



AGENDA
REGULAR BOARD MEETING NO. 1010
TUESDAY, OCTOBER 25, 2016
7:00 P.M.

1. ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. APPROVAL OF AGENDA
4. AWARDS
 - A. Best of Hoffman – SRT Golf Outing Volunteers
 - B. Employee of 3Q2016
5. APPROVAL OF MINUTES
 - A. Regular Board Minutes 9/27/2016
 - B. Special Board Minutes 9/06/2016
6. COMMENTS FROM THE AUDIENCE
7. CONSENT AGENDA
 - A. Exhaust hood in TC gym / M16-114
 - B. Golf Cart and GPS / M16-124
 - C. BPC Fertilizer and Pesticide / M16-125
 - D. A&F Detail Report: \$461,470.28
 - E. Financial Statements
 - F. Acceptance of B&G Minutes 9/6/2016
 - G. Acceptance of Rec Minutes 9/13/2016
 - H. Acceptance of A&F Minutes 9/20/2016
8. ADOPTION OF EXECUTIVE DIRECTOR'S REPORT
9. PRESIDENT'S REPORT



Regular Board Meeting 1010

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10. OLD BUSINESS
11. NEW BUSINESS
 - A. IAPD Credentials Certificate / M16-118
12. COMMISSIONER COMMENTS
13. EXECUTIVE SESSION
 - A. Minutes, pursuant to Section 2(c)(21) of the Open Meetings Act
 - 7/26/2016
 - 8/9/2016
 - B. Appointment, employment, compensation, discipline, performance or dismissal of an employee, pursuant to Section 2(c)(1) of the Open Meetings Act.
14. POTENTIAL DISCUSSION AND POSSIBLE VOTE ON MATTERS FROM EXECUTIVE SESSION
13. ADJOURNMENT

ALL MEETINGS ARE HELD IN THE BOARDROOM OF THE SCOTT R. TRIPHAHN COMMUNITY CENTER & ICE ARENA AT 1685 W. HIGGINS ROAD IN HOFFMAN ESTATES UNLESS OTHERWISE SPECIFIED. IF AN ACCOMMODATION OR MODIFICATION IS REQUIRED TO ATTEND THESE PUBLIC MEETINGS PLEASE CONTACT JANE KACZMAREK AT JKACZMAREK@HEPARKS.ORG OR (847) 885-8500 WITH AT LEAST 48 HOURS' NOTICE.



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**MINUTES
BOARD MEETING NO. 1009
September 27, 2016**

1. Roll Call:

A regular meeting of the Hoffman Estates Park District Board of Commissioners was held on September 27, 2016 at 7:00 p.m. at the Triphahn Center in Hoffman Estates, IL.

Present: Commissioner R. Evans, Kaplan, Kilbridge, McGinn, Mohan, Bickham

Absent: Commissioner Kinnane

Also Present: Executive Director Bostrom, Rec/Facilities Director Kies, P&D Director Buczkowski, Parks and Risk Director Giacalone

Audience: Mr. K. Evans, Boy Scout Brett Bertock and family, Boy Scout Niko Soriano and family, Donna and Frank Wood

2. Pledge of Allegiance:

Everyone present stood for the Pledge of Allegiance.

3. Approval of Agenda:

Commissioner Kaplan requested that item (E) WRC Rental, M16-108 be moved to New Business for the vote.

Commissioner Mohan made a motion, seconded by Commissioner Kilbridge to approve the agenda as amended. The motion carried by voice vote.

4. Awards & Recognitions:

President Bickham awarded the BOH to Brett Bertock and Niko Soriano for their outstanding work creating the Archery Range for the park district. A plaque acknowledging their efforts will be placed at the site along with an engraved

gold leaf on the Foundation Giving Tree for their monetary donation to the Friends of HE Parks.

5. Minutes:

Commissioner Kaplan made a motion, seconded by Commissioner R. Evans to approve the minutes of the Regular Board meeting August 23, 2016 and the Special Board meeting August 9, 2016 as presented. The motion carried by voice vote.

6. Comments From the Audience:

None

7. Consent Agenda:

Commissioner McGinn made a motion, seconded by Commissioner Kaplan to approve the Consent Agenda as presented.

