

Staffing Analysis of the Elmhurst Park District

ELMHURST, ILLINOIS



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1. INTRODUCTION AND EXECUTIVE SUMMARY

This chapter provides an introduction and an executive summary of the Staffing Analysis of the Elmhurst Park District. This chapter identifies the information and approach used in this study, and presents key findings, conclusions and recommendations.

1. INTRODUCTION

The Matrix Consulting Group was retained by the Elmhurst Park District to conduct a staffing analysis of all departments in the District. The scope of the study, as defined by the proposal, included the following:

- Cost / benefit analysis of restructuring or combining the six departments within the District in various ways, to consolidate communication and operations, establish an effective span of control, and optimize the efficient delivery of services.
- Analysis of workflows to eliminate redundancies, establish clear lines of communication, and maximize efficiency.
- Assessment of staffing needs and the appropriate level of staffing required to meet the District's operational requirements, including the creation/elimination of positions, rearrangement of hierarchies, and determination of appropriate supervisor/staff ratios.

This report provides the results of the analysis of the Elmhurst Park District.

The following section provides examples of the positive aspects of the work practices employed by the Elmhurst Park District.

2. SUMMARY OF RECOMMENDATIONS

The following table summarizes the primary improvement opportunities identified by the Matrix Consulting Group in the Staffing Analysis of the Elmhurst Park District.

The chapters within this report should be read for a detailed discussion and analysis of each recommendation.

Rec. No.	Recommendation
Chapter 2 – Organizational Structure and Span of Control	
1	The project team has made recommendations in this report that result in organizational transfers that alter current spans of control, however the project team makes no recommendations that are specifically designed to adjust these spans of control, as these are appropriate and conform to best practices.
2	When making future staffing and organizational changes, the District should be mindful of spans of control and attempt to limit establishing additional positions with narrow spans of control. Where feasible wider spans should be implemented.
Chapter 3 – Marketing and Communication	
3	The Marketing and Communications Department should distribute a comprehensive branding and style guide covering District communications. Annual training should be provided to all staff that routinely develop print materials.
4	The District should adopt a policy outlining the types of documents and materials that will be principally developed by the Marketing and Communications staff and which will be developed by other Departmental staff. This is critical to clarify roles and expectations and to enable Marketing and Communications to develop an annual work program.
5	The District should implement a quarterly meeting convened by the Marketing and Communication Department to work with other Departments on establishing key marketing programs and to establish work plans for the Marketing and Communication Department for the next six to nine months on a rolling basis.
6	The project team recommends that the full-time marketing specialist position be converted to two part-time positions to provide greater flexibility for the Director in acquiring staff with the specialized technical knowledge needed to support the Department's work program.
Chapter 4 – Information Technology	
7	The District should allocate an additional part-time position, at an estimated annual cost of \$25,000, to Information Technology if it desires to increase the level of help desk support provided to the organization.
8	The IT Department should develop an annual work program for the GIS position outlining key areas of focus in the coming year, including data management, layer development, and analytical approaches to support District operations. This plan should be developed in cooperation with all District Departments to establish highest priority needs.
9	If after development of the annual work program, the work plan does not support or require a full-time position to support the needs of the District, the GIS function should be staffed either with a part-time or contractual position, at an estimated annual cost of \$25,000, and the full-time IT Support Specialist position converted to a help-desk position.

Chapter 5 – Finance and Human Resources	
10	The Director should develop and implement a comprehensive cross-training program for Department staff to ensure that all critical financial functions have at least two individuals capable of performing them.
11	The District should expand the use of electronic payments to vendors.
12	The District should develop an updated cost recovery policy establishing cost recovery targets for each major functional area.
13	Once adopted, the District should establish fees at levels in accordance with the cost of providing services.
14	Fees should be reviewed and updated no less than once every three to five years for most functional areas, with an annual review for Courts Plus fees.
15	The Department should ensure that adequate resources are allocated to conducting a routine program of internal control and cash handling audits throughout the organization.
16	The financial staff at Courts Plus should have a dual reporting relationship to both the Courts Plus Financial Operations Supervisor (for daily work oversight) and the Finance Director (for direction on technical approaches to work and financial transaction processing).
17	Create separate departments for both Finance and Human Resources, with separate directors over each. At the midpoint, this will result in an increase in salary of the Human Resources and Risk Manager of \$16,187 annually. Adding a 35% fringe benefits rate results in a net overall increase of \$21,852.
18	The Human Resources Division should develop and distribute an employee survey (an example of which is provided in the exhibit on the following pages), and distribute the survey to all current employees of the District. Results of future surveys should be compared to historical data to determine the strengths and potential improvement opportunities that could result in the District being perceived as an employer of choice among qualified applicants.
19	The District should make certain additions to its policy and procedures manual in order to make it even more comprehensive in its coverage of important topics.
20	Identify critical employees who are nearing retirement age and begin the transfer of knowledge and skills through hiring employees at lower levels to work with these individuals.
Chapter 6 – Parks and Facilities	
21	The Parks and Facilities Department should procure and install a computerized maintenance management system. The CMMS should be used to analyze workload accomplishment, to report performance against pre-established levels of service, and to schedule the work of staff. The Department should first investigate the feasibility of utilizing the CMMS currently in use in the Facilities and Grounds Division of Enterprise Services. However, if this system is inadequate for use in the Parks and Facilities Department, it is recommended that the Department issue a Request for Proposals to determine the cost of an adequate system. The cost of such a system is estimated to be less than \$30,000.

22	Allocate the responsibility for parks maintenance along geographic lines rather than according to the size of the park.
23	Alter the schedules of the Parks Specialists to provide a lower level of coverage on weekend days during late fall and winter months, and to provide a greater capacity for the Parks Maintenance Supervisor to perform tree services which require two employees to perform.
24	The Facilities Division should explore options for expanding its service provision to Enterprise Services in order to fill some of its excess capacity. Should this option prove to be infeasible, the Division should share three of its facilities maintenance personnel with the Parks Division during growing season, eliminating the positions as attrition occurs, and replacing the positions with part time staff.
25	The Facilities Division should purge its parts room of unneeded and obsolete parts used for electrical and plumbing parts. The Division should then enhance the accounting for purchased parts by recording each part purchased and disbursed from inventory, conducting a periodic physical count and reconciling these counts against its automated system as well as that of the District's Finance Department.
26	The District should issue a Request for Proposal for custodial services for the 11 buildings at which it currently performs these services with internal District staff. The potential cost savings are estimated to be between \$112,000 and \$153,000 annually.
27	Develop a Tree Master Plan, including a tree inventory.
28	The Parks and Facilities Department should transfer the crew members engaged in athletic field maintenance from the Facilities Division to the Parks Division.
29	Add a parks maintenance crew, comprised of a Parks/Facilities Specialist II and three part time parks maintenance workers. This crew should be available for all parks maintenance activities at the direction of the Parks Division Manager, but the crew should have a particular orientation toward tree maintenance in the parks. The salary for the full time Parks/Facilities Specialist II, at the starting rate of the pay scale, is \$33,600. Adding fringe benefits of 35% of salary, this equates to a total compensation of approximately \$45,360. The three part time maintenance workers would be non-benefitted employees at an assumed hourly rate of \$8.25 for 1,000 hours. This cost is anticipated to be approximately \$24,750, making the total cost of this recommendation approximately \$70,110.
Chapter 7 – Recreation	
30	The Aquatics Program should be realigned as a program division in the Recreation Department with the pool maintenance operation being retained in the Department of Parks and Facilities.
31	The Hub program operation should be realigned as a program division in the Recreation Department with the facility maintenance operation being retained in the Department of Parks and Facilities.
32	Adopt the proposed organizational structure of the Department of Recreation creating two new program divisions, incorporating the Aquatics and Hub programs and realigning existing programs and services in appropriate divisions.

33	Create two Division Manager – Recreation Services level positions reporting to the Director of Recreation position and being responsible for the implementation of assigned recreation programs and services. The salary for the two full time positions of at the starting rate on the pay scale is \$56,912. With the addition of fringe benefits at 35% of salary, the total cost of each position is \$76,831 resulting in a total cost for this recommendation approximately \$153,662.
34	Establish an in-house task force process to study and develop alternatives and strategies to ensure increased participation from currently underserved groups in the community.
35	The Recreation Department should take the lead in developing a coordinated and joint effort between Courts Plus and the Department to establish a program plan and guidelines for offering recreation programs.
36	Work with the Departments of Parks and Facilities and Information Technology to develop a facility improvement plan for Wagner Community Center and other recreation program venues to increase the effectiveness of program operations and ensure the health and safety of program participants and staff.
37	Establish a process to create greater opportunities for participant and resident input in recreation programs to increase the overall effectiveness of and support for departmental programs and services.
Chapter 8 – Enterprise Services	
38	The highest priority should be given to the completion of the business plan for Enterprise Services. This plan should have both a short-term (next year or two) and a longer-term (three to five year horizon) focus with a defined service portfolio and marketing approach to support both.
39	Enterprise Services should incorporate ongoing member feedback into the provision of services and modify service delivery, pricing and services offered based upon this feedback.
40	Enterprise Services, and the District in general, should attempt to eliminate (or limit) the number of employees who are scheduled to work fewer than six hours per week.
41	Enterprise Services should implement an annual customer satisfaction and market evaluation to gather the data and input necessary to fully develop a comprehensive business plan, services portfolio and marketing approach.
42	The position of Division Manager – Programming should be reinstated. In the short-term this position should also have functional responsibility for one on the programming areas to minimize the cost impact of the position. Longer-term this position could be stand alone with no programmatic responsibilities but focused solely on coordination and program development. The estimated cost impacts of the two options are \$27,849 and \$105,595 respectively.
43	A training program should be developed and implemented by the Membership Services Manager to increase the focus and consistency of staff in discussing and selling membership services.
Chapter 9 – Golf Course	
Rec. No.	Recommendation

44	The District and the Village of Villa Park should invest in the timely replacement of the Golf Course's maintenance equipment. The project team estimates that if the District and the Village each invest \$40,000 over the next five years, the equipment at the Course would be fully replaced and would allow for fewer labor hours expended in equipment repair, and more labor hours expended in grounds maintenance.
45	The District should determine the role of golf in its longer-term inventory of recreational services. If golf is determined to be a valuable piece of the overall recreational offerings of the District, the project team recommends that it make routine, annual, capital investments in the Course, and concurrently expand its appeal to new golfers, while retaining the loyalty of current golfers.
46	The District should organizationally transfer the Golf Course to Enterprise Services until such time that a change in policy is made regarding its future role in the overall set of recreational services provided by the District. The current placement of the Golf Course under the Executive Director is not optimal, and detracts from the Director's focus on other critical District services.

2. ORGANIZATIONAL STRUCTURE AND SPAN OF CONTROL

The evaluation and analysis of an organization's "span of control" can be useful as one tool in evaluating the effectiveness and efficiency with which it is using one of its most important, and often most costly, resource – namely supervisory and managerial personnel. Changes in organizational structure and process changes, can only transform an organization so far – to achieve truly transformational changes in how services are delivered, there are three critical components to service delivery. These are summarized as follows: (1) the overall organizational structure must be appropriate and suited to the services provided; (2) services provided must be performed in an efficient and effective manner; and (3) the level of supervision must be appropriate to monitor and deliver services, but not overly heavy to the point at which managerial and supervisory resources are overused or not fully implemented.

In conducting an evaluation of the span of control for the Elmhurst Park District, the following efforts were undertaken:

- Managerial and supervisory structures were reviewed;
- The ratio of supervisors to employees was calculated for major departments; and
- Comparisons were made to other comparable span of control studies and recognized benchmarks.

It should be noted that there is no "one right" span of control for all organizations, or position level. The span of control varies based upon many factors including: level of the supervisory position, type of positions supervised, policies and procedures

(standard methods of work) in place within the organization; and level of training and skill of individual supervisors.

1. OTHER SPAN OF CONTROL STUDIES.

In the last decade or two, several comprehensive studies of municipal and county organizations across the nation provide some contextual basis for use in comparing the Elmhurst Park District organization. The studies and their overall span of control findings are summarized in the points below:

- **Kansas City, KS (2002):** Found the average span of control was 4.6.
- **King County, WA (1994):** Identified an average span of control of 5.6.
- **Palo Alto, CA (2004):** Determined average span of control to be 5.9.
- **Portland, OR (1994):** Calculated an average span of control of 6.5.
- **Seattle, WA (1996):** Calculated the average span of control at 5.9.
- **Tacoma, WA (2005):** Found the average span of control was 5.4.

For the areas reviewed in the Elmhurst Park District, the average overall span of control was calculated as 5.2. This is at the low end of the range seen in these other studies, and below the recommended ranges most progressive entities with highly developed managerial systems and supervisory training programs are currently targeting. It is also important to note that these studies were done on large and complex agencies and the Elmhurst Park District is a much smaller organization.

While the methodologies varied slightly in some of these studies, overall the spans of control were calculated as the numbers of direct reports to managerial or supervisory employees. In all of these studies, the spans of control varied significantly by individual supervisor and by department – often ranging from a low of 1 or 2 direct

reports to more than 15 at the top end. The one variable in the calculations was how specific entities treated “lead” or “working” supervisory positions. Generally, they are included in the calculation of span of control only for instances in which the supervisory responsibilities are significant components of their duties. In cases for which the supervisory duties are *de minimis*, the positions are excluded from all calculations. Also, seasonal employees were generally excluded from span of control calculations unless they represented a significant number of employees that worked for an extended portion of the year.

2. SPAN OF CONTROL FOR THE ELMHURST PARK DISTRICT.

The project team calculated the spans of control for the areas under evaluation in the Elmhurst Park District by department. The following table summarizes the organizational spans of control for the Elmhurst Park District for key managerial personnel for each department.

Position	Span of Control
Administration	
Executive Director	8.5
Marketing and Communications	
Director	2
Information Technology	
Director	2
Finance and Human Resources	
Director	2
Division Manager – Finance	2
Division Manager – Human Resources & Risk Management	2
Parks and Facilities	
Director	5
Division Manager – Parks	6
Chief Horticulturist	2
Parks Maintenance Supervisor/Arborist	2
Division Manager – Facilities	10
Facilities Maintenance Supervisor	4
Recreation	
Director	8
Registration Office Manager	3
Enterprise Services	
Director	7

Position	Span of Control
Division Manager – Membership Services	3
Division Manager – Facilities and Grounds	3
Golf Course	
Division Manager	2
Course Superintendent	5-7
Clubhouse Supervisor	22-27
Average	5.2

An analysis of the table above indicates that there are several positions that exhibit spans of control that are either above or below the typical levels. These include the following.

- There are several departments and divisions that have one supervisor for two staff members (Marketing and Communications, Information Technology, Finance, Human Resources and Risk Management, Horticulturist, Arborist), however, these are small, specialized units which require a supervisor, and cannot be feasibly consolidated with another function.
- The Division Manager of Facilities has a span of control of ten (10), however the project team has made recommendations elsewhere in this report to restructure the provision of facilities maintenance services. The span of control, at ten positions, is not considered unusual for this type of service, as there is a great degree of similarity of function, and the services are provided in a relatively small geographic area. However, depending upon the recommended alternatives chosen by the District, this could be reduced to as few as seven positions.
- The Golf Course Clubhouse Supervisor has a span of control of 22 to 27 employees, however many of these are part time workers (Cook, Bartender, Starters, Golf Camp Counselors, etc.) and are either performing a single function in a very limited geographical space, or are at the golf facility for only a short time period for a specific function that requires some oversight but within a very limited timeframe.
- The Executive Director has a span of control of 8.5, which is somewhat higher than the norm, however this has some validity, and is discussed further, below.

There is no specific ratio that defines the optimal span of control for a manager. Rather, the appropriate ratio is dependent upon multiple factors, including the following.

- The degree to which subordinates are geographically dispersed. If direct reports are performing their work in a widely dispersed area, this creates difficulties in overseeing operations due not only to the wide area, which must be covered, but also to the logistical difficulties of coordinating face-to-face updates.

- Similarity of tasks. The Executive Director oversees functions that are manageable both in depth and breadth. These include financial functions, human resources, information technology, marketing, recreational activities, maintenance and business enterprise services. The project team has made recommendations to separate human resources from the financial functions, but has also recommended the consolidation of Golf services with those of Enterprise Services, which retains the current span of control of 8.5.
- Number of other tasks. The Executive Director is the “face” of the organization, and as such has many different constituencies. This includes not only the internal departmental employees who oversee operations of the District, but also residents, the District Board, Village managers and leaders, external committees, and even trade organizations.
- Capabilities of direct reports. Spans of control are also dependent upon the capabilities of the employees reporting to the manager. In the case of the Elmhurst Park District, the project team’s assessment is that direct reports are largely capable and have relatively great levels of experience. This would tend to allow for a relatively larger span of control for the Executive Director.

The Executive Director’s span of control of 8.5 does not violate any of the above criteria, and is well within the span of control of many managers in municipal government organizations in which there is a more diverse set of functions. The project team has recommended certain organizational changes that result in no net change in the span of control of the Executive Director, and recommends that the current span of control of 8.5 direct reports be maintained.

Recommendation: The project team has made recommendations in this report that result in organizational transfers that alter current spans of control, however the project team makes no recommendations that are specifically designed to adjust these spans of control, as these are appropriate and conform to best practices.

Recommendation: When making future staffing and organizational changes, the District should be mindful of spans of control and attempt to limit establishing additional positions with narrow spans of control. Where feasible wider spans should be implemented.

3. MARKETING AND COMMUNICATIONS

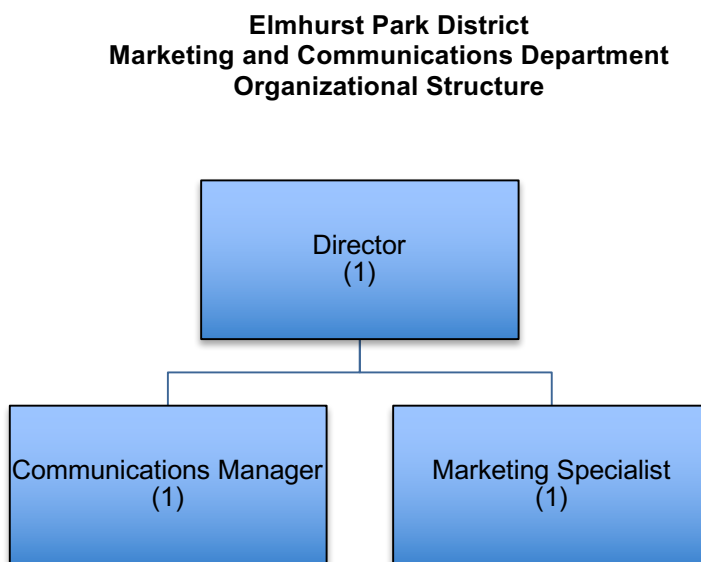
This chapter provides an analysis of the organizational structure, staffing, operations and programs and services of the Elmhurst Park District Department of Marketing and Communications. This chapter analyzes the services provided by the Department, and make recommendations that change current practices, and expand upon the many positive aspects of the Department and the efforts of its staff.

1. THE DEPARTMENT OF MARKETING AND COMMUNICATIONS IS A CORE INTERNAL SERVICE FUNCTION PROVIDING VARIOUS SUPPORT FUNCTIONS.

The Marketing and Communications Department reports to the Executive Director, with the responsibility to provide strategic guidance, planning and creative ideas and marketing plans for the District, its facilities, programs and events. The Department produces the quarterly program guide, news releases, email communications, social media and written communication materials. The Department is responsible to edit District publications, enhance community outreach, manage public relations and publicity, recruit and coordinate the use of volunteers, provide a resource for the People for Elmhurst Parks Foundation and generate revenues through advertising and sponsorships.

This Department works cooperatively and in collaboration with all other departments of the District to ensure that a consistent brand, message and approach to communications and public documents are presented to the public to represent the District.

At the time of the fieldwork, the department was structured as shown in the following organizational chart.



There were three full-time staff allocated to providing services in the Marketing and Communications Department.

2. THE DEPARTMENT SHOULD UPDATE THE EPD BRANDING AND STYLE GUIDELINES AND PROVIDE TRAINING TO ALL DISTRICT STAFF ON ITS USE.

The District has developed, over the years, a high standard for public communication pieces that are distributed by the District such as the strategic plan, the course catalog, etc. This level exceeds what is seen in many other comparable sized park agencies. This has been accomplished by having dedicated internal staff to develop the documents and ensure a consistent look, feel and approach to printed materials. However, not all materials that are developed can be routed through or handled by the Marketing and Communications staff – it simply is not feasible to staff this Department at a level that would enable this.

To ensure that the District maintains a consistent look and feel to all documents and materials that are distributed by the District, the Marketing and Communications staff should update the publish a comprehensive branding and style guide for the District. This guide would cover use of the logo, major style guidelines (font, formatting, etc.), and provide other guidance to staff on how to develop materials for publication and distribution.

After development, the Marketing and Communications staff should provide training for all District staff that routinely develops flyers, public information pieces, catalogs or course registration materials, etc. This training should be required for all staff that is anticipated to be involved in the development of these types of materials. An annual refresher or overview training should be provided each year to ensure continued understanding and consistency and to update staff on any changes that may be made to the style guide.

Recommendation: The Marketing and Communications Department should distribute a comprehensive branding and style guide covering District communications. Annual training should be provided to all staff that routinely develops print materials.

3. THE DEPARTMENT SHOULD DEVELOP A POLICY ON WHICH MATERIALS ARE HANDLED BY MARKETING STAFF AND WHICH ARE HANDLED BY OTHER DISTRICT STAFF.

While it is acknowledged that not all materials developed by the District will be developed directly by Marketing and Communications staff, policy direction should be established on which materials will be handled by this Department and which will be handled directly by other EPD Departments. This is important for several reasons including:

- **Work Planning:** The Marketing and Communications Department needs to be aware of what work will be allocated to them in order to develop an annual work program and to ensure that adequate staff resources are available at the appropriate times to handle these items. This also ensures that other departments are clear on which documents or materials they will have responsibility for producing directly.
- **Expectation Management:** There was some confusion among units about what types of materials should be handled by Marketing and Communications and which should be handled directly. Establishing a formal policy will ensure that all parties have a common understanding of the role for Marketing and Communications and their role in developing materials. Whenever feasible, even documents developed directly by Departments should be sent through the Marketing and Communications staff for a quick review to ensure consistency with the branding and style guide.

While this policy need not be extensive, nor should it be difficult to develop and draft, it is critical to addressing an identified issue regarding role clarity that was heard throughout the organization.

Recommendation: The District should adopt a policy outlining the types of documents and materials that will be principally developed by the Marketing and Communications staff and which will be developed by other Departmental staff. This is critical to clarify roles and expectations and to enable Marketing and Communications to develop an annual work program.

4. THE ROLE OF THE MARKETING AND COMMUNICATIONS DEPARTMENT IN SETTING STRATEGIC VISION SHOULD BE CLARIFIED.

During the project, an issue was identified regarding the role that the Marketing and Communications Department should play in contributing to the establishment of the strategic direction for the organization – specifically related to the operation of Courts Plus. This was raised as the staff of the Marketing and Communications Department have considerable experience and expertise related to the establishment of marketing programs and approaches to further and support the operational goals of the District.

At a minimum, the District must clarify the role that is expected of the Marketing and Communications staff related to providing input and setting direction for key

marketing programs for various District programs and services – including those established by Courts Plus. Courts Plus is slightly different than other programs in that it is operated as an enterprise fund and is entirely self-sufficient, which typically means that the Director of this function should have greater latitude, flexibility, and higher accountability for performance. However, the District should ensure that all resources, wherever located, are utilized to maximize the potential for success and the development of the most effective approaches and marketing programs for all programs and services provided by the District.

One approach recommended by the project team is for the District to implement a quarterly marketing meeting convened by the Director of Marketing and Communications with all other Directors attending. The focus of this meeting should be on identifying key efforts and programs that will be implemented over the next six month time-horizon and provide an opportunity for Marketing and Communications staff to provide input and suggestions for the Directors. Additionally, these quarterly meetings can be utilized to establish the work priorities for the Marketing and Communications staff over the next six to nine months on a rolling basis to ensure they are focused on the highest value efforts for the District. This will ensure that this staff has a good understanding of the types of support needed by operating departments in the coming months and eliminate the problems encountered with unscheduled requests for assistance. This input can vary from general input and suggestions to more detailed development of full marketing approaches and program development approaches.

For a District its size, the EPD has allocated significant resources to support its Marketing and Communications program and should fully leverage the expertise

available within the staff to support other Departments and Divisions. This quarterly meeting is also the ideal forum for on-going discussion and dialogue regarding which materials will be handled by the Marketing Department and which will be handed directly by the operating Departments.

Recommendation: The District should implement a quarterly meeting convened by the Marketing and Communications Department to work with other Departments on establishing key marketing programs and to establish work plans for the Marketing and Communications Department for the next six to nine months on a rolling basis.

5. THE STAFFING ALLOCATION SHOULD BE MODIFIED FOR THE MARKETING AND COMMUNICATIONS DEPARTMENT.

As previously noted, the EPD has allocated three staff to the Marketing and Communications Department. Given the size of the overall organization, this is a significant investment of resources and demonstrates the value placed on these services. Many organizations of this size have chosen to utilize either more contractual work or to have a less robust (and often less professional) marketing and communications approach.

Even with this allocation, the skill sets needed to handle all the functions and duties allocated to the Marketing and Communications Department are difficult to achieve in three individuals. For this reason, the project team recommends (and concurs with the approach planned by the Director of Marketing and Communications) the District consider replacing one of the full-time positions with two part-time positions. This provides greater flexibility in acquiring staff with the specific skills needed to handle the duties assigned to this area. For example, the duties allocated to the Marketing Specialist vary widely and often require skill-sets that are not always found in a single position. Utilizing two part-time positions would enable the Department to hire staff with

specialized skills (such as web content management, volunteer program administration, document editing and design, etc.). This provides greater flexibility in the ability to allocate work across staff without increasing the total full-time equivalent headcount. This approach may require the development of new position descriptions for the new positions, but will likely result in a small cost savings for the District since benefit costs for the full-time position would be not required for the part-time positions but the annual salary expenditure is expected to be the same under both approaches.

Recommendation: The project team recommends that the full-time marketing specialist position be converted to two part-time positions to provide greater flexibility for the Director in acquiring staff with the specialized technical knowledge needed to support the Department's work program. It is expected that the annual salary costs will be the same under the proposal as currently exists; however, the District will save benefit costs associated with the reduction of one full time position.

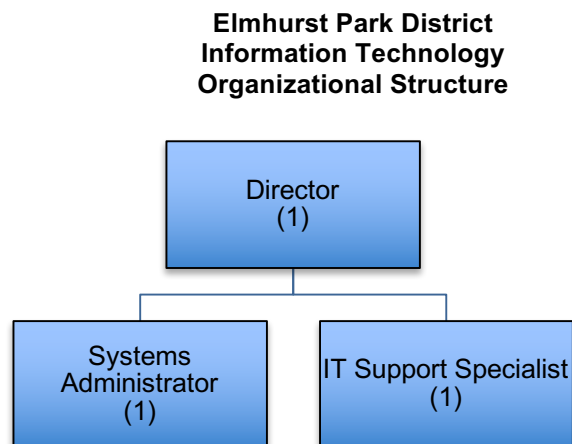
4. INFORMATION TECHNOLOGY

This chapter provides an analysis of the organizational structure, staffing, operations and programs and services of the Elmhurst Park District Department of Information Technology. This chapter analyzes the services provided by the Department, and make recommendations that change current practices, and expand upon the many positive aspects of the Department and the efforts of its staff.

1. THE DEPARTMENT OF INFORMATION TECHNOLOGY IS RESPONSIBLE FOR THE DISTRICTS VARIED INFORMATION TECHNOLOGY SERVICES AND IS STAFFED WITH THREE POSITIONS.

The Information Technology Department reports to the Executive Director and is responsible for handling all technology needs for the Elmhurst Park District including technology infrastructure and maintenance, wi-fi spots throughout District facilities (public and private), security systems, telephone systems (voice over internet protocol based), GIS services, and select limited operating support on PCs. The IT Department is responsible for providing all end user node access including ongoing maintenance and support.

The Department is staffed as shown in the following organizational chart:



The Department has three full-time positions: Director, Systems Administrator, and IT Support Specialist. Additionally, it maintains several contracts for technical services necessary to support the operation of the District's information technology systems and networks.

2. FOR AN OPERATION OF ITS SIZE, THE DEPARTMENT HAS IMPLEMENTED A COMPREHENSIVE AND EFFECTIVE SET OF POLICIES, PROCEDURES OPERATIONAL PRACTICES, AND SUPPORT SYSTEM.

The Information Technology Department has established a comprehensive set of policies and procedures to ensure availability, up-time, and effective operations of the District's technology and networks. This includes the presence of the following:

- A multi-year technology plan has been developed and adopted that outlines the technology needs of all departments and plans for major technology investments.
- Comprehensive security standards have been developed, adopted and implemented to ensure the integrity of the District's networks and technology. This includes a comprehensive disaster recovery plan.
- The District has implemented a PC refreshment program that provides for a complete refreshment approximately every three to five years.
- The Department has adopted an approach to software upgrades that generally maintains a consistent deployment of software across all departments and ensures all staff are using similar programs and versions of software. All PCs are locked to prevent installation of unauthorized software.
- The Department has implemented comprehensive backup procedures to ensure business continuity in the event of a disaster with no to limited loss of data.

The one area where the Information Technology Department does not appear to fully meet the needs (or desired service level support for operating Departments) relates to an IT help-desk support function. This support is provided, on a time available basis based upon priority of the need, principally by the Director and Systems Administrator. The IT Support Specialist does not provide much in the way of support in this area as

the skill set of this position is focused on GIS development and support. This is perhaps the major deficiency noted in the operational practices and staffing allocations for the Information Technology Department (and the one that user departments most frequently noted as one where a higher level of support was desired).

The total staff allocation to the Information Technology Department at three positions is typical of what would be seen in other comparably sized organizations. The help desk function can be addressed through several approaches including the following:

- Addition of a new full-time position for help-desk support. This approach would dedicate a full-time resource to providing help desk assistance to the organization. The cost of this position is estimated to be in the \$45,000 to \$55,000 range depending on allocated duties and the skill-set acquired.
- Addition of a new part-time position for help-desk support. This approach would provide 20 hours of help-desk support to the organization. While not fully removing these duties from other staff in the IT Department it would provide significant relief to the organization. The cost of this approach is estimated to be between \$20,000 and \$25,000 annually with no benefits.
- Modification of the existing IT Support Specialist position to incorporate both help-desk and GIS duties. This approach is likely the preferable approach as it requires no additional staff. However, it is also the most difficult approach to implement as it requires having one individual with expertise in both GIS and help-desk technical skills. Since the position is currently filled, it would require retraining the position with the technical knowledge to provide help-desk support function. If the position were vacant, this would be an easier approach to implement as the District could seek from the marketplace an individual with both skill sets.

Given the existing staffing allocation, the project team would recommend that if the District overall desires an increase in the level of help-desk support available to operating departments and staff, that a part-time position be allocated specifically to provide help desk support 20 hours per week.

Recommendation: The District should allocate an additional part-time position, at an estimated annual cost of \$25,000, to Information Technology if it desires to increase the level of help desk support provided to the organization.

3. THE DISTRICT SHOULD DEVELOP A MORE DEFINED PROGRAM FOR GIS SERVICES.

The District has allocated a full-time position for the provision of GIS services to the organization. This allocation is reasonable in order to provide GIS services for the District; however, GIS services have not been well defined or incorporated into the daily work activities of the organization. The GIS position should be tasked with developing an annual work program that outlines the activities that will be performed, the data and layers that will be developed, and, in conjunction with each Department, develop a plan for establishing maps and data analysis to support their operations.

The true value of GIS is in developing approaches to utilize available data in making business decisions regarding services provided, service levels and alternatives based upon historical data. At the present time this level of support to the organization is underutilized. The establishment of an annual GIS work plan will identify the needs of the organization from GIS, the timeframe for developing and implementing these services, and quantify the workload associated with the position. This will ensure that the GIS function provides value to the organization and available data is incorporated into operations on a routine basis and utilized for evaluating service delivery or making decisions regarding future service delivery or program delivery alternatives.

If after the development of the annual plan, the workload does not represent a full-time position, the District can consider alternative approaches to handling GIS such as converting this to a part-time position or contracting for services. If either of these approaches is pursued, this would enable the District to reallocate the full-time position

to a full-time help desk support position. The cost associated with this change would likely be cost neutral but it would provide a different mix of full-time positions within the Information Technology Department.

Recommendation: The IT Department should develop an annual work program for the GIS position outlining key areas of focus in the coming year, including data management, layer development, and analytical approaches to support District operations. This plan should be developed in cooperation with all District Departments to establish highest priority needs.

Recommendation: If after development of the annual work program, the work plan does not support or require a full-time position to support the needs of the District, the GIS function should be staffed either with a part-time or contractual position and the full-time IT Support Specialist position converted to a help-desk position.

5. FINANCE AND HUMAN RESOURCES

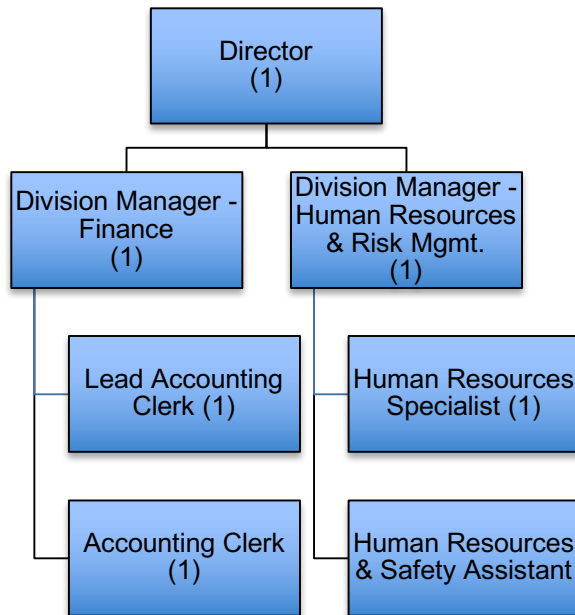
This chapter provides an analysis of the organizational structure, staffing, operations and programs and services of the Elmhurst Park District Department of Finance and Human Resources. This chapter analyzes the services provided by the Department, and make recommendations that change current practices, and expand upon the many positive aspects of the Department and the efforts of its staff.

1. THE DEPARTMENT OF FINANCE AND HUMAN RESOURCES OVERSEES ALL FINANCIAL AND HUMAN RESOURCES OPERATIONS OF THE DISTRICT.

The Finance and Human Resources Department reports to the Executive Director and is responsible for overall financial and human resources functions of the Elmhurst Park District. It is comprised of two divisions – Finance and Human Resources & Risk Management. For the Finance Division, duties include handling all budgeting, accounting, financial transactions and associated duties. For the Human Resources Division, duties include support to the organization for hiring, benefits administration, training, risk management and compliance, employee relations and assisting supervisors and managers with handling personnel issues.

The Department is organized and staffed with seven positions – one Director, three positions dedicated to financial operations, and three positions dedicated to human resources related functions. The current organizational structure and position allocations are shown in the following organizational chart.

**Elmhurst Park District
Finance and Human Resources Department
Organizational Structure**



2. THE DEPARTMENT SHOULD IMPLEMENT A MORE EXTENSIVE CROSS-TRAINING PROGRAM FOR FINANCIAL STAFF.

Given the small size of the financial staff, it is critical that all staff be able to cover the duties of all staff whenever needed. The absence of even one individual can have an impact on timely completion of financial duties. As a precaution and to ensure continuity of operations, the Director should develop a plan to ensure that all core financial duties can be performed, as needed, by more than one individual in the organization. This cross-training program can be implemented over time and is designed to strengthen the ability of the operation to function in the absence of a single individual – but it not a critical shortcoming of the Department – it is a preventative measure to better position the Department for the future.

Recommendation: The Director should develop and implement a comprehensive cross-training program for Department staff to ensure that all critical financial functions have at least two individuals capable of performing them.

3. ELECTRONIC PAYMENTS SHOULD BE EXPANDED.

Within the limits of the existing financial system, the District should seek to expand their use of electronic payments to vendors. Similar to direct-deposit for employees, the use of electronic payments to vendors reduces workload associated with payments by reducing the number of paper checks that must be printed, processed by hand, and mailed. Progressive organizations have been implementing electronic payments increasingly over the last decade, and many have made it the preferred method of payment for their vendors.

Recommendation: The District should expand the use of electronic payments to vendors.

4. FINANCE STAFF SHOULD OVERSEE A COST OF RECOVERY EVALUATION AT LEAST EVERY THREE YEARS.

The Director should develop and propose for adoption by the District a comprehensive cost recovery policy that outlines, for each functional area, the targeted level of cost-recovery to be achieved (i.e. – 100 percent for Courts Plus, 80% for recreation programs, etc.). This policy should be reviewed by and concurred with by all Departments and adopted by the Board. Once adopted, this policy should be utilized for the establishment of individual fees for each service provided to ensure that the cost-recovery targets can be achieved.

Fees charged for services should be reviewed and modified no less than once every three to five years for most programs (i.e. – recreation programs). Fees associated with services provided at Courts Plus should be reviewed annually due to

the competitive nature of the services provided there and the need to be more responsive to market forces. Each individual fee does not have to be 100% cost recovery – as there will be some programs where the District desires to provide a service at a fee below what it costs to provide due to market reasons, to ensure programs for special constituent groups are available, or other competitive reasons. However, overall, the fees should be designed to meet the cost-recovery target for each functional area.

Depending on the availability of staff time, and the level of review desired, the fee evaluation can be conducted in-house by Finance staff, or contracted out to a third-party. External studies of this nature to establish fees based upon a cost-recovery policy and model typically would run about \$15,000 to \$25,000 to conduct and would only need to be done once every three to five years – with annually modifications made by District staff as warranted.

Recommendation: The District should develop an updated cost recovery policy establishing cost recovery targets for each major functional area.

Recommendation: Once adopted, the District should establish fees at levels in accordance with the cost of providing services.

Recommendation: Fees should be reviewed and updated no less than once every three to five years for most functional areas, with an annual review for Courts Plus fees.

5. FINANCE STAFF SHOULD ENHANCE THE INTERNAL CONTROL AUDITS CONDUCTED.

While the Finance Department has historically conducted internal control audits and reviews (such as cash handling audits), these have not been done as frequently or timely in the recent year due to staffing limitations. The Department should develop an annual work program that includes the establishment of how many and what types of

internal control and cash audits will be performed each year. It is critical, since payments are accepted at multiple locations, to have a regular program of audits to ensure payments and cash are being handled in accordance with established procedures and to identify any deviations or potential issues related to this area. While nothing in the field-work gave rise to a concern of any improprieties or specific problems in this area, a routine internal control and cash handling audit program is a best practice and is a critical practice to identify early any potential problems that may arise.

Recommendation: The Department should ensure that adequate resources are allocated to conducting a routine program of internal control and cash handling audits throughout the organization.

