

**MINUTES**  
**DeKalb Park District**  
**Public Meeting of the Board of Commissioners**  
**October 17, 2019**  
**Ellwood Visitors Center, DeKalb, IL**

**Public Meeting**  
**6:00 p.m.**

**I. Meeting Call to Order:**

President Phil Young called the meeting to order at 6:07 p.m.

**Roll Call**

**Board members present:** President Phil Young, Commissioner Gail A. Krmeneč, Commissioner Doug Eaton, and Commissioner Dag Grada.

**Staff Members Present:** Executive Director Amy Doll, Superintendent of Parks & Development Mat Emken, Superintendent of Finance & Administration Heather Collins, Superintendent of Recreation Greg Bruggeman, Accounting & Administrative Assistant Jennifer Anderson, David Kessen, Mike Mascal, Adam Anderson, Jeff Cameron, Wendy Hayes, Josh Looney, Jeff Zweifel, and Kevin Bock..

**II. Action on the Agenda**

Commissioner Krmeneč made a motion to approve the agenda, seconded by Commissioner Eaton. Motion carried by voice vote.

**III. Consent Agenda**

*All items appearing below are considered routine by the Board and shall be enacted by one motion. If discussion is desired, that item shall be removed and discussed separately.*

- a. Public Meeting of September 5, 2019
- b. Public Meeting of September 19, 2019

Commissioner Krmeneč made a motion to approve the agenda, seconded by Commissioner Eaton. Motion carried by voice vote.

**IV. Presentation of Golf Operational Analysis Report**

Mike Cutler with Billy Casper Golf presented highlights from the in-depth assessment of River Heights and Buena Vista Golf Courses.

The report discussed how the Park District can achieve long term viability, the state of the golf industry and declining revenues/utilization, capital needs, and options moving

forward. Nationally the participation rate and number of golfers is declining. There has been an average of 120 closures per year for the past 10 years. In our region specifically, weather has had a tremendous impact. Locally in our market 18,000 rounds are expected for an 18-hole facility. In order to be sustainable, the District would have to bring in rounds from outside the 30-minute drive time. Also, there should be a dedicated individual at the facility as part of staffing changes. Year over year, looking at number of rounds being played, the league rounds is the only segment that grew. Passholder rounds was 58 percent at Buena Vista and 42 percent at River Heights, while Combo passholder rounds is an even split. Buena Vista is operationally profitable while at River Heights the operational loss is increasing. There are capital needs at both locations, but the amount is significantly less at Buena Vista.

Four scenarios were presented for moving forward. A- to revise the operational model; B- to revise the operational model, staffing, and the capital investment; C- to close River Heights; and D- to close Buena Vista.

President Young inquired how much of operating loss is due to marketing and how much is due to decline in golfers. Mr. Cutler stated the outbound marketing efforts need to be greater and pricing needs to be restructured. He also mystery shopped at both golf courses and said there was a marked difference in the experience he had at each location. The service at Buena Vista was exceptional. President Young questioned if Mr. Cutler thought the Park District would be able to have performance like in it did in 2016. Mr. Cutler said Buena Vista is operationally profitable and the key to success is getting River Heights to do 20,000+ rounds as well as being able to fund capital improvements. APR (average price per round) should be changed to \$20-22. If the District keeps the current operational model in place, he does not see it being attainable.

President Young requested what one point should be addressed short term. Mr. Cutler said his top three would be to hire an onsite manager full time, improve marketing by capturing data and marketing directly to those golfers, and addressing District yield management practices such as making sure we get the right dollars per round. Mr. Cutler also mentioned changing the POS system.

Commissioner Grada asked if the golf courses have the capacity to withstand the increased number of rounds to be operationally sustainable. Mr. Cutler said both locations have capacity.

Commissioner Krmenc thanked Mike Cutler for the alternatives and the work he delivered.

## **V. Public Comments**

Twenty-one members of the community made comments regarding the golf course analysis and future of the golf courses. Comments included topics such as community and potential effects of a closure, the DeKalb Park District mission statement, decrease of property tax values if one of the courses were to close, and other potential options to increase revenue.