On a Roll Call: Carried 6-0-1
Ayes: 6 R. Evans, Kaplan, Kilbridge, McGinn, Mohan, Bickham
Nays: 0
Absent: 1 Kinnane

- A. TC Gymnasium / M16-104
- B. Seascape Fire Suppression System Bid Results / M16-100
- C. ADA Transition Plan Update / M16-102
- D. Windy City Bulls Agreement / M16-106
- E. 2016 Bond Issue Ordinance O16-005 / M16-111
- F. Policy Manual Review/Approval and Amendments / M16-103
- G. Surplus Ordinance O16-006 / M16-112
- H. A&F Detail Report: \$648,766.54
- I. Financial Statements
- J. Acceptance of B&G Minutes 8/2/2016
- K. Acceptance of Rec Minutes 8/9/2016
- L. Acceptance of A&F Minutes 8/16/2016

8. Adoption of Executive Director's Report:

Commissioner Kaplan made a motion, seconded by Commissioner R. Evans to adopt the Executive Director's Report as presented. The motion carried by voice vote.

9. President's Report:

President Bickham noted that Friday Night (Uncorked and Untapped Event) was a very enjoyable event. He noted that there was a large crowd and all the

reverse raffle tickets had been sold and that it was good to see the Mayor and Trustee Gaeta at the event.

He also explained that he had attended the Wild Flower event at Charlemagne. Director Giacalone noted that they had 40 people in attendance.

President Bickham congratulated the district on the IAPD Best of Best awards for Art in the Park and Best Green Practices noting that they would be presented October 21st. He also congratulated the district on the PDRMA Seascape Audit noting that the district had been reimbursed the \$2,600.

Finally, he noted that he had completed the all-parks tour for the year singling out Fabbrini and Tropicana as south side favorites, Black Bear as west side favorites and Charlemagne and Olmstead as north side favorites. He noted that his new goal for the coming year was to begin attending other park district meetings to see how they ran their meetings and what was on their agendas. He also noted that Hoffman Estates was noted as one of the best places to live (#27 on the list) in one of the popular Magazines.

10. Old Business:

None

11. New Business:

A. Willow Rec Rental/M16-108:

Commissioner Kaplan explained that he felt an item involving the use of alcohol in a facility should be voted on separately, noting that the discussion had already taken place at the September Recreation Committee Meeting.

Commissioner McGinn made a motion, seconded by Commissioner Kilbridge to approve the rental for the religious group for a one year permit with the condition that wine may only be served through the communal cup as part of the religious services and that the park district reserves the right to terminate the special permit which allows the consumption of alcohol if staff determines that the religious group is abusing alcohol. The motion carried by voice vote.

12. Commissioner Comments:

Commissioner McGinn congratulated staff on finalizing the Windy City Bulls contract, Deputy Director Talsma on completing Director's School and the district on the IAPD awards. He also thanked Commissioners R. Evans and Kilbridge and Admin Asst Kusmierski on a very successful Uncorked and Untapped Event.

Commissioner Mohan asked about the clock at BPC noting that it had been gone a long time. Executive Director Bostrom said it would take 4-6 weeks and that he will check with staff on the return date.

Commissioner Kilbridge thanked staff, Trustees, Commissioners for all their hard work and support of the Uncorked Event.

Commissioner R. Evans noted that the event had been well done and that it was rewarding to talk to people who had not yet seen the venue and had such complimentary things to say about it.

Commissioner Kaplan said he had enjoyed the event. He also noted that it was great to see all the kids on the ice again.

13. Adjournment:

Commissioner Mohan made a motion, seconded by Commissioner Kaplan to adjourn the meeting at 7:25 p.m. The motion carried by voice vote.

Respectfully submitted,

Dean R. Bostrom
Secretary

Peg Kusmierski
Recording Secretary



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**MINUTES
SPECIAL BOARD MEETING
September 6, 2016**

1. Roll Call:

A special meeting of the Hoffman Estates Park District Board of Commissioners was held on September 6, 2016 at 8:00 p.m. at the Triphahn Center in Hoffman Estates, IL.