6. FINANCIAL STAFF AT COURTS PLUS SHOULD HAVE A JOINT REPORTING RELATIONSHIP TO FINANCE AND COURTS PLUS.

The most difficult issue reviewed by the project team relating to the financial operations is the relationship between the Finance Department and the staff at Courts Plus handling financial duties. While Courts Plus operates as an enterprise fund, and therefore should generally be given wider latitude in how they staff and manage operations (since they are accountable for performance and achievement of cost recovery targets), the financial operations at Courts Plus relies on several part-time staff and the use of extensive excel spreadsheets outside of the main financial system.

After review and analysis, it is the project team's recommendation that the District should implement a modified staffing approach that places greater oversight and management responsibility on the Finance staff rather than Courts Plus Management. To this end, the project team recommends that at a minimum the financial staff at Courts Plus should have a dual reporting relationship to both the Courts Plus Financial Operations Supervisor and the Finance Director. The Courts Plus Financial Operations

Supervisor would be responsible for on-site oversight and administration of these staff; however, they would report to the Finance Director regarding financial policies, financial practices and approaches to managing financial transactions.

There appears to be an extensive duplication of effort with the processes utilized by the financial staff at Courts Plus with the utilization of several excel spreadsheets to manage the financial operations. The project team believes that with oversight by Finance, these processes can be streamlined and more extensive use can be made of the core financial system for handling work activities and duties to eliminate duplicate data management and systems. These staff would still be allocated, for purposes of budget and cost recovery, to the Courts Plus budget but would take more direct daily oversight from Finance. While the current approach is to staff the financial function with several part-time positions at Courts Plus, with oversight by Finance, the project team would encourage the District to be open to replacing these part-time positions with one full-time position with more professional financial training, skills and abilities.

Recommendation: The financial staff at Courts Plus should have a dual reporting relationship to both the Courts Plus Director (for daily work oversight) and the Finance Director (for direction on technical approaches to work and financial transaction processing).

7. THE HUMAN RESOURCES FUNCTION SHOULD BE SEPARATED FROM THE FINANCIAL FUNCTIONS OF THE ORGANIZATION.

The Human Resources Division of the Finance and Human Resources Department is comprised of three employees who provide recruitment and hiring support, workers compensation, training, risk management, classification and compensation administration, performance appraisal support and administration, as well as special programs and other functions.

The Human Resources function is currently grouped organizationally with the financial functions of the District, which include budgeting, accounting, accounts payable and receivable, procurement, contract oversight and other related functions. Although for payroll and benefits purposes the two functions of Human Resources and Finance do interact and are dependent upon the other, there are few other similarities of functions. The primary objectives of Human Resources and Risk Management organizations are to attract, recruit, hire, train and retain a qualified workforce, as well as to mitigate the risk of the organization. The primary objectives of Finance organizations are to oversee the development and administration of the budget, to contain costs, manage cash flow, issue and manage debt and to ensure that proper financial controls are exercised throughout the organization. And although the objectives of these two organizations are not mutually exclusive, neither are they related to a degree that provides organizational benefits by their consolidation within a single organizational unit.

The training, experience and backgrounds of financial and human resources professionals are also dissimilar. This fact leads to difficulties in placing the two functions under a single Department Manager, as it is unusual for an individual to possess the requisite knowledge and experience in both disciplines. This may further result in one of the disciplines being under-represented to the upper management of the overall organization.

The project team recommends that the District separate the functions of Human Resources and Finance, with both functions being managed by separate directors. This

separation recognizes the different roles and responsibilities that each plays in the District, and will provide a greater degree of oversight over both functions.

Recommendation: Create separate departments for both Finance and Human Resources, with separate directors over each. At the midpoint, this will result in an increase in salary of the Human Resources and Risk Manager of \$16,187 annually. Adding a 35% fringe benefits rate results in a net overall increase of \$21,852.

8. THE DISTRICT, THROUGH THE HUMAN RESOURCES DIVISION, SHOULD CONDUCT BI-ANNUAL EMPLOYEE SATISFACTION SURVEYS.

There are a number of reasons why the Human Resources Department should conduct employee satisfaction surveys on a regular, ongoing basis. These include the following:

- It produces useful, quantifiable information about issues of concern.
- It identifies areas in which the District is doing well. Understanding where the District is doing well in terms of performance and employee satisfaction can be almost as valuable as knowing where it needs to make changes. It identifies strengths the District can build upon and offers opportunity for giving praise where deserved, and it frees attention to focus on the most critical areas of concern.
- It can help the District become an employer of choice. What the District's current employees value most about their work place—and where they think it could improve - are most likely the same issues of interest to potential employees. By sharpening the District's focus on these issues, it can be more competitive in what may eventually be a tightening labor market.
- It improves communication and trust.
- It enables the District to measure change over time. Ongoing surveying allows the District to quantifiably measure the impact of new strategic initiatives and programs on employees' perceptions and attitudes.
- The District can use it to float proposed changes. An employee opinion survey can include questions on possible changes in work place policy. It can suggest ways to effectively prepare the organization for changes and then roll them out.
- It offers a 'reality check'. Looking at the District's performance in a vacuum can be misleading. Using data for comparative purposes provides a context within

which to interpret the District's results. What may appear at first to be a poor outcome may look better when compared to how other organizations do on the same items.

Employee satisfaction surveys are steps that the Human Resources Department can take in the short-term to address work/life balance. In the next six to twelve months, however, comprehensive assessments of work/life balance should be conducted leading to recommendations for the consideration of the District Board.

Recommendation: The Human Resources Division should develop and distribute an employee survey (an example of which is provided in the exhibit on the following pages), and distribute the survey to all current employees of the District. Results of future surveys should be compared to historical data to determine the strengths and potential improvement opportunities that could result in the District being perceived as an employer of choice among qualified applicants.

Exhibit
Employee Opinion Survey

Supervisory Status					
Non-Supervisor					
Team/Crew Leader					
Supervisor					
Manager					
Executive					
Gender					
Male					
Female					
Please indicate the length of your employment with the District:					
Question/Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The people I work with cooperate to get the job done					
I am given a real opportunity to improve my skills in the organization					
My work gives me a personal feeling of accomplishment					
I like the kind of work I do					
I have trust and confidence in my supervisor					
My immediate supervisor is doing a good job					

Recruitment, Development and Retention

Question/Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our workforce has the job-relevant knowledge and skills to accomplish our goals					
My work unit is able to recruit people with the right skills					
I know how my work relates to the organization's goals and priorities					
The work I do is important					
Physical conditions (e.g., noise levels, temperature, lighting, cleanliness) allow employees to perform their jobs well					
Supervisors and team leaders in my work unit support employee development					
My talents and skills are used well in my unit					
My training needs are assessed regularly					

Performance Culture

Question/Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Promotions in my unit are based on merit					
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve					
Creativity and innovation are rewarded					
In my most recent performance appraisal, I understood what I had to do to be rated at a higher performance level					
In my work unit, differences in performance are recognized in a meaningful way					
Pay raises depend on how well employees perform their jobs					
My performance appraisal is a fair reflection of my performance					
Discussions with my supervisor or team leader about my performance are worthwhile					
Managers, supervisors and team leaders work well with employees with different backgrounds					
My supervisor supports my need to balance work and family issues					

Leadership

Question/Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have a high degree of respect for my District's leadership					
The District's leaders generate high levels of motivation and commitment in the workforce					
Managers review and evaluate the District's progress toward meeting its goals and objectives					
Employees are protected from health and safety hazards on the job					
Employees have a feeling of personal empowerment with respect to work processes					
My workload is reasonable					
Managers communicate the goals and priorities of the District					
District leadership has prepared employees for potential security threats					

Job Satisfaction

Question/Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied
How satisfied are you with the information you receive from management on what's going on the District?					
How satisfied are you with your involvement in decisions that affect your work?					
How satisfied are you with your opportunity to get a better job within the District organization?					
How satisfied are you with the recognition you receive for doing a good job?					
How satisfied are you with the policies and practices of your District's leaders?					
How satisfied are you with the training you receive for your job?					
Considering everything, how satisfied are you with your job?					
Considering everything, how satisfied are you with your pay?					

9. THE HUMAN RESOURCES DIVISION SHOULD MAKE CERTAIN ADDITIONS TO THE DISTRICT'S POLICIES AND PROCEDURES.

The project team has reviewed the District's Employee Policy Manual and has determined that it is largely comprehensive in its depth and breadth of coverage of important topics. There are, however, some topics that the project team recommends that the District include, and these are provided in the points below.

- A description of the District's performance appraisal system and process. This should cover the elements included in the appraisal, the objectives of the appraisal, the responsibilities of supervisors and managers in the appraisal process, and the timing of appraisals.
- Time and Shift Swapping. The District's current Manual does address flexible scheduling, and this policy is comprehensive. However, this policy relates only to the flexibility of an individual worker to alter his or her schedule based on personal needs. The District should consider adding a policy, or expanding the current flexible scheduling policy to state its policy on multiple employees swapping shifts. There are relatively few employees who work on shifts other than the primary day shift, however there are several, and the District should address these by defining under what conditions the District allows shift swapping, how it can benefit the worker and the District, the process for notifying supervisors of the need to swap shifts, and the consequences for abusing the shift swapping policy.
- Use of seat belts when driving on District business. The use of seat belts is a matter of state law, however the District should explicitly state the benefits to the employee by using seat belts, and the consequences for failing to utilize them on District business.
- Lending and borrowing money. Many employers elect to not address this topic, leaving this to the discretion of the employees themselves. The project team offers this for inclusion to the District only as a point of consideration. However, the District should consider the development and inclusion of a policy regarding lending money to employees, as well as the provision of pay advances.
- Definition of employment status. The District's policies and procedures should define regular, probationary, and temporary employment status.
- Definition of exempt and non-exempt status. It is recommended that the District include a definition of exempt and non-exempt employment status as outlined by the Fair Labor Standards Act.

- Advertisement and announcement of position vacancies. The project team recommends that the District include a statement regarding its policy toward providing its employees with the opportunity for advancement, and that when job vacancies occur, they are posted by the Human Resources Division. The policy should state the locations where job announcements will be posted, and the length of time that they will be posted, along with the filing deadline for all interested internal applicants.
- Maintenance of current and accurate job descriptions. The District should state its policy regarding the maintenance of current and accurate job descriptions that reflect the essential requirements of each job, the skills needed, and the educational requirements for each as well. The policy should also state how often each job description will be reviewed, and that each will be reviewed following a material change in job content.

As stated above, the current policy and procedures manual is relatively complete, and the additions recommended above will result in an even more comprehensive manual.

Recommendation: The District should make certain additions to its policy and procedures manual in order to make it even more comprehensive in its coverage of important topics.

10. THE DISTRICT SHOULD BEGIN SUCCESSION PLANNING IN ORDER TO ENSURE AN EFFECTIVE TRANSFER OF KNOWLEDGE AND THAT FUTURE LEADERS OF THE ORGANIZATION ARE IDENTIFIED AND PROPERLY TRAINED.

The aging of the workforce is an issue that will confront many organizations, both public and private, over the next several years. It is one that has been examined thoroughly in many academic papers, and the project team will not revisit those here. However, the issue will present itself to the Elmhurst Park District over the next several years, and it should begin planning for this now.

The District could choose to simply fill vacated positions as they occur over the next several years, however, the project team suggests that it approach the inevitable

loss of employees with a well-considered plan for succession. The elements of this plan should incorporate several components, which include the following:

- **Consider what services are needed in the coming years.** As vacancies occur, the District should critically examine whether the functions performed by the previous employee are necessary as currently designed, or whether there are unmet needs in the District that could be filled through job re-design. The tendency in many agencies is to simply fill vacancies as they occur, and thereby continue to perform services in the same manner as had been done for many years prior. However, this hiring model effectively designs the job around the person, when in actuality, the skills of the prospective employee should be designed to fit the requirements of the job.
- **Consider the hiring of new employees for critical positions earlier than may have been forecast.** Certain positions in the District may feasibly be filled without regard for true succession planning. However, each department should take stock of those positions that require a critical skill transfer, and consider hiring new employees in order to capitalize on the fact that older employees are still present and available for this critical function. Job knowledge as well as institutional knowledge may be transferred under much less stressful conditions when they are phased in over a longer period of time.
- **Identify and train the District leaders of the future.** Potential leaders in an organization typically can be identified relatively quickly, however there are dimensions of leadership that are only partly innate. Others must be cultivated and groomed, and there are many leadership-training courses available to refine these skills and qualities in future leaders.
- **Institute programs and processes that ensure that the District is able to recruit talented employees when they are needed.** Not all vacancies will occur as planned. However, the District can ensure that it can recruit talented employees of the highest level by instituting effective practices, and by providing employees with the tools, training and technology that contribute to success.

The economic and financial climates over the past several years, and to a certain extent even currently, make it more difficult to add staff to ensure a transition and knowledge transfer to the next generation of District employees. And, in fact, although there are specific employees who are of an age, and in all likelihood, currently considering retirement, the average age of the workforce is such that the issue of mass retirements is still at least a few years away. One option is to assume that economic

conditions will improve significantly, which will allow the hiring of selected staff members in key positions, affording them the advantage of working alongside employees who can transfer their knowledge over a longer-term period.

The project team recognizes the dilemma of restrictive economic conditions, and potential retirements on an increasing scale. However, the project team also recognizes the benefits of retaining critical knowledge and skills in the workforce, and recommends that the District begin identifying those employees who fit this category, and selectively hiring staff at lower levels to ensure that this transfer occurs.

Recommendation: Identify critical employees who are nearing retirement age and begin the transfer of knowledge and skills through hiring employees at lower levels to work with these individuals.

6. DEPARTMENT OF PARKS AND FACILITIES

This chapter provides an analysis of the organizational structure, staffing, operations and programs and services of the Elmhurst Park District Department of Parks and Facilities. This chapter will critically analyze the services provided by the Department, and make recommendations that change current practices, and expand upon the many positive aspects of the Department and the efforts of its staff.

1. THE DEPARTMENT OF PARKS AND FACILITIES OFFERS A WIDE VARIETY OF SERVICES.

The Department of Parks and Facilities, as the largest single department in the District, provides a wide variety of services, including tree care, trash removal and litter collection, turf care, athletic field manicure and maintenance, snow removal, landscaping, irrigation system maintenance, facilities maintenance and repair, pool and playground maintenance, and other related services.

The Department of Parks and Facilities segments its budget along functional lines, with the Parks Division allocated a 2014 budget of \$1,573,798, which represents a 0.6% increase over the prior year, and with the Facilities Division allocated a 2014 budget of \$2,598,620, a 15.1% increase over the prior year. Most of the increase in the Facilities budget is due to the transfer in of the Hub operations.

The table on the following pages provides an overview of the services provided by the Parks and Facilities Department.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Administration	<ul style="list-style-type: none"> • The Administrative Section of the Department provides guidance to the overall operation of the Parks and Facilities Department. • The Section prepares and administers the budget for the Department. • The Section oversees the planning, design, construction and renovation of new parks and equipment.
Parks	<ul style="list-style-type: none"> • The Division mows, trims, removes weeds, and collects trash in the District's parks. • There are 28 parks, 18 playgrounds, 12 picnic areas and 5.5 miles of walkways and trails. • Areas of responsibility cover 470 acres, of which approximately 370 are developed, with about 100 acres being left native, or natural. • Parks are mowed once weekly during growing season.
Facilities	<ul style="list-style-type: none"> • The Division is responsible for the maintenance and repair of District facilities, 34 soccer fields, 32 ball fields, fourteen playgrounds, two outdoor pools, and site amenities. This does not include those under Enterprise Fund jurisdiction.
Landscape Architecture	<ul style="list-style-type: none"> • Designs and/or bids out playground replacement and enhancement projects on annual basis • Manages the tree memorial program, in which there are 873 trees with memorial plaques.
Horticulture	<ul style="list-style-type: none"> • Performs 6 to 8 floral shows annually • Greenhouse volunteers give approximately 1,000 hours annually • Garden volunteers give about 100 hours annually • Prairie volunteers give approximately 555 hours annually

(1) There Are Many Positive Aspects of the Parks and Facilities Department Operations and Services.

The project team conducted interviews with key program staff members in the Department, and compared its programs and services to “best practices” in the parks and facilities maintenance and management agencies throughout the country. The results of these activities identified significant positive features of the Parks and Facilities Department summarized by:

- The Department staff members have several Certified Parks Inspectors, and is well qualified to ensure the safety and operability of parks and playground equipment.

- The Department makes excellent use of part time and seasonal staff, and the use of these staff coincides with the growing season, during which more staff are needed.
- The Department has documented many policies and procedures, such as Integrated Pest Management, herbicide application, key control, inspections of skate parks, development of a five-year plan, and others.
- The Department makes good use of checklists to ensure parks maintenance quality standards are applied to all District parks.

These positive aspects of the Department provide a basis for the improving and fine-tuning an organization that is already performing at a high level.

The following sections provide an analysis of improvement opportunities in the Department of Parks and Facilities.

2. THE PARKS AND FACILITIES DEPARTMENT SHOULD UTILIZE A COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM TO CAPTURE AND REPORT THE WORK ACCOMPLISHED BY STAFF.

Although it is clear that the staff in the Parks and Facilities Department are accomplishing the tasks for which they are responsible, these tasks are not recorded in a way, which facilitates the analysis of costs and productivity. Tasks are generally provided to staff in morning meetings, or are accomplished on routine cycles, and manually recorded but not summarized electronically.

During the course of the study, the analysis of work and productivity was inhibited by the lack of data relating to the types of tasks that were occurring, the amounts of time expended in their accomplishment, and the materials and equipment used. Again, it is clear that the work is being accomplished, but without information on costs and productivity, the Department is failing to facilitate the analysis of many important facets of operations, including the following.

- Areas in which Department staff excel or are in need of training. Clearly, the Department should accentuate the areas in which staff are relatively proficient, but it should also identify those areas in which particular staff may be consistently expending excessive amounts of time.
- The feasibility of outsourcing specific tasks. There may be a tendency at times to assume that costs are minimized by performing all work activities with internal crews. However, contractors can play a vital role in supplementing the internal workforce by performing work in a more efficient manner due to a greater level of expertise and experience, or by providing specialized tools and equipment. The lack of data inhibits a sound analysis of the events for which outsourcing may be most financially feasible.
- The locations of work. The accumulation of significant amounts of workload data can help in identifying trends in the performance of work in specific areas of the parks that are consuming inordinate amount of time. This may reflect a need for re-engineering work methods, but also may reflect the need for capital improvements in the parks to reduce unnecessary and repetitive work.

In addition to facilitating analysis, the presence of a computerized maintenance management system (CMMS) should also be a critical piece in the development of a preventive maintenance program for facilities maintenance. The Facilities Division should identify each piece of major maintenance equipment such as chillers, air handlers, electrical systems, etc., and enter these into the CMMS along with the frequencies with which they should be preventively maintained. The CMMS should be used to generate preventive maintenance work orders on a routine cycle, with different activities scheduled on a monthly, quarterly, bi-annual or annual basis.

The CMMS should also be used to inform District managers on the activities it is accomplishing, as well as the costs of these activities. As such, the CMMS should be a vital piece of a performance reporting system that generates reports on the degree to which the Department is achieving success against pre-established performance measures. Therefore, the CMMS can be used both as a scheduling and a performance reporting tool. For example, the Parks and Facilities Department should use the CMMS

to develop schedules, and report accomplishment of scheduled work in the following suggested format:

Sample Annual Work Program for the Parks and Facilities Department

Work Activity	Labor Days		Amount of Work		Total Cost		Productivity	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
HVAC Preventive Maintenance	12	13	6 systems	6 systems	\$2,950	\$3,200	2 systems per day on bi-annual basis	2 systems per day
Parks Mowing	120	118	240 acres	240 acres	\$24,000	\$23,220	0.6 acres per hour, using 42" mower	0.7 acres per hour

The table provided above is for illustrative purposes only. The figures are not based on actual costs or productivity in the Elmhurst Park District. The work activities shown are at a higher level than should be developed by the Parks and Facilities Department. For example, "Parks Mowing" should be segmented by park and should reflect the type of mowing equipment used, as it is unreasonable to expect the same level of productivity by staff members using a 24" walk-behind mower as compared to the productivity of a staff member utilizing a 42" riding mower.

Each of the divisions within the Parks and Facilities Department should begin the accumulation of the major work activities performed and should begin to categorize these to facilitate analysis. The project team has provided a sample of these work activities for the Parks Division below. This sample is not intended to be a full listing of the activities performed by the Division, but rather is provided in order to facilitate the

process of determining the types of activities that the Division should be developing, and at what level of detail.

Exhibit of Maintenance Activities for the Parks Division

Work Inventory

4002.100 Parks

Code	Activity Description	Unit of Work	Unit of Inventory
.111	Tree pruning	Hours	Trees
.112	Trash removal	Hours	Trash receptacles
.113	Mowing	Hours	Acres mowed

Although the Department does record some information on daily assignment sheets, the data are no being summarized in a way that is helpful in determining the work that is being accomplished, the service levels that should be provided, or the areas of strength and improvement needs of the staff.

Recommendation: The Parks and Facilities Department should procure and install a computerized maintenance management system. The CMMS should be used to analyze workload accomplishment, to report performance against pre-established levels of service, and to schedule the work of staff. The Department should first investigate the feasibility of utilizing the CMMS currently in use in the Facilities and Grounds Division of Enterprise Services. However, if this system is inadequate for use in the Parks and Facilities Department, it is recommended that the Department issue a Request for Proposals to determine the cost of an adequate system. The cost of such a system is estimated to be less than \$30,000.

3. THE PARKS CREWS SHOULD ASSIGN RESPONSIBILITY FOR THE MAINTENANCE OF PARKS ALONG GEOGRAPHIC LINES RATHER THAN THE SIZE OF PARKS.

Currently, the Parks Maintenance Section of the Parks Division assigns the responsibility for maintenance of parks according to the size of the park rather than their particular geographic locations in the District. The acreage at the parks designated as “large” parks comprises approximately 70% or more of the total mowable space, and the crew assigned to the maintenance of these parks consists of a Parks Specialist II

and four seasonal workers. The “small” parks are maintained by a crew consisting of a Parks Specialist II and two seasonal workers. Therefore, about 30% of the mowable parks acreage is maintained with about 37% of the total staff, which is appropriate given the relatively greater travel and set up time required to maintain these parks.

The acreage of large and small parks is spread across the District. Therefore, as crews complete the maintenance of a “small” park and travel to the next-closest “small” park, the distance is, on average, longer than that which would be required if the crew were traveling to the next closest park irrespective of its size. Further, the crew assigned to the maintenance of a “large” park may be in close proximity of the park to which the “small” park maintenance crew is traveling.

The project team recommends that the Parks Maintenance Section redesign the allocation of maintenance responsibilities so that all parks in a specific area of the District are maintained by a single crew. The equipment and tools required for the maintenance of small parks is little different from those of larger parks, and therefore the logistics associated with travel are not materially different for either size of park. Travel times would be minimized by segmenting the responsibilities for maintenance along geographic lines rather than by size of the park, and therefore more productive hours could be spent maintaining parks.

Recommendation: Allocate the responsibility for parks maintenance along geographic lines rather than according to the size of the park.

4. THE PARKS MAINTENANCE SECTION SHOULD ALTER SCHEDULES TO PROVIDE A GREATER LEVEL OF TREE SERVICE.

The District’s Parks Maintenance Supervisor, who serves as the Arborist, is maintaining trees in the parks as time is available, and as a Parks Specialist I is

available to assist when the scissor lift is needed. These Parks Specialist I's are performing multiple duties during the week, and also provide coverage in the parks on the weekends to empty trash and to perform certain other tasks in the parks that do not require multiple crew members to accomplish.

The schedules of the Parks Specialist I are designed so that both are on duty three days each week, and one is on duty each weekend day. During the three week days on which both are on duty, one of the Parks Specialist I's mows, trims weeds, blows sidewalks and may assist the Parks Maintenance Supervisor in other duties. On the weekend day and on Monday the employee empties trash barrels. The other Parks Specialist I empties trash barrels in parks during the week as well as the weekend.

During late fall and winter months, when park visitation declines, the trash barrels are not filled to capacity, and could be emptied on only one weekend day. Altering the schedule in this way would allow the Division to place both Parks Specialist I's on duty on Mondays, during which one of these employees could assist the Parks Maintenance Supervisor in cutting, pruning, trimming and removing trees from the parks. The suggested schedule is provided in the table below.

Employee	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Parks Specialist		X	X	X	X	X	
Parks Specialist			X	X	X	X	X

As the suggested schedule shows, only one Parks Specialist I would provide coverage on one of the weekend days during late fall and winter, which is sufficient given the relatively lower volume of trash generated at the parks on the weekends. One potential variation on this altered schedule is to provide coverage on half-days each weekend day, with the other half-day split between the two Parks Specialist I's on Monday, thereby providing coverage for tree service in the parks for a combined full day

on Mondays. There may be other variations, however the main objective is to minimize coverage in the parks during periods of slower activity, and to maximize coverage for functions with greater utility to the Division during other periods.

Recommendation: Alter the schedules of the Parks Specialist I's to provide a lower level of coverage on weekend days during late fall and winter months, and to provide a greater capacity for the Parks Maintenance Supervisor to perform tree services which require two employees to perform.

5. THE PROVISION OF FACILITIES MAINTENANCE SERVICES IN THE DISTRICT SHOULD BE RESTRUCTURED.

Facility maintenance and repair services in the District are performed within both the Enterprise Services Department, which are mostly provided under contracted service agreements, and the Facilities Division of the Parks and Facilities Department. The services provided in the latter Division are provided by five District employees, including an Electrician, a Plumber, a Carpenter and two Facilities Specialists II. These five employees are responsible for the maintenance and repair of 11 facilities comprising a total of 67,890 square feet, as the table below shows.

Facility	Area (sq. ft.)
The Abbey	5,000
Administrative Office	8,000
Admin. Office Warehouse	3,300
The Depot & Safety Town	1,500
The Hub	3,500
Wagner Community Center	32,000
Wilder Admin. Building	5,543
Butterfield Park Rec. Bldg.	1,947
Crestview Park Rec. Bldg.	2,700
Eldridge Park Rec. Bldg.	2,600
Wilder Park Rec. Bldg.	1,800
Total	67,890

The Facilities Division staff do not record the hours of labor expended on any particular maintenance or repair event, and it was therefore not possible to analyze time expenditures to determine the productivity of the staff. In absence of actual labor data,

however, the Matrix Consulting Group utilizes metrics both from observations made in well-managed and highly functioning municipal facilities organizations, as well as those issued by the International Facilities Management Association (IFMA) in a survey that determined that the average area maintained by facilities maintenance workers (excluding custodial services) is about 47,000 square feet¹. With 67,890 square feet of maintainable space in the District's inventory of non-Enterprise Fund facilities, the five employees engaged in facilities maintenance and repair are responsible for an average of only 13,578 square feet per employee, or about 29% of the benchmark metric.

The relatively small area for which each facilities maintenance employee is responsible indicates that there is excess capacity in the Division to perform services. This opens the possibility of either cost savings from eliminating positions, or to provide some of the repair and maintenance currently being performed contractually in the Enterprise Services Department. The philosophy of Enterprise Services is to provide a high level of maintenance and repair, primarily at the Courts Plus facility, on a short turnaround time, as the clientele at Courts Plus have paid membership fees, and expect a very high level of service in return for these fees. The Division Manager - Facilities and Grounds in Enterprise Services reports that contractors understand the need for rapid response to service calls, and deliver these services when called. This rapid response may not always be provided by the Facilities Division, which has its own set of responsibilities. However, as has been shown above, the Facilities Division has excess capacity and should be able to provide a relatively quick response to all District facilities.

¹ IFMA, "Operations and Maintenance Benchmark Survey", 2005. This survey of over 650 members indicated that the average rentable area per trades maintenance worker was approximately 47,000 square feet.

The relatively large amount of excess capacity in the Facilities Division presents certain issues and alternatives. Depending upon one's perspective, the District should either be receiving a higher level of service than is currently the case, or it is over-spending for the level of service it is providing. The alternatives for addressing this issue include the following:

- The Facilities Division can provide certain facilities services to Enterprise Services under a service level agreement (SLA) that can be designed to guarantee services at specified costs and in a specified response time. SLAs are used by many municipal facilities management organizations to ensure that both the customer and the service provider understand expectations and meet regularly to review actual performance under the agreements.
- The Facilities Division can share some personnel who are currently providing facilities maintenance services with other divisions in the organization. The project team has, in a separate section of the report, made a recommendation to hire part time staff to provide a greater level of parks maintenance. The District may elect to utilize certain facilities maintenance staff in the provision of these services.
- The Facilities Division can eliminate certain facilities maintenance positions. The project team's assessment indicates that if facilities services are to continue to be provided by contractors in Enterprise Services, the Facilities Division requires only two of the five positions currently providing these services in General Fund buildings. Assuming that workers are paid at the midpoint of their applicable ranges, the elimination of the three lowest paid workers would result in a cost savings of \$193,784, including salaries and benefits calculated at 35% of salaries.

The project team recommends that the Facilities Division, first, begin to critically analyze the services it is providing, and the productivity with which these services are provided. This should be accomplished through the capture of data on the services provided by staff, and the labor and materials that are used in the provision of these services. This step should be taken irrespective of the alternatives for service provision going forward. Beyond this recommended action, however, the Facilities Maintenance Division needs to either expand the production of current staff, or reduce the costs

associated with providing facilities-related services. The project team recommends that the Division explore the feasibility of entering into a service level agreement with Enterprise Services for the provision of certain services at Courts Plus, Wilder Mansion and the Sugar Creek Golf Course. Interviews in the District indicate that this may not be feasible for various reasons, however it is strongly recommended that this alternative be revisited and explored to a greater degree than has been the case in the past. However, should this alternative be rejected, the project team recommends that three employees be shared with the Parks Division during the growing season. As attrition occurs, the employees should be replaced with part time staff.

Recommendation: The Facilities Division should explore options for expanding its service provision to Enterprise Services in order to fill some of its excess capacity. Should this option prove to be infeasible, the Division should share three of its facilities maintenance personnel with the Parks Division during growing season, eliminating the positions as attrition occurs, and replacing the positions with part time staff.

6. THE FACILITIES DIVISION SHOULD ENHANCE THE MANAGEMENT OF ITS PARTS ROOM.

During on site observations at the Facilities complex on N. West Avenue, the project team noted that the parts room containing plumbing and electrical supplies is disorganized. Further, the room may be accessible to more than only the Plumber and Electrician, as there have reportedly been keys provided over the years to multiple individuals.

The failure to re-key the room to restrict access introduces the potential that unauthorized individuals could gain access to the room. Additionally, however, the District is failing to account for the use and storage of the parts it purchases.

As parts are purchased for inventory, they should be entered into an automated system that records their purchase, the amount paid, the date, and the location at which the part is placed, such as a bin number in the parts room. Additionally, each parts line item should be assigned a part number, with this number being the primary sort field for the parts inventory. As parts are used, they should be noted on the work order as well as in the automated system. The automated system should be used to periodically compare the recorded numbers of parts in the parts room to the physical inventory on the shelves in order to ensure that the parts are properly accounted for.

The first step in this process should be to purge the parts room of unneeded or obsolete parts. The room is currently over-filled with parts that are in no particular order, with the location of a needed part dependent upon the knowledge of either the Electrician or Plumber as to where the part may have been placed last. The next step should be to place parts in bins labeled with parts numbers and descriptions, and to count these parts and enter the counts into an automated system. The Division does not currently have an automated system, however even the entry into an electronic spreadsheet would improve accountability until such time that a more robust system may be installed.

The project team has no indication that parts are being purchased or used inappropriately. However, the Facilities Division should greatly enhance the order in the parts room, and enhance the accountability for the use of parts that are purchased with District funds. The Finance Department should also play a part in this process by conducting a reconciliation of the parts purchased and disbursed from inventory, and comparing this to the physical inventory counts made by the Facilities Division.

Recommendation: The Facilities Division should purge its parts room of unneeded and obsolete parts used for electrical and plumbing parts. The Division should then enhance the accounting for purchased parts by recording each part purchased and disbursed from inventory, conducting a periodic physical count and reconciling these counts against its automated system as well as that of the District's Finance Department.

7. THERE ARE COST-SAVING OPPORTUNITIES IN THE PROVISION OF CUSTODIAL SERVICES.

Custodial services are provided in the Parks and Facilities Department by five Facilities Specialists I. These employees provide services such as cleaning restrooms and floors, small repairs, opening and closing of buildings, furniture and equipment set up for events, some painting, and other related services to ensure that facilities are clean and presented well to patrons of the parks. The coverage of custodial services by the five employees are shown in the table below.

Position	Hours of Coverage	Days of Coverage	Area of Responsibility
Facilities Specialist I	6:00 am – 2:30 pm	Mon-Fri	Wagner Facilities
Facilities Specialist I	12:30 pm – 9:00 pm	Tue-Sat	Wagner Facilities
Facilities Specialist I	3:00 pm – 11:30 pm	Wed-Sun	Bathrooms after sporting events. Based in shop during winter months
Facilities Specialist I	3:00 pm – 11:30 pm	Mon-Fri	Shop, Pre-school buildings
Facilities Specialist I	6:30 am - 3:00 pm	Mon-Fri	Bathrooms at parks Wagner Facilities fill-in

The Facilities Specialist I's are responsible for the custodial care of the same facilities and space as were shown in the previous section as being maintained by the Electrician, Plumber, Carpenter and the two Facilities Specialists II. To recapitulate, these are 11 buildings comprised of 67,890 square feet of maintainable space.

The five Facilities Specialists I are in Grade 1 of the District's classification and compensation plan, with the midpoint of the pay range in this Grade being \$42,690 and the maximum pay being \$51,285. Assuming a fringe benefits rate of 35% of direct salaries, the total compensation of these five positions, therefore, is between \$288,158

and \$346,174. Given that these employees are responsible for the custodial care of 67,890 square feet of space, the cost of this service is between \$4.24 and \$5.10 per square foot of space. With the addition of supervisory and managerial supervision, the total cost is likely between \$4.50 and \$5.25 per square foot of space.

The current cost of custodial services is significantly above norms in the project team's experience, which indicate that the District should be somewhat below a figure of \$2.00 per square foot of maintainable space. The District should re-evaluate its approach to the provision of custodial services and issue a Request for Proposals to determine the potential for cost savings, which may be significant. The project team recognizes that some functions performed by the Facilities Specialist I's are not necessarily precise equivalents to those that would be performed by a contracted custodial service provider, however if the District retained even a single Facilities Specialist I to perform some of the duties now performed by these employees that are not considered "custodial" by contractors (e.g., painting, event set up, etc.), the effective cost of services is still between \$3.65 and \$4.25 per square foot, including indirect supervisory and managerial costs. The savings that could accrue to the District could approximate \$112,000 and \$153,000 annually if the District could obtain a cost of \$2.00 per square foot of space for custodial services through a contract service provider.

The Facilities and Grounds Division of Enterprise Services contracts out much of its custodial service needs, however the Division has also noted a need for a greater level of custodial services at the Wilder Mansion. The District should consolidate the services included in any Request for Proposal for custodial services to obtain the lowest possible unit cost from a contractor. To the extent that contracted custodial services are

provided to Enterprise Services facilities and to General Fund-supported facilities, the cost of the contract should be allocated to each fund based on the amount of square footage serviced by the contractor.

Recommendation: The District should issue a Request for Proposal for custodial services for the 11 buildings at which it currently performs these services with internal District staff. The potential cost savings are estimated to be between \$112,000 and \$153,000 annually.

8. THE PARKS DIVISION SHOULD DEVELOP A MASTER PLAN FOR ITS TREE INVENTORY.

The Parks Division of the Parks and Facilities Department lacks a master plan for its tree inventory. The trees that make up the District's forested areas provide shade, clean the air, reduce storm water runoff, provide wildlife habitat, increase property values, and provide a sense of well-being, lending beauty and character to the community. Often taken for granted, these benefits will not continue without good planning. A forestry master plan should be designed to provide a comprehensive plan to protect, develop, and maintain diversified and appropriate tree plantings in District parklands.

The planning and the development of a forestry master plan form the foundation for an effective and systematic tree care program. The elements of a master plan include the following:

- Existing laws, policies, and standards for the District's forest and needs for revision;
- A complete inventory of park trees;
- A species distribution to enable the District to develop management and planting strategies that are aimed at providing a balanced range of tree species;
- A condition assessment of the District's forested areas based upon information collected by the inventory;

- The needs of the forest that include an assessment of the maintenance needs of park trees, a strategy for the removal of hazard conditions, and the development of an operational maintenance program;
- The pruning needs of the parks' forests that address a cycle of pruning maintenance for trees, recognizing different pruning needs depending on location, size, and growth habits of the species;
- A tree planting plan including the identification of planting locations, the exact planting specifications, canopy coverage, and policies for species and age diversity of the forest; and
- Goals and policies including tree resource protection, tree resource expansion, management, maintenance, and care, education and outreach, District-wide coordination and support, and staff development.

As is noted in one of the points above, one important element of the Master Plan is the development of a tree inventory. There are several reasons to accomplish this task, which should be accomplished either by the Parks Division, or by volunteers under the direct supervision of the Division. These include the following:

- To determine the elements and composition of the District's forestry program. If, for example, the inventory indicates that there are diseased trees, or areas in which there is a lack of trees, this suggests that tree planning may need to be the primary thrust of the program.
- To prioritize the work schedules of workers involved in removing dead and diseased trees in order to minimize the hazards these trees present.
- To provide education to residents and businesses regarding the benefits of a healthy tree inventory. This also includes educating the public about the types of trees that are best, and worst, suited to the area.

The Parks Division should ensure that only information that is going to be used is collected in the process of developing the tree inventory, and given the limited resources to which the Division has access, it should begin at a very basic level that includes:

- Tree species. This should use scientific names, not common names.

- Tree diameter. This should be taken at a standard height for all trees. A common height is 4.5 feet, or, diameter at breast height.
- Tree condition. Record any maintenance needed, including removal. This should include any diseases or damage that is apparent, and a recommended treatment.
- Site condition. This should include an estimate of the probable space available for the root system, as well as the general soil condition. Also, how close are power lines, and will trees cause impairments to traffic site distances?
- Locations of historic or distinctive trees.

The tree inventory should, optimally, be conducted in the winter so that hazardous limbs and dead wood can be more easily observed. However, again, with limited resources, the Division should take any available opportunity and access to resources regardless of the season.

The inventory, once it is completed, should not exist in manual form, but should be entered into an electronic database. There are software programs available to facilitate the entry and storage of the data, however, the data may also be easily stored in an Excel spreadsheet, as the intent of electronic storage is to facilitate statistical analysis, charts, graphs, etc.

Recommendation: Develop a Tree Master Plan, including a tree inventory.

9. THE PARKS AND FACILITIES DEPARTMENT SHOULD CONSOLIDATE ALL FIELD MAINTENANCE FUNCTIONS UNDER THE PARKS DIVISION.

The Parks and Facilities Department has established a guiding principle that holds that, “If it grows, the Parks Division maintains it; if you can knock on it, then the Facilities Division maintains it.” Therefore, all structural maintenance is performed under the direction of the Division Manager - Facilities, and horticultural functions, landscaping, and most park maintenance is performed under the direction of the Division Manager - Parks. However, although the stated guiding principle generally holds true, athletic field maintenance (mowing, trimming, striping, raking, etc.) is performed by Facilities Specialists II in the Facilities Division of the Department.

