

**LAKE BLUFF PARK DISTRICT  
BOARD OF COMMISSIONERS  
MINUTES OF REGULAR COMMITTEE OF THE WHOLE MEETING  
DECEMBER 7, 2015**

The Regular Committee of the Whole Meeting of the Board of Commissioners of the Lake Bluff Park District, Lake County, Illinois, was held at the Lake Bluff Park District Recreation Center, 355 W. Washington Avenue, Lake Bluff, Illinois.

The meeting was called to order at 6:30 p.m. by President Douglass.

The following Commissioners were present when the roll was called: K. Considine, S. Ehrhard, B. Gordon, K. Gronau, K. McKendry, B. Wallace, and President R. Douglass.

Staff members present were Ron Salski, Executive Director; Sarah Bagley, HR Manager; Jim Lakeman, Superintendent of Recreation, Safety and Outreach Services; Ed Heiser, Superintendent of Facility Services; Rob Foster, Superintendent of Golf, Park and Facility Maintenance; Tim Rochford, Fitness & Healthy Lifestyle Manager; Micah Kamin, Facility Maintenance Services Manager; Nathan Heffelman, Golf Greens Manager; Jeff Spillman, Communications & Promotions Manager; Maria Ferretti, Guest Services Manager; Dana Hansen, Preschool & Early Childhood Director; Sandy Burke, Recreation Services Manager; Noah Mach, Park Services Manager; and Marcia Jendreas, Recording Secretary.

Also present were citizens Steve Fitzgerald, Gregg Sledd, Jim Townsend, John Minorini, Joe Hoffman, Niki Walsh, Facilities and Programs Committee Community Representative; and Ann Vanvooren from Lauterbach & Amen LLC.

**Approval of Agenda**

Commissioner Gronau moved, seconded by Commissioner McKendry, to approve the December 7, 2015 Agenda.

**On the roll call, the vote was as follows:**

**AYE:** K. Considine, S. Ehrhard, B. Gordon, K. Gronau, K. McKendry, B. Wallace, R. Douglass

**NAY:** None

**ABSTAIN:** None

**ABSENT:**

**Motion carried.**

**Statement of Visitors – None**

## **Regular Board Meeting of December 7, 2015**

### **DISCUSSION**

#### **Lake Bluff Golf Club – Discussion**

Executive Director Salski explained that the Board is clear that they would like to create an objective to lower the Golf Course loss, which is projected to be \$6 million over the next ten years. He said that Commissioners Gronau and Wallace got together with staff to discuss some possibilities and the Joint Task Force was formed as a result of these discussions. It was felt that if the loss could be reduced by \$150,000 per year, this would be a good starting point.

President Douglass noted that the Board was looking at a three year plan, with the Golf Course remaining open, to see what could be accomplished.

Commissioner Wallace said they backtracked to the year 2012 when the budget was missed. He said that positive action needs to be taken now in the form of reducing expenses and increasing revenue by at least \$150,000 per year.

President Douglass asked for consensus of Commissioners as to whether everyone was in agreement to attempt some type of strategy to move forward to reduce the loss from the Golf Course by \$150,000 per year for the next three years. All Commissioners were in agreement to move forward.

Commissioner Wallace exited the meeting at 6:48 p.m.

Executive Director Salski explained the three possible options: 1. Scale back operations and maintenance; 2. Comprehensive Model – hire management service for operations and maintenance; and 3. Hybrid Model – management service overseeing operations and food and beverage, and Park District doing maintenance.

Commissioner Gronau commented that he was in favor of the Hybrid Model. He said the Golf Course is in good shape, but revenue needs to be increased by \$50,000 to \$100,000.

Commissioner Ehrhard suggested staff trying to raise revenue on their own for the next year and see what happens.

Commissioner Considine said that there are only two viable options, in his opinion, and that is hire a management service to do everything or just oversee operations only. He said there are vastly more resources with a management firm.

Commissioner McKendry suggested possibly lowering usage fees at the Golf Course and competing with the clubs to the north.

President Douglass said that a management company has more resources for generating revenue, and felt that it was critical that the Park District keep control of maintenance.

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Executive Director Salski advised that there are two part-time staff people at the Golf Course now and if they were to possibly do everything in-house, another full time person would need to be hired. He said golf pricing is a complicated issue and takes a lot of time to do. Also, hiring and training a new person could take two years by the time the person is up to speed. It is possible that the part-time Park District employees could be hired by the management firm to stay on. He commented that there is risk and there are no guarantees, but something needs to be done now.