Present: Commissioner R. Evans, Kilbridge, Kinnane, McGinn, Bickham

Absent: Commissioner Kaplan, Mohan

Also Present: Executive Director Bostrom, P&D Director Buczkowski, Parks and Risk Director Giacalone

Audience: Mr. K. Evans

2. Pledge of Allegiance:

Everyone present stood for the Pledge of Allegiance.

3. Approval of Agenda:

Commissioner McGinn made a motion, seconded by Commissioner R. Evans to approve the agenda as presented. The motion carried by voice vote.

4. Comments From the Audience:

None

5. New Business:

A. TC Gym/M16-104A:

Having previously discussed in length at the B&G Committee the situation in the gym and the district's process to address the item;

Commissioner Kinnane made a motion, seconded by Commissioner Kilbridge that based upon a negative analysis of the mold present, that staff open the gymnasium to the public and the board award the contract for mold mitigation to Cove Remediation in the amount of \$24,754 and to commission MECS to supervise the mitigation removal process for \$3700 as outlined in M16-104A.

The motion carried by voice vote: Carried 5-0-2

Ayes: 5 R. Evans, Kilbridge, Kinnane, McGinn, Bickham

Nays: 0

Absent: 2 Kaplan, Mohan

6. Commissioner Comments:

Commissioner Kilbridge noted that PSSWC pools looked great. The board agreed.

7. Adjournment:

Commissioner McGinn made a motion, seconded by Commissioner R. Evans to adjourn the meeting at 8:05 p.m. The motion carried by voice vote.

Respectfully submitted,

Dean R. Bostrom
Secretary

Peg Kusmierski
Recording Secretary

**HOFFMAN ESTATES PARK DISTRICT
REGULAR BOARD MEETING NO. 1010**

EXECUTIVE DIRECTOR'S REPORT

October 2016

PARKS DIVISION

1. The hot water valve actuator and cold water actuator in the class room was replaced.
2. We just had Metro door and dock Inc. come out to inspect and drop test our rolling fire doors on rink 1 and rink 2 Zamboni room doors. Of which both have passed and are good for one year.
3. The roof joining the old building to the new section has been resealed and fixed, and has no signs of leaks in the last storm we had.
4. One office was also resealed on the exterior which also had no signs of leaks.
5. We started installing new mulch in the playground and fixed a broken crawl tube on the small section. Couple of ballast were replaced, one in jerry's pro shop and the other in an office.
6. A broken discharge pipe on the spa was repaired. We installed new hooks to hold the shepherds hook as well as new signage on the wall in the lap pool area.
7. The fire alarm panel up front had some trouble codes flashing; the necessary repairs were made and is now back on line.
8. We have one of the two tv's installed in the fitness area.
9. Bridges Golf Course we repaired and resealed the entire perimeter of the roof over the main entrance doors.
10. Some gutter cleaning was done also.
11. A new vacuum breaker was installed on the garbage disposal in the upstairs kitchen.
12. All of soccer was laid out and striped.
13. New park rules signs are being installed
14. Two staff went and passed the certified pool operators class.
15. One staff is currently taking the certified playground inspectors test.
16. Truck 912 replaced Transmission shift cable
17. Truck 548 installed new rear leaf spring on each side
18. Bus 534 replaced front tie rod, drag link, front end alignment and replaced four emergency exit window latches
19. Bus 510 replaced front tires, alignment and coolant shut off valve
20. Replaced fuel pump pedestal and painted fuel pumps