The mowing and manicuring of athletic fields is similar in most respects to that of the maintenance of the parks, both in terms of skill sets and equipment utilized in the activities. Conversely, there are few similarities in the work performed by the athletic field crew to the other functions performed in the Facilities Division.

The number of staff members in the Parks and Facilities Department engaged in field maintenance activities is relatively small, and therefore, the athletic field crew and the parks maintenance crews communicate on a somewhat regular basis. However, the placement of both crews under the direction of the same Division Manager would ensure that equipment use is optimized, and standards of field maintenance are maintained in a similar manner. There are some factors that make the formality of an organizational transfer unnecessary, however the project team does recommend this transfer to optimize equipment use, and to ensure standards of field maintenance are promulgated and adhered to by a single Division Manager.

Recommendation: The Parks and Facilities Department should transfer the crew members engaged in athletic field maintenance from the Facilities Division to the Parks Division.

10. THE LACK OF A COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM INHIBITS A COMPREHENSIVE STAFFING ANALYSIS; HOWEVER, OTHER DATA ARE AVAILABLE TO MAKE IMPORTANT STAFFING OBSERVATIONS.

During the course of the study, the project team noted that there is not a computerized maintenance management system (CMMS) in place in the Parks and Facilities Department that captures workload data or metrics. There are several operational impacts associated with this to be discussed in a separate section, the most significant being that the lack of computerized data results in limited data availability to both the Department and to the project team. The Department does, however, maintain records of the mowable parks areas, which is useful in determining the staffing levels required to maintain the parks at varying levels of service. The numbers of mowable acres, as well as the total acreage, at each park are provided in the table below.

Park	Mowable Acres	Total Park Acreage
The Abbey	0.50	0.50
Marjorie Davis Park	2.60	3.25
Conrad Fischer Park	11.75	13.21
Crestview Park	8.00	11.14
Jaycee Tot Lot	0.38	0.58
Berens Park	43.00	65.2
East End Park	8.50	13.17
Golden Meadows	5.26	6.40
Glos Memorial	0.67	0.94
Wilder Park	12.50	17.30
Plunkett Park	8.00	16.03
Salt Creek Park	9.00	10.00
Ben Allison	2.20	2.75
Pioneer Park	4.16	4.67
Sleepy Hollow	2.00	47.00
Maple Trail Woods	5.00	46.00
Wild Meadows Trace	16.00	51.99
York Commons	8.80	11.62
Washington	2.64	3.20
Crescent Park	0.58	0.61
Wild Meadows	5.38	5.38

Park	Mowable Acres	Total Park Acreage
Van Voorst park	2.70	2.93
Kiwanis	0.83	1.26
Butterfield	18.50	24.56
Eldridge Park	26.00	43.26
WMT Entrance @ South Street	0.25	0.25
Rex & Crescent	0.50	0.50
Depot	4.00	4.00
Total	209.70	407.45

As is shown in the table, there are 209.7 mowable acres in the Park District system. And although these are referred to as being “mowable”, this term refers to the fact that the acreage is open and is maintained more intensively than are the areas comprising the other approximately 198 acres that are not mowed. In fact, there are many other functions performed by the Parks Maintenance crews other than mowing, including trimming; landscaping; weeding; irrigation system repair; lining, raking and set up of fields, tree maintenance; removal of trash; as well as others.

Interviews with District staff indicate that the staff attempt to mow each park weekly, and that it empties trash from all parks on a daily basis. Certain parks and park areas receive an even more intensive service level depending upon scheduled events. Required staffing levels can be benchmarked based on the type of park acreage and what service levels are applied to that park acreage. For example, fully developed parks that receive very high service levels will require the greatest staff resources. Conversely, parkland with no facilities can receive minimal services. The broad industry guidelines that the Matrix Consulting Group has evaluated relate the ratio of park maintenance workers to acres under maintenance for various service levels ranging from “A” to “D”. The table that follows provides the basic definition for each of these service levels.

Service Level	Service Level Definition and Required Maintenance Staffing
"A"	State-of-the-art maintenance applied to a high quality, diverse landscape. Turf is lush, free from weeds and cut to a precise level. Plants and trees in parks are pruned for safety, tree health and ornamental beauty. Hardscapes are regularly swept and litter is collected 5-7x per week. Requires one park maintenance worker per 4 to 6 developed park acres.
"B"	A reasonably high level of maintenance associated with well-developed park areas with higher visitation rates. Major difference with Service Level "A" is turf is not cut on frequent, regular intervals at precise level and plants and trees in parks are not pruned and trimmed at the same frequency. Litter control is periodic and hardscape maintenance is less frequent. Requires one park maintenance worker per 6 to 10 developed park acres
"C"	The lowest expected service level for fully developed parks or a moderate level of maintenance associated with park locations of large size, of average development, and/or visitation. Maintenance is accomplished, usually with longer service intervals, to keep the park safe and minimally serviceable to the community. This level requires one park maintenance worker per approximately 12 to 18 park acres.
"D"	A minimal service level to parklands or open space with no facilities with the intent to maintain safe grounds and a "natural" ambience. Generally inspection services and litter control are conducted, but on an infrequent basis. Usually such services are conducted as "fill-in" work by staff but otherwise one park maintenance worker can cover several hundred acres of undeveloped parkland or open space.

The above park maintenance service levels can help frame alternative levels of service that can be provided when maintaining a park system. These modes of service, as formally defined by the NRPA, are further discussed below.²

- **Mode A** is state-of-the-art maintenance applied to a high quality, diverse landscape usually associated with City-owned core facilities, destination parks with high levels of visitation, championship golf courses, and the like. Mode A locales have the following characteristics:
 - The turf is lush, dark green in appearance, of high quality and free from weeds, insects, fungus, or any foreign grasses.
 - The turf is cut to a precise level, and groomed weekly on a consistent schedule. Trimming along all lawn edges is performed concurrent with mow services.

² *Operational Guidelines for Grounds Management*, National Recreation and Park Association, 2001

- Plants and trees are pruned, trimmed, and shaped to ornamental beauty and are free from insects or fungus.
- Planter beds are well raked and cultivated weekly and are free of any weeds, grass, or any foreign matter. Significant color planting (flower beds) are noted throughout the park network.
- Irrigation systems are constantly maintained and tested weekly. There are no brown spots in the lawn as a consequence of irrigation issues or under watering.
- Litter and/or other debris is removed daily along with trash receptacles.
- Reseeding and sodding are done rapidly whenever bare spots are present.
- **Mode B** is a high level of maintenance associated with well-developed park areas with reasonably high visitation. Mode B level of service is similar to Mode A level of service, with a major difference being the degree of plant and turf grooming. The turf has a lush green appearance and is relatively free from weeds and foreign grasses (less than 5%). Precise cutting and mowing (e.g. golf course-like) however, is generally not practiced. Plants and trees are trimmed, pruned, and shaped but not with the same level of frequency. Planter beds are generally free from major weeds, debris, or grasses, but flowerbeds are not as extensive throughout the park network.
- **Mode C** is a modest level of maintenance associated with locations of moderate to low levels of development and moderate to low levels of visitation. Mode C facilities have the following characteristics.
 - Turf management such as mowing, reseeding and sodding, weed control, fertilization and irrigation are practiced to maintain generally healthy grass. However, turf maintenance services are applied less frequently than other maintenance modes (levels). Turf areas under this service level are generally not useful for a variety of high-traffic organized sports and leisure activities (e.g., soccer) unless turf degradation (browning, bare patches, etc.) is tolerable over the course of a season.
 - Weeds and mixed grasses are tolerated in the turf and are considered minimally intrusive since turf conditioning and mowing is practiced on a scheduled basis.
 - Turf edging is performed monthly conducive to a generally neat appearance for a larger portion of the time.

- Litter and/or other debris are removed weekly. Trash receptacle maintenance can be problematic in certain instances of high activity as refuse is not removed on a more frequent basis.
 - Plants and trees are trimmed and pruned annually to ensure proper growth, risk reduction (e.g. falling limbs), and to maintain a reasonably healthy appearance.
 - Planter bed areas are weeded and cultivated at four-month intervals so wild weeds or grasses may be present for shorter periods of time prior to scheduled maintenance. They are tolerated at this level as long as they are small in size and the area covered with weeds is minimal.
- **Mode D** level of service is for areas in which maintenance is reduced to a minimum. Such areas do not have developed turf or irrigation systems. These areas are maintained only to the extent necessary to control growth to reduce fire hazards, and keep native vegetation alive and healthy during the growing season and to eliminate unsafe facilities. However, these facilities will need variations in the level of service defined based upon the type of open space.

Other professional associations have used a similar approach in attempting to quantify necessary staff resources to service quality and acreage. For example, The *Association of Higher Education Facilities Officers*³ noted in Facilities Manager in September/October 2000:

“For many campus facilities management departments, staffing levels are an issue in whether the environment is managed with a short-term versus long-term mentality. Workers can provide different levels of maintenance quality depending on how much acreage is in each worker's area of responsibility. For a world-class result, such as a formal garden, one person can maintain about half an acre. It takes one person to maintain up to five acres of an ornamental, well-manicured landscape with a few flaws. That person can maintain up to ten acres of a well-maintained, park-like environment with, again, some flaws. When the space reaches 15 acres, one worker can only provide moderate maintenance for a park-like look that has significant flaws. At 20 acres, one person no longer can provide a quality result; maintenance will be flawed and the landscape will continue to decline in quality.”

³ The *Association of Higher Education Facilities Officers* is an international association dedicated to maintaining, protecting, and promoting the quality of educational facilities. It serves and assists facilities officers and physical plant administrators in colleges, universities, and other educational institutions worldwide.

These staff-to-acreage and mode-of-service approaches can be used to frame projected staff resources needs for park maintenance and ultimately determine the efficiency and effectiveness of assigned personnel. The District maintains its parks with 11 full time and part time staff in the Parks Division, two (2) Facilities Specialists II in the Facilities section who mow, line and manicure athletic fields, two (2) Horticulture Parks Specialists, and approximately 1.25 FTE volunteers in the Horticulture section who assist with various grounds-related tasks. This equates to an approximate 16.25 FTEs in the growing season who maintain the 209.7 developed acres, which equates to a ratio of about 13 developed acres per FTE. As the table above indicates, this staffing level is sufficient to provide only a “C” level of maintenance.

The project team observed certain parks during on site activities, and these observations did not indicate any serious deficiencies. However, on site activities on the study occurred primarily at the very end of the growing season, and during the late fall and the team members could not definitively assess the typical conditions of the parks during the prime growing season. The project typically recommends that parks be maintained at a “B” level or better, on average, and this is especially true of a park district with dedicated funding sources as is the case in the Elmhurst Park District. This would require a greater level of staffing than is currently the case, however.

The project team’s assessment of the stated levels of services for mowing, landscaping and trash collection services in the parks would indicate that these are sufficient to be able to achieve a “B” level of service. It should once again be noted, however, that the Parks Maintenance staff do not report time, materials and equipment utilized in the performance of activities, so the attainment of these service levels cannot

be verified other than anecdotally. The primary service level deficiency, in the project team's assessment, is in the delivery of tree trimming, pruning and removal, as this is occurring only on certain days for which there are at least two available workers. The project team has, in a separate analysis in this report, recommended that the Parks Division alter trash collection services beginning in the fall months so that trash barrels are emptied on only one weekend day in order to enable the Division to allocate a Parks Specialist I to the function of tree trimming, pruning and removal on one of the week days. This alteration in the schedule will necessarily result in at least a slight reduction in service levels in the parks, however the recommendation is intended to achieve a greater overall level of service by allowing for the ability to provide a greater service for the District's trees. However, the project team recommends that the District add another crew to maintain parks at a "B" level of service, which would allow the continuation of the trash collection service on both weekend days throughout the year. The added crew should be comprised of a full time Facilities/Parks Specialist II and three part time employees who would be available for all parks maintenance activities, but would have a particular orientation toward the maintenance of trees.

As was noted above, the analysis of the parks and the required staffing levels were inhibited during the course of the study by the lack of a CMMS, which would show the activities and the amounts of time spent by crew members on specific activities, and which activities were accomplished at specific parks. The project team observed certain parks, but the time periods during which these observations were made were during off-peak seasons, and do not necessarily reflect the conditions of the parks during heaviest use. The application of NRPA metrics, however, would indicate that there may be

certain deficiencies in parks maintenance, particularly as they relate to “A” and “B” service level standards. This favors the addition of staff, which the project team recommends, but it also indicates the need for better capture of workload data, which is addressed elsewhere in this report.

Recommendation: Add a parks maintenance crew, comprised of a Parks/Facilities Specialist II and three part time parks maintenance workers. This crew should be available for all parks maintenance activities at the direction of the Parks Division Manager, but the crew should have a particular orientation toward tree maintenance in the parks. The salary for the full time Parks/Facilities Specialist II, at the starting rate of the pay scale, is \$33,600. Adding fringe benefits of 35% of salary, this equates to a total compensation of approximately \$45,360. The three part time maintenance workers would be non-benefitted employees at an assumed hourly rate of \$8.25 for 1,000 hours. This cost is anticipated to be approximately \$24,750, making the total cost of this recommendation approximately \$70,110.

7. DEPARTMENT OF RECREATION

This chapter provides an analysis of the organizational structure, staffing, operations, programs and services of the Elmhurst Park District Department of Recreation whose mission is to “provide a balanced variety of quality experiences and services that proactively and consistently meet the needs of the Elmhurst community.” The chapter will include recommendations for improvement that build upon the positive aspects of the Recreation Department operation and create added opportunities to successfully provide quality recreation experiences to the citizens of the Elmhurst Park District.

1. THE DEPARTMENT OF RECREATION OFFERS A WIDE VARIETY OF RECREATION PROGRAMS AND SERVICES.

The Department of Recreation provides a wide variety of programs and services to the residents of the Elmhurst Park District throughout the year at a variety of District and community based facilities including the Wagner Community Center, Abbey Senior Center, District 205 elementary schools, district playfields and a variety of community and park facilities.

The Department interacts closely with the Executive Director’s office and other District departments in the implementation of its programs and services including the Finance and Human Resources, Information Technology, Enterprise Services, Parks and Facilities and Marketing and Communications.

The Recreation Department 2014 Budget reflects an annual expenditure level of \$3,196,696, a 2% increase from the 2013 budget. Recreation Fund projected revenues of \$4,765,112 for 2014 represents a 9.1% increase from 2013 revenues. While

property tax revenues to the fund decreased by 1.9%, increases in program fees, rental fees, pool passes, memberships and daily use revenues increased the 2014 Recreation Fund balance. The Department anticipates over 27,000 program registrations during 2014 with a Recreation Fund cost recovery of 56%.

The Department is staffed by a professional administrative, supervisory and program staff of 10.75 FTE positions and approximately 36 FTE equivalent part-time/seasonal program positions. The table on the following pages provides an overview of the programs and services offered by the Department of Recreation.

FUNCTION	DESCRIPTION OF PROGRAMS SERVICES AND SERVICE
Administration	<ul style="list-style-type: none">• Provides overall direction and guidance to department personnel in the implementation of year-round recreation programs and events.• Supervises Registration Office operations.• Administers department budget and implements strategic plan for department.• Evaluates effectiveness of recreation sponsored programs.• Manages WCC and The Abbey facilities.• Interacts with public related to Recreation Department programs and services.• Interacts with other District Departments in coordination and implementation of Recreation Department programs and services.
Registration Office	<ul style="list-style-type: none">• Administers online and in-person program registration systems registering over 27,000 individual program registrations throughout the year (50% of registrations online).• Processes park and facility reservation applications.• Staffs front desk at Wagner Community Center and The Abbey.• Administers the call center for entire district.
Inclusion Services	<ul style="list-style-type: none">• Provides district-wide services to ensure appropriate accommodations for participation of persons with disabilities in recreation and district programs in compliance with Americans with Disabilities Act.• Coordinates with parents and program personnel to identify individual needs and accommodations to ensure smooth inclusion in programs.• Trains and supervises program aides to assist participants in programs.• Coordinates and supervises transportation services for persons with disabilities to district and Gateway programs.• Coordinates services with Gateway Special Recreation Association and Ray Graham Association to provide recreation programs.• Conducts Leader-in-Training program for 100 volunteers, ages 12 to 17 years.

FUNCTION	DESCRIPTION OF PROGRAMS SERVICES AND SERVICE
Early Childhood and Youth	<ul style="list-style-type: none"> • Offers neighborhood based Sunbeams and Rainbow preschool programs at four locations for children ages 3 to 5 years. • Offers variety of Early Childhood classes for children 6 months to 5 years in four sessions throughout the year. • Provide variety of special interest classes to youth ages 5 to 14 years in four sessions throughout the year. • 2013 Early Childhood program registrations totaled 1,248 in over 330 hours of programming throughout the year.
Athletics and Environment	<ul style="list-style-type: none"> • Provides parent-child and early childhood sports programs for children ages 2 to 5 years in baseball, basketball, lacrosse, soccer. • Offers variety of year round youth sports instructional classes, clubs and leagues for beginner to advance skill levels including hockey, lacrosse, soccer, volleyball, basketball, archery and fencing for ages 5 to 14 years. • Administers 8 men's and co-rec adult sports leagues including soccer, volleyball, basketball and softball. • Coordinate with district facilities department and community sports groups. • Provides variety of nature and environmentally related classes and programs for children 2 through 14 and family related events in partnership with the Lakeview Nature Center in the Oakbrook Terrace Park District. • Over 1,600 children registered in instructional programs and 162 adults participated in sports leagues in 2013.
Gymnastics	<ul style="list-style-type: none"> • Offers year-round gymnastics instructional classes, open gym and competitive teams for ages 2 through 18 years. • 26 instructors and coaches work all levels of instruction during each 8 week session. • Manage the Elmhurst Gymnastics Center facility and equipment. • In 2013 2,448 participants were registered in instructional classes and 78 participants enrolled in the competitive team program. • Competitive teams compete in AAU and USAG sponsored events.
Recreation Station and Day Camps	<ul style="list-style-type: none"> • Provides before and after school care for first through fifth graders at 8 District 205 elementary schools. • Coordinate programs with individual schools to utilize multi-purpose rooms, gymnasiums and playgrounds providing homework time and recreational experiences. • In 2013 Recreation Station enrolled 572 children and provided over 750 hours of supervised care. • Fun Seeker Day Camp provides 10 weeks of programming during the summer session including weekly themed events, field trips, swimming, and weekly carnival events for children 5 to 11 years. • Before and after camp care is also available in conjunction with Day Camp programs. • An average of 70 participants register for Fun Seeker Day camp each session.

FUNCTION	DESCRIPTION OF PROGRAMS SERVICES AND SERVICE
Adults and Seniors	<ul style="list-style-type: none"> • The Abbey offers a range of programs for individuals 62 years and older including weekly social activity groups, monthly special events and luncheons, social service programs, information seminars, health checks, classes and trips. • Annual membership in The Abbey provides discounted program fees, newsletter, selected free events and discounts at local stores and restaurants. • 19 day trips are offered to active adults and seniors to sites around the region. • Special Interest instructional classes are offered for participants 16 years and older in a variety of arts and culinary related activities. • In 2013 The Abbey provided 1,500 hours of programming for nearly 1,000 seniors. 375 seniors are currently registered as members in The Abbey.
Cultural Arts	<ul style="list-style-type: none"> • Dance instructional classes and recital dance classes offered for children ranging from 18 months to 18 years including ballet, tap, jazz, hip hop. • Adult dance instructional classes open to adults 16 years and older include belly dance, jazz, tap, and dance company. • Theater programs are open to children age 3 to 15 year and include performances. • Music programs include group and private lessons on piano, guitar, keyboard, drums and voice for ages from 4 and older. • Dance Recitals, a number of performance opportunities and dance team competitions are offered throughout the year. • Special events, summer concerts and jazz ensemble performance are also offered on an annual basis. • Dance registration increased 23% in 2013 with over 800 participants.
Events	<ul style="list-style-type: none"> • Produces variety of seasonal, community-wide and program-specific events to celebrate holidays, seasons and programs including recitals, picnics, sporting events, concerts. Events are offered in each program division.

(1) There Are Many Positive Aspects of the Recreation Department Operations and Programs and Services.

The project team conducted interviews with key program staff members in the Department, reviewed marketing and training materials, and compared its programs and services to “best practices” in the recreation agencies throughout the country. The results of these activities identified significant positive features of the Recreation Department summarized by:

- The Recreation Department offers a wide range of year-round recreational experiences for the residents of Elmhurst Park District including early childhood, before and after school programs, day camps, sports, gymnastics, cultural arts, special interest classes, environmental programs and services to senior citizens.

- Programs are designed to provide opportunities for all skill levels, age groups and encourage parental and family involvement.
- A variety of district parks, athletic fields, recreation centers, natural areas, swimming pools and schools provide spaces for recreation, cultural arts, sports, outdoor programs and events provided by the department.
- The inclusion program ensures that opportunities are maximized for the participation of persons with disabilities in existing recreation programs.
- The district and department have developed a clear mission statement with goals tied to the District's strategic plan.
- Recreation Department standards, along with administrative and program policies and procedures are in place to guide the delivery and implementation of department sponsored programs and operations.
- The department provides regular orientation training for program part-time and seasonal personnel to review policies and procedures along with training for specific program areas.
- Employee and operational manuals have been developed for program areas to ensure that employees have a clear understanding of the program standards and policies and procedures for the effective implementation of department sponsored programs and services.
- The Leader in Training program provides youth volunteer training to assist in the day camp program.
- Opportunities are available for program participants and customers to provide feedback on the programs and services offered by the department.
- The district has developed cost recovery goals and a model to ensure appropriate levels of revenue are generated from programs to cover costs.

These factors reflect the many positive aspects of the Elmhurst Park District recreation programs and reflect the District's commitment to providing balanced and quality recreation experiences to the residents of the Elmhurst Park District.

(2) There Are Several Operational and Programming Improvement Opportunities That Can Strengthen Services Provided by the Recreation Department.

There are several programming and operational improvement opportunities that have been identified by the project team's analysis of the Recreation Department operation and that have framed the content of this study. These improvement opportunities include the following:

- Realigning recreation related programs offered by the District such as Aquatics and the Hub could result in more effectively coordinated programs and services, strengthen accountability and ensure consistent delivery of services to the community.
- Restructuring the administrative and program divisions could result in added supervisory coverage and a realistic span of control for personnel.
- Improvements in office spaces, technology and equipment could assist Program Managers in effectively implementing their program responsibilities.
- Exploring opportunities to expand program locations to ensure that recreation programs are open and available to the residents of the district.
- More effectively coordinating the design, approval process and production of marketing and communication products for the Recreation Department could increase the effectiveness of programs and services.
- Utilizing the data collected from the customer feedback process could provide the department with critical information to use in making decision about future programming.
- Improving the technological systems at the Wagner Community Center and other program sites could increase staff effectiveness and ensure the safety of program participants.
- Implementing the cost recovery goals and model district wide could ensure consistency in program fee policies in all program areas.
- Opportunities to increase community participation and feedback in selected program areas could increase the effectiveness and support for the programs.
- An assessment and development of a facilities plan for the Wagner Community Center and other recreation program facilities could result in improvements that

meet program needs and ensure the health and safety of program participants and personnel.

- Exploring opportunities to expand currently impacted program and services to other locations could increase opportunities for program participation.
- Improving the quality and coordination of athletic field maintenance could open opportunities for the department to offer high level adult softball league programs.
- Exploring opportunities to increase programming in areas identified as gaps such as teens, active adults and baby boomers could increase the effectiveness of services delivered by the department.
- Establishing a process to ensure that programs offered at Courts Plus are not duplicative and meet the established standards for quality and consistency could improve program offerings throughout the district.
- The aquatics program, currently operated in the Parks & Facilities Department is more aligned with the programs and services of the Recreation Department.
- The Hub, currently based in the Parks & Facilities Department, is more aligned with the programs and services of the Recreation Department.

These programming and operational opportunities are solvable and their resolution could significantly impact the continued and future success of the Recreation Department in providing programs and services to the residents of the Park District.

2. REALIGNING THE AQUATICS PROGRAM FUNCTION TO THE RECREATION DEPARTMENT PROVIDES OPPORTUNITIES FOR MORE CONSISTENT PROGRAM SUPERVISION AND OPERATIONS.

The current Aquatics program operation is based in the Department of Parks and Facilities. The District operates two outdoor swimming pools from April to November, the East End Pool located in East End Park and the Norman P. Smalley Pool located in York Commons Park. The aquatics program is supervised by a Program Manager position that currently reports to the Director of Parks and Facilities, and maintenance of the swimming pool facilities is handled by the Facilities Division of the Parks and

Facilities Department. The following table presents the amenities available to District residents at the East End and Norman P. Smalley pool facilities.

Recap of Elmhurst Park District Swimming Pool Facilities	
Swimming Pool Facility	Pool Amenities
East End Pool	<ul style="list-style-type: none">• Zero depth wading pool with kiddie slide• Four 25 yard lap swimming lanes• One drop slide• One 1-meter diving board• One 3-meter diving board• Separate 12 foot deep diving well• Concession and vending area• Eating areas• Lounge chair areas• Family changing area• Locker rooms with showers• ADA-accessible aquatic lift
Norman P. Smalley Pool	<ul style="list-style-type: none">• Zero depth pool to 12 feet• Children's spray area including 11 water features• One Water slide• One 1-meter diving board• Sand play area• Concession and vending area• Eating areas• Family changing area• Locker rooms with showers• Lounge chair area

The Aquatics program offers a wide range of swim lessons, open and lap swimming, special interest aquatics classes, special events and private birthday party events during the spring and summer swim season. Swim lessons and instruction are based on the Starfish Aquatics Institute (SAI) standardized lesson program which provides training, certification and risk reduction programs for aquatics programs. The SIA is based on the Core Skill Achievement Stages of instruction with students advancing in swimming levels as they achieve specified benchmark skills. All swim instructors and lifeguards are trained and certified by the SAI program and participate in weekly in-services training programs. There are currently 218 part-time positions

from Pool Managers, Lifeguards, Instructors to Admissions staff assigned to the Aquatics program operation.

All lesson programs are fee-based and several pool pass options are available for open swim programs. During the 2014 season 9,783 pool passes were purchased by Elmhurst Park District residents. The following table presents a review of the programs offered by the Aquatics program:

Recap of Elmhurst Park District Aquatics Program		
Program	Description	Age Range
Swim Lessons	<ul style="list-style-type: none">• StarBabies• StarTots• Starfish Swim School for Preschoolers• Starfish Swim School for Youth• Starfish Stroke School	<ul style="list-style-type: none">• 6 to 17 months• 18 to 36 months• 3 to 5 years• 6 to 12 years• 6 to 12 years
Youth and Teen Classes	<ul style="list-style-type: none">• Starfish Swim School for Youth• Beginning Diving Lessons• Intermediate Diving Lessons• Advanced Diving Lessons• Snorkeling For Kids• Starfish Swim Team• Teen Swim Lessons	<ul style="list-style-type: none">• 6 to 14 years• 6 to 12 years• 8 to 14 years• 5 to 12 years• 6 to 12 years• 11 to 17 years
Adults Classes	<ul style="list-style-type: none">• Swim Lessons• Deep Water Aerobics• Water Fitness• Master's Swim Team	<ul style="list-style-type: none">• 18 and older• 18 and older• 18 and older• 18 and older
Private and Semi-Private Swim Lessons	<ul style="list-style-type: none">• Specialized individual lessons for up to 3 swimmers	<ul style="list-style-type: none">• 3 years to adults
Pool Rentals and Birthday Parties	<ul style="list-style-type: none">• Pools available for rent for private party with staff provided during evening hours• 2 hour Birthday Party including pool, refreshments and staff provided for up to 20	<ul style="list-style-type: none">• All ages
Open Swim	<ul style="list-style-type: none">• Daily open swim sessions during season• Lap and adult swim sessions	<ul style="list-style-type: none">• All ages
Pool Passes	<ul style="list-style-type: none">• Season pass, punch card or daily admission available for open swim sessions	<ul style="list-style-type: none">• All ages
Events	<ul style="list-style-type: none">• Special community-wide aquatic related events are offered	<ul style="list-style-type: none">• All ages

The aquatics program provides a well-rounded program of instructional and recreational aquatic experiences for the residents of the District. The program content, format, organizational structure, and operational and implementation procedures of the aquatics program is consistent with the other programs and services currently offered by the Recreation Department. Aquatics programs in similar park districts, municipal recreation programs and county recreation agencies throughout the country are traditionally based in the recreation departments or agencies. The maintenance operation of the swimming pool facilities could either be retained with the maintenance function of the agency or based in the recreation function.

Recommendation: The Aquatics Program should be realigned as a program division in the Recreation Department with the pool maintenance operation being retained in the Department of Parks and Facilities.

3. REALIGNING THE HUB PROGRAM FUNCTION TO THE RECREATION DEPARTMENT PROVIDES OPPORTUNITIES FOR MORE CONSISTENT PROGRAM SUPERVISION AND OPERATIONS.

The Hub is a unique recreational facility located in Berens Park that features a variety of fee-based recreational experiences from April through November. The following table presents the recreational amenities available at the Hub:

Recreational Amenities at the HUB		
Feature	Description	Fees
Miniature Golf	<ul style="list-style-type: none"> • 18-hole miniature golf course • Water feature • Practice green 	<ul style="list-style-type: none"> • \$6 residents • \$7 non-residents
Spray Ground	<ul style="list-style-type: none"> • 6,000 square foot spray ground • Nine water features • Two filling stations 	<ul style="list-style-type: none"> • \$3 residents • \$4 non-residents
Batting Cages	<ul style="list-style-type: none"> • Four batting cages • Varying speeds • Baseball and softball settings • Group rentals available 	<ul style="list-style-type: none"> • \$1 per token • \$5 for six tokens
HUB Pavilion	<ul style="list-style-type: none"> • Party room accommodates up to 60 people • 40'x60' tent available for added venue • Concession stand • Restroom facilities 	<ul style="list-style-type: none"> • Varies depending on season
Party Packages	<ul style="list-style-type: none"> • Ultimate Party Package • "Big Squirt" Spray Ground Party • Batting Cage and Mini Golf Party • Mini Golf Party • Kite Flight Party 	<ul style="list-style-type: none"> • Varies depending on event
Playground	<ul style="list-style-type: none"> • Fiber surfaced playground • Youth and tot equipment 	<ul style="list-style-type: none"> • free

In addition to the facilities at the Hub, Berens Park provides a variety of recreational facilities including lighted softball fields, natural turf soccer fields, synthetic football/soccer fields, walking/running trail and parking facilities.

The Hub is managed by the Hospitality and Concession Supervisor position with five added part-time personnel to supervise the amenities and assist in the implementation of rental and party events. In 2014 there were 117 rentals of facilities at the Hub. In addition to the Hub operation the Hospitality and Concession Supervisor currently manages the contract for vending machines placed at 18 park locations

throughout the District. The Hub operation was previously budgeted as part of Enterprise Services Fund but is currently part of the General Fund.

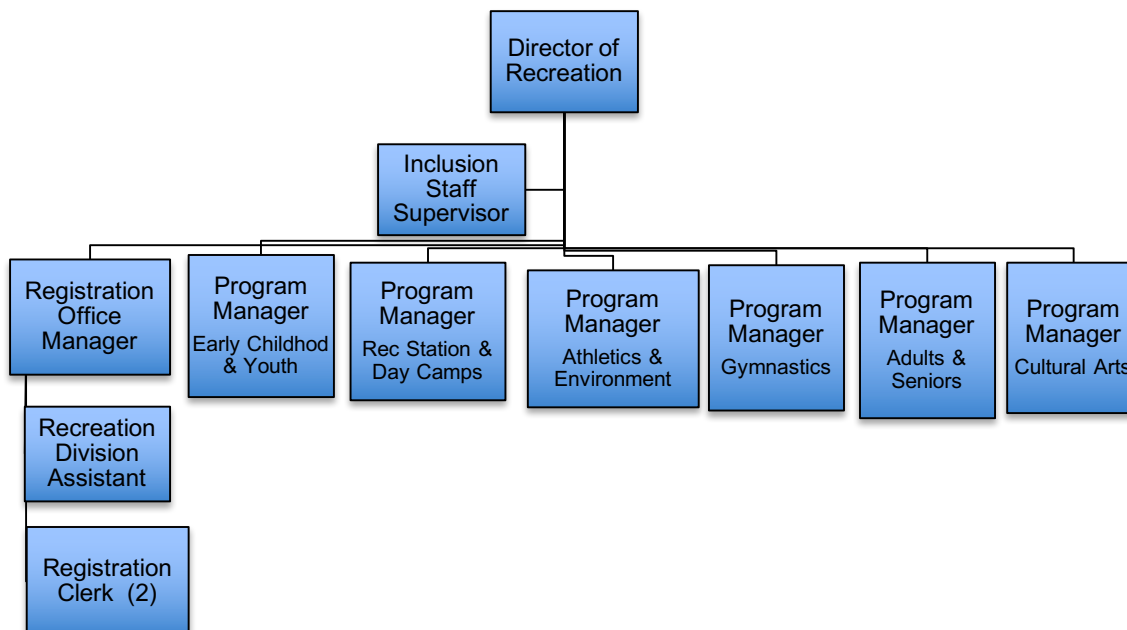
The core activities and facilities of the Hub operation are similar in nature to the revenue producing programs and services implemented by the Recreation Department. Opportunities to collaborate with existing program and services offered by the Recreation Department, along with expanded marketing opportunities available in the Recreation Department can create potential increases in Hub use and revenue generation. By realigning the Hub operation to the Recreation Department opportunities are also available to increase the coordination of community-wide events currently being offered by the department.

Recommendation: The Hub program operation should be realigned as a program division in the Recreation Department with the facility maintenance operation being retained in the Department of Parks and Facilities.

4. REALIGNING THE RECREATION DEPARTMENT STRUCTURE COULD INCREASE THE EFFECTIVENESS OF PROGRAM DEVELOPMENT, SUPERVISORY CAPACITY AND CREATE A MORE EFFICIENT SPAN OF CONTROL OF DEPARTMENT OPERATIONS.

The Department of Recreation provides a full spectrum of year-round recreation programs and services for the residents of the District. The existing organizational structure of the Recreation Department results in six Program Manager positions, the Inclusion Staff Supervisor (.75 FTE) and the Registration Office Manager reporting directly to the Director of Recreation. The following organization chart reflects the current structure of the Recreation Department.

**Elmhurst Park District
Department of Recreation**



The realignment of the Aquatics program and the Hub more appropriately transferred to the Recreation Department creates two added FTE positions totaling 10.75 FTE direct reports to the Director of Recreation position.

While the Recreation Department has developed and implemented excellent programs and services for the citizens of the District, a reorganization of the Department offers opportunities to increase the overall effectiveness of the Department's programs and services and operations. Reorganizing the Department to create two program divisions, one focused on Community Programs and a second focused on Athletics and Events can increase the overall programming effectiveness of the Department and provide opportunities for program growth and development. The creation of these divisions affords the Department greater opportunities to:

- Ensure the continued effectiveness of program services and operations
- Increase staff training opportunities

- Increase the coordination and effective implementation of programs serving similar constituent groups
- Expand program opportunities for currently underserved groups in the District
- Create opportunities to expand collaborations and partnerships with community organizations and other governmental agencies to increase program services
- Increase direct supervision of programs and personnel
- Increase the service delivery of currently underutilized programs
- Focus on the effective marketing of programs and services
- Ensures increased compliance with Department program standards
- Increase participation and community support for Recreation Department programs and services

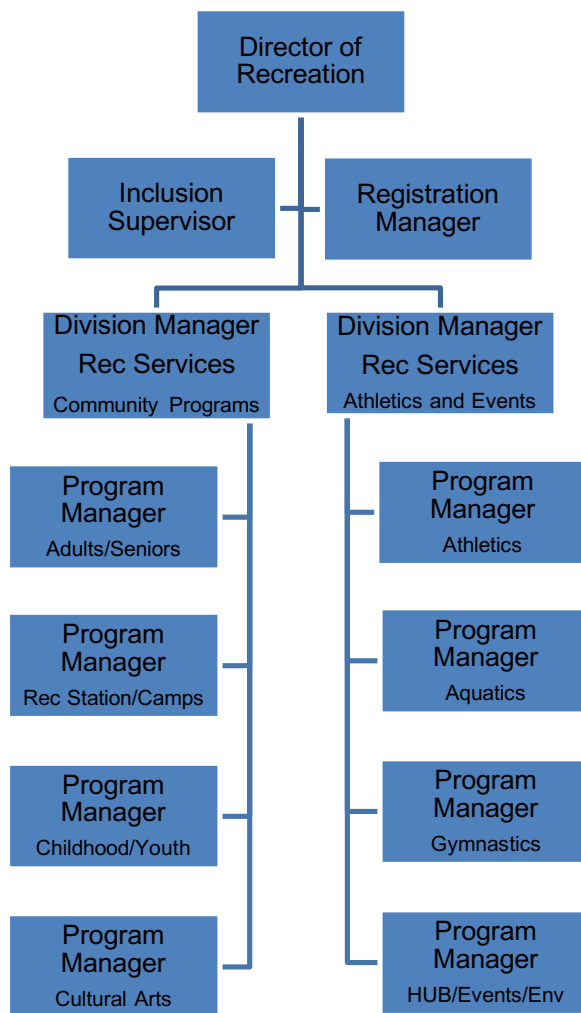
The following organization chart reflects the proposed organizational structure for the Recreation Department. As previously noted it creates two programs division, Community Programs and Athletics and Events, with two new Division Manager-Recreation Services positions reporting to the Director of Recreation and responsible for the coordination and implementation of the programs and services assigned to each division.

The reorganization with these two new divisions with Division Manager positions strengthens the capacity of the Department to effectively implement and expand its programs and services. The reorganization provides greater opportunities for the Director of Recreation to provide the leadership and direction needed to ensure that the Department is effectively meeting its strategic plan and annual budgetary goals and objectives.

The following organization chart represents the proposed restructuring of the Recreation Department including the inclusion of the Aquatics Program and the Hub

program, the creation of two program divisions, the addition of two Recreation Supervisor positions and the realignment of existing program areas into the appropriate program divisions.

Elmhurst Park District
Proposed Recreation Department Organization Chart



The proposed organizational structure is designed to enhance existing Department programs and services, increase program and personnel supervisory capacity, strengthen program development and increase the effectiveness of the operations in the Department of Recreation.

Recommendation: Adopt the proposed organizational structure of the Department of Recreation creating two new program divisions, incorporating the Aquatics and Hub programs and realigning existing programs and services in appropriate divisions.

Recommendation: Create two Division Manager-Recreation Services level positions reporting to the Director of Recreation position and being responsible for the implementation of assigned recreation programs and services.

5. EXPLORING OPTIONS FOR PROGRAM DEVELOPMENT AND IMPLEMENTATION STRATEGIES COULD EXPAND SERVICES TO CURRENTLY UNDERSERVED SEGMENTS OF THE DISTRICT'S POPULATION.

There are a number of program development opportunities available to the Department to potentially expand services to underserved population segments and interest areas of residents in the District. Several underserved population groups were identified by the 2014 "Service Analysis Process Report" prepared by Jamie Sabbach, M.S., CPRP, including Baby Boomers (49 to 68 years), who do not consider themselves "seniors" and maintain active life styles, and the growing Asian and Hispanic populations both of whom create opportunities to reach out to new segments of the population.

