 Explore other technology options including class scheduling for renovated area	C	
1Q/2Q Comments	My Zone is up and running right before we closed for COVID-19 in March. We have begun introducing to members as we reopen our Group fitness classes.		
<b>3Q Comments:</b>	<i>My Zone is fully up and running. Members are using fitness monitoring devices as well as using the App for full class listing and registration.</i>		