21. Safety lane inspection completed on all dump trucks, busses and larger trailers
22. 495 replaced both front stabilizer links
23. Daily maintenance and repairs on mowers
24. Mowing operations continue on schedule, weather permitting. Rainfall in September ran about 1-2" deficits but irrigated athletic fields were unaffected and are now being mowed at 2 ½" as is standard.
25. Spot spraying of fall dandelions and clover continues. Grubs were not spotted in large quantities this year, presumably because of adequate rainfall in the spring and early summer. Grubs are not drawn to well irrigated areas then and the accumulation of population does not present the normal problems.
26. All athletic fields have received their Labor Day fertilization and we will be doing one more application after Halloween.
27. Fertilizer prices are not expected to rise for the 2017 season unless a petroleum shortage was to occur.
28. Ash Tree removals are complete in the parks and replacements will be done with this fall's tree order. There are approximately 8 to 10 Ash Trees remaining in the parks which at this time are not showing any signs of EAB, we will continue to monitor these. Any dead Ash in our natural areas will be addressed over this fall and winter.
29. Invasive plant control is completed for this season with good results and will resume again in the spring when vegetation is actively growing.
30. The volunteer seed collection event held at Charlemagne Park Sat. 9/24 was a success with approx. 40 participants, residents, boy scouts and girl scouts. The estimated amount of seed collected is approx. 20 – 25 lbs. which will be used at Highland Park natural area which is currently under restoration at the west end.
31. State and County burn permits have been received and we are waiting on the Village permits. There is 24 in house burns scheduled for this burn season, weather permitting.
32. Tree trimming, edging and mulching is under way and about 40% completed.
33. Quotes for contracted burns were received and the same contractor as last year had the low quote and will be conducting 3 burns in 2017, Hunter's Ridge, Rohrssen Park and Black Bear Park.

PLANNING & DEVELOPMENT

1. TC North Renovations:

Architectural plans were completed in mid-August and submitted to the Village for code review. Reviews came back from the Village without any design issues. The only items the Village is looking for prior to issuance of the permit are some architectural standards backups and calculations. With this initial review complete, Williams Architects and staff released the drawings along with the bid information to prospective bidders. A pre-construction meeting was held September 29th. Bids from all ten trades are due on October 11, 2016 and will be

presented to the November B&G Committee for review. Upon receipt of the bids and known pricing, staff will establish appropriate funding to be considered as part of the 2017 Budget.

2. Valley Park Basketball Court:

Staff has completed the designs to renovate the existing ½ court located at Valley Park. The existing court with the surface constructed of concrete has experienced some heaving over the years and if not yearly maintained, poses trip hazards to users. With the consideration of replacing the surface, staff is proposing to take the ½ court and turn it into a full court. Changing the existing court to full size was also an item suggested by the residents during the public meeting for the playground improvements at Valley Park conducted in the fall of 2014. In addition to the new basketball surface, a concrete walkway will connect the court to the public sidewalk for the purposes of ADA access.

3. GIS:

Geographic Technologies Group is currently finalizing the cleanup of data collected as part of the district's GIS asset project. Current estimates for completion of this work are some time the first or second week of October. If this should occur, staff will begin to globally populate the asset inventories with field data. In addition to cleaning up the data, GTG is completing the formulation of the asset replacement predictor widget. This widget is the prime tool of the GIS system and is intended to predict the district's future replacement needs.

Recreation and Facilities Division



UPCOMING EVENTS

- Oct 15 – Pumpkin Fest Noon to 2 PM at Vogelei Park
- Oct 29 – Halloween Bash 10-11:30 AM at Triphahn Center
- Oct 29 – Pumpkin Swim two sessions at 1PM and 2 PM at PSSWC
- Oct 30 – Trick or Treat Climb two sessions at 1 and 2:15PM at PSSWC
- Nov 6 – Turkey Shoot at Bridges of Poplar Creek
- Nov 7 – Nov 10 – Preschool Family Nights (TC/WRC) Vary by class
- Nov 12 – Parents Night Out
- Nov 12 – 50+ Holiday Tea Trip
- Nov 21 – Winter Registration Begins

Snapshot Summary/Highlights:

- The PSS&WC aquatic center(s) was completed and re-opened on schedule, September 1st, within the allotted timeline. The feedback from the members has been very positive with the experience of the pools.
- During the month of September staff was able to secure the contract with the Windy City Bulls making PSS&WC the official "training center of the Developmental Team of the Chicago Bulls." This is a three year agreement.
- Monday, Sept. 26: Congresswoman Tammy Duckworth posted a picture of her daughter at pre-preschool at Willow Recreation Center and tagged HE Parks. Tammy Duckworth has 27,000 followers on her professional Twitter page alone. The tweet got many 60 likes and 5 retweets on Congresswoman Duckworth's Twitter profile; and more than 1000 likes on her Facebook page. We retweeted and posted on Facebook which also got 13 likes our Twitter too.
- Seascope passed the third Starguard audit of 2016 on August 13, 2016. They received an Elite rating on Lifeguard Observations, Skills & Scenarios, and Facility Operations giving the total Overall Audit a 5 Star Rating. The season finished strong also with the final pass numbers in 1,459 sold this year as compared to 1,337 sold in 2015, that is over 122 passes better from year to year.
- Maintenance and C&M departments ran a Wildflower Seed Pick at Charlemagne Park on 9/23 with 50 volunteers participating for approximately 100 hours.
- The Park District participated in the Hoffman Estates Chamber of Commerce Legislative Luncheon hosted at the Children's and Women's Hospital in Hoffman Estates. They also participated in the Chamber Golf Outing, which was hosted at the Bridges of Poplar Creek.
- The Director of Recreation & Facilities worked with the Executive Director of the St. Charles Park District to review their newly acquired Sports, Aquatic and Fitness Center the Norris Center. They were looking to receive some feedback as it relates to a facility, operations and member services assessment on this newly acquired facility.

Volunteers Summary:

- Human Resources processed 19 new volunteers.
- Administrative staff was contacted by 1 additional individual seeking volunteer opportunities.
- 9 volunteers participated in opportunities with the STAR Program for 58.5 hours total.
- 5 Foundation Trustees met in Committee Meeting for the Uncorked Wine/Beer Event for 2.5 hours and 6 volunteers worked the event for a total of 30 hours.
- The Raptors had 20 volunteers for 150 hours for Raptor maintenance and phone / office activities.



Youth Athletics

Youth Baseball/Softball

- Fall Baseball practices are underway. We have 1 more team this season compared to last fall. Joining the HEPD/SAA fall league at the Pony level this year is Palatine Youth Baseball Association (PYBA).

	Mustang	Bronco	Pony	Total
2014	11	12	12	35
2015	13	13	13	39
2016	12	14	22	48

4/5 Year old T-ball

- The 4/5 year old season has started and come to an end in the past month. The short 6 game season is a great introduction to team sports for the 4 and 5 year olds of the community. Teams host a total of eight 1 hour practices and participate in six 1 hour time limit games. This season HEPD had of 85 players participate. All players entering kindergarten this fall will receive information on our Shetland 6/7 year old leagues in the spring.

Youth Basketball

- Prep has started for the 2017 season. E-blast has gone out to former players about in-house registration. Referees have been contacted and former coaches about coming back for the upcoming season
- Boys Feeder Basketball- The boy's feeder basketball will be teaming up with the park district this upcoming season. Last year the boy's feeder program had a total of 40 players.

Youth Outdoor Soccer

- Fall/Spring and Fall only registration has begun (online).

Adult Softball

- We have set up a game for our fall league to be televised. The game will take place in September and air on village television in November.

Gymnastics

- The first session of Fall gymnastics began the week of 9/6. Registration is at 170 students, 2015 -144 registered. Registration is ongoing for the second session starting October 24th.



Early Childhood

	9/2015	9/2016	Var. +/-
Three-school 16-17	12 TC 13 WRC	15 TC 7 WRC	+3 TC -6 WRC
2's Playschool 16-17	30 TC 24 WRC	30 TC 14 WRC	0 TC -10 WRC
Preschool 15-16	128 TC 66 WRC	134 TC 67 WRC	+6 TC +1 WRC
Early Learning Center	33	38	+5*
*Full Day Program			

- **ELC's 4-year-old program is full with 5 children on the waiting list. ELC's 3-year-old program has two full time spots remaining. Wait list participants have been called.**
- September 19-23 the HEPD Preschool program collected clothing, shoes, books, CD's and small household items for the Saver's Donation Drive Fundraiser. The donation drive was a big success with \$401.00 earned. The money will be put towards laptops for the preschool classrooms. Another donation drive will be done in the spring.