The current focus on health and fitness among all age groups affords opportunities to expand programs that address this significant interest with a variety of program alternatives. The junior and senior high school teen populations continue to be an interest group that provides challenges for recreation programmers.

In addition to these underserved population groups there are several issues affecting the implementation of programs in the Department that should be addressed to ensure that recreation program participation is available to all segments of the District's population. These include:

- Decentralizing programming sites to ensure that residents throughout the District have can participate in programs offered by the Department closer to their residence
- Increasing hours of program operation to maximize facility use and ensuring greater opportunities for program participation
- Identifying options to increase participation and rentals at the HUB to ensure its financial viability
- Utilizing potentially under used facilities such as the Abbey and the HUB pavilion as potential program sites

These issues create opportunities to expand the programs and services currently offered by the Department in addition to addressing the needs for more convenient access to program. Creating a departmental task force process in which selected supervisory and program managers form committees to address the individual program initiatives or implementation strategies. Where appropriate, community representatives or other district personnel could be included in the task force process to provide added input. After a time-limited meeting process specific proposals would be reviewed and refined by the entire administrative team in the Department and proposed for implementation in accordance with staffing and budgetary parameters. This process draws on the internal program expertise of the Department as a team, along with community input, to assess issues, develop workable solutions and assist in determining the future direction of the Department.

Recommendation: Establish an in-house task force process to study and develop alternatives and strategies to ensure increased participation from currently underserved groups in the community.

6. DEVELOPING A PROGRAM PLAN AND GUIDELINES FOR PROGRAMS OFFERED BY THE DEPARTMENT AND COURTS PLUS COULD AVOID DUPLICATION OF SERVICES AND ENSURE THE QUALITY OF PROGRAMS OFFERED TO RESIDENTS.

Courts Plus is a full-service, membership-based fitness center owned by the District and operated by the Enterprise Services Department. As a part of the Courts Plus, Kids Plus offers free child care for children between the ages of 9 months and 12 years and infant care for children between the ages of 3 to 12 months while members are using the facilities. Kids Plus also offers a variety of fee-based children's classes and programs including fitness, dance and movement, arts and crafts, day camps, pre-kindergarten enrichment and extended day care. Programs offered at Courts Plus use conference rooms, racquetball courts, multi-purpose rooms and outside areas as program venues.

Many of the programs offered at Courts Plus duplicate programs and services offered by the Recreation Department. An analysis of the 2014 Autumn program guide comparing the descriptions of children's classes offered by the Recreation Department and Kids Plus identified a number of similar classes and programs which are not fitness-oriented and could be considered duplicative. The following table presents examples:

Comparison of Similar Children Classes Offered by Kids Plus and the Recreation Department	
Kids Plus Classes	Recreation Department Classes
<ul style="list-style-type: none">• Kindergarten Kapers• 5678Kids Day Off Club• Tiny Art Creations• Kids Day Off Extended Care• Baby Sitting Basics and Beyond• Slimy Scary Science• Day Camps• Princess Jammin' and Story Adventures	<ul style="list-style-type: none">• Sunbeams and Rainbows• Tinker Toddler Time• Wee Threes• Lit'l Butterflies• Huggy Bear Twos• Rec Station• Twinkle Toes• Me and My Shadow• Let's Play Along

These programs while similar in theme and content have differences in quality of instruction and leadership, equipment, facilities, program standards, implementation policies and procedures and fee structure and cost recovery percentages. This situation often creates confusion for consumers signing up for classes.

The Recreation Department and Courts/Kids Plus staff need to jointly develop a program policy and guideline for program offerings, content development, program quality standards, and fee structures that avoid duplication, provide the same quality services and utilize consistent fee structures and policies for the residents of the District regardless of which department is offering the programs. This effort will improve the overall effectiveness of the District's program offerings and result in more consistent program services being offered to residents.

Recommendation: The Recreation Department should take the lead in developing a coordinated and joint effort between Courts Plus and the Department to establish a program plan and guidelines for offering recreation programs.

7. WORKING WITH THE DEPARTMENTS OF PARKS AND FACILITIES AND INFORMATION TECHNOLOGY TO ESTABLISH A FACILITY IMPROVEMENT PLAN FOR WAGNER COMMUNITY CENTER AND OTHER DEPARTMENT VENUES COULD INCREASE THE EFFECTIVENESS OF PROGRAM OPERATIONS AND ENSURE THE HEALTH AND SAFETY OF PROGRAM PARTICIPANTS AND STAFF.

An Indoor Facility Study was completed for the Elmhurst Park District by SRLB Architects in 2009. The goals of the study were to evaluate District facilities related to expanding program space, increasing support spaces including offices, work space and storage space, and making technology improvements. A facility evaluation was conducted and improvement recommendations were developed for each recreation and park facility in the District.

The primary recreation program facility is the Joanne B. Wagner Community Center, originally an elementary school facility converted to recreation program space in 2003. The facility includes a variety of recreation program and office spaces including:

- Four multi-purpose rooms
- Two dance studios
- Gymnasium used as Gymnastics Center
- Five Preschool classrooms
- Three small music rooms
- Registration Counter
- Lounge area with tables and chairs for waiting parents
- Office spaces for Department staff and Registration Office personnel
- Storage spaces
- Open conference room

The 2009 SRLB facility study indicated that program space in the Wagner Center was at capacity during prime programming hours. Five years later, in 2014, there is an even greater need for additional office and program space at Wagner Community Center. The project team's interviews with staff identified a number of facility improvement issues that should be addressed to ensure participant and personnel health and safety including:

- Paint is coming off the walls
- Black mold on walls in Gymnastics area
- Adequate storage space
- Adequate office spaces

- Intercom system for emergency communications
- Phone service in Gymnastics area
- General facility maintenance, repairs and replacement of light bulbs, etc.
- Response time for facility work requests

In addition to Wagner Center, staff interviews indicated facility improvement and technology issues at other sites including:

- Computers do not work at The Abbey
- Lack of computers at program sites away from Wagner Center
- Lack of maintenance support at The Abbey
- Maintenance and preparation of sports field for league play

The condition of recreation program spaces has a direct impact on the effectiveness and success of the recreation program and impacts the overall public image of the District and its programs and services. Customer service is an important aspect of successful recreation programming and the condition of facilities is an important component of customer service.

The Recreation Department needs to work with the Departments of Parks and Facilities and Information Technology to develop a facility improvement plan for Wagner Center, The Abbey and other program locations within the District. In addition, the needs for general maintenance of facilities and field preparation need to be addressed to ensure that recreation program spaces are maintained at the highest possible level to ensure the health and safety of participants and personnel and to ensure a high level of customer satisfaction.

Recommendation: Work with the Departments of Parks and Facilities and Information Technology to develop a facility improvement plan for anger

Community Center and other recreation program venues to increase the effectiveness of program operations and ensure the health and safety of program participants and staff.

8. CREATING GREATER OPPORTUNITIES FOR PARTICIPANT AND CITIZEN INPUT IN RECREATION PROGRAMS COULD INCREASE THE OVERALL EFFECTIVENESS AND SUPPORT FOR DEPARTMENT PROGRAMS AND SERVICES.

Creating opportunities for program participants and citizens in the District to provide input regarding the recreation programs could provide Recreation Department program personnel with important information to assist in making changes to programs, increasing the overall effectiveness of programs, identifying program gaps, identifying new community resources and responding to customer interests for new program areas.

There are several options for increasing participant and citizen input that could be considered by the Recreation Department:

- **Recreation Department Advisory Committee:** Establish a board-appointed committee that meets regularly with Department staff to discuss and provide input on recreation programs and services offered by the Department. Specific recommendations may require approval by the District Board of Directors.
- **Individual Program Advisory Committees:** Establish committees of participants and citizens interested in a specific program area (e.g. Gymnastics, Cultural Arts, Rec Station) to provide input on the programs and services offered and to identify opportunities to support the programs through fundraisers, sponsors and in-kind support and/or by volunteering.
- **Community Focus Group Process:** Establish a bi-monthly or quarterly focus group process in which program participants and citizens are invited to focus groups to provide input on program areas, policy development or specific program issues that the Recreation Department is currently addressing.
- **Establish an Online Resident Survey Process:** Establish a bi-monthly or quarterly online survey (using an existing online survey tool such as Survey Monkey) to obtain input and data from participants and/or residents regarding specific program areas, policy or program issues or future program interests.

Utilizing any or several of these vehicles to obtain input and participant or resident feedback on department programs, services and operations can provide valuable data to assist program staff in making changes to departmental operations, improving the quality of programs and services, identifying new program interests, and making decisions that guide the future development of Recreation Department program and services.

Recommendation: Establish a process to create greater opportunities for participant and resident input in recreation programs to increase the overall effectiveness of and support for departmental programs and services.

8. ENTERPRISE SERVICES

This chapter provides an analysis of the organizational structure, staffing, operations and programs and services of the Elmhurst Park District Enterprise Services Department. This chapter analyzes the services provided by the Department, and make recommendations that change current practices, and expand upon the many positive aspects of the Department and the efforts of its staff.

1. ENTERPRISE SERVICES OVERSEES A WIDE VARIETY OF HEALTH CLUB, AND OTHER SERVICES OPERATING AS AN ENTERPRISE FUND.

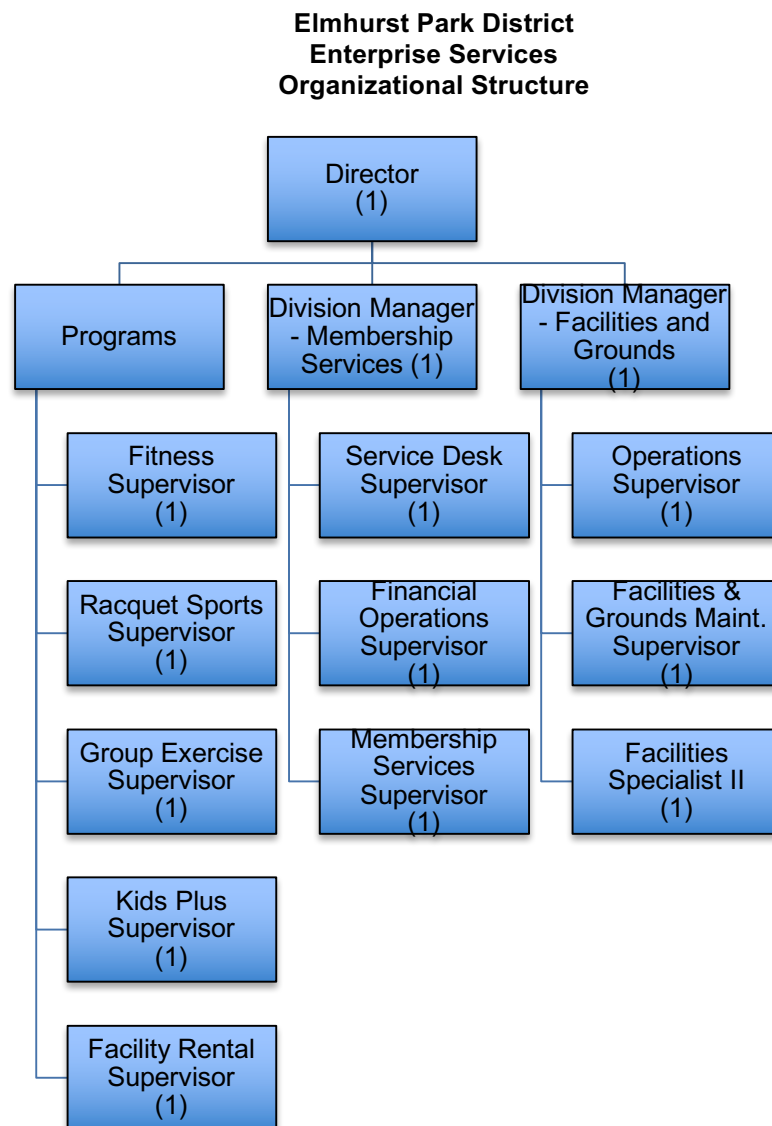
The Enterprise Services Department reports to the Executive Director and is responsible for the overall operations, programming and oversight of the Courts Plus Centre for Fitness and Health a 96,000 square foot facility. Courts Plus is a self-funded enterprise of the Elmhurst Park District that relies entirely upon membership dues, program and service fees to cover all operating and capital costs. The facility provides a comprehensive menu of services including:

- Tennis courts and programs,
- Handball / racquetball courts and programs,
- Fitness center including personal training programs / services,
- Aerobic Studio,
- Lap pool,
- Steam rooms, sauna and massage services,
- A variety of programs including fitness classes, martial arts, exercise programs, summer camps, etc.
- Multipurpose rooms to support various programs,

- Climbing wall, and
- Childcare center and programs.

In 2013, there were approximately 7,500 members. Total 2013 revenues were approximately \$4,240,000; of which, just under \$2.5 million were from memberships and daily use fees and just over \$1 million from program registration fees.

Enterprise Services is one of the larger organizational units of the Elmhurst Park District and is staffed as shown in the following organizational chart.



In addition to these full-time staff, there is a large complement of part-time and seasonal staff that are critical to the provision of services by this Department.

The following sections outline key recommendations for change in Enterprise Services. Overall, this Department has been operating under a flexible model with a focus on ensuring full-cost recovery of services. This has become increasingly more difficult with the impact of external market forces and increased competition in the local market. Several recommendations impacting this area have been addressed in prior section of this report (for example, coordinating recreation programs, financial staff oversight, and approaches to maintenance staffing, to name a few, and these will be not duplicated in this section).

2. ENTERPRISE SERVICES SHOULD MAKE A HIGH PRIORITY THE COMPLETION OF A COMPREHENSIVE ANNUAL BUSINESS PLAN INCLUDING MARKETING AND OPERATIONAL APPROACHES.

The most critical need at Courts Plus is the development and establishment of a comprehensive business plan that outlines the short and long-term approaches to managing operations. This is already under development by staff. The business plan should be a living document that is updated annually to reflect current market forces and considerations and modifies planned services and delivery approaches to continually position the operations to be competitive in the market place.

One of the most critical aspects of this business plan must be a developed focus on the market segment that will be pursued, the approach to competition with other local service providers, and the marketing plan that will be utilized to inform the public of the services that are available. The marketing component of this plan should be a joint effort between Enterprise Services and the Marketing and Communications

Department. Similar to the private competition it faces and competes against, Enterprise Services must have a well-defined approach to the marketing of its services, the incentives and promotions that it will implement to retain and expand market share, and the publicity surrounding services provided. Competition will only increase in the coming years, and Courts Plus must position and distinguish itself from the major competitors. Unlike many of its competitors, Courts Plus has a more robust and diversified portfolio of services that are attractive to many individuals. This business plan should also incorporate the approach that the District will take in establishing programs provided by both Courts Plus and the Recreation Department to ensure an appropriate level of comparative costs and competition between the two departments.

Another key component of the business plan should be the establishment of a program for on-going customer input and feedback. The District should seek to provide opportunities for members to provide input on an on-going basis about ways to improve or expand services.

Recommendation: The highest priority should be given to the completion of the business plan for Enterprise Services. This plan should have both a short-term (next year or two) and a longer-term (three to five year horizon) focus with a defined service portfolio and marketing approach to support both.

Recommendation: Enterprise Services should incorporate ongoing member feedback into the provision of services and modify service delivery, pricing and services offered based upon this feedback.

3. WHILE PART-TIME STAFF ARE CRITICAL TO SERVICE PROVISION, ENTERPRISE SERVICES SHOULD LIMIT (WHERE APPROPRIATE) THE NUMBER WHO WORK EXCEEDINGLY SMALL NUMBER OF HOURS EACH WEEK.

As with many areas of the Elmhurst Park District operation, Enterprise Services is dependent upon the use of part-time staff to support operations in a cost-effective

manner. The following table outlines the typical use of part-time staff to support operations at Enterprise Services.

Part-time Position	Key Job Duties and Responsibilities
Facilities & Grounds Division Custodian (20)	<ul style="list-style-type: none"> • Cleans locker rooms at Courts Plus • Replaces fans • Troubleshoots malfunctions such as door alarms, etc. • Perform light maintenance, such as replacement of door handles • Cleans equipment • Adds chemicals at pools
Programs Division Personal Trainer (20) Fitness Floor Staff Member (15) Group Exercise instructor (42) Kids Plus Staff Member (30) and Seasonal Team Member (20) Racquet Sports Instructor (30) Facility Rentals Staff Member	<ul style="list-style-type: none"> • Schedule and provide personal training services to patrons • Maintain appropriate personal training certifications • Supervise fitness floor, children's gym, and climbing wall • Ensure that patrons' needs are met on those facilities • Ensure that those facilities are used in a safe and organized way. • Prepare for and lead group exercise classes • Track enrollment and attendance of group exercise classes • Decorate and prepare venues/spaces for children's programming • Lead activities for Kids Plus programming • Provide supervision and direction for children enrolled in Kids Plus programs • Schedule and provide group and individual racquet sports lessons • Track enrollment and attendance of racquet sports classes • Setup, decorating, and tear-down of events • Minor maintenance of venues • Coordination of entertainment and catering • Serving of food and drinks • Washing linens and dishes • Responding to issues during events, as necessary

Part-time Position	Key Job Duties and Responsibilities
<p>Membership Services Division Bookkeeper (2)</p> <p>Financial Operations Assistant (1)</p> <p>Service Desk Staff (6)</p> <p>Registration Staff (8)</p> <p>Manager on Duty (8)</p>	<ul style="list-style-type: none"> • Manage financial operations paperwork • Audit and record the registration and point-of-sale cash registers • Maintain tracking spreadsheets of memberships and service utilization • Process new memberships and membership cancellations • Process credit card changes • Oversee financial operations paperwork • Greet members and answer telephone • Provide tours and membership information • Take facilities reservations • Sell personal services and pro shop items • Operate cash register • Greet members and answer telephone • Provide tours and membership information • Take facilities reservations • Sell personal services and pro shop items • Operate cash register • Process group class and lesson registrations and Kids Plus registrations in CLASS • Provide assistance and answer questions for instructors • Greet members and answer telephone • Provide tours and membership information • Take facilities reservations • Sell personal services and pro shop items • Operate cash register • Process group class and lesson registrations and Kids Plus registrations in CLASS • Provide assistance and answer questions for instructors • Oversee the facility when full-time staff are absent, manage on-duty staff and troubleshoot issues as they arise

While in general the use of part-time staff is entirely appropriate and in the best-interest of the District financially, there is a large number of staff who work exceedingly small numbers of hours weekly. While it may appear that it does not have much impact to have a part-time staff member working only a few hours a week, in reality, there is a significant organizational impact including issues related to management and oversight, performance evaluations, scheduling, processing of payroll and year end reporting. From an organizational perspective, the costs of oversight and administration of each

employee is large when employees only work a few hours per week. To limit this workload and streamline operations, Enterprise Services, and the District in general, should attempt to limit the number of individuals who work less than six hours weekly to those that have specialized skills that cannot be duplicated or provided by staff working a higher number of hours weekly.

Where feasible, the District should establish a floor of at least six hours weekly, on average, for an employee to be maintained on the roster. It is easier to manage associated supervision and scheduling tasks for a fewer number of employees who work more hours per week. Additionally, limiting the number of employees on the payroll also has added, though harder to quantify benefits, of reducing the number of payroll checks processes, and the conducting performance evaluations.

Recommendation: Enterprise Services, and the District in general, should attempt to eliminate (or limit) the number of employees who are scheduled to work fewer than six hours per week.

4. AN ANNUAL SURVEY OF CLIENT SATISFACTION AND SERVICE DEMAND SHOULD BE IMPLEMENTED.

To maintain current knowledge of member needs and desires, and to provide objective data to evaluate performance and update or modify the annual business plan, Enterprise Services should implement an ongoing and annual client satisfaction survey. Ongoing and continual feedback is critical to understanding customer wants, needs and desires regarding available programs, services, and pricing. This information should be a foundational element of the annual business planning effort with modifications made to address concerns identified from the customer survey.

Just as important as identifying satisfaction with existing services, this feedback effort should focus on identifying new services desired or identification of services

provided that no longer have value to customers. Enterprise Services must develop a culture of continual evaluation and maximum flexibility to respond to changing market conditions and customer desires to remain competitive over the long run with private sector competitors.

Recommendation: Enterprise Services should implement an annual customer satisfaction and market evaluation to gather the data and input necessary to fully develop a comprehensive business plan, services portfolio and marketing approach.

5. CURRENT APPROACHES TO STAFFING ALLOCATIONS ARE GENERALLY APPROPRIATE, HOWEVER, THE POSITION OF PROGRAMMING MANAGER SHOULD BE REINSTATED AND A STRONGER FOCUS ON MEMBERSHIP SHOULD BE IMPLEMENTED.

The current approach to staffing Enterprise Services is generally appropriate and what would be seen in comparable facilities. However, there are two areas where staffing modifications (or position focus) should be implemented and strengthened. The first is the reinstating of the position of Division Manager - Programming. This position has been vacant since the prior incumbent assumed the position of Director of Enterprise Services. While this approach has been cost-effective, it has required a larger percentage of the Director's time than ideal. The Director has been responsible for oversight and supervision of the Fitness Supervisor, Racquet Sports Supervisor, Group Exercise Supervisor, Kids Plus Supervisor and Facility Rental Supervisor (all areas previously reporting to the Programming Manager), and the two Division Managers (Membership and Facilities and Grounds).

The project team recommends that the position of Division Manager - Programming be reinstated as one of the highest priority recommendations. This not only provides greater oversight of these programming areas, but frees up the Director to

spend a greater amount of time on overall management of Enterprise Service, strategic planning and business plan development. However, to minimize the cost of implementation of this position, the project team suggests that the District first consider having the Division Manager - Programming also responsible directly for one of the programming areas (Fitness, Racquet Sports, Group Exercise, Kids Plus or Facility Rental). This approach will significantly reduce the cost to the District (and specifically Enterprise Services) while still addressing the larger operational needs that prompted the recommendation to reinstate the position. Longer-term, as financial abilities warrant, the District can move to having a dedicated Division Manager - Programming without responsibility for a specific functional area. Under the short-term approach, it is estimated that the annual salary differential of \$20,629 (difference in mid-points between Grade 4 and 6). With benefits estimated at 35% this would be a total annual increase of \$27,849. If the position is implemented as an additional position to those currently existing, the total annual cost would be \$ \$105,595 (assuming midpoint salary of \$78,210 and annual benefit costs of \$27,375).

The second minor change impacting staffing is the need to enhance the focus on membership sales. This is a shared responsibility of the Division Manager – Membership Services and the Service Desk personnel. However, because many of the service desk personnel are part-time, the focus on membership sales varies considerably. The project team recommends that the Division Manager - Membership Services, in conjunction with the Service Desk Supervisor, develop a plan for specifically training all staff involved in membership sales to increase the consistency and approach to discussing membership option, selling memberships, and follow-up

with those who have expressed interest in membership. In most private competitors, this is a highly specialized position with individuals experienced in sales and driven (likely due to compensation approaches that provide incentives for sales) to sell memberships. While this approach is harder to duplicate in the public sector, the focus on sales of memberships should be no less. A very consistent approach to outlining the benefits of membership, following up with potential members, and skills in “closing the deal” should be a strong focus of the training program. This is critical to the long-term success of the Department.

Recommendation: The position of Division Manager - Programming should be reinstated. In the short-term this position should also have functional responsibility for one on the programming areas to minimize the cost impact of the position. Longer-term this position could be stand alone with no programmatic responsibilities but focused solely on coordination and program development. The estimated cost impacts of the two options are \$27,849 and \$105,595 respectively.

Recommendation: A training program should be developed and implemented by the Division Manager - Membership Services to increase the focus and consistency of staff in discussing and selling membership services.

9. GOLF COURSE

The chapter provides an analysis of the organizational structure and operations of the Sugar Creek Golf Course, a nine-hole, par 32 course that is jointly owned by the Elmhurst Park District and the Village of Villa Park. This chapter will include analysis and recommendations that build upon the positive aspects of the Golf Course operation.

1. THE SUGAR CREEK GOLF COURSE OFFERS A VARIETY OF PROGRAMS AND SERVICES TO PATRONS.

The Sugar Creek Golf Course has a clubhouse that has a banquet room that may be rented for various functions, a private bar, a pro shop, and also has a deck area. The Course also features a driving range with 25 driving stations. The staff provide private and group lessons for both adults and youth at the Course.

The Golf Course's 2014 Budget reflects expenses of \$1,055,031 (including \$30,000 for capital equipment), and expected revenues of \$1,068,421, for an anticipated net profit of \$13,390. This compares to a net profit of \$3,633 in 2013, and net losses of \$47,762 and \$261,830 in 2012 and 2011, respectively. It should be noted that capital expenditures in these latter two years were primary drivers in the magnitudes of these net losses.

The Golf Course is managed by a Golf Course Division Manager, who oversees a Golf Course Superintendent and a Clubhouse Supervisor/Head Golf Professional. These two supervisory positions oversee the activities of a variety of part time staff involved in course maintenance, pro shop operations, food preparation, sales, and other related functions.

The table on the following pages provides an overview of the services provided by the Golf Course.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES
Administration	<ul style="list-style-type: none">• The Administrative Section, comprised of the single position of the Division Manager provides guidance to the overall operation of the Golf Course.• The Division Manager prepares and administers the budget for the Department.• The Division Manager is tasked with operating the Course on the basis of full cost recovery• Creates and runs programs and develops pricing for greens fees, concessions, pro shop items, etc.
Programs	<ul style="list-style-type: none">• Greens fees• Driving range• Golf leagues• Instructional programs• Permanent tee times• Tournaments
Sales	<ul style="list-style-type: none">• Pro shop merchandise• Cart rentals• Banquet facility rentals• Food and beverage sales
Course Maintenance	<ul style="list-style-type: none">• Turf maintenance• Landscaping/bunker maintenance• Irrigation system maintenance• Tree maintenance• Driving range maintenance• Equipment maintenance• The Course has 27 vehicles and pieces of equipment.

(1) There Are Many Positive Aspects of Golf Course Operations and Services.

The project team conducted interviews with key program staff members in the Golf Course, and compared its programs and services to “best practices”. The results of these activities identified significant positive features of the Sugar Creek Golf Course summarized by:

- The District has minimized its financial risk associated with the Golf Course through joint ownership and operation with the Village of Villa Park.

- The Golf Course conducts an annual analysis of the adequacy of greens fees, balancing financial considerations against the fees charged by competitive courses in the area.
- The Golf Course is operated as an enterprise fund with the objective of recovering the full costs of its operations.
- The Golf Course effectively uses contractors for the maintenance and repair of specialized equipment and non-routine course maintenance activities such as aeration of greens.
- The Golf Course measures, analyzes and reports on a wide variety of operational performance metrics such as rounds played on passes, resident vs. non-resident rounds played, rounds played per playable day, etc.

These positive aspects of the Golf Course provide a basis for the improving its operations. The following sections provide an analysis of improvement opportunities in the Golf Course.

2. THE DISTRICT SHOULD REPLACE GOLF COURSE MAINTENANCE EQUIPMENT ON A MORE TIMELY BASIS.

The Sugar Creek Golf Course maintains its nine-hole course with 27 vehicles and pieces of equipment. The project team analyzed the ages of these pieces of equipment and determined that approximately two-thirds of the equipment is well past their typical economic lives. Although some of this equipment is of relatively lower importance (e.g., fertilizer spreader, a golf cart, a trailer, a light utility cart, etc.), some of the equipment is vital to the operation and maintenance of the course (e.g., aerifier, tractor, sprayer, tee mower, and others).

The average composite age of the Golf Course's equipment was 17 years in 2013, and although not verifiable at this time, the Golf Course staff has reported that the average age of the fleet of vehicles and equipment was 8.0 years in 2002, which represents an 89% increase in only 11 years.

The Golf Course no longer has a dedicated mechanic on staff, instead using the Superintendent and part time course maintenance workers to maintain the equipment. The advancing age of the equipment is, therefore, creating a need to expend more labor hours in its maintenance, while simultaneously reducing the number of labor hours available for course maintenance. Over 1,300 hours were spent in maintenance and repair in 2013, and although there are no records to verify this, Golf Course staff estimate that only about 600 to 700 hours were spent approximately 10-12 years ago.

While pace of play is typically the single greatest factor in a golfer's choice of which course to play, greens conditions are generally in the very top tier of factors as well, and failure to maintain turf maintenance equipment will, over time, have a significant effect on the numbers of rounds played at the Sugar Creek Golf Course.

The current age of Golf Course equipment indicates that replacement of the equipment has been neglected for some time. Therefore, it is not financially feasible to replace all equipment that should be replaced in a single year. The Golf Course staff has developed a spreadsheet that assigns priorities to the replacement needs of each piece of equipment based on condition and importance to the operation. The project team concurs with this approach to prioritization, and recommends that the Elmhurst Park District, in conjunction with the Village of Villa Park, make investments to replace equipment in accordance with the priorities outlined by the Golf Division staff. The staff have estimated that the current cost of replacement of equipment past its useful life is about \$415,000, with salvage values for this equipment estimated to be about \$26,750, making the net current-year cost approximately \$388,250. If the District and the Village of Villa Park invested \$40,000 each over the next five years, the Golf Course equipment

would be fully replaced, allowing for less time in its maintenance and repair, and more time expended by scarce staff in maintaining the Course grounds.

Recommendation: The District and the Village of Villa Park should invest in the timely replacement of the Golf Course's maintenance equipment. The project team estimates that if the District and the Village each invest \$40,000 over the next five years, the equipment at the Course would be fully replaced and would allow for fewer labor hours expended in equipment repair, and more labor hours expended in grounds maintenance.

3. THE GOLF COURSE SHOULD TAKE A MULTI-FACETED APPROACH TO INCREASING COURSE REVENUES.

The revenues at the Sugar Creek Golf Course have been somewhat stable since 2012, when they increased by more than 16% over 2011 levels. However, the net income of the Course has been either negative, or only slightly positive since 2011, as the table below shows.

Category	2011 Actual	2012 Actual	2013 Budget	2014 Budget
Revenues	\$865,471	\$1,009,501	\$1,013,522	\$1,068,421
Expenses	\$1,127,301	\$1,057,263	\$1,009,889	\$1,055,031
Net	(\$261,830)	(\$47,762)	\$3,633	\$13,390
Change	NA	\$214,068	\$51,395	\$9,757

Although a review of the figures in the table provides an impression that the Golf Course is becoming at least marginally profitable, the figures fail to properly portray some underlying issues, both internal and external to the Golf Course. The internal issues relate to a relative lack of capital investment, and a relatively large debt service load on the Course. The former issue has been addressed at least partially in a separate section of this report, in noting that the District and Villa Park have failed to invest in the Course's vehicles and equipment over an extended period of time. However, the lack of any capital investment of any kind other than equipment replacement in the past four years is indicative of a lack of investment in the amenities necessary to maintain, or even increase, the level of play at the Course.

The number of rounds played at US golf courses has been declining for several years. The game reached its peak in 2000-2001, when 29.8 million people played 518 million rounds, however in 2013, the year for which the most recent data are available, there were only 24.1 million people golfing (the number of rounds is unavailable), a decrease of over 19% in 12 years. During 2013, a total of 3.7 million people took up golf, however 4.1 million golfers left the game, for a net loss of 400,000 golfers in 2013 alone. In response, in 2013 there were 157.5 golf course closures, of which 151.5 were municipal courses. It is estimated that the reduction in the number of courses must reach between 2% and 2.5% annually over a three to five year period in order to reach equilibrium in the market.⁴ Clearly, municipal courses are competing not only with each other for rounds played, but are also competing against downward national trends in course play. These factors make it even more important to make courses more attractive, and to also expand revenue streams beyond the traditional greens fees upon which courses have been reliant for the past several decades.

The project team strongly recommends that the Elmhurst Park District engage in a critical assessment of its competitive environment in order to determine, fundamentally, whether golf fits into its longer term strategy of service provision. The scope of this project did not encompass a strategic evaluation of the services that the District believes that its public desires, however it should formally assess these either through focus groups or through broader-based resident surveys of needs. These needs were perhaps addressed to some extent in the District's recent strategic planning initiative, however the public's views toward golf, specifically, should be a focus of a future needs assessment. The primary results of the strategic plan as they regard golf

⁴ TurfNet.com article, "Construction, Play, Number of Golfers Decline in 2013", Jan. 31, 2014.

appear to have focused on the need to construct a new maintenance facility and to reconfigure the clubhouse. These may, in fact, be worthwhile endeavors on their own merits, but do not address the core issue of declining play, and how these recommended actions will reverse these trends at the Sugar Creek Golf Course. A survey of resident needs conducted by a recent client, in Utah, of the Matrix Consulting Group indicated that 30% of respondents felt that golf should not be afforded any priority in the overall parks and recreation system, 31% felt that it should be afforded a low priority, 23% felt it should receive a medium priority, and only 16% believed that it should be afforded a high priority. These results may or may not be indicative of the views of the public in and around Elmhurst, however they appear to fit with the overall downward trends in the numbers of rounds played at municipal courses. Even if the results in the Elmhurst area turn out to be somewhat more positive than the ones cited in Utah, the District cannot continue to simply cut costs in order to maintain the minimal level of profitability the Course has managed to attain in the past couple of years. At some point, the Course must achieve higher revenues to attain greater levels of profitability.

Golf courses generally require a very high level of maintenance and investment to ensure their attractiveness to golfers. When course conditions deteriorate, golfers perceive that the value they receive for their greens fees similarly deteriorates, and they seek alternative courses to play. Therefore, it is imperative that the District continually invest capital in the amenities such as course drainage and layout, tee boxes, restrooms, food service, driving range, putting and chipping greens, and others. Capital investments can be forgone in extremely lean years, however the continual neglect of

the course will ensure that play will decline at an even more rapid rate than national trends are indicating. This need for relatively large capital investments in the face of generally declining play creates the need for the District to critically examine the role golf plays in its overall inventory of recreational offerings.

The project team does not offer a position on the strategic placement of golf in the District's set of services, but does recommend that, if golf continues to be offered in the future, it should seek to expand revenues at the Sugar Creek Golf Course. Potential avenues that the Course should pursue include the following:

- **Partnerships with surrounding golf courses in tournament play.** Sugar Creek is a nine-hole course, which is not generally considered to be a tournament number of holes. However, in partnership with other nine-hole courses, 18-hole tournaments could be offered, which could increase revenues at the Sugar Creek course, as well as other courses, and could even expand interest to golfers who do not normally consider a nine-hole course for play.
- **Partnerships with other courses to sell annual passes for play at all courses.** An annual pass could be sold at any of the participating area courses, with the revenues split equally among all courses. Alternatively, the proceeds could be divided according to the number of nine-hole rounds played at each participating course at the end of the season.
- **Expansion of the Junior Program.** This has been an increasing source of revenue for the Sugar Creek Golf Course, and is seemingly limited only by the number of youth the Course can accommodate with available staff. These six-week programs are accommodating about 350 youth, and could potentially be expanded beyond the April/May time frame. However, the project team recommends that the Course adopt a policy of over-booking the slots available in order to avoid the loss of revenue from youth who must cancel on short notice.
- **Company sponsorships.** Local businesses may be interested in placing their names on tournament sponsorships, and should be approached in this regard. This could take the form of advertisements at tee boxes, flags, and even on the sides of golf carts.
- **A greater level of advertising and marketing.** The golfers who frequent the Sugar Creek Golf Course are already "sold" on the course as a destination course to play. These golfers form the foundation of the course's revenues, however, in the face of declining overall play, these golfers alone will not sustain

the Course in the future. Therefore, a greater level of outreach much be made in order to attract and retain new golfers. The Course Manager should work with the Marketing and Communications Department to devise strategies to market the Course and its amenities to resident of Elmhurst and surrounding towns and villages. Concurrently, the Course should begin to capture information on the numbers of golfers who are playing the Course for the first time, and whether they intend to play again. Additionally, the Course should capture information on golfers who are playing the course for the second time, which is an indication of satisfaction with the Course and its conditions.

In summary, the Sugar Creek Golf Course faces challenges that are both internally and externally driven. The market for golf services is still present, and if the District decides, through a critical strategic analysis, that it will continue to provide these services, the project team recommends that it pursue a multi-faceted approach that includes annual investments of capital to renew the course, the course amenities and the equipment utilized to maintain it. Concurrently, the project recommends a strategy of enhancing revenues through expansion of programs and services, with a marketing program designed to attract new golfers to the Course.

Recommendation: The District should determine the role of golf in its longer-term inventory of recreational services. If golf is determined to be a valuable piece of the overall recreational offerings of the District, the project team recommends that it make routine, annual, capital investments in the Course, and concurrently expand its appeal to new golfers, while retaining the loyalty of current golfers.

4. THE GOLF DIVISION SHOULD BE TRANSFERRED BACK TO ENTERPRISE SERVICES UNTIL THE DISTRICT MAKES A DETERMINATION AS TO ITS LONGER-TERM ROLE IN THE OVERALL SET OF RECREATIONAL SERVICES.

As has been noted elsewhere in this report, the Golf Course has experienced declining revenues in a number of years, and has been only marginally profitable as an enterprise in the past two years, primarily due to declining expenses. The Golf Division has historically been a division within Enterprise Services, however as revenues and

profitability declined, it was removed from Enterprise Services and currently reports to the Executive Director.

The objective of the programs, activities and services provided by Enterprise Services is to minimally break even on a financial basis. The District has determined that the services at the Sugar Creek Golf Course should be provided, not as services for the public benefit such as is the case, for example, for the youth services that are provided by the Recreation Department, but rather as a self-sustaining enterprise funded by the users of the Course.

The District is faced with a policy decision regarding the future operation of the Sugar Creek Golf Course. In a previous section of this report, the project team has recommended that the Course pursue certain marketing actions designed to enhance revenues, and these recommendations are reiterated here. However, the game of golf is experiencing a general decline in interest nationally, and as demographics and resident interests shift, the District should critically assess the role of golf in the overall inventory of recreational services it provides.

The project team recommends that the District organizationally transfer the Golf Course back to Enterprise Services until such time that a policy decision is made regarding its future operation. Currently, the District's policy is that the Course be financially self-sustaining, which is the objective of all Enterprise Service activities. As such, the Golf Course should continue to explore ways in which it can increase revenues to restore profitability.

An alternative that the District may consider, however, is for the Golf Course to be treated as any other public recreational amenity in the General Fund, with lower fee

recovery targets such as those for soccer, swimming pools, etc. The advantage of placing the Golf Course under the General Fund is that critical and necessary improvements may be made to the course without having to fund these from revenues generated strictly from golf operations. In poor economic times, the Course will not achieve profitability, and will not be able to fund necessary course improvements during these years due to the fact that residents may elect not to spend their discretionary monies on golf. However, poor general economic conditions do not also mean that the condition of the course can be neglected. The placement of the Golf Course under the General Fund would allow for a more predictable, and likely more frequent, expenditure of funds for course improvements. The disadvantage of placing the Golf Course under the General Fund, however, is that the large majority of Elmhurst residents are not golfers and would be subsidizing an activity in which a small minority engages on a regular basis.

In summary, the project team recommends that the organizational placement of the Golf Course be dictated by the District's policy regarding the future of the game of golf within its overall set of service offerings. Currently, the District's policy is that the Golf Course should be a financially self-sustaining enterprise, and as such it should be placed under the management of Enterprise Services. Should the District determine that the Golf Course is unlikely to return to previous levels of profitability and that it is a recreational activity that District residents desire, the project team recommends that the Golf Course be placed under the management of the Recreation Department. The current organizational placement under the Executive Director, however, is not the

optimal location for the Golf Course, and detracts from the Director's focus on other District services.