## **VI. Old Business**

## **VII. New Business**

### **a. Action Authorizing a Contract with Big D's Hotdogs for Concessions Sales**

Commissioner Krmeneč made a motion to authorize a contract with Big D's Hotdogs for concession sales for the dates of November 1, 2019-October 31, 2020, seconded by Commissioner Eaton.

Commissioner Eaton asked if the locations that were not included would have in-house concessions, to which Mr. Bruggeman responded no.

Motion carried by roll call vote. Aye: Eaton, Grada, Krmeneč, Young. Nay: None. Absent: Holliday. (4-0-1)

### **b. Action on Resolution 19-08: Resolution Approving Participation in the Enterprise Zone**

Commissioner Grada made a motion to approve Resolution 19-08: Resolution authorizing participation in the DeKalb County Enterprise Zone, seconded by Commissioner Eaton.

Commissioner Krmeneč verified the proposal was for 11 years with an additional 10 years option to add on. She also inquired if the School District #428 had signed. Mr. Borek responded yes to all. Commissioner Krmeneč had concerns that 11 years is a long time to not receive full tax dollars and there would be a greater tax burden shifted to local residents. Mr. Borek explained the purpose is to leverage new revenue.

Commissioner Eaton stated there is a short-term fall, but a long-term gain. This will help to attract big businesses and industries and will help in the long run.

Motion carried by roll call vote. Aye: Eaton, Grada, Young. Nay: Krmeneč. Absent: Holliday. (3-1-1)

### **c. Approval of Staff Travel Forms**

Commissioner Grada made a motion to approve Travel, Meals & Lodging Forms for Board and Staff, seconded by Commissioner Eaton.

Motion carried by roll call vote. Aye: Eaton, Grada, Krmeneč, Young. Nay: None. Absent: Holliday. (4-0-1)

**d. Action on Items over \$10,000**

**i. ADA Accessible Mini-Bus**

Commissioner Grada made a motion to authorize purchase of a 2019 E450, seconded by Commissioner Krmeneč.

Motion carried by roll call vote. Aye: Eaton, Grada, Krmeneč, Young. Nay: None. Absent: Holliday. (4-0-1)

**ii. Computers**

Commissioner Krmeneč made a motion to approve authorize the purchase of 15 computers from Sundog totaling \$11,536.75, seconded by Commissioner Eaton.

President Young asked how the District handles old units. Ms. Collins stated the District could keep some with the option of using as them scanning stations. Otherwise, the hard drive is removed and physically destroyed before the unit is recycled.

Motion carried by roll call vote. Aye: Eaton, Grada, Krmeneč, Young. Nay: None. Absent: Holliday. (4-0-1)

**iii. Kubota F2690 Mower/Snow Machine**

Commissioner Grada made a motion to authorize the purchase of a Kubota F2690 Mower/Snow Machine, seconded by Commissioner Eaton.

President Young asked if staff had looked at local vendors. Mr. Emken said he checked but they did not have anything in our price range.

Motion carried by roll call vote. Aye: Eaton, Grada, Krmeneč, Young. Nay: None. Absent: Holliday. (4-0-1)

**VIII. Financial Reports**

**a. Action on Invoices for Payment**

Commissioner Grada made a motion to approve paid invoices from September in the amount of \$141,815.14, seconded by Commissioner Eaton.

Commissioner Krmeneč expressed that she does not believe the District should spend money on food, beverage, or entertainment for staff.

Motion carried by roll call vote. Aye: Eaton, Grada, Young. Nay: Krmeneč. Absent: Holliday. (3-1-1)

**b. Monthly Financial Summary**

**c. IT Summary**

- d. **Board & Staff Travel Expense Summary**
- e. **Budget/Actual Report**

**IX. Strategic Plan Update Report**

**X. Adjourn Public Meeting**

Commissioner Eaton made a motion to adjourn the meeting, seconded by Commissioner Grada. Motion carried by voice vote.

Meeting adjourned at 7:54 p.m.

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