	9/2015	9/2016	Var. +/-
District 54	311	347	+36
District 15	44	57	+13
WRC KSTAR	11	18	+7
Half Day Program	72	77	+5
School Age Totals	438	499	+61

- We added a new option for KSTAR for participants to attend only until 2:30pm to meet the high demand from the community. Currently there are 4 children enrolled in this option.
- With the additional participants in the KSTAR program we brought on an additional staff member to work on the higher enrollment days.
- We were able to accommodate additional participants for the half day field trip by shuttling to and from the field trip locations as well as having additional staff work the trip.



50+ Club

Membership	2015	2016	+/- Var.
Total	608	626	+ 18

Classes offered in September

- Basic Exercise, Chair Yoga, Gentle Yoga (2 weeks), Line Dancing, Spanish, Tai Chi, Write It Now!, New class, Ageless Grace: Changing the Model of Aging

Athletic opportunities offered in August

- Balloon Volleyball (Wkly), Billiards, Pickle ball (outdoor & indoor), Ping Pong, Volleyball and Walking Path

Upcoming trips

- A Day at the Dole, Crystal Lake, Cali Rail (overnight), Light Opera Works, in Evanston, The Field Museum, Chi, Auditorium Thea, Chi, Tea/Holiday Vintage Market, Oswego

Evening/Special Programs in August

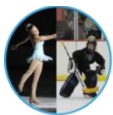
- Pub Quiz Night (3rd Thursdays/5:30 pm) – 25 participants - held in 50+ Center

Friday post lunch programs (August)

- **9/9 Taste of Open House – vendors presenting:** divvydose, Liberty Insurance & Premier World Discovery
- **9/16 Catholic Charities** on Medicare Fraud
- **9/23 HearUSA** on ear care and hearing health
- **9/30 Visiting Angels sponsors** a vocal performance

Other

Free Adult Health Clinic – 8 drop-ins
 Initiated conversation with HEV Mayor regarding transportation issues for seniors
 Identified class helpful to 50+ member with dementia
 6 members of 50+ participated in the annual Silver Games at Friendship Village
 Hosted pre-trip meeting for Cali Rail trip
 Bill/Linda Graba held Pickleball clinic for TC picklers



Ice Operations

I.C.E Academy

- Skating Manger Jennifer Dooley resigned from her position effective September 27. Melissa Motyka has been appointed the interim manager while staff evaluates the direction of the skating program.
- A United States Figure Skating Section 8 meeting took place on September 13. 27 rinks from the Chicagoland area attended the meeting.

Wolf Pack

- Wolf Pack (NWHL) teams have been formed for the fall season. 192 hockey players are part of the Wolf Pack for the season (196 -2015). Teams in each division are as follows
 - 2 Mite
 - 3 Squirt
 - 3 Pee Wee
 - 2 Bantam
 - 2 Midget
 - 1 U12 & 1 U14 in the girls division
- Development Classes have a total of 153 participants (182 - 2015) in the lesson program. Lesson program times were all moved earlier this year to make room for hockey rentals. With the times all earlier staff anticipated a decrease in the participation level.
- Coaches and manager meetings all took place in the month of Sept.

Ice Rink Information

- Chicago Wolves preseason game took place Saturday October 8, 7pm. We sold 334 tickets and that was the same night as the Cubs game.



Prairie Stone_{sm} Sports & Wellness Center

September Membership Totals	<u>2015</u>	<u>2016</u>	<u>Var.</u>
<u>+/-</u>	3,093	3,003	(90)*

* PSS&WC had a challenging summer with the closing of the aquatic center for two months, additional competition opening in the area and staff being down to 1/3 third the member services team with a maternity leave and the loss of a permanent part time staff member. National statistics say new club growth by Region "East North Central" (our region) the average for the region is 17% in new club growth; Illinois itself has a rating of 28% new club growth. The national focus continues to be on price point being the top reason for leaving a health club, with lack of use, inconvenience and feeling out of place rounding out the top four. Opportunities continue to remain focused around loyalty programs, seasonal discounts, and social interactions, not to crowded, technology, equipment and facility upkeep. Staff continue to look at ways to focus on these top areas to create continued success as it has experienced over the years. As with the influx of new competition as before the trend amongst users is to "club hop" but ultimately they will return where they feel most comfortable. The track record at PSS&WC continues to remain strong in its rapport building as they have seen this before.