Recommendation: The District should organizationally transfer the Golf Course to Enterprise Services until such time that a change in policy is made regarding its future role in the overall set of recreational services provided by the District. The current placement of the Golf Course under the Executive Director is not optimal, and detracts from the Director's focus on other critical District services.

APPENDIX A – DESCRIPTIVE PROFILE

This document provides a draft descriptive profile of the Elmhurst Park District. The purpose of the draft descriptive profile is to document the project team's understanding of the plan of organization for the District, allocation of staff by function, principal assigned responsibilities of staff and selected workload metrics. Data contained in these profiles were developed based on the work conducted by the project team including:

- Interviews with managers, supervisors and line staff.
- Collection of various data describing organization and staffing, workload, budgets, service levels and costs associated with the services provided.
- Observations of selected parks and facilities.

The structure of this descriptive profile for the Elmhurst Park District is as follows:

- Overview
- Organizational charts of each functional unit.
- Summary descriptions of key roles and responsibilities of positions.

The descriptions of responsibilities provided in the "Summary of Key Roles and Responsibilities" section summarize the team's understanding of the major programs and service activities to which staff throughout the Park District are assigned. These descriptions are not intended to provide the level of detail of a typical job description. Rather, the descriptions provide the basic responsibilities and reporting relationships for each position.

The following section presents an introduction and overview of the Elmhurst Park District.

1. INTRODUCTION

The Elmhurst Park District provides a full array of services that are either tax-supported or non-tax-supported. Revenues that fund operations can be categorized into three sources:

- Property taxes are the single greatest source of revenues, and amount to approximately 5.5% of the average homeowner's tax bill.
- Program registration fees comprise the next-largest portion of funding for the District. These are fees paid for recreational programs such as day camps, aquatics, gymnastics, and other similar traditional services.
- Other fees, including memberships, daily use fees, rentals, concessions, and merchandise fees account for the third, and smallest, portion of revenues.

The Park District's budget for FY 2014 was \$14,437,297, which represented a 2.0% increase over the previous fiscal year. The following table provides the actual expenditures for fiscal years 2011, 2012 and 2013, as well as the budget for FY 2014, by functional area.

Function	2011 Actual	2012 Actual	2013 Actual	2014 Budget	Pct. Chg. '13 to '14
Park Bd./Admin	\$510,052	\$682,943	\$489,124	\$494,410	1.1%
Mktg. & Communics.	\$274,731	\$374,701	\$432,991	\$443,555	2.4%
Finance & HR	\$969,632	\$1,011,966	\$1,186,477	\$1,198,871	1.0%
Info Tech.	\$449,926	\$512,518	\$582,363	\$603,196	3.6%
Parks	\$1,417,640	\$1,491,112	\$1,564,280	\$1,573,798	0.6%
Facilities	\$2,092,791	\$2,063,201	\$2,257,450	\$2,598,620	15.1%
Recreation	\$2,933,587	\$3,049,024	\$3,133,330	\$3,196,696	2.0%
Enterprise Svcs	\$3,556,367	\$3,643,148	\$3,767,302	\$3,561,888	(5.5%)
Golf Course	\$807,653	\$765,281	\$746,093	\$766,263	2.7%
Total	\$13,012,379	\$13,593,894	\$14,159,410	\$14,437,297	2.0%

The District is governed by a Board of seven elected Park Commissioners, and is managed by an Executive Director who is appointed by, and reports to, the Park Commissioners. There are six department directors who report to the Executive Director. These directors are over the following functional areas:

- Parks and Facilities
- Finance and Human Resources
- Marketing and Communications
- Recreation
- Information Technology
- Enterprise Services

In addition, although the Sugar Creek Golf Course is managed by a Division Manager, who reports to the Executive Director, for purposes of this descriptive profile, the project team will present the Golf operation as a separate department.

The following sections provide the organizational structures of each of the departments in the Elmhurst Park District.

2. ADMINISTRATION.

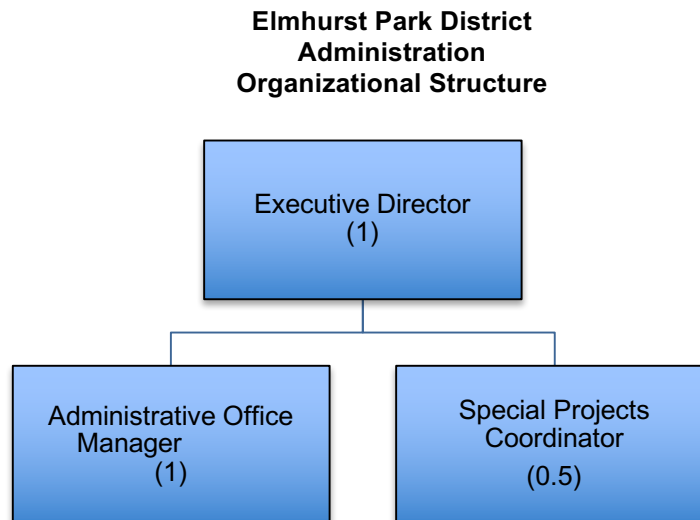
The following provides an overview of the Administrative Office for the Elmhurst Park District.

(1) Overview

The Administrative Office handles all executive functions of the Elmhurst Park District.

(2) Organizational Structure

The following organizational chart provides an overview of the organizational structure and staffing allocation of the Administrative Function.



(3) Summary Description of Key Roles and Responsibilities

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
ADMINISTRATION			
Executive Director	1.0	0.0	<ul style="list-style-type: none">• Directs the activities of the Park District in accordance with the State's Park Code and the policies established by the Board.• Recommends policies, plans and programs, and provides the Board with information necessary for policy-making functions.• Supervises the provision of a program of recreation that meet the needs and desires of residents.• Organizes and supervises the administrative organization for the Park District. Develops, reviews, analyzes and implements operational procedures required to effectively manage daily operations and implements Board approved policies.• Oversees the development and maintenance of all District parks and facilities.• Oversee the development and operation of the revenue facilities of the district.• Makes recommendations to the Board concerning land acquisition and facility development.• Coordinates the development of the District's Strategic Plan and a comprehensive capital improvements program.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Administrative Office Manager	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Executive Director. • Oversees part-time staff assigned to assist with administrative functions including receptionist function (1 – 30 hour / week employee) and messenger (1 – 10 hours per week employee). • Serves as principal administrative assistant to Executive Director and coordinates District-wide administrative activities (i.e., copier lease, postage) • Provides administrative support to Park District Board including developing board packets, attending Board meetings and developing minutes, and other administrative functions to support Board. • Assists Executive Director on the weekly report. • Provides proofreading and editing of District documents including those developed by staff in other Departments / Divisions. • Oversees District employee award program.
Special Projects Coordinator	0.5	0.5	<ul style="list-style-type: none"> • Reports to the Executive Director. • Coordinates the operating and capital budget processes annually. • Oversees and coordinates District's strategic planning process. Responsible for ongoing monitoring of implementation efforts. • Coordinates updating of Comprehensive Plan. • Oversees updating of Administrative and Board policies and procedures and provides training on new policies. • Conducts special projects as assigned.

(4) Summary of Operations

The following table provides a brief summary of some of the programs and services provided by the Administrative function. Representative workload and service level indicators are also shown. The workload information provided in the table below is not intended to be a complete listing of the work accomplished by the Department, but rather should be considered illustrative of the types of workload performed by staff in the Department.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
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FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Administration	<ul style="list-style-type: none">• The Executive Director's Office is responsible for the delivery of all recreational and maintenance services in the District.• The Office develops and carries out the strategic plan, which reflects the recreational needs of the District's residents and the directives of the Board.• The Office is responsible for ensuring that services are delivered in accordance with the strategic plan, and the operational and capital budgets.• The Office is responsible for monitoring the efficiency and effectiveness of the use of resources provided to the component divisions of the Park District organization.
Special Projects	<ul style="list-style-type: none">• Ensures the update of both the strategic plan and the comprehensive plan.

3. MARKETING AND COMMUNICATIONS.

The following provides an overview of the Marketing and Communications Department.

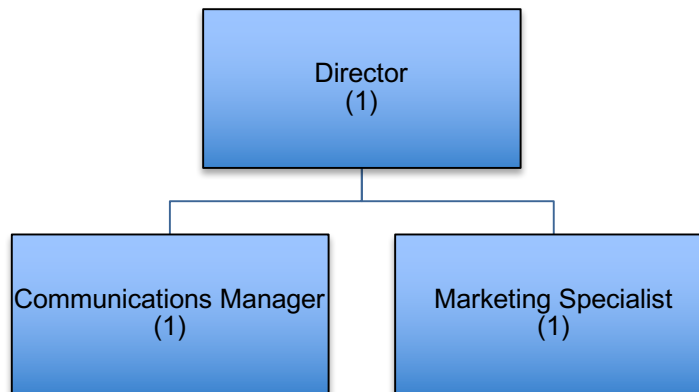
(1) Overview

The Marketing and Communications Department reports to the Executive Director, with the responsibility to provide strategic guidance, planning and creative ideas and marketing plans for the District, its facilities, programs and events. The Department produces the quarterly program guide, news releases, email communications, social media and written communication materials. The Department is responsible to edit District publications, enhance community outreach, manage public relations and publicity, recruit and coordinate the use of volunteers, provide a resource for the People for Elmhurst Parks Foundation and generate revenues through advertising and sponsorships.

(2) Organizational Structure

The following organizational chart provides an overview of the organizational structure and staffing allocation of the Marketing and Communications Department.

**Elmhurst Park District
Marketing and Communications Department
Organizational Structure**



(3) Summary Description of Key Roles and Responsibilities

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
MARKETING AND COMMUNICATIONS			
Director	1.0	0.0	<ul style="list-style-type: none">• Reports to the Executive Director.• Enhances relationships and communications with the media, public and community organizations.• Oversees messaging program for the Elmhurst Park District to ensure a consistent and coordinated approach is utilized.• Oversees promotional activities for District facilities, programs, events and services including marketing plan for all major facilities.• Prepares annual report content.• Manages sponsorship programs and advertising• Works with other Departments / Divisions to meet marketing and communication needs of their operations.• Supervises and allocates work to two employees (Communications Manager and Marketing Specialist) within the Department. Has a weekly staff meeting to prioritize work activities.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Communications Manager	1.0	1.0	<ul style="list-style-type: none"> • Reports to Director of Marketing & Communication. • Consults with various District staff to develop multi-dimensional marketing campaigns for programs and special events. • Coordinates with District staff to publish advertising copy, schedules, photos, and information regarding the District's facilities and programming in multiple online and physical publications. • Uses Adobe creative suite to construct and format flyers, quarterly brochures, banners, pamphlets, and other promotional materials. • Creates occasional promotional videos and commercials. • Creates and edits social media platforms. • Creates electronic communications including e-newsletters, e-blasts, and web creative content.
Marketing Specialist	1.0	1.0	<ul style="list-style-type: none"> • Reports to Director of Marketing & Communication. • Responsible for serving as writer / editor for District communications, plans, and marketing strategies. • Develops and writes press releases. • Manages web content. • Manages volunteer database and is responsible for recruitment and placement. • Manages electronic District participant surveys. • Manages volunteer groups for parades and trade shows.

(4) Summary of Operations

The following table provides a brief summary of some of the programs and services provided by the Marketing and Communications Department. Representative workload and service level indicators are also shown. The workload information provided in the table below is not intended to be a complete listing of the work accomplished by the Department, but rather should be considered illustrative of the types of workload performed by staff in the Department.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Communications and Marketing	<ul style="list-style-type: none"> • Annual Report • Press Releases • Various program materials and marketing pieces.

4. INFORMATION TECHNOLOGY.

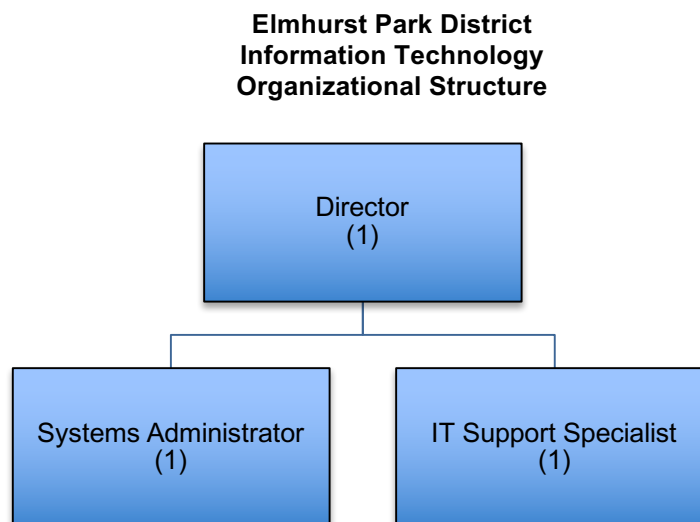
The following provides an overview of the Information Technology Department.

(1) Overview

The Information Technology Department reports to the Executive Director and is responsible for handling all technology needs for the Elmhurst Park District including technology infrastructure and maintenance, wi-fi spots throughout District facilities (public and private), security systems, telephone systems (voice over internet protocol based), GIS services, and select limited operating support on PCs. The IT Department is responsible for providing all end user node access including ongoing maintenance and support.

(2) Organizational Structure

The following organizational chart provides an overview of the organizational structure and staffing allocation of the Information Technology Department.



(3) Summary Description of Key Roles and Responsibilities

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
INFORMATION TECHNOLOGY			
Director	1.0	0.0	<ul style="list-style-type: none">• Reports to the Executive Director.• Oversees and manages the Information Technology Department including budget development and implementation, vendor management, and contract service administration.• Oversees technology infrastructure, personal computers, telecommunications system, and network connectivity between facilities.• Also responsible for the cell / mobile phone service for District employees.• Assigns and oversees work performed by staff including setting priorities, developing implementation plans, and resolving personnel or technical issues.
Systems Administrator	1.0	1.0	<ul style="list-style-type: none">• Reports to Director of Information Technology.• Administers the IT system, including managing the infrastructure and handling most day-to-day operational issues.• Ensures systems remain operational, updated and backed up.• Provides user support to employees of the Park District on computer and other technology use.• All responsible for telecommunication network and installations in addition to PC and servers. Provides phone support (i.e. – new user setup, change password) to employees as needed.
IT Support Specialist	1.0	1.0	<ul style="list-style-type: none">• Reports to Director of Information Technology.• Historically responsible for web development / content but with implementation of new content management system in 2013, duties in this area have been reduced with principal responsibility for content on only 1 of the Districts websites.• Primary area of responsibility has shifted to GIS support and development.

(4) Summary of Operations

The following table provides a brief summary of some of the programs and services provided by the Information Technology Department. Representative workload and service level indicators are also shown. The workload information provided in the table below is not intended to be a complete listing of the work accomplished by the

Department, but rather should be considered illustrative of the types of workload performed by staff in the Department.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Hardware	<ul style="list-style-type: none">• 21 virtual servers on 3 physical hosts.• 8 physical servers.• Utilize VEEM for backups.
PC	<ul style="list-style-type: none">• Approximately 90 PCs throughout District being replaced in next several months representing approximately 80% of PC inventory.• PCs replaced on a 3-4 year cycle.

The following table provides a summary of the major contracts / consultants utilized by the IT Department to provide services to the Elmhurst Park District.

Contract / Consultant	Key Service(s) Covered
First Circle (Mike Smith)	<ul style="list-style-type: none">• Contract provides as needed support to the Department on legacy system support including CLASS.• Historically approximately \$15,000 annually in support was required. In recent years, this support has been reduced to approximately \$1,500 to \$2,000.
Sterling Networks	<ul style="list-style-type: none">• Contract provides high-level technical network support to maintain the various EPD networks.• Provides IT Department access to additional resources and technical resources when needed based upon determination of IT Director it makes economic sense to utilize external resources (i.e. – based upon workload and/or technical nature of the work needed).
MIDCO	<ul style="list-style-type: none">• Contract provides coverage for VOIP phone support.• Services utilized for more “major” changes to the VOIP system. IT staff handle “minor” changes including new extensions, set-up, and daily operational support.

These contracts are integral components and supplements to the staff allocation and contribute to the Department’s ability to maintain the necessary technological systems and networks to support service provision to the public and employee support.

5. FINANCE AND HUMAN RESOURCES DEPARTMENT

The following provides an overview of the Finance and Human Resources Department.

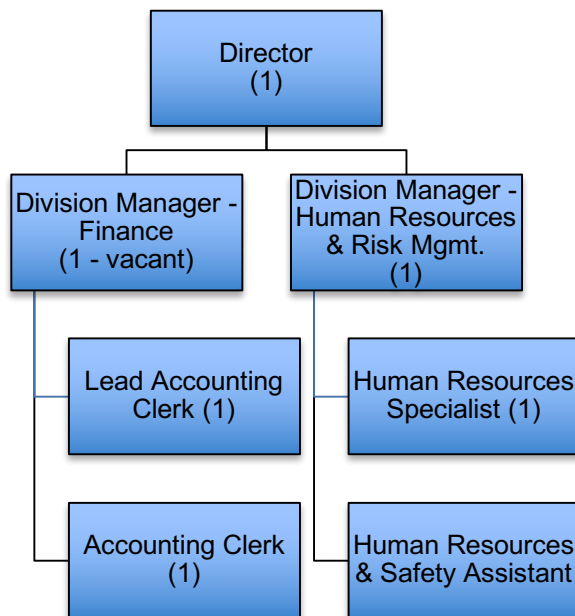
(1) Overview

The Finance and Human Resources Department reports to the Executive Director and is responsible for overall financial and human resources functions of the Elmhurst Park District. It is comprised of two divisions – Finance and Human Resources & Risk Management. For the Finance Division, duties include handling all budgeting, accounting, financial transactions and associated duties. For the Human Resources Division, duties include support to the organization for hiring, benefits administration, training, risk management and compliance, employee relations and assisting supervisors and managers with handling personnel issues.

(2) Organizational Structure

As previously noted, the Finance and Human Resources Department is comprised of the divisions of Finance and Human Resources and Risk Management. The following organizational chart provides an overview of the organizational structure and staffing allocation of the Finance and Human Resources Department

**Elmhurst Park District
Finance and Human Resources Department
Organizational Structure**



(3) Summary Description of Key Roles and Responsibilities

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
ADMINISTRATION			
Director of Finance & Human Resources	1.0	0.0	<ul style="list-style-type: none">Reporting to the District's Executive Director, the Finance and Human Resources Department Director oversees the operations of the Department The position provides guidance regarding service levels, policies, contracts, and others. The position develops, and ensures adherence to, the departmental budget.
FINANCE			
Division Manager – Finance	1.0	1.0	<ul style="list-style-type: none">Reports to the Director of Finance and Human Resources.Reconciles monthly bank statements of 5 – 6 financial accounts.Supervises Accounting Clerks and provided required oversight of financial processes.Develops Division budgetConducts annual petty cash audit (HUB, Fitness Center, Pools).Conducts annual inventory audit of Golf Course Pro Shop.Handles sales tax reconciliation.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Lead Accounting Clerk	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager – Finance. • Responsible for a variety of financial duties including reconciliation of Visa Statement, processes refunds, • Daily transfer / import of transactions from Class to Eden for posting to financial system. • Reconciles of deposit tickets to financial system. • Maintains W-9 and certificate of insurance files for vendors. • Proofs general journal entries. • Conducts weekly deposit. Responsible for petty cash fund for Finance department. • Handles payroll processing. • Handles A/P for Golf Course.
Accounting Clerk	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager - Finance. • Handles accounts payable function for the District. • Conducts weekly cash receipt entry into financial system for Golf Course. • Creates monthly journal entries related to IMRF and FICA for posting to financial system and reallocation from Divisions to general account. • Processes and reconciles Home Depot and Sam's Club credit cards. • Does bank deposit once per week.
HUMAN RESOURCES AND RISK MANAGEMENT			

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Division Manager – HR & Risk Mgmt.	1.0	1.0	<ul style="list-style-type: none"> Oversees the human resources and risk management functions of the EPD, and provides guidance, support and daily assignments to staff members in the division Recruits, hires and trains staff, and participates in interviews as requested by hiring managers Administers the District's performance evaluation program Develops and oversees safety, general and operational training administered to District employees Ensures staff have adequate resources to perform their assigned tasks Receives and processes workers compensation claims Processes property and liability claims Oversees the District's Wellness Program Researches benefits and makes recommendations for any necessary changes in plans Administers benefits, which include health, dental, vision, life, flex spending, EAP, deferred comp, Cobra, IMRF Monitors hours worked by District part time staff Prepares divisional budget, monitors expenditures, and ensures compliance Develops, revises and distributes personnel policies and procedures to EPD employees. Ensures compliance with policies and procedures Administers the District's classification / compensation plan Develops offer letters for full time employment Informs applicants of any issues discovered in their background checks Conducts exit interviews
Human Resources Specialist	1.0	1.0	<ul style="list-style-type: none"> Reports to Division Manager – Human Resources & Risk Management Primarily responsible for recruitment efforts. Posts job openings, finds new avenues for recruitment, etc. Attends the Job Fairs for the District, and communicates with the local colleges to publicize job openings Participates in job interviews on request Prepares background investigation paperwork and transmits to HR & Safety Assistant for processing/filing Communicates with hiring managers regarding receipt of applicant paperwork such as Personnel action forms, drug/alcohol testing, etc. Completes remainder of paperwork with new hires Enrolls new-hires in CPR training Conducts orientations for new employees twice monthly Enrolls employees exceeding 1,000 hours into IMRF Chairs the Employee Relations Committee for the District.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Human Resources & Safety Assistant	1.0	1.0	<ul style="list-style-type: none"> • Reports to Division Manager – Human Resources & Risk Management • Records drug test results in HRIS. Runs background checks on job applicants through the State of Illinois. Informs applicant of any items discovered in their background check. • Runs the vehicle records of all District full-time drivers to ensure safe history of vehicle operation. • Maintains employee and termination files not older than 4 years on site, purges older files annually. • Uses Sage Abra program to record background report and driving records results, benefits, payroll history, CPR certification, performance appraisals, etc. for staff electronically. • Serves as an additional front-desk employee approx.. 2-3 hours daily, answering telephone and assisting customers. • Permanent member of safety inspection committee, serves as committee secretary and maintains a spreadsheet of accident/incident reports. Maintains incident files. • Attends external trainings provided by the Parks District Risk Management Agency and the Illinois Police Symposium. • Attends external job fairs for recruitment purposes 2-3 times annually.

The following table provides a summary of the part-time, seasonal positions assigned to program divisions within the Finance and Human Resources Department.

Part-time Position	Key Job Duties and Responsibilities
Finance File Clerk	<ul style="list-style-type: none"> • Files invoices, cash receipts, journal entries and other miscellaneous forms. • Files various personnel information and forms. • Completes data entry of accounts payable, cash receipts, journal entries and other miscellaneous data. • Proofs data entry. • Types correspondences. • Prepares labels, folders, and binders for official files. • Assists with preparing documents for annual records retention. • Date stamps and distributes mail.

(4) Summary of Operations

The following table provides a brief summary of some of the programs and services provided by the Finance and Human Resources Department. Representative workload and service level indicators are also shown. The workload information

provided in the table below is not intended to be a complete listing of the work accomplished by the Department, but rather should be considered illustrative of the types of workload performed by staff in the Department.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Finance	<ul style="list-style-type: none"> • Handles all accounts payables and receivables for the District. • Reconciles all bank accounts. • Develops and maintains budget – operating and capital. • Ensures financial policies are enforced and utilized consistently throughout the District.
Human Resources	
Administration	<ul style="list-style-type: none"> • The Division supports 73 full time employees, about 450 part time and over 300 seasonal workers.
Recruitment	<ul style="list-style-type: none"> • Assisted in the hiring of 240 full and part time employees in 2012; 318 in 2013; 290 in 2014.
Benefits	<ul style="list-style-type: none"> • Medical Insurance is currently provided through Blue Cross Blue Shield of Illinois • Employees have choices of an HMO and two PPOs. • The District pays 85% of total premium costs for employee-only plans, and 75% of family, employee plus spouse, and employee plus children plans. • The District offers vision insurance, currently through Eye Med. Employee and District shares of the costs are similar to those of the health insurance plans. • The District offers dental insurance, currently through Delta Dental. Employee and District shares of the costs are similar to those of the health insurance plans. • Health, dental and eye care plan costs vary according to employees' participation in the Wellness program. • Percent of employees qualifying for Wellness Premium Incentive Program: <ul style="list-style-type: none"> - 78% in 2012 - 82% in 2013 - 85% in 2014 (projected)
Training	<ul style="list-style-type: none"> • Percent of employees receiving HR and safety training within 30 days of hire: <ul style="list-style-type: none"> - 91% in 2012 - 97% in 2013 - 98% in 2014 (projected)

6. PARKS AND FACILITIES DEPARTMENT

The following provides an overview of the organizational structure of the Parks and Facilities Department.

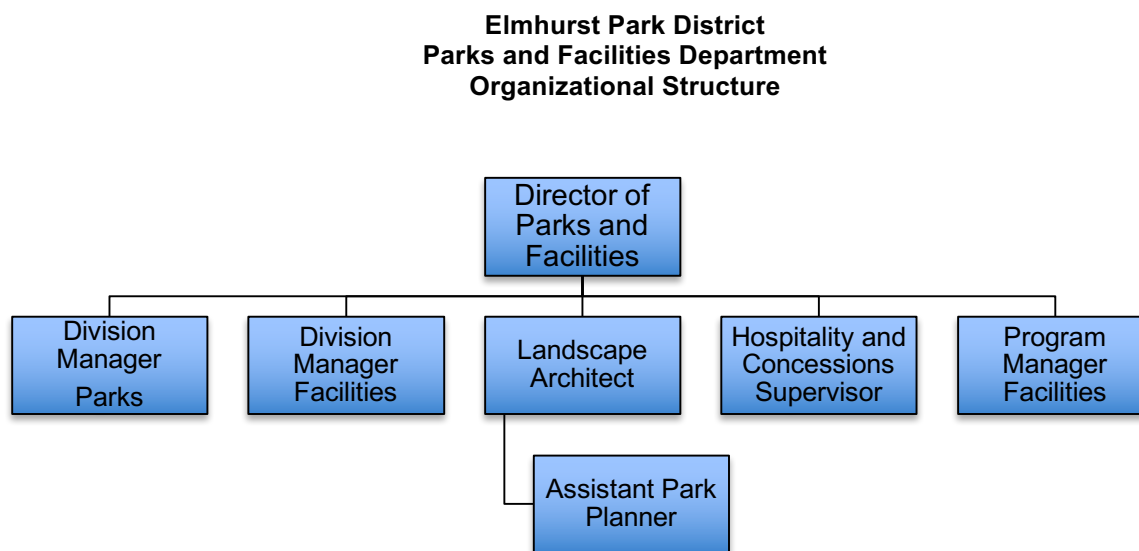
(1) Overview

The Parks and Facilities Department is comprised of the divisions of Parks and Facilities. The Parks Division is responsible for the maintenance of the District's parks and grounds, including mowing, trash and debris removal and disposal, turf care and maintenance, tree maintenance and removal, as well as snow removal. The Division is also responsible for coordinating the planting and maintenance of flowerbeds, maintenance of natural areas and landscapes, the care of prairie lands, as well as the Wilder Park Conservatory. The Parks Division also coordinates the maintenance of the District's fleet of vehicles and equipment, which generally is performed by the City of Elmhurst, however the Parks staff does repair and maintain certain small engine equipment.

The Facilities Division of the Department is responsible for the maintenance of the District's playgrounds, open spaces, athletic fields, and park amenities (e.g., picnic tables, playing surfaces, goals, fences, lights, signs, etc.). The Division is also responsible for the repair and maintenance, and custodial services, of the buildings on District properties, as well as the two outdoor swimming pools. In the last fiscal year, the Facilities Division received responsibility for the maintenance of the Hub, which includes a spray ground, four batting cages, a miniature golf course, and an administrative building which also includes a 3,500 square foot building with restrooms, concessions, storage and a party room.

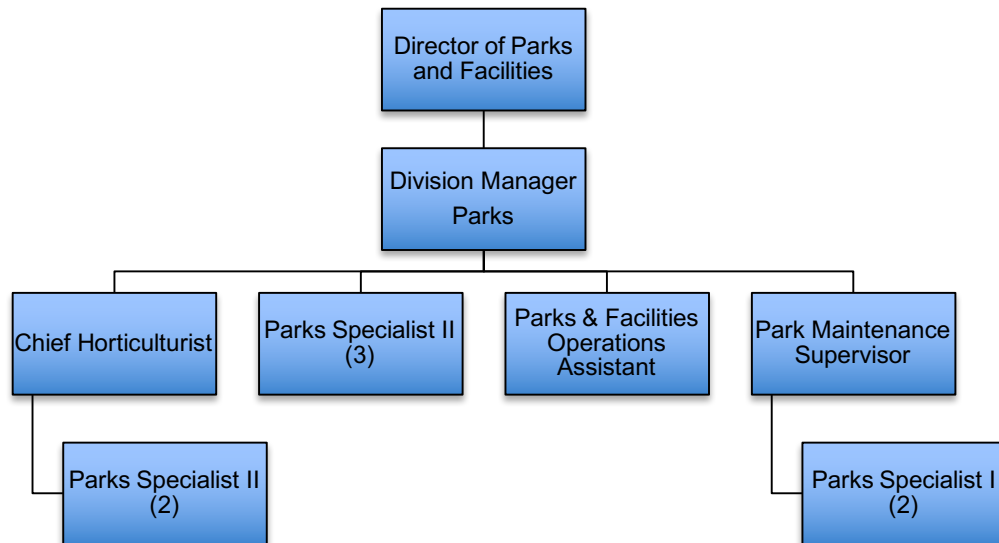
(2) Organizational Structure

The Parks and Facilities Department is comprised of the separate units of Parks and Facilities, each of which is managed by Division Managers. Also reporting to the Department Director are the Landscape Architect, the Hospitality and Concessions Supervisor, the Program Manager for Facilities. The following chart reflects the overall organizational structure of the Parks and Facilities Department, which is followed by more detailed organizational charts for the divisions of Parks and Facilities.



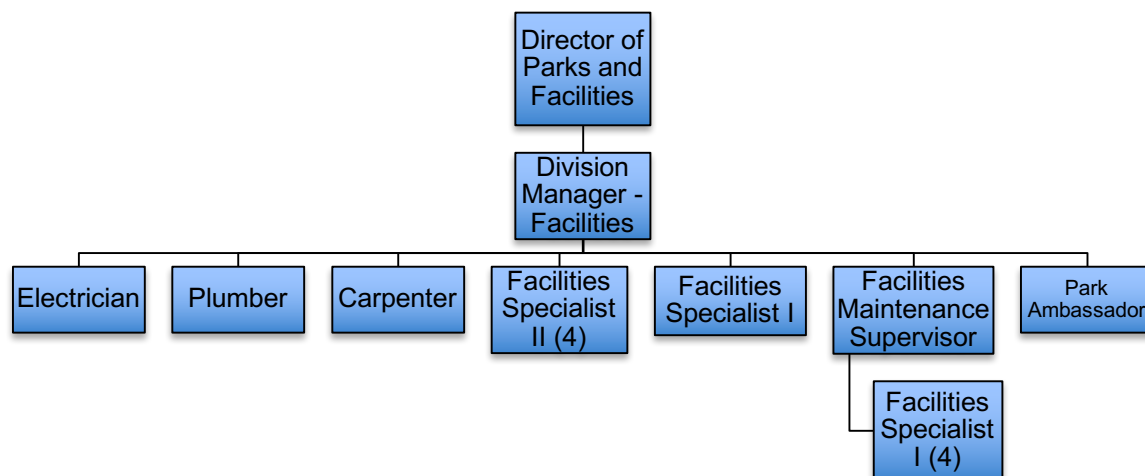
The following reflects the organizational structure of the Parks Division of the Department.

**Elmhurst Park District
Parks and Facilities Department – Parks Division
Organizational Structure**



The following chart reflects the organizational structure of the Facilities Division of the Department.

**Elmhurst Park District
Parks and Facilities Department
Facilities Division
Organizational Structure**



(3) Summary Description of Key Roles and Responsibilities

The following section provides a summary of the key roles and responsibilities of the positions in the Parks and Facilities Department.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
ADMINISTRATION			
Director of Parks and Facilities	1.0	1.0	<ul style="list-style-type: none">Reporting to the District's Executive Director, the Parks and Facilities Department Director oversees the operations of the Department, which includes parks, fields, grounds and facilities maintenance and care, landscape architecture services, permitting of athletic fields, concessions at the Hub, horticultural services, as well as others. The position provides guidance regarding service levels, policies, contracts, and others. The position develops, and ensures adherence to, the departmental budget.The Director oversees the planning, design and construction of any new, renovated or modified parks and facilities.The Program Manager for Facilities is currently a vacant position. The position is responsible for managing two outdoor swimming pools, hiring lifeguards, admissions staff, locker room attendants, instructors, etc., for the pools, and is the primary contact for patrons at the pools. The position must possess either a CPO (Certified Pool Operator) or AFO (Aquatics Facility Operator) certification.The Program Manager prepares the budget for the pools.
Program Manager-Facilities	1.0	0.0	
PARKS DIVISION			
Division Manager-Parks	1.0	1.0	<ul style="list-style-type: none">Reports to the Director of Parks & FacilitiesDivision Manager-Parks:<ul style="list-style-type: none">Reviews the work orders that need to be completed for the upcoming day and discusses with supervisors.Provides work assignments to Park Specialist II's and Parks Maintenance Supervisor.Schedules maintenance to be performed in the parks.Reviews resident complaints and issues and resolves as required.Identifies projects that need to be performed and ensures that sufficient staffing and materials are available.Gets quotes for projects, and makes purchases of materials and services.Schedules maintenance of equipment and communicates with lead mechanic at City garage.Hires and trains seasonal employees.Meets formally with Department Director on projects and special events in parks, updates on budget status.Serves as Environmental Committee Chair.Hours are 6:30 am till 3:30 pm.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Parks and Facilities Operations Assistant	1.0	1.0	<ul style="list-style-type: none"> • Reports to Division Manager – Parks • Purchases and inventories supplies and equipment for Parks & Facilities operations. Approves bills sent to Finance from vendors for Parks & Facilities supplies – verifies receipt of product and indicates account number for payment. • Stocks personal protective equipment. • Logs safety inspections for facilities. • Tracks vehicle maintenance needs. • Conducts correspondence with applicants for special use permits and reviews application based on size and type of activity. Ensures that all event vendors have insurance certificates on file. • Collects special use permit fees. Reviews post-event report and requests refund of applicants' security deposits if warranted. • Assists residents in determining the appropriate park locations for their events. • Answers phones and answers residents' questions, or forwards to appropriate personnel. • Acquires bids and quotes for major contracts and purchases, posts requests for quotes and bids over \$10k on website. • Collects reports from CLASS system and informs maintenance staff of relevant needs at morning meeting. • Provides administrative support as a permanent member of the Green Team sustainability program, including organizing meetings, tracking initiative progress.
Chief Horticulturist	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager of Parks • Oversees the operations of the Greenhouse and Conservatory. • Provides work assignments to Parks Specialists, volunteers, court appointed workers and seasonal worker. • Ensures that work assignments are completed according to plan. • As the District Grower, manipulates the greenhouse environment to grow plans/flowers. • Schedules the growing of plants and flowers to coincide with dates of need. • Conducts monthly environmental shows at the Conservatory. • Creates museum displays. • Presents classes, lectures, tours. • Repairs glass at greenhouse. • Maintains Administrative Building roof gardens.

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Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Parks Specialist II - Horticulture	2.0	2.0	<ul style="list-style-type: none"> • Reports to the Chief Horticulturalist • Maintain prairie lands by spraying and weeding non-indigenous, invasive plants. • Collects seeds from grasses that grow in prairie and re-plant in other areas. • Plant and prune shrubs • Maintains flowerbeds and landscapes. Mulches natural areas. • Removes invasive plants from turf and flowerbeds, applies pesticides for weed control and plants flowers, trees, and shrubs. • Seeds and transports plants and flowers for conservatory and greenhouse, handles and sterilizes soil. • Removes dead or diseased trees and chips into mulch. • Removes snow as required. • Hours are 7:00 am till 3:30 pm.
Parks Maintenance Supervisor – Parks Maintenance	1.0	1.0	<ul style="list-style-type: none"> • Receives work orders daily from Parks Division Manager and either completes work, or delegates to Parks Specialists under supervision. • Cleans canoe launch. • Takes down trees that are hazards over buildings. • Patches potholes. • Meets with staff weekly on Saturday am to review schedule for trash pickup in parks • Develops sheet for staff to use in collecting trash, picking up paper, etc. • Serves as the EPD Snow Commander, ensuring the clearing of sidewalks, parking lots, park interiors, pathways and running trails. • Works Fri-Tue, 6:30 am till 3:00 pm.
Parks Specialist I – Parks Maintenance	2.0	2.0	<ul style="list-style-type: none"> • Reports to Parks Maintenance Supervisor. • Collect trash and debris from all parks on a schedule. • One Parks Specialist is designated as the primary worker on trash collection. The other picks up trash, and serves as a “floater”, assisting with tree removals and mowing as required. • Removes snow from parks under direction of Snow Commander. • The primary trash removal employee works Tue-Sat, from 6:30 am till 3:00 pm. • The “floater” works Sun-Thu, from 6:30 am till 3:00 pm.