Citizens present exited the meeting at 7:24 p.m.

Niki Walsh exited the meeting at 7:27 p.m.

Executive Director Salski said he would gather thoughts from the discussion tonight and put together a recommendation for presentation at the December 14, 2015 Regular Board Meeting.

Commissioner Wallace returned at 7:30 p.m.

### **2016 Budget – Discussion**

Executive Director Salski explained that the 2016 Budget needs to meet the Strategic Planning Initiatives. He highlighted the following: aggressive revenues, full allocation of three full-time salaries, good planning, innovative approaches, realign revenue expenses, and the golf sub-fund was revised minimally due to past discussions.

Ms. Vanvooren reviewed the fund balances. She noted that the Audit Fund will receive a \$10,000 transfer to balance it, and all other funds are balanced.

Manager Bagley highlighted Human Resource as follows: new health insurance plans with a 4.6% increase, new evaluation system for employees, 3% COLA increase for staff, and consolidation of training.

Manager Spillman explained that new credit card scanners will be needed for the chip system, along with new receipt printers and digital signage pads. Also, the email server needs to be replaced and a computer and marquee sign will be needed for the new pool area.

Superintendent Foster said that there will be less than a 1% increase for parks maintenance. Expenses will include tree care and removal, park amenity upgrades, two new playgrounds, and safety audits. The Capital Fund will include a new one ton pick-up truck and two new Turf-Tiger mowers.

Manager Ferretti said that Guest Services gets extremely busy during registration time. At times, there are two or three staff members at the front desk. She noted that residents like the one-on-one interaction for information about classes and programs.

Superintendent Heiser advised that he is creating a business plan and will provide recommendations for operations. Rental for Jazzercise has been increased and the program is struggling for participation at this time. A partnership might be possible in the future.

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Superintendent Foster stated that the full-time evening maintenance person is now included in the budget and the cleaning service fee has increased by \$5,000.

The Thorguard Lightning System was discussed and Superintendent Foster said that cost could be shared by the Baseball Association and possibly the middle school.

Superintendent Lakeman said that staff analyzes programs after every season. He said they are constantly trying new ways to increase revenues.

Director Hansen spoke about the preschool and enrichment programs and said prices will be adjusted accordingly.

Superintendent Lakeman advised that Elite Camp will now be offered in two-week sessions.

Manager Burke explained that restructuring of the Elite Camp will be done day-to-day so that kids can have a longer time at each sport and tournament play will also be added. She said they will also try to work with the schools on an “after-school sports program”. In addition, more variety of programs will be offered such as singing, acting, babysitting and higher-skilled gymnastics, plus more programs on the weekends.

Superintendent Lakeman stated that they try to avoid program cancellations and analyze each program that has low registration. They are also trying to avoid too many similar programs.

President Douglass called for a break at 8:51 p.m. He called the meeting back to order at 8:57 p.m.

Superintendent Heiser said that Fitness exceeded the 2015 budget by \$100,000 and the 2016 budget will increase by 110% because of new Director salary, fitness instructor salaries, and expansion of Group X schedule. He said membership fees will be increased by 3%.

Manager Rochford highlighted future plans for Fitness as follows: membership growth, Group X expansion, increase personal training program, provide orientation for all teenagers and constantly strive to provide a healthy lifestyle within the community. He said he created a new membership matrix which gives a lot more flexibility and is expanding the active adult classes with a program called “Silver Fit”.

Superintendent Heiser said that Pickleball will be moved to Blair Park.

Manager Moran stated that Artesian Park is being upgraded and hopefully the teams that left will come back. He said there is no change in paddle fees for now, but he will provide a recommendation in the summer. Almost \$40,000 has been raised for the “4<sup>th</sup> Court”.

Superintendent Lakeman said they are discussing membership and daily rates and are working on a creative marketing program. The daily fee increase for residents will be from \$8 to \$10 and non-residents will increase from \$13 to \$15. They are also looking into providing special hours for residents.

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**VERBAL COMMUNICATIONS**

Executive Director Salski said the next Regular Board Meeting will take place on December 14, 2015 and further 2016 Budget discussion will continue after regular business. He noted that the 2016 Budget is based on no tax levy increase.

**ADJOURNMENT**

There being no further business, motion was made by Commissioner Ehrhard, seconded by Commissioner McKendry, to adjourn the meeting at 9:59 p.m. The motion carried by unanimous voice vote.