Member Services

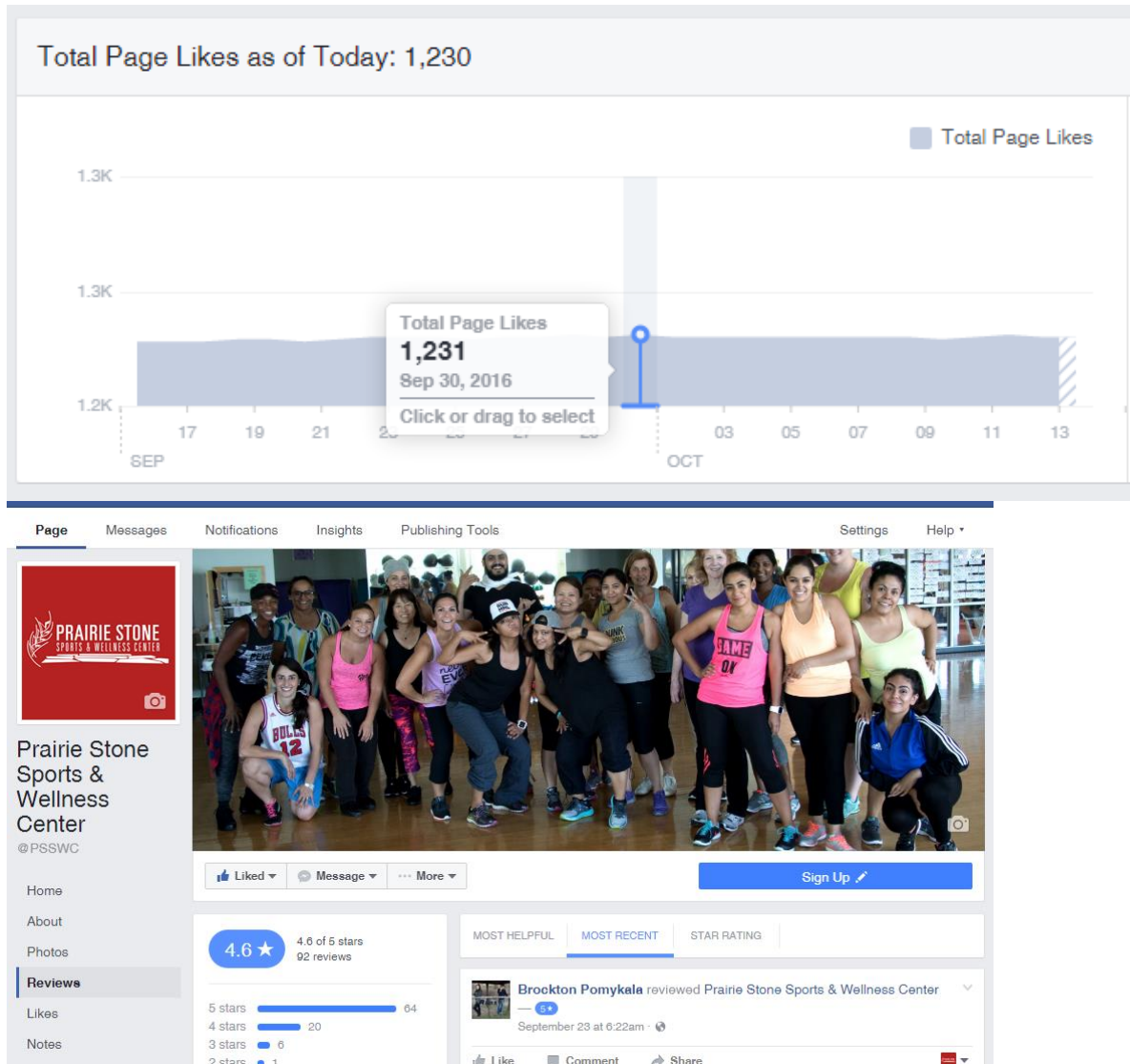
- The enrollment promotion for the month of September included the extension of the option to enroll for \$50 with prorated September dues or \$0 enrollment with no September dues upon purchase of a 3-pack of Personal Training at the time of enrollment. Given the intention of promoting Personal Training, the \$0 enrollment/0 September dues special was advertised via digital media along with the regular special. The Member Services team sold a total of nine 3-packs during the month of September.
- The ongoing Friends in Fitness member referral program continued to be a primary force in generating new memberships.
- The PSS&WC enrollment special was also advertised on each of the District's electronic marque signs throughout the community. The PSS&WC enrollment special was also advertised on the VHE electronic marquis located at the corner of Shoe Factory Road and Beverly on the southwestern edge of Hoffman Estates. The ENROLLMENT FEE banner on the north side exterior remained mounted on the building along with the east side banner, both of which continue to attract many prospective clients. This second banner provides visibility/identity of the building for westbound traffic on Route 72 and compliments the signage panels installed in the spring of 2014. Likewise, both internal and e-based targeted marketing were utilized to inspire member referrals as well as to reach all HEPD clients throughout the community. The HEPD bi-monthly Eblast included the enrollment promotion details, and targeted emails through Retention Management continued to be sent throughout the month to promote the club cash incentive for member referrals with additional incentives promoted on Facebook and the HEPD and PSS&WC websites. The PSS&WC enrollment special was also advertised on each of the District's electronic marque signs throughout the community.
- The number of credit card denials following September billing was comparable to August numbers. Despite the vacancies on the Member Services team, efforts to contact members proactively to obtain updated information for billing continued via mail and email during the month of September. These efforts also included phone calls and person-to-person contact upon check in at the Service Desk. With fewer resources available within the Member Services department during the month of September, attention that would typically be devoted towards collections was reverted to membership maintenance issues, which resulted in a reduced collection effort.
- The General Manager of Sales & Operations completed the PSS&WC website platform conversion from Joomla to WordPress. The conversion also includes replacement of the current Fitness calendar on the right sidebar margin of the site with a scrolling event calendar as well as other minor enhancements to improve site navigation and responsiveness. The website was transitioned to the new platform in June prior to full edit/completion in order to prevent corruption related to the outdated Joomla plug-ins and platform. Invex will provide training to the General Manager of Sales & Operations as well as to the Member Services Supervisor on generic update processes on the new platform in October.
- The General Manager of Sales & Operations continued to work with the Director of Recreation & Facilities and the Superintendent of Facilities on securing the sponsorship agreement with the Windy City Bulls, which will name PSS&WC as the