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Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Parks Specialist II – Mowing	3.0	2.0	<ul style="list-style-type: none"> • Reports to Division Manager-Parks • Mows, trims grass in assigned parks, athletic fields, greenway trails, prairie path and at Administration Building. • Uses mechanical blower to clear sidewalks and parking lots of leaves and other vegetation. • Picks up branches and other debris in assigned parks. • Cuts low-hanging branches in parks and walkways. • Conducts weekly inspection of playgrounds for safety, graffiti and vandalism. • In winter months, full time staff cut trees, straighten signs, fill potholes, trim shrubs from pathways, conduct playground inspections and clear snow. • One Parks Specialist is assigned to “large parks”, one Parks Specialist is assigned to “small parks”. The large parks have crews of one Parks Specialist II and 4 seasonal workers. Small parks have a Parks Specialist and 2 seasonal workers assigned to maintenance activities. • Hours are M-F, 6:30 am till 3:00 pm.
FACILITIES DIVISION			
Division Manager-Facilities	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Director of Parks & Facilities • Oversees and directs all activities in the Facilities Division of the Department. • Approves purchases of materials and supplies in the conduct of facilities maintenance and maintenance of athletic fields. • Develops schedules of daily activities for crews in facilities maintenance and athletic field maintenance. • Communicates with Recreation Department to anticipate events and to schedule maintenance and preparation of fields and facilities.
Electrician - Facilities	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager-Facilities • Maintains all electrical and HVAC equipment and components in the non-Enterprise Fund parks and facilities, including scoreboards, pump assemblies, motors, phones, lights, boilers, and others. • Checks each building at least monthly to determine any preventive or corrective maintenance requirements. • Maintains stock of frequently used parts. • Works M-F, 6:30 am till 3:00 pm
Plumber - Facilities	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager-Facilities • Maintains plumbing systems in non-Enterprise Fund buildings, including irrigation systems at parks and spray ground, fountains, pumps, toilets, etc. • Works M-F, 6:30 am till 3:00 pm

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Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Carpenter – Facilities	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager-Facilities • Builds signs and posts for parks, batting cages, trails, etc. Repairs broken signs. • Paints signs and other structures, such as gazebo. • Remodels buildings • Conducts projects to retrofit all buildings to ADA standards. Uses consultant report to work through list of items that need to be completed. • Serves as the Department's locksmith. Checks locks and doors on a regular basis. • Works M-F, 6:30 am till 3:00 pm
Facilities Specialist II	4.0	4.0	<ul style="list-style-type: none"> • Reports to the Division Manager-Facilities • Two of the Facilities Specialists II repair HVAC, electrical components, inspect and repair playground equipment, repair doors, shelving, and other structural items. • Two Facilities Specialists II line 18 athletic fields and maintain the lines throughout the seasons, mow infields, drag and manicure 28 dirt infields, and perform maintenance on 2 synthetic fields. Also repair athletic equipment such as nets, goals, etc. • Works M-F, 6:30 am till 3:00 pm
Facilities Specialist I – Facilities	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager-Facilities • Cleans bathrooms, paints walls • Works M-F, 6:30 am till 3:00 pm • Inspects parks for needed repair and maintenance and writes work orders • Opens park bathrooms in morning • Orders and delivers custodial supplies to bathrooms • Fills in at Wagner Center once weekly, cleaning restrooms, gym room, setting up for events • Inspects fire extinguishers • Works M-F, 6:30 am till 3:00 pm

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Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Facilities Maintenance Supervisor - Custodial	1.0	1.0	<ul style="list-style-type: none"> • Assigns and inspects the work of Facilities Specialists engaged in performing custodial services. • Develops RPQs and oversees contracts for waste hauling, portable toilet provision, air handlers. • Develops bid package for Districts imprinted wearables, and monitors the vendor's conformance to due dates for delivery. • Operates spray ground, opens doors at Hub facility in morning, ensures batting cages are open and operable. • Rents Hub facility, but will rent out Abbey in coming year. • Serves as the District's contact for DuPage County Election Commission • Handles employee security codes for all buildings that have panels, except Mansion, Courts Plus and Hub. • Handles permits that the buildings need annually from the city along with accompanying various inspections with the alarm company (security panels and smoke detectors), fire department, fire sprinkler inspection vendor (annual), Fire extinguisher Request for quotes and service (annual), boiler inspections (every 3 years) back-flow RFQ and service which are annual. • Employee is permanent member of Safety Committee. • Works 6:30 am till 3:00 pm
Facilities Specialist I - Custodial	4.0	4.0	<ul style="list-style-type: none"> • Report to facilities maintenance supervisor • Two Facilities Specialists are stationed Wagner Community Center, performing custodial tasks such as sweeping, mopping, waxing floors, cleaning spills, cleaning bathrooms, performing light maintenance, setting up for events, opening/closing doors, etc. One works 6:00 am till 2:30 pm, Tue-Fri, and 12:30 pm till 9:00 pm on Mon. Other works 12:30 pm till 9:00 pm, Tue-Sat. • One Facilities Specialist cleans bathrooms after sporting events. Works Wed-Sun, 3:00 pm till 11:30 pm Spring through Fall, and Mon-Fri, 3:00 pm till 11:30 pm in winter. • One Facilities Specialist is based in the Shop, and goes to pre-school buildings to perform custodial duties. Also inspects park equipment to determine maintenance needs, removes barricades, paints park equipment and structures in winter. Performs duties of the Facilities Specialist, above, on Mon and Tue, when that worker is off. Works M-F, 3:00 pm till 11:30 pm. • Takes regular inventory of custodial supplies.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Seasonal Worker – Custodial	4.0	4.0	<ul style="list-style-type: none"> • Reports to the Facilities Maintenance Supervisor • One Seasonal Worker works 5 hours per day, M-F throughout the year, and performs custodial duties at the Abbey and at the Administration Building (“375 Building”) • Three Seasonal Workers work from April through October, M-F, from 8:00 am till noon, at Hub, performing custodial duties in indoor areas, which include 2 sets of bathrooms and one employee bathroom.
PARK AMBASSADOR DIVISION			
Park Ambassador Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to Division Manager – Facilities • Patrol the District’s parks, interacting with patrons and ensuring a welcoming and pleasant park environment. Empty trashcans and repair vandalism/graffiti as necessary. • Fill out the daily “all parks form” to record status of parks at each visit. • Be present at events requiring special use permits to ensure the quality of park space during the event and report on the condition in which groups leave the park. • Hire, train, and manage 8 part-time Parks Ambassadors who patrol the parks according to a pre-determined route and visit park events and registered picnics. • Inspect and supply parks ambassador vehicles daily. • Coordinate the use of parks athletic facilities and grounds by the schools and groups that use them. Collect fees for facility use, register users in CLASS system, issue permits to users for the season (3 seasons annually). • Member of the advisory committee for athletic field users, enforce field playability guidelines.
HOSPITALITY AND CONCESSIONS DIVISION			
Hospitality and Concessions Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Located at the Hub • Position oversees the activities of the Spray ground, batting cage, athletic fields, and Mini Golf. • Responsible for the hiring of all seasonal and part time staff at the Hub. Sends out notices in winter to re-hire seasonal workers. • Researches new products (e.g., food items) for sale at the Hub. Analyzes Hub sales to determine which food products to offer in-season, and which to discontinue. • Rents facilities to interested parties. • Oversees the food operations at the Hub; manages the contracts for beverage and snack machines at 18 locations in parks and facilities
LANDSCAPE ARCHITECTURE DIVISION			

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Landscape Architect	1.0	1.0	<ul style="list-style-type: none"> Develops projects that need to be completed by the Park District. Current project example is in replacement of wood chips at playgrounds with poured-in-place surface. Makes decisions regarding which areas of parks need to be repaved or seal coated. Presents multiple concepts for playgrounds at public meetings. Attends public meetings to gather input from public on what is desired at parks.
Assistant Park Planner	1.0	0.0	<ul style="list-style-type: none"> Performs advanced computer work, including concept drawings of proposed parks

The following table provides a summary of the part-time, seasonal positions assigned to program divisions within the Parks and Facilities Department.

Part-time Position	Key Job Duties and Responsibilities
Horticulture Seasonal Worker (0.25) Court Appointed Workers – Horticulture (variable numbers) Volunteers – Horticulture (1,000 hours/year from multiple volunteers) Prairie Volunteers – Horticulture (550+ hours/year from multiple volunteers)	<ul style="list-style-type: none"> Seasonal Worker and Court appointed workers (as available) maintain flower beds, mulch natural areas, and other tasks as directed by the Chief Horticulturist. Horticultural volunteers work primarily in the greenhouse, maintaining flowers and other plants under the direction of the Chief Horticulturist. Prairie Volunteers work only in prairie lands in removing invasive, non-indigenous plants.
Parks Maintenance Seasonal Worker (6)	<ul style="list-style-type: none"> Mows, trims grass in assigned parks, athletic fields, greenway trails, prairie path and at Administration Building. Uses mechanical blower to clear sidewalks and parking lots of leaves and other vegetation. Picks up branches and other debris in assigned parks. Cuts low-hanging branches in parks and walkways. Conducts weekly inspection of playgrounds for safety, graffiti and vandalism. Four (4) seasonal workers work with a Parks Specialist II in the large parks. Two (2) seasonal worker work with a Parks Specialist II in the small parks. Hours for seasonal workers are the same as for full time staff during the months for which they are employed, which are M-F, 6:30 am till 3:00 pm.

Part-time Position	Key Job Duties and Responsibilities
<p>Parks and Facilities – Pools</p> <p>Pool Manager (8)</p> <p>Lifeguard Instructor (8)</p> <p>Head Lifeguards (8)</p> <p>Lifeguards (100)</p> <p>Locker Room Attendant (15)</p> <p>Swim Camp Instructors (19)</p> <p>Swim Lesson Instructors (35)</p> <p>Swim Lesson Coordinators (3)</p> <p>Swim Team Coaches (4)</p> <p>Masters Swim Instructor (1)</p> <p>Diving Coach (1)</p> <p>Water Fitness Instructor (1)</p> <p>Admissions Staff (15)</p>	<ul style="list-style-type: none"> • Pool Managers train, schedule, provide on-site supervision, and assist with evaluating pool staff; deposit revenues; coordinate weekly in-service training; maintain pool chemistry; recommend purchase of necessary supplies; ensure that Health Department and Starguard Standards are met; maintain knowledge of and enforce PDRMA Aquatic guidelines; and coordinate pool rentals. • Lifeguard Instructors provide pre-class organization of participants including taking attendance and instruct and supervise participants in accordance with the standards for International Lifeguard Training Program instructors. • Lifeguards and Head Lifeguards ensure the safety of participants when in pool area, ensure that Health Department and Starguard Standards are met, and perform any necessary rescues. • Locker Room Attendants ensure the cleanliness and sanitation of pool areas and locker rooms by performing daily housekeeping duties, monitor patron usage of pool amenities including water slide and sand play area, collect and remove garbage and recycling materials, and perform other custodial duties at the pool sites. • Swim Camp Instructors supervise and instruct participants in various aquatic activities, prepare and complete paperwork for each session, ensure that all Health Department Standards are met, complete paperwork on accidents and incidents, develop and prepare class materials and lesson plans, and set up and take down equipment. • Swim Lesson Instructors teach participants safety skills, supervise participants, prepare and complete paperwork for each session, and ensure that Health Department and ARC Standards are met. • Swim Lesson Coordinators train, schedule, supervise and evaluate staff, ensure that each participant is in the proper level of class and that each participant is evaluated at the end of the lesson, coordinate Learn to Swim in-service training, and document and ensure registration for private lessons is completed. • Swim Team Coaches, Diving Coaches and Masters Swim Instructors provide pre-class organization of participants including taking attendance, instruct and supervise participants in classes including diving, masters swim team and minnows preswim team. • Admissions Staff admit patrons into the pool by charging daily admission fee, checking validity of photo identification or marking punch card, assist public with questions about facility hours and fees, input transactions into cash register, and process payments of punch cards.

Part-time Position	Key Job Duties and Responsibilities
Facilities Maintenance – Custodial Seasonal Worker (4)	<ul style="list-style-type: none"> • One Seasonal Worker works 5 hours per day, M-F throughout the year, and performs custodial duties at the Abbey and at the Administration Building (“375 Building”) • Three Seasonal Workers work from April through October, M-F, from 8:00 am till noon, at Hub, performing custodial duties in indoor areas, which include 2 sets of bathrooms and one employee bathroom. • Performs custodial duties such as cleaning sinks, toilets, urinals; disinfecting and dusting furniture and fixtures; vacuuming carpets, rugs, floors, matting; mopping and sweeping floors; refilling dispensers, collecting and removing garbage and recyclables, etc. • Sets up and takes down rooms as directed for meetings • Reports building maintenance issues and needs.
Ambassador Part time Park Ambassador (8)	<ul style="list-style-type: none"> • Part-time employees, report to Parks Ambassador Supervisor. • Patrols the District’s parks, interacting with patrons and ensuring a welcoming and pleasant park environment. • Empties trash cans and use maintenance kit to repair vandalism/graffiti as necessary. • Fills out the daily “all parks form” to record status of parks at each visit. • Two work each day: one from 3-7pm and the other from 4-8pm.
Hospitality and Concessions Managers (5) Party Leader	<ul style="list-style-type: none"> • Managers ensure that cash registers are stocked with cash, ensure parties are greeted, oversee the work of part time workers, ensure that inventory of food items and other supplies are stocked, handle customer complaints, test chlorine and pH levels at Spray ground. • There is one Manager on each of two daily shifts. One shift is from 9:30 am till 3:00 pm. The second shift is from 3:00 pm till 8:30 pm. • Party Leaders Set up and decorate party room, lead games and supervise party participants in all areas, assist with food preparation, set up and serving, assist patrons with transportation of personal items, take down and clean room after party completion, and recommend purchase of necessary supplies, materials and equipment

(4) Summary of Operations

The following table provides a brief summary of some of the programs and services provided by the Parks and Facilities Department. Representative workload and service level indicators are also shown. The workload information provided in the table below is not intended to be a complete listing of the work accomplished by the

Department, but rather should be considered illustrative of the types of workload performed by staff in the Department.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Administration	<ul style="list-style-type: none">• The Administrative Section of the Department provides guidance to the overall operation of the Parks and Facilities Department.• The Section prepares and administers the budget for the Department.• The Section oversees the planning, design, construction and renovation of new parks and equipment.
Parks	<ul style="list-style-type: none">• The Division mows, trims, removes weeds, and collects trash in the District's parks.• There are 28 parks, 18 playgrounds, 12 picnic areas and 5.5 miles of walkways and trails.• Areas of responsibility cover 470 acres, of which approximately 370 are developed, with about 100 acres being left native, or natural.• Parks are mowed once weekly during growing season.
Facilities	<ul style="list-style-type: none">• The Division is responsible for the maintenance and repair of District facilities, 34 soccer fields, 32 ball fields, fourteen playgrounds, two outdoor pools, and site amenities. This does not include those under Enterprise Fund jurisdiction.
Landscape Architecture	<ul style="list-style-type: none">• Designs and/or bids out playground replacement and enhancement projects on annual basis• Manages the tree memorial program, in which there are 873 trees with memorial plaques.
Horticulture	<ul style="list-style-type: none">• Performs 6 to 8 floral shows annually• Greenhouse volunteers give approximately 1,000 hours annually• Garden volunteers give about 100 hours annually• Prairie volunteers give approximately 555 hours annually

7. RECREATION DEPARTMENT

The following provides an overview of the organizational structure of the Recreation Department.

(1) Overview

The mission of the Recreation Department is “to provide a balanced variety of quality experiences and services that proactively and consistently meet the need of the Elmhurst community.” To that end the Recreation Department offers a comprehensive, year-round schedule of recreational programs and events for the residents of the District.

The Department staffs the Registration Office, Inclusion Services and six program divisions including Early Childhood and Youth, Athletics and Environment, Gymnastics, Rec Station and Day Camps, Adults and Seniors, and Cultural Arts each managed by a full-time Program Manager position. The Department utilizes facilities at the Joanne B. Wagner Community Center, The Abbey Senior Center, District 205 elementary schools, district playfields and a variety of community and district park facilities for programming. The Recreation Department is staffed by 46 full-time equivalent positions, many of which are part-time/seasonal employees.

The Registration Office, based at Wagner Community Center with a satellite office at The Abbey, administers online and in-person registrations for all programs offered by the Recreation Department, the Aquatics Division, the Hub, and Courts Plus. The Registration Office processes park and facility reservation applications and provides front counter staffing at the Wagner Community Center, responding to questions and information requests from program participants and residents visiting the

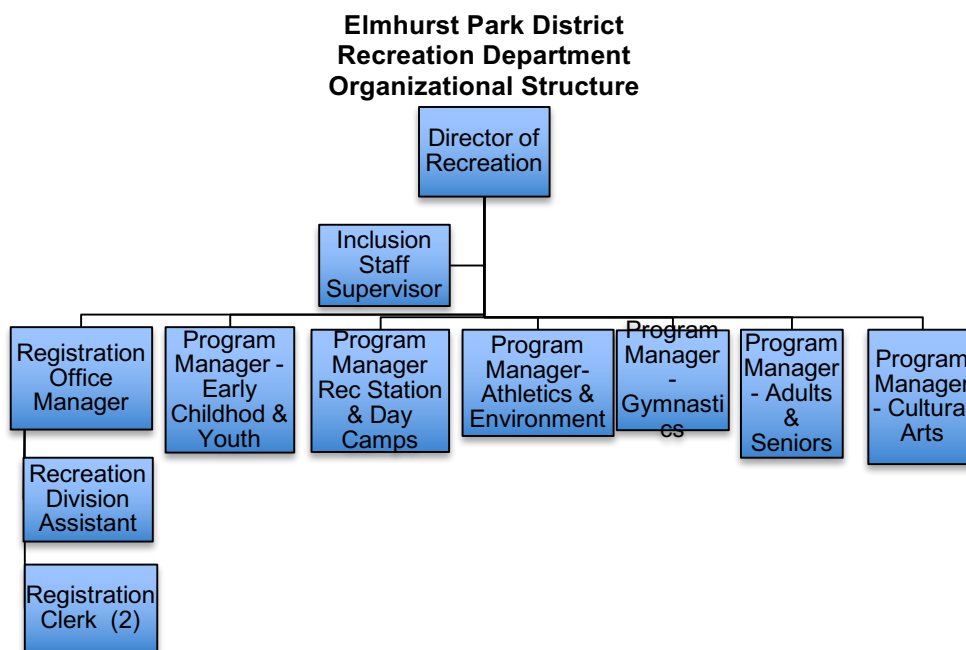
facility. In addition, the Registration Office serves as the call center for the entire District.

The Inclusion Division provides district-wide services to ensure that appropriate accommodations are provided to ensure the participation of persons with disabilities in recreation and district programs in compliance with Americans with Disabilities Act.

The six Recreation Department program divisions are responsible for segments of the programs offered by the department including program development and implementation, budgeting, purchasing and cost control, hiring, training and supervision of program personnel and contractors, facility scheduling and management, marketing, interaction with parents and participants, and program evaluation.

(2) Organizational Structure

The Recreation Department includes the Registration Office, Inclusion Services and six Program Divisions reporting to the Director of Recreation. The following chart reflects the organizational structure of the Recreation Department.



(3) Summary Description of Key Roles and Responsibilities

The following section provides an overview of the key roles and responsibilities of the full-time positions in the Recreation Department.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
ADMINISTRATION			
Director of Recreation	1.0	1.0	<ul style="list-style-type: none">Reporting to the District's Executive Director, the Director of Recreation oversees operations of the Recreation Division including district-wide program registrations, district-wide call center, and the development and implementation of a wide variety of recreation programming including early childhood and youth programs, gymnastics, cultural arts, before and after school programs, day camps, adult and youth sports, nature and environmental programs, special interest classes, adult and senior programming and the inclusion program. The position provides guidance to division personnel, interacts with other district divisions and school district in the implementation of program and services, prepares and manages the division budget, implements strategic plan for division.
Inclusion Staff Supervisor	0.75	0.75	<ul style="list-style-type: none">Responsible for ensuring appropriate accommodations for individuals with disabilities in district recreation programs and services including program aides and transportation. Works with Gateway SRA to provide services, interacts with division program personnel and coordinates transportation services. Coordinates Leader in Training Program. Supervises 20 program aids and 1 transportation contractor. Reports to Director of Recreation.
RECREATION DIVISION			
Program Manager – Early Childhood and Youth	1.0	1.0	<ul style="list-style-type: none">Responsible for the planning, development and implementation of the year-round Preschool in the Parks, Early Childhood program and youth classes at multiple locations. Supervises 25 part-time program personnel and 7 program contractors. Reports to the Director of Recreation.
Program Manager – Athletics and Environment	1.0	1.0	<ul style="list-style-type: none">Responsible for the planning, development and implementation of the wide range of sports programs for children and adults including instructional classes, clubs and leagues. Coordinates with community sports related groups and facilities division. Responsible for nature and environment related programs. Supervises 15 part-time program personnel and 20 contractors. Reports to the Director of Recreation.

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Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Program Manager – Gymnastics	1.0	1.0	<ul style="list-style-type: none"> Responsible for the planning, development and implementation of the gymnastics program including instructional classes, open gym and competitive team programs for preschoolers through high school students. Manages USAG Club responsibilities and manages Gymnastics Center facilities and equipment. Supervises 26 part-time instructors and coaches. Reports to the Director of Recreation.
Program Manager – Rec Station and day Camps	1.0	1.0	<ul style="list-style-type: none"> Responsible for the planning, development and implementation of before and after school recreation programs at 8 school sites. Coordinates with school district personnel. Responsible for day camp programs. Supervises 60 part-time Rec Station and day camp program personnel. Reports to the Director of Recreation.
Program Manager – Adults and Seniors	1.0	1.0	<ul style="list-style-type: none"> Responsible for the planning, development and implementation of 5 day per week program for seniors 62 years and up including clubs, social services and health programs, social events and trips based at The Abbey. Coordinates adult general interest classes, trips and programs. Supervises 2 part-time personnel. Reports to the Director of Recreation.
Program Manager- Cultural Arts	1.0	1.0	<ul style="list-style-type: none"> Responsible for the planning, development and implementation of the wide range of cultural arts programs for children through adults in the areas of music, dance, concerts, and theater including instruction, recitals, competitive teams and concerts.. Supervises 19 part-time instructors/program personnel and 5 contractors. Reports to the Director of Recreation
REGISTRATION DIVISION			
Registration Office Manager	1.0	1.0	<ul style="list-style-type: none"> Reports to Director of Recreation. Manages registration office and registration clerks. Process registrations, answer phones, process picnic permits and party rentals. Performs Rec station billings for before and after care program, payment plans). Manages CLASS database. Responsible for brochure download. Processes program reports. Manages special payment processing – rec station, dance, sunbeams & rainbows, gymnastics, music and leagues. Manages delinquent accounts.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Recreation Division Assistant	1.0	1.0	<ul style="list-style-type: none"> • Reports to Registration Office Manager. • Position assists the Program Managers with administrative and special projects. • Handles registration office at the Abbey. Conducts class / program registrations, answers questions and inquiries from the public, etc. • Assists with Senior Program including special events, senior trips, luncheons, and special dinners. • Handles all school permits to support Program Managers who utilize schools for programming. • Does timesheets for part-time staff. • Handles withdrawals and program cancellations. • Creates quarterly reports.
Registration Clerk	2.0	2.0	<ul style="list-style-type: none"> • Reports to Registration Office Manager. • Staff the registration desk at the Wagner Recreation Center to answer questions from the public, handle registrations, and answer phones. • Process registrations, transfers, withdrawals, etc. for program offerings. • Processes program cancellations. • Calls waitlisted patrons. • Processes all rec station and sunbeams & rainbows registrations, withdrawals, changes, etc. • Maintains cash in safe including vending money, cashbox, open gym, etc. • Processes picnic permits, facility rentals, pool passes. • Schedules are off-set to provide coverage with one position working days (8 to 5) and one position working evening (12 to 9). Full time registration clerks are supplemented with 6 part-time staff.

The following table provides a summary of the part-time, seasonal positions assigned to program divisions within the Recreation Department.

Part-time Position	Key Job Duties and Responsibilities
Administration Recreation Intern	<ul style="list-style-type: none"> • Develop and manage recreation programs

Part-time Position	Key Job Duties and Responsibilities
Inclusion Services Interpreter Inclusion Aid I Inclusion Aid II Leader in Training Coordinator	<ul style="list-style-type: none"> • Assist in the implementation of seasonal events by providing communications for the special needs population • Assist in providing recreational programs for children and adults with special needs • Assist in planning and implementation of Leader-in-Training program
Early Childhood and Youth Preschool Instructor I Preschool Instructor II Assistant Preschool Instructor General Interest Instructor	<ul style="list-style-type: none"> • Assist in planning, organizing and implementing a variety of creative and innovative programs for preschool children • Plan and implement various recreation and instruction activities for children • Develop general interest curriculum, instruct and supervise students
Athletics and Environment Athletic Site Supervisor I Athletic Site Supervisor II Athletic Class Instructor I Athletic Class Instructor II Assistant Athletic Class Instructor General Interest Instructor Environmental Education Instructor Environmental Education Instructor II	<ul style="list-style-type: none"> • Assist Program Manager in administration of adult sports leagues • Provide game site supervision of adult league and drop-in activities • Instruct and supervise participants in sports and fitness related classes • Develop general interest curriculum instruct and supervise students • Implement various environmental programs and camps • Develop, plan and coordinate environmental education program
Gymnastics Assistant Athletic Class Instructor Athletic Class Instructor I Athletic Class Instructor II	<ul style="list-style-type: none"> • Instruct, coach and supervise participants in gymnastics classes and teams
Recreation Station and Day Camps Recreation Station Site Director Recreation Station Assistant Site Director Recreation Station leader I Recreation Station Leader II Camp Director/Recreation Camp Counselor/Recreation	<ul style="list-style-type: none"> • Plan, coordinate and implement well organized, quality and varied recreation program; supervise, schedule and evaluate staff • Assist in implementing program and supervise children in recreation program and activities • Assist Site Director and Assistant Site Director in planning and implementing programs • Plan, coordinate, implement and supervise daily operations of program • Supervise and instruct participants in various recreational and camp activities

Part-time Position	Key Job Duties and Responsibilities
Adults and Seniors Lapidary Arts Instructor General Interest Instructor	<ul style="list-style-type: none"> • Develop lapidary arts curriculum, instruct and supervise students • Develop general interest curriculum, instruct and supervise students
Cultural Arts Performing Arts Instructor II Performing Arts Instructor I Assistant Performing Art Instructor Music-Instrument, Voice Instructor Dance Coordinator	<ul style="list-style-type: none"> • Plans, coordinates and implements performing arts classes including end of session performances and or recitals • Teach instrumental music and voice classes • Develop performing arts curriculum, instruct and supervise students
Events Special Events Staff Recreation Program Assistant	<ul style="list-style-type: none"> • Assist in the planning and implementation of seasonal special events • Assist in the efficient and productive operation of special events

(4) Summary of Operations

The following table presents a summary of the programs and services offered by the Recreation Department. The department program year is divided in four program quarters, (winter, spring summer, fall) with brochures published to catalog all of the recreation opportunities sponsored by the Recreation Department, as well as Courts Plus, the Hub, Aquatics Division and selected outside organizations that partner with the department in the implementation of programming.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Administration	<ul style="list-style-type: none"> • Provides overall direction and guidance to department personnel in the implementation of year-round recreation programs and events. • Supervises Registration Office and Program Manager personnel • Administers department budget. • Evaluates effectiveness of recreation sponsored programs • Manages WCC and The Abbey facilities • Interacts with public related to Recreation programs and services • Interacts with other District Departments in coordination and implementation of Recreation Department programs and services

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Registration Office	<ul style="list-style-type: none"> • Administers online and in-person program registration systems registering over 27,000 individual program registrations throughout the year (50% of registrations online). • Staff front desk at Wagner Community Center and The Abbey. • Administers the call center for entire district.
Inclusion Services	<ul style="list-style-type: none"> • Provides district-wide services to ensure appropriate accommodations for participation of persons with disabilities in recreation and district programs in compliance with Americans with Disabilities Act. • Coordinates with parents and program personnel to identify individual needs and accommodations to ensure smooth inclusion in programs. • Trains and supervises program aides to assist participants in programs. • Coordinates and supervises transportation services for persons with disabilities to district and Gateway programs. • Coordinates services with Gateway Special Recreation Association and Ray Graham Association to provide recreation programs. • Conducts Leader-in-Training program for 100 volunteers, ages 12 to 17 years.
Early Childhood and Youth	<ul style="list-style-type: none"> • Offers neighborhood based Sunbeams and Rainbow preschool programs at four locations for children ages 3 to 5 years. • Offers variety of Early Childhood classes for children 6 months to 5 years in four sessions throughout the year. • Provide variety of special interest classes to youth ages 5 to 14 years in four sessions throughout the year. • 2013 Early Childhood program registrations totaled 1,248 in over 330 hours of programming throughout the year.
Athletics and Environment	<ul style="list-style-type: none"> • Provides parent-child and early childhood sports programs for children ages 2 to 5 years in baseball, basketball, lacrosse, and soccer. • Offers variety of year round youth sports instructional classes, clubs and leagues for beginner to advance skill levels including hockey, lacrosse, soccer, volleyball, basketball, archery and fencing for ages 5 to 14 years. • Administers 8 men's and co-rec adult sports leagues including soccer, volleyball, basketball and softball. • Coordinate with district facilities department and community sports groups. • Provides variety of nature and environmentally related classes and programs for children 2 through 14 and family related events in partnership with the Lakeview Nature Center in the Oakbrook Terrace Park District. • Over 1,600 children registered in instructional programs and 162 adults participated in sports leagues in 2013.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Gymnastics	<ul style="list-style-type: none"> • Offers year-round gymnastics instructional classes, open gym and competitive teams for ages 2 through 18 years. • 26 instructors and coaches work all levels of instruction during each 8-week session. • Manage the Elmhurst Gymnastics Center facility and equipment. • In 2013 2,448 participants were registered in instructional classes and 78 participants enrolled in the competitive team program. • Competitive team members compete in AAU and USAG sponsored events
Recreation Station and Day Camps	<ul style="list-style-type: none"> • Provides before and after school care for first through fifth graders at 8 District 205 elementary schools. • Coordinate programs with individual schools to utilize multi-purpose rooms, gymnasiums and playgrounds providing homework time and recreational experiences. • In 2013 Recreation Station enrolled 572 children and provided over 750 hours of supervised care per child. • Fun Seeker Day Camp provides 10 weeks of programming during the summer session including weekly themed events, field trips, swimming, and weekly carnival events for children 5 to 11 years. • Before and after camp care is also available in conjunction with Day Camp programs, averaging 40 participants with 250 hours of supervised care per child. • An average of 70 participants register for Fun Seeker Day camp each session, providing 300 hours of programming per child.
Adults and Seniors	<ul style="list-style-type: none"> • The Abbey offers a range of programs for individuals 62 years and older including weekly social activity groups, monthly special events and luncheons, social service programs, information seminars, health checks, classes and trips. • Annual membership in The Abbey provides discounted program fees, newsletter, selected free events and discounts at local stores and restaurants. • 19 day trips are offered to active adults and seniors to sites around the region. • Special Interest instructional classes are offered for participants 16 years and older in a variety of arts and culinary related activities. • In 2013 The Abbey provided 1,500 hours of programming for nearly 1,000 seniors. 375 seniors are currently registered as members in The Abbey.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Cultural Arts	<ul style="list-style-type: none"> • Dance instructional classes and recital dance classes offered for children ranging from 18 months to 18 years including ballet, tap, jazz, hip hop. • Adult dance instructional classes open to adults 16 years and older include belly dance, jazz, tap, and dance company. • Theater programs are open to children age 3 to 15 year and include performances. • Music programs include group and private lessons on piano, guitar, keyboard, drums and voice for ages from 4 and older. • Dance Recitals, a number of performance opportunities and dance team competitions are offered throughout the year. • Special events, summer concerts and jazz ensemble performance are also offered on an annual basis. • Dance registration increased 23% in 2013 with over 800 participants.
Events	<ul style="list-style-type: none"> • Produces variety of seasonal, community-wide and program-specific events to celebrate holidays, seasons and programs including recitals, picnics, sporting events, concerts. Events are offered in each program division.

8. ENTERPRISE SERVICES.

The following provides an overview of the Enterprise Services Department.

(1) Overview

The Enterprise Services Department reports to the Executive Director and is responsible for the overall operations, programming and oversight of the Courts Plus Centre for Fitness and Health a 96,000 square foot facility. Courts Plus is a self-funded enterprise of the Elmhurst Park District that relies entirely upon membership dues, program and service fees to cover all operating and capital costs. The facility provides a comprehensive menu of services including:

- Tennis courts and programs,
- Handball / racquetball courts and programs,
- Fitness center including personal training programs / services,
- Aerobic Studio,
- Lap pool,

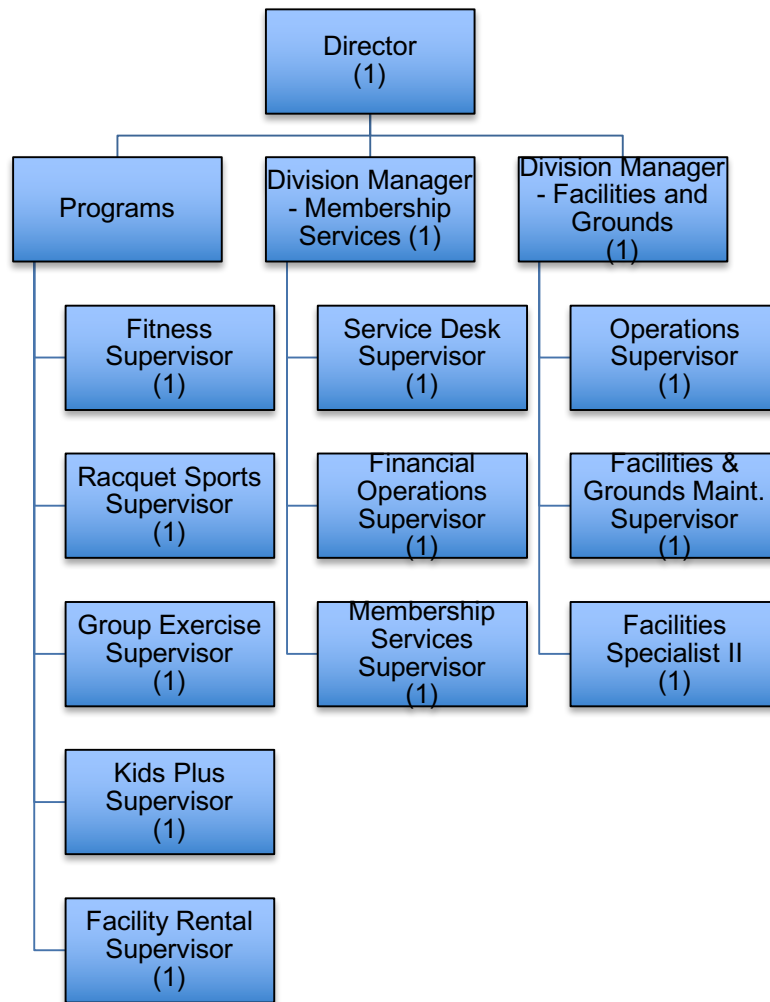
- Steam rooms, sauna and massage services,
- A variety of programs including fitness classes, martial arts, exercise programs, summer camps, etc.
- Multipurpose rooms to support various programs,
- Climbing wall, and
- Childcare center and programs.

In 2013, there were approximately 7,500 members. Total 2013 revenues were approximately \$4,240,000; of which, just under \$2.5 million were from memberships and daily use fees and just over \$1 million from program registration fees.

(2) Organizational Structure

The following organizational chart provides an overview of the organizational structure and staffing allocation of the Enterprise Services Department.

**Elmhurst Park District
Enterprise Services
Organizational Structure**



(3) Summary Description of Key Roles and Responsibilities

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
ENTERPRISE SERVICES			
Director	1.0	1.0	<ul style="list-style-type: none">• Reports to the Executive Director.• Oversees operation of Enterprise Services – primary focus on Courts Plus operations.• Supervises two Division Managers (Membership Services, Facilities & Ground) and five program Supervisors (Fitness, Racquet Sports, Group Exercise, KidsPlus, Facility Rental). Ensure work plans and priorities are established and coordinated in line with overall goals of Enterprise Services.• Develops, implements and monitors a five year business plan.• Handles all personnel issues for assigned staff.• Responsible for various reporting, planning, budgeting and operational planning and monitoring to oversee programs and services.• Responsible for operating Department with goal of full cost recovery.
Facility Rentals Supervisor	1.0	1.0	<ul style="list-style-type: none">• Reports to Director of Enterprise Services• Coordinate rental of District venues and space for events, especially the Wilder Mansion and gardens.• Produce marketing materials and conduct tours of venues for prospective customers.• Communicate with vendors, customers, and employees to produce well over 200 events annually.• Track financial results of venue rentals and events to ensure the financial feasibility of this enterprise service.• Hire, train, and manage part-time employees for event production.• Work with other supervisors to create enterprise services brochure for the coming season and communicate changes to customer service staff.
Fitness Supervisor	1.0	1.0	<ul style="list-style-type: none">• Reports to Director of Enterprise Services• Develop fitness programming to meet community demand. Construct schedules, staffing plans, and marketing materials for programming. Ensure the financial feasibility of programming.• Hire, train, and manage 20 personal trainers and instructors for fitness programming. Be present on the fitness floor to ensure a welcoming and professional environment for patrons.• Contract maintenance staff to service approx. 150 fitness machines.• Work with other supervisors to create enterprise services brochure for the coming season and communicate changes to customer service staff.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Group Exercise Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to Director of Enterprise Services • Develop group exercise programming to meet community demand. Construct schedules, staffing plans, and marketing materials for programming. • Hire, train, and manage 42 group instructors for exercise classes. Occasionally serve as an instructor for a group exercise class. • Monitor attendance of group exercise classes to determine financial workability of programming. • Respond to questions and issues raised by patrons and instructors. • Work with other supervisors to create enterprise services brochure for the coming season and communicate changes to customer service staff.
Kids Plus Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to Director of Enterprise Services • Coordinate children's programming (camps, parties, childcare, special events, etc.) to meet community demand. Construct schedules, staffing plans, and marketing materials for children's programming. • Track attendance and costs to ensure the financial feasibility of children's programming. • Provide hands-on supervision and management of special events, parties, childcare, and children's camps. • Hire, train, and manage staff for Kids Plus programming – 2 coordinators, 30 part-time staff, 20 seasonal staff. • Work with other supervisors to create enterprise services brochure for the coming season and communicate changes to customer service staff.
Racquet Sports Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to Director of Enterprise Services • Develop racquet sports programming to meet community demand. Construct schedules, staffing plans, and marketing materials for programming. Ensure the financial feasibility of programming. • Hire, train, and manage 30 instructors for programming and classes on racquetball courts and indoor and outdoor tennis courts. • Provide supervision to racquet sports classes to ensure smooth scheduling and patron satisfaction. • Work with other supervisors to create enterprise services brochure for the coming season and communicate changes to customer service staff. • Serve as payroll liaison for facility rentals employees.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Division Manager – Membership Services	1.0	1.0	<ul style="list-style-type: none"> • Reports to Director of Enterprise Services. • Responsible for the operations of the Membership Services Division. Supervises assigned staff and allocates work activities and performance. • Plans, develops, manages and oversees operations of all membership services functions including Service Desk, Membership Services, and Financial Operations. • Directly supervises three employees – Service Desk Supervisor, Membership Services Specialist, and Financial Operations Supervisor. • Develops programs and plans to improve service delivery and financial performance within assigned areas.
Service Desk Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to Division Manager – Membership Services • Manages 22 part-time staff: 8 managers on duty, 8 registration employees, 6 service desk employees. Between 2 and 4 on duty at a given time. Spends hand-on time with employees providing direction and developing resources to assist them. • Communicates with customers and staff regarding the performance of employees and the development of communication procedures. • Hires new employees, creates schedule for their time at the front desk. • Conducts performance appraisals for employees 3 times annually. • Conducts 10 group meetings with employees per year on topics ranging from customer services to registration practices to supervisory skills and troubleshooting.

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Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Financial Operations Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to Division Manager – Membership Services • Initiates monthly billing auto-withdrawal for members that pay monthly, send those that are declined to bookkeepers for collection. • Prints list each month of all members renewing annual memberships in that month, apply adjustments and refunds to those requiring them, bill those paying on an annual basis and renew their memberships. • Coordinates and manages member payment plans • Processes refunds for program memberships, rentals, club memberships, services, and pro shop items. Communicates with appropriate staff to obtain approval for refunds. • Closes out administrator payment terminal on a monthly basis. • Manages 2 part-time bookkeepers and one part-time assistant who process cancellations, new memberships, and credit card changes, oversee paperwork, and audit the registration and point-of-sale cash registers. • Assistants and bookkeepers also maintain spreadsheets of daily cash intake, memberships and renewals, cancellations and changes, and massages. • Coordinates the compilation of the Enterprise Services budget with staff, program supervisors, and District finance department on an annual basis. • Performs annual inventory count of membership-related items and services.
Membership Services Specialist	1.0	1.0	<ul style="list-style-type: none"> • Reports to Division Manager – Membership Services • Develops marketing strategies, events, and promotions for Courts Plus to increase membership additions and retention. • Tracks number of new memberships, cancellations, and the outcomes of various promotions and events. • Collects materials for Courts Plus newsletter and send to Marketing department for publication. • Communicates with District marketing staff to implement more complex marketing strategies. • Communicates with members and recently canceled members regarding their membership experience. • Provides customer service on occasion at Courts Plus front desk.

ELMHURST PARK DISTRICT
DRAFT Report on the Staffing Study

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
Division Manager – Facilities & Grounds	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Director of Enterprise Services • Oversees and ensures the provision of maintenance and repair services for Courts Plus, Mansion and Sugar Creek Golf Course. • Oversees the maintenance of automated systems controlling temperature, HVAC units, boilers, etc. • Makes daily maintenance and custodial task assignments each day. • Ensures that subordinate staff have resources to complete assigned tasks. • Manages contracts for HVAC, plumbing, electrical maintenance and repair as well as custodial services.
Operations Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to Division Manager – Facilities & Grounds • Inventories and purchases maintenance and custodial supplies. • Collects and organizes bid packets for major maintenance contracts and purchases. • Records all work activities of maintenance staff and the amount of time spent on each task. • Conducts interviews of job applicants. • Schedules 20 part-time and one full-time maintenance employee on a weekly basis. • Processes payroll based on EBS system and manual time sheets kept by each employee. • Communicates with staff and supervisors to respond to requests and solve maintenance-related problems on a daily basis.
Facilities & Grounds Maintenance Supervisor	1.0	1.0	<ul style="list-style-type: none"> • Reports to the Division Manager – Facilities & Grounds • Sets up Mansion for events • Paints facilities and fixtures • Sets up schedules for maintenance of Mansion and Courts Plus • Inspects and ensures that maintenance is being performed at Courts Plus, Mansion and Golf Course • Completes work orders as projects and tasks are completed
Facilities Specialist II	1.0	1.0	<ul style="list-style-type: none"> • Performs custodial tasks at Courts Plus, Mansion, Golf Course • Performs light maintenance, such as repairing dehumidifiers • Troubleshoots problems at all three facilities
Custodians	20PT		<ul style="list-style-type: none"> • Cleans locker rooms at Courts Plus • Replaces fans • Troubleshoots malfunctions such as door alarms, etc. • Perform light maintenance, such as replacement of door handles • Cleans equipment • Adds chemicals at pools

The following table provides a summary of the part-time and seasonal positions assigned to program divisions within the Enterprise Services Department.

Part-time Position	Key Job Duties and Responsibilities
Facilities & Grounds Division Custodian (20)	<ul style="list-style-type: none"> • Cleans locker rooms at Courts Plus • Replaces fans • Troubleshoots malfunctions such as door alarms, etc. • Perform light maintenance, such as replacement of door handles • Cleans equipment • Adds chemicals at pools
Programs Division Personal Trainer (20) Fitness Floor Staff Member (15) Group Exercise instructor (42) Kids Plus Staff Member (30) and Seasonal Team Member (20) Racquet Sports Instructor (30) Facility Rentals Staff Member	<ul style="list-style-type: none"> • Schedule and provide personal training services to patrons • Maintain appropriate personal training certifications • Supervise fitness floor, children's gym, and climbing wall • Ensure that patrons' needs are met on those facilities • Ensure that those facilities are used in a safe and organized way. • Prepare for and lead group exercise classes • Track enrollment and attendance of group exercise classes • Decorate and prepare venues/spaces for children's programming • Lead activities for Kids Plus programming • Provide supervision and direction for children enrolled in Kids Plus programs • Schedule and provide group and individual racquet sports lessons • Track enrollment and attendance of racquet sports classes • Setup, decorating, and tear-down of events • Minor maintenance of venues • Coordination of entertainment and catering • Serving of food and drinks • Washing linens and dishes • Responding to issues during events, as necessary

Part-time Position	Key Job Duties and Responsibilities
<p>Membership Services Division Bookkeeper (2)</p> <p>Financial Operations Assistant (1)</p> <p>Service Desk Staff (6)</p> <p>Registration Staff (8)</p> <p>Manager on Duty (8)</p>	<ul style="list-style-type: none"> • Manage financial operations paperwork • Audit and record the registration and point-of-sale cash registers • Maintain tracking spreadsheets of memberships and service utilization • Process new memberships and membership cancellations • Process credit card changes • Oversee financial operations paperwork • Greet members and answer telephone • Provide tours and membership information • Take facilities reservations • Sell personal services and pro shop items • Operate cash register • Greet members and answer telephone • Provide tours and membership information • Take facilities reservations • Sell personal services and pro shop items • Operate cash register • Process group class and lesson registrations and Kids Plus registrations in CLASS • Provide assistance and answer questions for instructors • Greet members and answer telephone • Provide tours and membership information • Take facilities reservations • Sell personal services and pro shop items • Operate cash register • Process group class and lesson registrations and Kids Plus registrations in CLASS • Provide assistance and answer questions for instructors • Oversee the facility when full-time staff are absent, manage on-duty staff and troubleshoot issues as they arise

(4) Summary of Operations

The following table provides a brief summary of some of the programs and services provided by Enterprise Services. Representative workload and service level indicators are also shown. The workload information provided in the table below is not intended to be a complete listing of the work accomplished by the Department, but rather should be considered illustrative of the types of workload performed by staff in the Department.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Courts Plus / Programming	<ul style="list-style-type: none">• 500,000 Courts Plus Visits with 11,055 daily use visits• 29,513 Kids Plus childcare visits• \$4,240,000 2013 Revenue with \$2,471,280 from membership and daily use fees and \$1,062,771 from programs registration fees.• 3,200 personal training sessions, 1,200 massages and 650 private tennis lessons.
Membership Services	<ul style="list-style-type: none">• 7,529 individual members• 4,445 households served
Facilities & Grounds	<ul style="list-style-type: none">• Courts Plus is comprised of approximately 90,000 square feet of maintainable space• Mansion has about 3,500 square feet of space• Golf Course has about 3,500 square feet of space.

9. GOLF COURSE

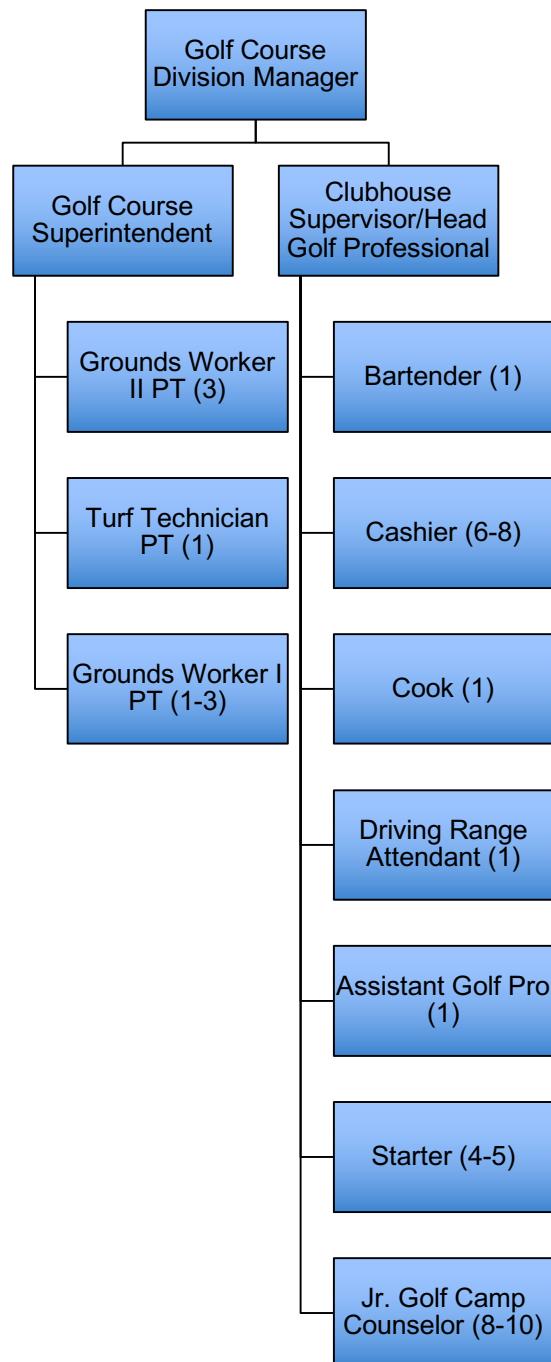
The following provides an overview of the Sugar Creek Golf Course operations.

(1) Overview

The 9-hole Sugar Creek Golf Course is jointly owned by the Elmhurst Park District and Villa Park. In addition to the 9-hole par 32 course, the Golf Course provides a 25-station driving range, banquet facility, party rentals, golf instruction, cart rentals, concessions, golf leagues, and other services.

(2) Organizational Structure

The following organizational chart provides an overview of the organizational structure and staffing allocation of the Golf Course.



(3) Summary Description of Key Roles and Responsibilities

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Auth	Cur.	
GOLF COURSE			
Division Manager	1.0	1.0	<ul style="list-style-type: none">Oversees operation of the Golf Course grounds, facility and equipment.Supervises the Superintendent and the Clubhouse Supervisor/Head Pro. Ensures work plans and priorities are established and coordinated in line with overall goals of the Golf Course.Handles all personnel issues for the Golf Course.Responsible for various reporting, planning, budgeting and operational planning and monitoring to oversee programs and services.Responsible for operating the Golf Course with goal of full cost recovery.Creates and runs programs and develops pricing for greens fees, concessions, pro shop items, etc.Position is an employee of EPD, however reports to both EPD Director and a 7-member Sugar Creek Golf Committee comprised of 4 members from Elmhurst and 3 from Villa Park.
COURSE MAINTENANCE			
Golf Course Superintendent	1.0	1.0	<ul style="list-style-type: none">Oversees and assigns tasks related to the maintenance of the golf course groundsRepairs golf course equipment, including greens, fairways and tee mowers, aerators, chippers, tractors, and othersMakes repairs to drainage systemsMows greens, fairways, teesRecruits, hires and trains PT course maintenance staffPurchases equipment and materials needed in the maintenance of the courseSchedules maintenance such as aerating, fertilizing and topdressing
CLUBHOUSE			
Clubhouse Supervisor/Head Golf Professional	1.0	1.0	<ul style="list-style-type: none">Teaches golf programs, including the 6-week Junior Program in June-July, adult programs (Apr-Sep)Books golf outings at the course and develops contracts for these outingsEnsures that staffing in the pro shop is adequateProvides private golf lessons on occasionOversees the sale and ordering of food, drinks, candy

The following table provides a summary of the part-time, seasonal positions assigned to the Sugar Creek Golf Course.

Part-time Position	Key Job Duties and Responsibilities
<p>Golf Course</p> <p>Cook (1)</p> <p>Driving Range Attendant (1)</p> <p>Bartender (1)</p> <p>Assistant Golf Pro (1)</p> <p>Cashiers (6-8)</p> <p>Junior Golf Camp Counselors (8-10)</p> <p>Starters (4-5)</p> <p>Turf Technician (1)</p> <p>Grounds Workers I (4)</p> <p>Grounds Workers II (3)</p>	<ul style="list-style-type: none"> • The Cook cooks and services food ordered by the patrons of the Golf Course, performs general housekeeping duties, maintain adequate stock levels in all coolers, and aids with the creation of new menu items and daily specials. • The Driving Range Attendant maintains an organized tee line to promote safety and customer satisfaction, and oversees the daily operations of the driving range and maintains adequate levels of range balls and buckets for patrons' usage. • The Bartender serves food and drinks ordered by patrons and facilitates banquets and special events. • The Assistant Golf Pro oversee the daily collection of all fees, reservation and data base management and general golf course operations including managing outings, leagues, permanent tee times and merchandise sales. • Cashiers oversee the daily collection of all fees, booking of tee times, and general golf course operations. • Junior Golf Camp Counselors supervise and instruct participants, summer youth programs and various instructor classes, develop and prepare class materials and lesson plans, maintain an orderly driving range environment including thorough ball pick-up and range mat and dividers organization, and assist with equipment maintenance. • Starters organize golfers at the first tee for the purposes of safety and control, greet and verify customer receipts and provide information regarding rules, course policies, and proper pace of play, and verify each group's starting time, number of players and fees paid. • The Turf Technician works 40 hours per week for 10 months of the year; applies chemicals and fertilizer to course grounds; maintains and repairs equipment; performs landscaping on course; trims trees on golf course' and changes cups on greens • One of the Grounds Workers I mow greens 5 days per week, for 4 hours per day. Two of the Grounds Workers I also mow greens. One works 40 hours per week from May through October, and the other works 40 hours per week from mid-May through mid-August. All GWI rake bunkers, set pin locations, set ballmarks • One Grounds Worker II mows roughs and works approximately 12 hours per week during growing season. One GWII mows banks and slopes and works approximately 14 hours per week during growing season. per week for 9.5 months of the year. One GWII mows fairways and tees, and works 40 hours per week for 9.5 months of the year.

(4) Summary of Operations

The following table provides a brief summary of some of the programs and services provided by the Golf Course. Representative workload and service level indicators are also shown. The workload information provided in the table below is not intended to be a complete listing of the work accomplished by the Golf Course, but rather should be considered illustrative of the types of workload performed by its staff.

FUNCTION	DESCRIPTION OF PRIMARY SERVICES AND SERVICE METRICS
Grounds Maintenance	<ul style="list-style-type: none"> • Expended 2,001.25 hours in 2012 in mowing the course (2,031 in 2013). Mowing rough (711.5 hours in 2012, and 804 in 2013) and mowing greens (570 in 2012 and 582 in 2013) were the top two tasks in terms of labor expenditures in maintaining the course. • Expended 295.5 hours in maintaining irrigation systems in 2012(85 in 2013) • Expended 431.5 hours in maintaining turf in 2012 (212 in 2013). • Expended 458.25 hours in landscaping and tree maintenance in 2012 (386 in 2013) • Expended 242.25 hours in bunker preparation in 2012 (110 in 2013) • Expended 163 hours in driving range maintenance in 2012 (67 in 2013) • Expended 200.5 hours in tree work and chipping in 2012 (116.75 in 2013)
Equipment	<ul style="list-style-type: none"> • The Golf Course has 27 vehicles and pieces of equipment. • The average age of the equipment in 2014 is 16.1 years, including a 39 year old Hyster, a 27 year old tractor, a 31 year old tractor, a 22 year old cart and a 20 year old utility tractor/loader. • The equipment includes: <ul style="list-style-type: none"> - 7 mowers - 1 sprayer - 1 bunker rake - 1 tractor - 1 heavy utility cart - 4 light utility carts - 1 utility tractor/loader - 1 fertilizer/spreader - 1 topdresser - 1 sweeper/verticutter - 2 aerifiers - 2 aerators - 1 trailer - 1 brush chipper - 1 pick-up truck - 1 Hyster•

APPENDIX B – DIAGNOSTIC ASSESSMENT OF THE ELMHURST PARK DISTRICT

While the Management Analysis for the Elmhurst Park District is designed to provide an analysis of operations, organizational structure, and staffing, a comparison to ‘best practices’ represents an important step for the project team to report its preliminary findings and issues. In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of performance measures which we call “best management practices” against which to evaluate the District and its component departments and divisions.

The measures utilized have been derived from the project team's experience and represent the following ways to identify organizational strengths as well as improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other agencies or “industry standards” from other research organizations.
- Identification of whether and how the District meets the performance targets.
- A brief description of potential alternatives to current practice.

In completing this best practices assessment for the District, certain themes emerged. And although the Elmhurst Park District largely meets or exceeds best practices, the following are points that the project team wishes to stress at this time, in preparation for the development of the draft final report.

ADMINISTRATION

The District should update its classification and compensation plan for part time employees, which will reportedly be accomplished this year.

The District should begin the development of a succession plan to address the potential loss of institutional memory and to ensure that qualified employees are trained and prepared to assume leadership positions.

Although the District is generally exemplary in its development and implementation of operational policies and procedures, certain topics are lacking and should be considered as enhancements.

A fully developed cross-training program should be established in the Finance Division to ensure all critical functions are capable of being handled during staff absences.

Further expansion of the use of the financial system should be considered to eliminate the duplication of efforts required by use of excel spreadsheets and similar efforts

A branding and communication style sheet should be developed and training provided to staff throughout the division to ensure that even those materials not developed by the Marketing and Communication Department meet established District guidelines.

The extensive number of part-time staff, many who work limited hours per week, creates an administrative workload that may, in some cases, exceed the value of limited hour positions.

ORGANIZATION

The District should consider the organizational separation of the Finance and Human Resources functions.

The maintenance of parks and athletic fields is segmented between the Parks Division and the Facilities Division of the Department, which results in planning occurring in “silos”, and no coordinated plan for the maintenance of all turf in the parks.

The maintenance of the District’s facilities is segmented between the Parks and Facilities Department and Enterprise Services’ Facilities Maintenance Division. Further, these two parts of the organization have implemented different approaches to the accomplishment of assigned responsibilities.

Although the Hub has been recently transferred from Enterprise Services to the Recreation Fund under Parks and Facilities, the Hub’s business model is more closely aligned with that of Recreational Services. Further, the Hub should expand its advertising and marketing outreach in order to at least partially reverse recent financial losses.

The District should consider the organizational transfer of the Golf Division to Enterprise Services.

As Courts Plus operates as an enterprise fund, there is a need for this Department to operate with more flexibility and in response to changing market forces quickly. However, the amount of direct competition with Recreation programs should be limited where possible for the overall fiscal health of the entire District.

MAINTENANCE AND REPAIR

The Parks and Facilities Department is inadequately staffed to provide targeted service levels for grounds and athletic field maintenance. However, calculations of maintainable building space indicates that there is excess capacity in the Facilities Maintenance function.

The divisions involved in maintenance and repair have not developed a comprehensive listing of the assets and inventory for which they are responsible. Further, these divisions have not developed and implemented a comprehensive preventive maintenance plan that will prolong the lives of these assets and result in the reduction of costly emergency repairs.

Although the Golf Division is not financially self-sustaining, the District should begin the selective replacement of its maintenance equipment as the age of this equipment is resulting in excessive maintenance and repair efforts on the parts of Golf staff.

INFORMATION AND REPORTING

The District should implement a more robust performance measurement and reporting system.

The District has not implemented a comprehensive computerized maintenance management system that allows for a standardized method of reporting workloads, activities and the efficiency of the use of resources in their accomplishment.

Further efforts should be undertaken to develop meaningful and useful GIS reports and functionality to support operating department's needs.

PROGRAMMATIC SERVICES
Continued expansion of the program evaluation process could provide valuable input in determining appropriate changes in programs, areas of further program development and provide the data necessary to make decisions regarding the continuation of and improvement to programs and services.
Several programs are currently impacted with little room for expansion due to facility constraints. The quality of District fields has impacted the ability of the Department to offer high level adult softball leagues.
The recent cost recovery model study identified several gaps in programming including teens, active adults and baby boomers. Efforts should be made to determine an appropriate level of need and potential for offering programs and services to these segments of the community.
There are overlapping or duplicative programs provided by Enterprise Services and Recreation.

In the following pages, the project team provides a more detailed analysis of the district's performance against best management practices for each of its departments.

1. ADMINISTRATION

Performance Target	Strengths	Opportunities for Improvement
ADMINISTRATION		
The District has developed a strategic plan to guide operations and provide direction for future initiatives.	The District has recently undergone an extensive strategic planning process to set priorities for the coming years.	
The District has centralized the budgeting effort and aligned the operating and capital budgeting effort with strategic goals and objectives.	The capital and operating budget is coordinated by the same position (Special Projects Coordinator) that oversees / coordinates the strategic planning effort. Technology improvements have been identified as a critical component for the future achievement of identified strategic goals.	
Periodic budget reports and financial updates are provided to the Board of Directors.	The Executive Director provides quarterly updates on the budget and financial status of the District to the Park Commissioners.	
Office support staff is appropriately centralized to provide a consistent level of support to the District while enabling individual division staff to meet unique needs.	A limited centralization of office support staff is provided with the staffing of the reception desk position. This position can provide limited support to other divisions. Additionally, the Administrative Office Manager provides some level of support to other departments on procurement of some supplies and equipment (i.e., postage and copier contract).	

2. FINANCE AND HUMAN RESOURCES

Performance Target	Strengths	Opportunities for Improvement
FINANCE		

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Performance Target	Strengths	Opportunities for Improvement
Financial staff are cross-trained for critical accounting and financial purposes.	Given the limited size of the staff, most financial staff have been cross-trained to provide backup to other positions to ensure critical financial functions can be accomplished in a timely manner.	A fully developed cross-training program should be established to ensure all critical functions are capable of being handled during staff absences.
Operating budgets provide readable, comprehensive information on budgeted expenditures, staffing, and revenue, and the goals and objectives and performance measures.	<p>The budget provides comprehensive information regarding the District's financial condition, expenditures, revenue, and the basic goals and objectives for each functional area.</p> <p>The District has implemented an effective approach, for each Department, of identifying key accomplishments during the prior year and outlining priorities – that align with the District's goals and objectives – for the coming year.</p>	
A 5-year capital improvement plan has been adopted that provides readable and comprehensive information on costs, and provides a link to the operating budget.	The District has adopted a ten-year capital programming budget that focused more details on the first six years of the plan, but provides a longer planning horizon (10 years).	
Operating and capital expenditures are monitored on an ongoing basis to assure actual expenditures do not exceed the authorized budget.	<p>The District conducts ongoing budget monitoring and review with periodic reviews conducted with Department Directors.</p> <p>Directors are responsible for ensuring on-going and continual monitoring of the operating budget for their respective department.</p>	
The District has an established fund reserve policy.	The District has an adopted policy outlining a target of 25% of the annual operating budget expenditures for an unrestricted fund reserve. Additionally, the District has a 10% target for restricted / committed fund balance for special revenue funds.	

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Performance Target	Strengths	Opportunities for Improvement
Accounts Payable functions are effective: <ul style="list-style-type: none"> • All accounts payable disbursements are supported by adequate documentation (invoice, receiving report, purchase order). • Invoices are reviewed and approved before payment is made; payments are accurate. • Payables are processed in sufficient time to obtain discounts. • Payments can be made electronically. 	The District requires appropriate documentation to support each request for payment and requires appropriate departmental approval prior to payment.	Electronic payments are not widely utilized. Payment processing to achieve discounts is limited.
Accounts Payable are processed within 30 days or other time periods sufficient to obtain available discounts.	The District targets payment of accounts payable within 30 days.	Due to processing procedures, the ability to consistently pay within 30 days is dependent upon timely processing by individual departments. Discounts are not always obtained.
The number of manual checks is limited to emergency need only for efficient processing and internal control.	Manual checks are generally limited to emergency situations or where warranted by operational need.	
The District has established cost recovery goals for certain functions (i.e. – enterprise services) and has established fees at a level sufficient for the designated operation to be self-funding.	The District has established Courts Plus as a full cost-recovery function. Fees for services within Enterprise Services are targeted at ensuring self-sufficiency. Other fees within the District are also established at a level where cost recovery is targeted.	The District is evaluating fees throughout all functional areas to ensure that cost-recovery goals are achieved and that costs for similar programs are comparable across divisions.
The Finance Division provides information to departments to help monitor budget versus actual expenditures. Financial performance reviewed periodically.	Finance staff provides budget documents and reports to managers to review budget performance.	
Existence of policy of separation of data input and payroll/payables and check printing and mailing?	The Department has implemented appropriate segregation of duties for key financial processes.	

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Performance Target	Strengths	Opportunities for Improvement
Investment performance is monitored.	The District's investment portfolio is monitored on an on-going basis to ensure compliance with required investment requirements.	
An investment policy has been adopted by the Board.	The District has an adopted investment policy that provides guidelines on investment of cash.	
Accounting policies, procedures and systems are in place.	The District has various accounting policies and procedures in place to ensure expenditures are conducted in accordance with accepted accounting practices.	
Automated and integrated financial packages are in place that eliminate duplicate data entry among departments for payroll, accounts payable, accounts receivable.	The District utilizes Eden for all accounts payable functions, Class for course registration / payments, and Sage Abra for HRIS / Payroll. While not fully integrated, critical data is shared between the systems.	However, due to how implemented there remains the use of an extensive number of excel spreadsheets to track and monitor financial activities (especially within Enterprise Services). Further expansion of the use of the financial system should be considered to eliminate the duplication of efforts required by use of excel spreadsheets and similar efforts.
The District complies with GASB 34 and GASB 45.	The District is in compliance with GASB 34 and 45.	
Operating procedures and supervisory controls are adequate to ensure that all activity is recorded accurately.	Procedures and supervisory controls are appropriate for financial functions.	
The District conducts monthly reconciliation of bank accounts, preparation of the Treasurer Report, and audits financial transactions in a timely manner.	The District prepares monthly reconciliation of all bank accounts. Finance staff conduct annual petty cash and inventory audits of other departments.	However, limited staffing has impacted the extent of internal financial reviews and audits...
The District has implemented electronic purchase requisitions to streamline the procurement process, and ensure compliance with purchasing thresholds.		The District does not have a fully automated purchase requisition process to automate the procurement function.

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Performance Target	Strengths	Opportunities for Improvement
Payroll hours are entered based upon “type of hours” (i.e. – regular, sick, holiday, overtime, etc.) to simplify reporting, track hours by type, and enable automated reports and FLSA tracking.	Payroll is entered based upon type of hours worked / utilized.	The extensive use of part-time and temporary staff requires significant effort to monitor work hours to ensure compliance with annual limits for part-time staff (and eligibility for a variety of benefits – most notably health insurance).
Personnel and Payroll information systems are integrated.	There is integration of the financial and payroll systems.	
Responsibility for cash payments has been centralized.	Cash payments are generally deposited with the Finance Department. While cash collections are not centralized (as a convenience to the public, appropriate internal control policies are in place.	The District should ensure that appropriate internal auditing is conducted on all cash receiving locations to ensure appropriateness of internal controls over cash and compliance with adopted policies and procedures.
Appropriate internal controls are in place to secure, track and safeguard cash.	The District has appropriate internal controls to ensure cash is secure, tracked and safeguarded.	
Policies, procedures, and work practices are in place to assure the prompt and frequent reconciliation of all cash.	Cash is reconciled on a daily basis.	
Responsibility for billing has been centralized.	Billing has been centralized within the Finance Division with the exception of billings related to Enterprise Services which are appropriately allocated to that Department.	
On-line payments have been implemented to increase public access to District Services and provide 24/7 access to payment options.	The District has implemented online and automated payments to provide convenient payment options for customers and streamline workload for staff.	
HUMAN RESOURCES		

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Performance Target	Strengths	Opportunities for Improvement
The division is organizationally placed with similar functions, and the structure fosters communication and accountability, and results in the maximum utilization of resources.		The Human Resources Division is organizationally located within the Finance and Human Resources Department. Although there are certain functions that are common to both HR and Finance, they are distinct disciplines with few similarities. Staff have different backgrounds, experience, educational and certification, and managers with qualifications in one discipline rarely have sufficient expertise to manage and oversee the activities of the other. The project team believes that the District should consider the separation of these two organizations.
Staffing levels of the Human Resources Department provide for at least one staff member per 150 employees.	There are 3 HR staff members supporting 70 full time, benefitted District staff, for a ratio of about one per 23. However, there are many more part time and seasonal staff who, although generally non-benefitted, require substantial efforts in recruiting, hiring and processing through the employment process.	
Average recruitment turnaround times within: <ul style="list-style-type: none"> - Clerical - 45 - 60 days - Operational - 45 - 60 days - Paraprofess. - 60 - 90 days - Professional - 60- 90 days - Management - 120 – 150 days 	The Division reports that these metrics may be available through the applicant database software, however these are not available at this time.	The Division does not monitor this metric.
Effective recruitment efforts are in place and are periodically evaluated.	The HR Division utilizes multiple recruitment tools, including web site, on-line sites, internal and external postings, job fairs and others.	

Performance Target	Strengths	Opportunities for Improvement
Existence of an employee handbook and/or an employee procedures manual which clearly outlines policies and procedures.	HR has developed four different manuals for full time, part time, short term, and supervisors. The project team has reviewed these manuals and found them to be comprehensive and informative in almost all areas of District employment.	The manuals do not address the District's performance appraisal program, its processes and procedures, the frequency of appraisals, or the intent of these appraisals.
The compensation and classification plan is updated every five years.	The District maintains separate pay plans for full and part time positions. Until two years ago, the District had a practice of updating the full time employee compensation plan on an annual basis. Changes to this plan reflected an increase equivalent to either the CPI or 5%, whichever was less. The practice of increasing by 5% or the CPI resulted in some employees being unable to move beyond the minimums of their grades.	The part time compensation plan has not been updated since 2007, other than increases to the minimum of Grade 1.
Human Resources maintains up-to-date, clear, concise, and readily accessible position descriptions that accurately identify the duties of each position and the background and competency levels required.	The HR Division maintains current position descriptions for all full time and part time positions in the District that have clearly-defined duties that are categorized by type of function. The job descriptions combine elements of performance appraisal as well.	
Periodic surveys are conducted to address employee issues and concerns.	Surveys are conducted as needed. Recently, the HR Division conducted a survey on the wellness fair and will reportedly be sending surveys out on employee recognition and on why employees choose to stay with the District.	The Division should consider issuing routine surveys on employee satisfaction with various elements of their current jobs, and also to determine any changes in preferences in the workforce.
Exit interviews are conducted, with feedback incorporated into recruitment, hiring and training efforts.	The HR Division Manager conducts exit interviews for selected employees terminating their employment. The Manager utilizes a Separation Checklist to	

Performance Target	Strengths	Opportunities for Improvement
Comprehensive new employee orientations are provided.	New employee orientations are provided by the HR Division on the first Thursday and third Tuesday of each month.	
Benefits are evaluated on an annual basis.	The District shops for the best benefit value through a broker.	
The District offers employee wellness or assistance programs (i.e. stress management, career counseling).	This is a particular strength of the Division and the District, as there is a strong emphasis placed upon employee health and wellness. The District provides an annual Health and Wellness Fair, which is well attended by employees. The District has also developed a system of points by which employees may receive reductions in their health premiums for certain actions such as having blood drawn and analyzed.	
Existence of a District-wide safety plan.	The District has a comprehensive safety manual that addresses all pertinent safety topics, and also requires that employees receive annual safety training as well.	
The District evaluates self-insurance versus commercial insurance on a regular basis.	The District has considered a transition to self-insurance, but has not yet made the decision to do this.	
The District utilizes a third party administrator for claims administration and management.	The District utilizes a third party administrator for health insurance claims.	
Human Resources job vacancy announcements provide information on positions to be filled, education, experience, knowledge, skills, and abilities required and compensation range.	All job announcements contain information on required education and experience, knowledge, skills and abilities, as well as the compensation range and hours of work.	

Performance Target	Strengths	Opportunities for Improvement
Human Resources uses a workforce planning system to project retirement rates by division or District and prepare for replacement of lost competencies and skills. This system has been automated. The plan is updated annually.	The HR Division is aware of specific employees who are nearing retirement age and has begun discussion on how to address this.	The Division should begin the development of a succession plan to address the potential loss of institutional memory, and to ensure that qualified employees are trained and prepared to assume leadership positions.
Human Resources provides a comprehensive staff development program to achieve and maintain high levels of productivity and employee performance.		<p>The District does not provide routine and ongoing staff development, either for line employees or for managers and supervisors.</p> <p>The benefits to staff development include increased retention of employees, as well as a more productive workforce. Well-managed organizations should provide ongoing training, both in-service as well as through targeted seminars, conferences and other specific training opportunities. Managerial and supervisory topics for consideration by the District include:</p> <ul style="list-style-type: none"> • Building effective teams • Leadership development • Motivating and delegating • Creative problem solving • Effective meeting techniques • Developing and using effective performance measures • Conflict management • Effective performance appraisal
Human Resources administers an effective employee performance appraisal system	Each full time District employee receives three formal performance appraisals each year. There are two short appraisals, with one longer, more detailed appraisal completed annually.	

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Performance Target	Strengths	Opportunities for Improvement
Human Resources conducts needs assessments for the District-wide training program that include input from employees and their supervisors at least every other year.	<p>The HR Division Manager has provided training on specific topics in previous years, and continues to do so as pertinent topics arise.</p> <p>The Division Manager's goal is to create a "Training University" for employees but this has not materialized.</p> <p>The District provides comprehensive safety training for all employees.</p>	<p>The project team endorses the concept of a Training University that provides a menu of training options for employees. Training courses could be provided both internally and through instructors.</p> <p>The District should consider the establishment of minimum training hours for all job classifications in addition to the annual training it provides.</p>
Human Resources utilizes e-learning technologies to provide training to District employees cost effectively.	The Division Manager recognizes the value of e-learning, and has made available several training sessions on the intranet.	
<p>Human Resources uses cost-containment practices for its Workers' Compensation Program to be proactive in attempts to reduce frequency and cost of Workers' Compensation claims.</p> <p>The following metrics are utilized to manage the Worker's Compensation practices:</p> <ul style="list-style-type: none"> • Average Cost per Claim • Annual Cost per FTE • Frequency Rate (per 100 employees) • Percentage of Open Claims • Percentage of Annual Indemnity Claims • Average Reporting Lag Time • Percentage of Claims by Part of Body • Average Claim Duration • Percentage of Litigated Claims • WC Costs as Percentage of Payroll 	The District's workers compensation carrier, PDRMA, provides reports on these metrics.	

3. INFORMATION TECHNOLOGY

Best Management Practice	Strengths	Opportunities for Improvement
INFORMATION TECHNOLOGY		
<p>The District has developed a multi-year technology plan addresses the subjects below and is reviewed/updated annually:</p> <ul style="list-style-type: none"> • Individual departmental and district-wide technology needs; • Equitable resource allocation, anticipating growth and technology advances; • Funding for technology; • Cost-effective acquisition; • Professional development for technology users; • Technical support needs of users; • Infrastructure and network communication including community access issues; and • Information management and delivery. 	<p>Staff have developed a high-level multi-year technology plan that integrates the needs of all departments / divisions and enables the planning of major technological investments necessary to provide operations.</p>	
<p>Security standards have been developed to include diagnostic tools, monitoring tools, intrusion detection systems, firewalls, encryption, secure e-mail, and anti-virus.</p>	<p>The District has adopted comprehensive security standards to protect district systems and data. The District has developed a comprehensive disaster recovery plan.</p>	
<p>A refreshment program is in place to replace computer hardware and PCs.</p>	<p>The District has a PC refreshment program in place to maintain desktops / laptops in suitable operating condition. Given the size of the PC inventory, the District typically conducts a complete refreshment every three to five years rather than a phased approach.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
Software is upgraded at appropriate intervals and consistently deployed throughout the organization.	The IT Department has implemented an approach to software upgrades to generally maintain a consistent deployment of software across all departments. PCs are “locked” to prevent installation of non-authorized software.	
Appropriate back-up procedures are in place.	The District has implemented comprehensive back-up procedures, including daily and weekly backups, to ensure safety of the District's data.	
Support is provided to all users in handling both hardware and software operational issues.	IT provides comprehensive support to all users for both hardware and software issues.	Current staffing does not allow a dedicated IT help-desk. It is provided as one of many duties performed by IT staff.
IT procures its primary systems (such as financial, payroll, personnel, property appraisal, etc.) from vendors; it does not develop its systems in-house.	Major software systems are procured from third-party vendors. Solutions are not developed in-house.	
IT services are appropriately centralized within the District to prevent duplication of services, and ensure a standard approach to IT infrastructure.	The District has implemented a centralized IT approach that provides responsibility for all core IT services (network, phone, servers, firewall, routers, etc.).	
GIS Staff provides training and assistance to all departments to utilize and benefit from the compiled data within the system.	The IT Department has a dedicated GIS position that is responsible for developing the overall District's GIS capabilities including base layers and reporting capabilities.	Further efforts should be undertaken to develop meaningful and useful GIS reports and functionality to support operating department's needs.

4. MARKETING AND COMMUNICATION

Best Management Practice	Strengths	Opportunities for Improvement
MARKETING AND COMMUNICATION		
The District has developed a consistent brand for District communications and marketing efforts.	The District has developed many components of a branding campaign including consistent use of logos, marketing efforts, and styles / formatting to provide a more consistent look and feel to district materials. This Department supports other departments by developing the annual report, program guides, press releases, brochures, registration forms, marketing materials and other pieces.	A branding and communication style sheet should be developed and training provided to staff throughout the District to ensure that even those materials not developed by the Marketing and Communication Department meet established District guidelines.
The District has a centralized effort to provide publications, communications, and marketing efforts to the public.	The District has a centralized marketing and communication department that supports the entire organization.	Not all communications, flyers, and marketing materials are handled by the centralized staff. Some divisions, including Courts Plus, continue to develop their own materials.
Web content is developed with a consistent look and feel throughout the District.	Staff within the Marketing and Communication Department are responsible for most web content. This increases the likelihood that a consistent look and feel is achieved across the entire website.	
A centralized volunteer program is in place to augment and support staff efforts.	The Marketing and Communication Department is responsible for overseeing and implementing the District's volunteer program (especially for special events).	
A central webmaster is designated to manage the content of the District's website.	Webmaster functions are provide by IT but most content management functions are performed by other staff in the District (principally Marketing and Communication staff) and enables trained individuals to update pages and documents.	

5. PARKS AND FACILITIES

Best Management Practice	Strengths	Opportunities for Improvement
PARKS MAINTENANCE		
Staff periodically inspect the condition of the parks and related facilities.	<p>There are several methods by which the Division checks the condition of parks, and this is done daily by at least one crew. The Parks Division Manager checks the condition of the grounds on a daily basis, as do the Parks Specialists who are responsible for the collection and disposal of trash from the receptacles in each park, who make notes of needed maintenance on a daily basis. In addition, a Parks Specialist in the Facilities Division of the Division also inspects park conditions. Although this inspection is primarily for facilities, the employee also notes any needed maintenance of the grounds as well. In addition to these inspections, the Park Ambassador also fills out a parks inspection sheet on a daily basis.</p> <p>Additionally, all parks are intended to be mowed once per week, with additional needed maintenance noted and related to the Division Manager.</p>	Although parks have a targeted service level of once-weekly mowing, staff report that this is not always accomplished due to staffing shortages.

Best Management Practice	Strengths	Opportunities for Improvement
<p>Quality standards have been developed for park-related maintenance.</p>	<p>The Facilities Division utilizes safety checklists for ballfields, soccer fields, skate parks, sled hill, soccer goals and playgrounds, and these are used by crews for each park. Further, the Division utilizes a General Site Inspection Form as a checklist for benches, signs, picnic areas, fencing, trees/shrubs, drinking fountains and other park features.</p>	<p>The Parks Division has not established documented standards for vegetation, which should include such factors as condition and health of grass, establishment of acceptable minimum and maximum grass height, etc. There are no standards established for the condition of skinned infield play areas that address the presence of weeds, proper drainage, presence of rocks/pebbles/debris, etc.</p> <p>Additionally, the checklists, although very useful, may benefit from the inclusion of the condition of smaller structures, such as grills, trash receptacles and tables in picnic areas; and more detail within the checklists for structures and playground areas that are included.</p>
<p>Levels of service have been developed that define the frequency with which various maintenance tasks are to be performed.</p>	<p>Generally, all parks are maintained at the same targeted service level, with all trash collected daily, and all grass mowed on a weekly basis. Inspections of playgrounds and other playing surfaces are inspected on a routine basis as well.</p> <p>This is also true of the Horticulture function, in which full time, part time and seasonal staff expend almost all available time in “proactive” tasks, such as weeding, planting pruning, etc.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The levels of service provided have been formally adopted and classified as level “A,” level “B,” level “C,” or “level D” (or similar classification system) to ensure a linkage between policy-level decision-making (community expectation) and actual service delivery.</p>	<p>The EPD has not formally designated service levels as defined here, however it attempts to provide a uniform level of service to each park.</p>	
<p>Sufficient resources have been provided to maintain at least a “B” level of maintenance such as weekly mowing, bi-weekly edging, weekly inspection of playground equipment, daily restroom cleaning, aeration 2 to 3 times annually, fertilization once annually, etc.</p>		<p>Parks, athletic fields and natural/garden areas are maintained by staff in three separate sections of the Parks and Facilities Department. The latest information that the project team possesses indicates that there are 209.7 “mowable” acres, which is generally a proxy for the amount of developed space. There are 11 full time and part time staff in the Parks Division, 2 Facilities Specialists in the Facilities Division who line and manicure athletic fields, 2 Horticulture Parks Specialists and approximately 1.25 FTE volunteers in the Horticulture section who assist with various grounds-related tasks. This equates to an approximate 16.25 FTEs in the growing season who maintain 209.7 developed acres, which equates to a ratio of about 13 developed acres per FTE, which is sufficient to provide only a “C” level of maintenance.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The section keeps a comprehensive list of park-related inventory such as the square feet of turf, linear feet of edging, square feet of sidewalks, number of picnic areas, etc.</p>	<p>The Parks Division of the Department maintains a list of total and mowable acres at each park.</p> <p>The Parks Division also has knowledge of all structures at each park, albeit undocumented for the most part.</p>	<p>The Division does not maintain a comprehensive listing of the quantities of the component structures within the parks, such as linear feet of edging, square feet of sidewalks, numbers of picnic areas, numbers of picnic tables, etc. The presence of such a listing, in itself, is not useful, however the development of maintenance standards for each, as well as the standard times and frequencies for maintenance is a good management practice in order to enable managers to schedule and program maintenance at each park based on the appurtenant structures at these locations.</p>
<p>The Department maintains and uses information on the full unit costs of maintenance activities.</p>		<p>The Parks Division does not collect information in sufficient detail to enable the reporting of unit costs. This would entail the reporting and input of hours expended by each crew member on specific tasks, such as mowing, pruning, weeding, inspection, field preparation, etc. This detail is important for many reasons, however a primary one is to enable a direct comparison to private enterprises for the purpose of determining the tasks which may cost-effectively be outsourced so that internal resources can be channeled into the areas for which it has a comparative advantage.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>An annual maintenance calendar has been developed that identifies when seasonal tasks will be performed (e.g., turf will be fertilized in March and September, color planting in Spring, etc.).</p>	<p>Although the project team is unaware of any formal calendars for maintenance, the Parks Division's staff are experienced in the maintenance of the areas for which they have responsibility.</p>	<p>The maintenance of parks and athletic fields is segmented between the Parks Division and the Facilities Division of the Department, which could result in planning occurring in "silos", and a lack of a coordinated plan for the maintenance of all turf in the parks. This organizational segmentation of similar duties also results from time to time in the need for common equipment, such as dump trucks and tractors, at the same time, due to lack of coordinated planning and scheduling.</p>
<p>A computerized maintenance management system (CMMS) is in place to handle and schedule preventive, routine, and emergency maintenance service requests.</p>		<p>Although the Parks Division manually records work performed, this is not input into a CMMS, and therefore cannot be used to make informed management decisions on the timing and scheduling of specific work, which work should be outsourced due to cost-effectiveness and staff availability issues, and other factors. Further, the absence of a CMMS inhibits the ability of the District to overlay indirect costs over the direct costs of work performed in the field.</p>
<p>Alternative service delivery methods are periodically assessed to determine if there are cost-effective alternative service delivery options.</p>	<p>The Parks Division typically attempts to perform most duties with internal staffing.</p> <p>The Arborist/Parks Division Manager makes significant use of contractors for stump grinding, and tree removal, for which the section lacks sufficient staff or equipment to perform internally.</p>	<p>There is no formal decision-making structure present in the Division on the evaluation of feasibility of alternative service delivery options. In part, this is due to the lack of a CMMS and the cost information that could be derived from the system. However, there are also no formal criteria in place to make this assessment.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
A cost-effective balance between full-time versus- part-time and volunteer staff is utilized.	The Parks Division makes excellent use of part time and seasonal staff, and the use of these staff coincides with the growing season, during which more staff are needed.	
The Department makes effective use of pre- and post-emergent chemicals for pest control. This should be part of an Integrated Pest Management (IPM) program.	The District's administrative policy and procedure manual addresses the topic of IPM. The manual states that a contractor applies herbicide for broadleaf weed control once annually, and fence lines, parking lot cracks and areas under and around fixed objects are sprayed on an as-needed basis, "usually one time per year" by in house staff using a "non selective" herbicide. Other turf areas are sprayed as needed and identified by staff.	
Management, supervisory, and line staff have obtained appropriate certification in their profession. Pesticide applicators possess state-required applicators licenses.	The administrative policy and procedure manual states that all spraying is conducted by employees who are licensed through the Illinois Department of Agriculture in compliance with the State of Illinois regulations and the manufacturer of the product being used.	
Safety reviews of facilities, parks, playground equipment and other resources are conducted at an appropriate frequency level (such as: playground equipment – daily to weekly; facilities and parks – monthly, etc.)	The District's certified Playground Inspectors, in the Facilities Division of the Department, routinely inspect playground equipment for safe operation and condition.	

Best Management Practice	Strengths	Opportunities for Improvement
Continuous training programs are provided to keep step with state-of-the-art advances and continuously improve workers' knowledge and skills in safety, park care and maintenance practices.	The District has multiple Certified Playground Inspectors.	Although field workers in Parks receive annual training, this is generally provided in safety-related topical areas such as lock-out-tag-out, lifting/material handling and others as defined in the employee safety manual. Staff report little formal training, other than that obtained on the job, in areas such as advances in turf care, landscape management, pest and noxious weed control, and others.
FACILITIES MAINTENANCE AND MANAGEMENT		
The division is organizationally placed with similar functions, and the structure fosters communication and accountability, and results in the maximum utilization of resources.		The facilities maintenance and management function is segmented between Parks and Facilities, and Enterprise Services. Although the two organizations approach the delivery of maintenance differently (as is described in later sections), they are responsible for similar functions, and could benefit from placement within the same division of EPD. As the function of facilities maintenance is not a core service of Enterprise Services, and does not recover revenues, the organization could benefit in the merger of the two currently-separate organizations under Parks and Facilities.
A formal skills assessment and training plan has been developed to keep employees current with changes in the facilities maintenance and management industry.		Employees do not receive routine skills training in facilities maintenance or custodial services.
Effective safety procedures are in place.	The Facilities staff receives safety training, as do all other staff in the District.	

Best Management Practice	Strengths	Opportunities for Improvement
Policies and procedures are well documented.	The District has developed an excellent administrative policy and procedure manual that includes many topics of interest. These policies and procedures do touch on certain issues of concern to Facilities staff, such as key control and issuance, inspection of skate parks, development of a five-year plan, etc., the bulk of the procedures tend to be oriented toward the end-user of the parks.	<p>Although administrative policies and procedures have been developed, they do not touch on key elements of facilities maintenance such as services provided internally; services provided under contract; record-keeping; preventive maintenance plans and elements; requests for service from the Facilities Division; project management, inspection and approvals; and others.</p> <p>The policies outlined for grounds maintenance in the administrative policy and procedures manual are more descriptive than those for facilities maintenance. For example, the manual addresses watering, mulching, fertilizing and spraying, as well as natural area maintenance standards and turf maintenance practices, noting the total acreage for mowing and the standards for grass height. The policies for facilities maintenance within the manual do not address standards to this level of detail, however.</p>
Existence of performance measures to evaluate effectiveness of work performed		The Facilities Division does not capture data related to crew productivity or cost, and does not report performance measures such as cost of maintenance per square foot, custodial cost per square foot, response times to requests for service, percentage of PMs completed on time, ratio of scheduled to unscheduled work, etc.

Best Management Practice	Strengths	Opportunities for Improvement
Existence of a preventive maintenance program for building maintenance	<p>The Electrician has developed an “Electrical Maintenance Checklist” which is a set of building attributes such as checks for interior and exterior lighting, air filters, HVAC systems, exit signs, and others for each park site.</p> <p>The Facilities Division also has developed a comprehensive listing of all HVAC equipment, by park location, that includes equipment type (air handler, condenser, etc.) make, model no., serial no., capacity (e.g., BTUs, etc.) and whether the equipment is in service or out.</p>	<p>There is no formal PM program in use in the Facilities Division relating to the frequency of such elements of maintenance as chiller checks, roof inspections, fan coil and HVAC unit maintenance, fire extinguisher checks, exhaust fan belt checks, and many others.</p> <p>Although the section has a comprehensive listing of HVAC equipment, there is no associated maintenance checklist or PM program with any piece of this equipment, or any historical maintenance records that would indicate when, and how often, the equipment has been maintained.</p> <p>A proactive PM program has been documented to be a cost-effective practice that returns multiple cost savings for every dollar invested.</p>
Periodic evaluation of feasibility of contracting and/or “in sourcing”		<p>There is no formal decision-making structure present in the Facilities Division on the evaluation of feasibility of alternative service delivery options. In part, this is due to the lack of a CMMS and the cost information that could be derived from the system. However, there are also no formal criteria in place to make this assessment.</p>
The Facilities organization is administratively centralized to capture economies of scale.		<p>This is not the case in the District as Enterprise Services facilities are maintained by that Department, and all others are maintained by the Parks and Facilities Department’s Facilities Division.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
A replacement reserve or sinking fund is used to insure the timely replacement of structural assets.		This is not the case, as structural assets and major maintenance equipment are funded as needed on an annual basis.
Building replacement cycles are reasonable and in accordance with standard industry practice.		
The ratio of scheduled to unscheduled services is at least 1:1.		<p>Although the Facilities Division of the Parks and Facilities Department does not possess an automated work order system that captures and reports time expended by staff, the expenditure of time in unscheduled maintenance activities is almost surely far greater than that of scheduled, or preventive, maintenance time, as there is no formal PM program in effect.</p> <p>The ratio of scheduled to unscheduled time in the Enterprise Services Facilities Maintenance Division is also not calculable, as the vast majority of the repair and PM is conducted by contractors.</p>
All technician time is recorded and monitored on a daily basis.		The Facilities Maintenance section of Parks and Facilities does not capture or report the technician time expended on any work performed.
Technicians are encouraged to keep skill levels current through financial incentives.		There are no financial incentives for skills enhancements, although performance appraisals identify any skills that are necessary to perform job assignments.

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Best Management Practice	Strengths	Opportunities for Improvement
Annual surveys are conducted to assess customer satisfaction.		Neither the Enterprise Services Facilities Maintenance Division or the Parks and Facilities Division conducts annual surveys of building occupant satisfaction, however there are relatively few buildings in the District, and comments are passed along verbally.
Technician staffing levels are in the range of one trades staff member per 45,000 to 50,000 square feet of space maintained (excluding large open space such as garages, etc.)	The Facilities Management Division of Enterprise Services is responsible for the maintenance of 5 structures comprising 106,260 square feet of maintainable space, the bulk of which is the Courts Plus facility, which is 90,000 square feet. This space is primarily maintained by contractors.	The Facilities Maintenance section of Parks and Facilities is responsible for the maintenance of 11 buildings comprising 67,890 square feet of maintainable space. This area is maintained by a Carpenter, a Plumber, an Electrician and 2 Facilities Specialists II, equating to about 13,580 square feet per maintenance staff member. Although there are additional complex structures such as pool pumps at the two outdoor pools, a sprayground, and batting cage, this ratio indicates an over-capacity of maintenance labor hours in the non-Enterprise Services areas.
The organization has a clear outsourcing strategy that focuses on core competencies and service improvements.	The Enterprise Services Facilities Maintenance Division outsources the majority of facilities maintenance, as staffing levels are insufficient to maintain the square footage of maintainable space.	
Custodial services are provided at a reasonable cost, typically between \$1.50 and \$2.00 per square foot of space.		The direct cost of providing custodial services is high, at approximately \$4.24 to \$5.10 per square foot. With the addition of supervisory and managerial supervision, the total cost is likely between \$4.50 and \$5.25 per square foot of space.

Best Management Practice	Strengths	Opportunities for Improvement
Asset management system provides up to date functionality asset management, maintenance management, performance measurement, business planning, customer relationship management, and cost reporting.		The Facilities Division of the Parks and Facilities Department does not possess an asset management system with this functionality.
Routine reports of corrective, preventive and deferred maintenance are issued and analyzed by management and supervisors		The Department does not capture data related to the status of corrective, preventive and deferred maintenance requests.
HOSPITALITY AND CONCESSIONS		
The section is organizationally placed with similar functions, and the structure fosters communication and accountability, and results in the maximum utilization of resources.		Previously, the Hub was organized in Enterprise Services. However, as it did not fully cover costs, it was removed and placed in Parks and Facilities. However, the revenue-producing activities provided to customers at the Hub are dissimilar to the maintenance functions in Parks and Facilities, Although the Hub has benefitted from the maintenance services the core services provided by the Hub are more similar to Recreation.

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Hub has developed an effective marketing plan to ensure the retention of current customers, and to bring new customers to the Hub's activities as well as the rental facilities.</p>		<p>Although the District has a marketing function that provides advice and programs for the Hub, there have been few marketing initiatives in recent years to increase the number of participants. Reportedly, coupons and mailers have been issued, but with only marginal effect on attendance at the Hub.</p> <p>Given that facility and vending concessions have not been profitable for the District, the project team recommends that a greater level of focus be placed on advertising, with the intent to both increase attendance, and to increase expenditures by participants on vending and concessions services.</p>
<p>The Hub effectively uses public private partnerships and contract service providers, as appropriate.</p>	<p>The Hub currently contracts out food operations at Courts Plus, baseball complex and at 2 pools. The Supervisor also manages the contracts for beverage and snack machines at 18 different locations.</p>	
<p>The Hub tracks and reports financial and operational performance measures such as:</p> <ul style="list-style-type: none"> • Revenue per customer • Repeat business (% of customers using the Hub for the second time) • Average sales per customer for each cost center, such as food service, sprayground, batting cage, etc. • Maintenance cost • Facility rentals 		<p>These metrics are not reported by the Hospitality and Concessions Division.</p>
<p>LANDSCAPE ARCHITECTURE</p>		

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Best Management Practice	Strengths	Opportunities for Improvement
The section is organizationally placed with similar functions, and the structure fosters communication and accountability, and results in the maximum utilization of resources.	The placement of the Landscape Architect in the Parks Division of the Parks and Facilities Department facilitates communication between the Architect and the division of the District that is most directly impacted by design of parks.	
The section solicits public input for major park renovations, and incorporates input into designs.	The District holds multiple public meetings, which are attended by the Landscape Architect, to determine which design concepts should be implemented in parks.	
The section utilizes computer aided design technology for major design work.	The section utilizes CAD for major design drawings.	The Assistant Park Planner recently left the employment of the District. This employee reportedly had exceptional CAD skills, and the current Landscape Architect's skills in this area are reportedly not as great as the Assistant Park Planner's were.
The section supplements its activities through the use of private architectural firms.	The Division uses contract architects for many parks projects, and issues RFPs for these services as well.	
The section charges labor hours to specific projects in order to determine the total cost of each project.		Labor hours are not charged to projects. This prohibits a calculation of the internal costs of project design and contract oversight and administration.

6. GOLF

Best Management Practice	Strengths	Opportunities for Improvement
The division is organizationally placed with similar functions, and the structure fosters communication and accountability, and results in the maximum utilization of resources.		<p>The Golf Course Division Manager effectively reports to both the EPD Executive Director and the Village of Villa Park. This joint ownership of the course does not facilitate effective communication, however this organizational structure is unlikely to change in the near future.</p> <p>Within the EPD, however, the Golf Course reports to the Executive Director. As an enterprise operation, the Golf Division could benefit from the placement within the organization under Enterprise Services.</p>
Golf Operations fully recovers the cost of its operations.	The District and the Village of Villa Park have established the Golf Course as an enterprise fund, with the objective of recovering full costs associated with the operation of the course.	The Golf Course has increased sales in certain programmatic areas such as youth instruction, and generally covers its operating expenses. The Course does not cover its overall costs, however, when considering debt service.
Golf rounds, range fees, and the like are based on a formal marketing plan conducted on a periodic basis and updated annually based on on-going information.	The fees charged by the Golf Fund are evaluated annually, with any necessary adjustments made, which are based on costs of services, with comparisons made to local course with which Sugar Creek competes for golfers.	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Sufficient capital funds are invested in the golf course to ensure that the course is considered a desirable destination for golfers.</p>		<p>The age of the equipment at the Golf Course has increased markedly in recent years, as replacements have not been made. In 2002, the average age of a piece of equipment was 8.0 years, and in 2013 it was 15.1 – an increase of 89% in 11 years. The aging of equipment is directly correlated to the time expended in maintaining it, which detracts from course maintenance, and which has a more direct effect on golfer satisfaction levels.</p>
<p>The golf program effectively uses public private partnerships and contract service providers, as appropriate.</p>	<p>The Golf Course uses private contractors for minor services such as weekly beer line cleaning, annual aerating of greens, monthly HVAC maintenance, portable toilet maintenance, and a few others.</p>	
<p>Equipment assigned to the Golf Division is maintained in accordance with established preventive maintenance programs.</p>		<p>The Golf Course no longer has access to a full time mechanic for maintenance and repair of course equipment, but rather relies on part time staff and the Golf Course Supt. for these tasks.</p> <p>Over 1,300 hours were spent in maintenance and repair in 2013, and although there are no records to verify this, the Division estimates that only about 600 to 700 hours were spent approximately 10-12 years ago.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Golf Course tracks and reports financial and operational performance measures such as:</p> <ul style="list-style-type: none"> • Revenue per available tee time • Number of golfers by fee type (regular greens fee, promotional, discounted rate, senior, etc.) • Average length of rounds • Repeat business (% of golfers playing the course for the second time) • Course utilization (rounds sold/available tee times) • Average sales per golfer for each cost center, such as food service, range, pro shop • Maintenance cost (course) • Maintenance cost (equipment) 	<p>The Golf Course analyzes and reports on many different metrics that reflect the use of the course and its profitability. These metrics include numbers of rounds played by weekend, weekday, those rounds played on a pass, rounds played on off-peak times, rounds played on specials and discounts, etc. These are further broken down by whether the golfer is a resident, non-resident, youth, or senior. The rounds played are compared to the number of playable days in the year, and are analyzed and compared further to previous years.</p> <p>The Golf Course also analyzes the sales of its various cost centers such as banquet rentals, driving range, instruction, pro shop, concessions, etc. It further analyzes costs associated with grounds maintenance, vehicle and equipment parts, etc.</p>	

7. ENTERPRISE SERVICES

Best Management Practice	Strengths	Opportunities for Improvement
OPERATIONS AND MEMBERSHIP SERVICES		
Mission, vision and goal statements exist to guide the Enterprise Services operation.	The District and Department have developed a clear mission statement with goals tied to the District strategic plan and budget documents.	The Department should ensure that all employees understand the Department's and District's mission, vision and goals to ensure service delivery is in alignment with adopted statements.
Clearly defined policies and procedures are in place to guide Department programs and operations.	The Department generally has defined policies and procedures to govern operations. These include Department specific policies and District-wide policies and procedures.	
A strategic plan is in place that outlines the future direction of the department programs and services.	The Department is planning an update to their business plan to address the recognized change in operating environment (i.e. – additional local competition) and to develop a strong roadmap for ensuring continued self-sufficiency while meeting needs of customers.	
The organizational structure makes authority, responsibility and accountability clear	Overall, the organizational structure of Enterprise Services is logical and based upon operational need.	Several areas have been identified for additional evaluation including: (1) financial operations (i.e. – should a more centralized / integrated approach be utilized); (2) facility maintenance (should a more centralized / integrated approach be utilized), and (3) is supervisor staffing appropriately utilized (most specifically in the programmatic areas).

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Best Management Practice	Strengths	Opportunities for Improvement
Adequate full and part-time positions are in place to ensure effective operations and program implementation.	The existing staffing allocation provides coverage for key operational areas.	As noted above, further evaluation will be conducted to evaluate appropriateness of the supervisory structure for programming areas. Additionally, there is an extensive use of part-time staff to operate enterprise services. Further analysis is needed to evaluate whether efficiencies can be achieved through limiting the number of part-time employees who work limited hours (i.e. – less than 5 per week).
Appropriate office space and equipment are available for employees carry out the roles and responsibilities of their positions.	In general, appropriate office space and equipment needed to perform assigned duties are provided to all staff at Enterprise Services.	
Customer service is maximized through hours of operation, on-site contact, online, telephone assistance.	The hours of operation at Courts Plus is extensive and has been developed to meet the varying needs of the members and program participants.	
Part-time staff are effectively utilized to support and augments the full-time staffing allocation.	Part-time staff are an integral component of the staffing allocation for Enterprise Services. This enables flexible staffing approaches based upon demand, and the ability to contract for specialized skill-sets that are not needed full-time.	The extensive number of part-time staff, many who work limited hours per week, creates an administrative workload (for managing payroll, scheduling, conducting evaluations, etc.) that may, in some cases, exceed the value of limited hour positions.
An aggressive marketing effort is in place to inform citizens of services available at Courts Plus.	The Department undertakes a variety of efforts to communicate to members and the public of services available at Courts Plus. These efforts are undertaken both individually by Courts Plus and in conjunction with staff in the Marketing Department.	The annual business plan should have a dedicated section outlining key marketing efforts that will undertaken during the coming year focused on the following areas: (1) membership retention efforts; (2) membership expansion; (3) existing program marketing; (4) customer satisfaction ; and (5) identifying new markets / programs areas desired by members.

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Best Management Practice	Strengths	Opportunities for Improvement
Internal controls exist for cash handling and accounting.	The District has appropriate internal controls in place for cash handling and accounting.	Central finance staff should continue to ensure that periodic random reviews are conducted of cash handling.
Registration systems make program registration as easy as possible for participants and encourage program participation.	The District has recently integrated the registration system to enable registration for all programs at most locations. This provides convenience to customers.	Additional training of staff handling registrations may be required to ensure they have full knowledge of all programs being offered both by Courts Plus and Recreation.
A cost recovery plan is in place.	The Courts Plus is operated as an enterprise fund with no general funds allocated for operations. Courts Plus is responsible for covering all operating and capital investments, including overhead from membership and program fees.	The business plan should continue to focus on ways to expand and diversify revenues to ensure that Courts Plus can maintain self-sufficiency and plan for future facility upgrades necessary.
A long-range facility plan is in place to identify facility and space needs required to support recreation programs and services.	The capital program is utilized as the primary approach to ensuring that facilities are maintained in an appropriate manner.	The Courts Plus business plan should have a dedicated section outlining future facility needs to ensure that costs are identified and can be worked into the financial model over a multi-year basis.
Services provided by Courts Plus are not duplicative or in direct competition with those provided by the District's Recreation Department.	The District has begun studying the services provided by Courts Plus and through Recreation to ensure that, to the extent possible, duplication or completion is not unreasonable. The District is also reevaluating the costs charged for programs to ensure costs for comparable programs are similar across all divisions.	As Courts Plus operates as an enterprise fund, there is a need for this Department to operate with more flexibility and in response to changing market forces quickly. However, the amount of direct competition with Recreation programs should be limited where possible for the overall fiscal health of the entire District.

Best Management Practice	Strengths	Opportunities for Improvement
<p>Courts Plus develops and offers programs to meet the needs and desires of the membership.</p>	<p>While limited membership surveys are conducted, the programs offered are developed and varied to meet identified needs of the membership. Staff try new programs to assess value and market demand. Courts Plus has developed a comprehensive set of programs for members including various sports programs, fitness programs, swimming, etc. Additionally, kids programs including childcare is provided to meet needs of members.</p> <p>Courts Plus offers various membership incentives to encourage membership at the facility and compete with other local health facility alternatives available in Elmhurst.</p>	<p>A formal survey should be conducted at least annually to supplement analysis conducted of program participation and financial viability in developing the annual business plan.</p>
<p>Courts Plus facilities are maintained in compliance with health and safety codes to ensure participant and staff safety.</p>	<p>At the present time, Courts Plus has a dedicated staff of maintenance personnel focused on maintaining the facility both in compliance with health and safety codes, but also to customer expectations for a full-service health club.</p>	
<p>FACILITIES AND GROUNDS</p>		

Best Management Practice	Strengths	Opportunities for Improvement
<p>The division is organizationally placed with similar functions, and the structure fosters communication and accountability, and results in the maximum utilization of resources.</p>		<p>The facilities maintenance and management function is segmented between Parks and Facilities, and Enterprise Services. Although the two departments approach the delivery of maintenance differently, they are responsible for similar functions, and could benefit from placement within the same division of EPD. As the function of facilities maintenance is not a core service of Enterprise Services, and does not recover revenues, the organization could benefit in the merger of the two currently-separate organizations under Parks and Facilities.</p>
<p>Policies and procedures are well documented.</p>	<p>The District has developed an excellent administrative policy and procedure manual that includes many topics of interest. These policies and procedures do touch on certain issues of concern to Facilities staff, such as key control and issuance, inspection of skate parks, development of a five-year plan, etc., the bulk of the procedures tend to be oriented toward the end-user of the parks.</p>	<p>Although administrative policies and procedures have been developed, they do not touch on key elements of facilities maintenance such as services provided internally; services provided under contract; record-keeping; preventive maintenance plans and elements; requests for service from the Facilities Division; project management, inspection and approvals; and others.</p>
<p>A formal skills assessment and training plan has been developed to keep employees current with changes in the facilities maintenance and management industry.</p>		<p>Employees do not receive routine skills training in facilities maintenance or custodial services, however most maintenance and repair are contracted out.</p>
<p>Effective safety procedures are in place.</p>	<p>The Facilities and Grounds staff receive safety training, as do all other staff in the District.</p>	
<p>Custodial services in range of \$1.50 - \$1.75 per square foot</p>	<p>The project team does not currently possess data to be able to calculate cost against this metric.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
Existence of a preventive maintenance program for building maintenance	The Facilities and Grounds Division contracts for preventive maintenance, which primarily includes HVAC.	
Existence of performance measures to evaluate effectiveness of work performed	The Enterprise Services Facilities and Grounds Division has the capability to report on costs of services that include labor hours and materials expended in building maintenance and repair.	The Division does not report data related to crew productivity, and does not report performance measures such as cost of maintenance per square foot, custodial cost per square foot, response times to requests for service, percentage of PMs completed on time, ratio of scheduled to unscheduled work, etc., although the CMMS is reportedly capable of producing data on these metrics.
Periodic evaluation of feasibility of contracting and/or "in sourcing"		The Enterprise Services Facilities and Grounds Division contracts out almost all facilities maintenance work, as there are insufficient numbers of staff available to perform the required maintenance in that Division. Although the division does have access to the Parks and Facilities maintenance technicians, they report that they do not often use these employees for maintenance and repair due to reported lengthy waits for service, and as an organization that charges customers for their services, repairs must be made immediately to their facilities.
The Facilities organization is administratively centralized to capture economies of scale.		This is not the case in the District as Enterprise Services facilities are maintained by that Department, and all others are maintained by the Parks and Facilities Department's Facilities Division.

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Best Management Practice	Strengths	Opportunities for Improvement
A replacement reserve or sinking fund is used to insure the timely replacement of structural assets.		This is not the case, as structural assets and major maintenance equipment are funded as needed on an annual basis.
The ratio of scheduled to unscheduled services is at least 1:1.		The ratio of scheduled to unscheduled time in the Enterprise Services Facilities and Grounds Division is not calculable, as the vast majority of the repair and PM is conducted by contractors. However, contractors do perform preventive maintenance at Enterprise facilities. This is not always the case in non-Enterprise facilities, however.
All technician time is recorded and monitored on a daily basis.	All technician time, as well as the cost of contracted services, is entered into the Division's CMMS, with cost reports generated for specific cost centers (e.g., pools, tennis courts, etc.) within Courts Plus.	
Technicians are encouraged to keep skill levels current through financial incentives.		There are no financial incentives for skills enhancements, although performance appraisals identify any skills that are necessary to perform job assignments.
Annual surveys are conducted to assess customer satisfaction.		Neither the Enterprise Services Facilities and Grounds Division or the Parks and Facilities Division conducts annual surveys of building occupant satisfaction, however there are relatively few buildings in the District, and comments are passed along verbally.

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Best Management Practice	Strengths	Opportunities for Improvement
Technician staffing levels are in the range of one trades staff member per 45,000 to 50,000 square feet of space maintained (excluding large open space such as garages, etc.)	The Enterprise Services Facilities and Grounds Division is responsible for about 106,000 square feet of maintainable space, the majority of which is the Courts Plus facility. The Division utilizes contractors for the large majority of maintenance and repairs on these facilities.	
The organization has a clear outsourcing strategy that focuses on core competencies and service improvements.	The Enterprise Services Facilities and Grounds Division outsources the majority of facilities maintenance, as staffing levels are insufficient to maintain the square footage of maintainable space.	
A formal quality assurance process is in place that includes periodic review of technician work and monitoring of repeat-call rates for rework.	The Facilities and Grounds Division monitors the work performed by contractors. Prior to approval of payment for services, the Division ensures that all work is performed in accordance with requirements.	
Asset management system provides up to date functionality asset management, maintenance management, performance measurement, business planning, customer relationship management, and cost reporting.	The Enterprise Services Facilities and Grounds Division possesses a work order system that generates the cost of service provision.	

8. RECREATION

Best Management Practice	Strengths	Opportunities for Improvement
ADMINISTRATION		
Mission, vision and goal statements exist to guide the Recreation Department operation.	The District and Department have developed a clear mission statement with goals tied to the District strategic plan and budget documents.	
Clearly defined policies and procedures are in place to guide Department programs and operations.	Recreation Department standards, along with administrative and program policies and procedures are in place to guide the delivery and implementation of Department programs and operations.	The Department should identify new approaches to instilling the District's mission, vision and values in both full time and part time employees as they perform their daily roles and responsibilities to ensure that mission is valued throughout the organization.
A strategic plan is in place that outlines the future direction of the department programs and services.	The Recreation Department is included the district-wide strategic planning process which identifies the future direction of the department.	Develop new opportunities to identify programs and strategies that implement the goals of the strategic plan.
The organizational structure makes authority, responsibility and accountability clear	The existing organizational structure identifies the lines of authority and responsibility within the Recreation Department.	Adjusting the span of control in the Recreation Department and realigning recreation-related services offered by the District, in other departments, could add to more effectively coordinated programs and services, strengthen accountability and ensure consistent program delivery to the community.
Adequate full and part-time positions are in place to ensure effective operations and program implementation.	The existing staffing pattern and organizational structure provides coverage of existing program areas and operations.	Opportunities to restructure the administrative and program divisions could result in added supervisory coverage and a more realistic span of control than currently exists.

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Best Management Practice	Strengths	Opportunities for Improvement
Appropriate office space and equipment are available for employees carry out the roles and responsibilities of their positions.	All full-time administrative and program personnel have office space although in some cases not optimal.	Improvements could be made to ensure Program Managers have the space they require to effectively implement their responsibilities and that confidentiality is maintained during client and personnel conferences.
Customer service is maximized through hours of operation, on-site contact, online, telephone assistance.	The Department provides extensive programming hours at the Wagner Community Center with on-site customer contact with reception and program personnel along with phone assistance and online information and registration systems.	Opportunities could be available to expand customer service contacts at The Abbey and at other program locations utilized by the Department.
In-service training and continuing education program are in place to ensure that staff receives appropriate training and professional development for their position.	The Department offers regular orientation training for program personnel to review policies and procedures, individual divisions provide specific training for program related areas and continuing education opportunities are available for full-time professional level personnel. The Leader in Training program provides program training for 12 to 17 year olds who then volunteer in day camp programs.	Continuing to strengthen the Department's training program will ensure that healthy and safe environments are maintained, a high level of program quality is achieved and program personnel effectively carry out the responsibilities of their positions.
A volunteer program is in place to augment staff efforts.	The district-wide volunteer program is coordinated in the Human Resources and Risk Management Division. Volunteers are utilized for programs and special events. The Leader in Training program provides youth volunteer training to assist day camp program personnel.	Expanding volunteer services could be extremely effective in supporting existing and future recreation programs and services, providing opportunities to increase the quality of program supervision, and ensuring safe environments at programs.

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Best Management Practice	Strengths	Opportunities for Improvement
An aggressive marketing effort is in place to inform citizens of program opportunities.	Program marketing is handled by the Marketing and Communications Department with the final products being high quality, professional publications.	Opportunities are available to more effectively coordinate the development, design, approval of draft marketing products by appropriate program staff, and the production of marketing materials for the Recreation Department.
Coordination of agreements for use of non-EPD facilities are in place.	Agreements currently exist with the school district for use of selected schools and EAM for programs.	An agreement review process could be established and implemented on an annual basis to ensure that all parties are complying with the agreements and/or to amend existing agreements as deemed appropriate.
Internal controls exist for cash handling and accounting.	Internal procedures for handling cash and accounting for revenues are in place.	
Registration systems make program registration as easy as possible for participants and encourage program participation.	The Registration Office currently processes over 27,000 annual program registrations along with facility reservations each year. 50% of program registrations are handled through the online registration system. The remainder are processed in person or by mail. Program registrations for Courts and Golf are not included in the registration process.	
Opportunities are available for customer feedback on programs and services.	Program participants are asked to complete an evaluation at the completion of program participation. Opportunities are also available to complete the evaluation online.	Continued expansion of the program evaluation process could provide valuable input in determining appropriate changes in programs, areas of further program development and provide the data necessary to make decisions regarding the continuation of and improvement to programs and services.
A recruitment and selection process tailored specifically for recreation personnel is in place.	Recruitment and selection of program personnel is currently conducted by the Human Services Division.	Ensuring that Department program personnel actively participate in the recruitment and selection process for department personnel could improve overall effectiveness.

Best Management Practice	Strengths	Opportunities for Improvement
<p>Adequate technology resources are available to support the work of program personnel.</p>	<p>All full-time personnel have computers and smart phones available for use in implementing the responsibilities of their positions.</p>	<p>Development of a technology improvement plan would strengthen the effectiveness of the Recreation Department and ensure program safety. Beyond computers and smart phones there is little added technology infrastructure in the Department for use in implementing programs. Currently there are no computers available at program sites outside the Wagner Community Center for use by program staff for program planning, participant contact and communications in the event of an emergency or change in program status. There is no intercom systems at the WCC to ensure communications with program staff working throughout the facility in the event of an emergency. Phone service often does not work in the Gymnastics area. Computers at the Abbey often do not work.</p>
<p>A cost recovery plan is in place.</p>	<p>The District has worked with consultants to conduct a service analysis process resulting in the development of cost recovery goals and a cost recovery model. The Recreation Department recovered 59% of its costs in 2013.</p>	<p>Based on the recent study the Department has adopted a cost recovery model and should further study the recommendations made by the consultants to determine an effective process for moving toward implementing the selected cost recovery plan. In addition, consistent cost recovery policies should be applied throughout the district including the percentage return for programs using contractual personnel.</p>

Best Management Practice	Strengths	Opportunities for Improvement
A long-range facility plan is in place to identify facility and space needs required to support recreation programs and services.	The District maintains a Capital Improvement program plan.	Given the age of facilities and state of the Community Center the Department needs to conduct an extensive assessment of existing facilities to determine needed improvements to facilities to ensure the health and safety of program participants and employees. In addition, the District and Department need to identify an action plan to ensure that facilities are upgraded to meet program needs.
An advisory committee is in place to provide input on programs and services.	The District Board of Directors serves as the governing body of the District.	Opportunities are available to obtain feedback from parents and participants regarding program effectiveness through the development of advisory/support groups for selected programs such as gymnastics, cultural arts, seniors and other selected programs.
RECREATIONAL PROGRAMMING		
District facilities provide opportunities for a variety of recreation programs, services and events for residents of the District.	District parks, athletic fields, recreation centers, natural areas, pools and schools provide spaces for recreation, cultural arts, sports, outdoor programs and events provided by the District.	Several programs are currently impacted with little room for expansion due to facility constraints. The quality of District fields has impacted the ability of the Department to offer high level adult softball leagues.

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Recreation Department offers a variety of unduplicated programs for all ages, skill levels and interests in the community.</p>	<p>Recreation Department offers a wide range of programs and events from early childhood, before and after school, programs, day camps, sports, gymnastics, cultural arts, special interest classes and senior services to residents in the community. Programs are designed to provide opportunities for all skill levels and encourage parental and family involvement. The inclusion program ensures that opportunities are maximized for the participation of person with disabilities in existing recreation programs.</p>	<p>The recent cost recovery model study identified several gaps in programming including teens, active adults and baby boomers. Efforts should be made to determine an appropriate level of need and potential for offering programs and services to these segments of the community. Several program areas are duplicated at Courts with different standards and levels of quality. Efforts could be made to ensure that adequate facilities are available and program quality is consistent in recreation programs offered throughout the District. The aquatics program is currently assigned to Facilities Department. The District could consider transferring the aquatic program under the direct supervision of the Recreation Department so that all recreation programs are produced by the same department. The pool maintenance function would remain in the Facilities Department.</p>
<p>Recreation facilities are maintained in compliance with health and safety codes to ensure participant and staff safety.</p>	<p>Recreation facilities are maintained by the District Facilities Division.</p>	<p>The age of facilities and the extent of use place continued stresses on facilities and the need for responsive maintenance services. Opportunities exist to strengthen the working relationship between the Facilities Division and the Recreation Department to ensure that facilities are well maintained and that requests for repairs are addressed in a timely manner to ensure a healthy and safe environment for Recreation Department personnel and participants. Needs also exist for more effective coordination of field set-up and maintenance activities during sports leagues.</p>

Best Management Practice	Strengths	Opportunities for Improvement
Recreation program policies are consistent throughout the District.	Recreation program policies are applied consistently throughout the Department sponsored programs.	Opportunities are available to ensure consistency in the implementation of program policies at Courts, The Hub and in Recreation Department sponsored programs.
Programs are offered and accommodations made for special populations and persons with disabilities.	The Recreation Department has a dedicated inclusion program to ensure appropriate accommodations for participants with disabilities in recreation and District programs in compliance with the ADA. The District pays for inclusion aides and transportation services. The District is also an active member agency of the Gateway Special Recreation Association which provides programs and services to persons with disabilities.	Continued efforts to inform the community of opportunities for persons with disabilities to participate in District programs will enhance the overall services to residents in the District.