official training center of the Windy City Bulls and provide various marketing incentives for the District and club. Approval of this agreement has been secured.

Operations and Fitness Departments:

- PSS&WC hosted a variety of athletic rentals within the gymnasium area during the month of September. Although birthday parties and scout lock-ins are still offered at PSS&WC, efforts have been taken to transition to larger multi-court athletic rentals that reduce labor intensity while generating steadier revenue streams.
- PSS&WC Managers have secured a new vending machine vendor for PSS&WC, TC, and WRC. Absolute Vending provides a variety of healthy snack options that are appealing to guests/members of each facility. Pepsi also delivered a third vending machine in the café area that will dispense a healthy selection of Pepsi beverages (i.e. Propel, Aquafina Splash, Gatorade G2 etc.). Product delivery is still forthcoming for the new machine. The Flores Group has ceased counter operations at the café effective September 1st and will continue to provide concessions for preplanned party rentals and large tournament/athletic events. Intentions are to renovate the café area in FY17 to transition it to a more comfortable working lounge space, increasing seating areas for members and guests to relax in following workouts or during special club events in the gymnasium.
- The Superintendent of Facilities received quotes and has selected a vendor for the refinishing of the wooden floors in the group fitness rooms (spin room and large group fitness room). The project will be completed within November, 2016. The gymnasium floor refinishing project will be completed within 2017, as planned with the capital fund.
- The outreach fitness classes provided by the park district for District 211 at the Higgins Educational Outreach Center will resume in the fall. The classes have been very well received and well attended. We look forward to providing the classes in the fall.
- PSS&WC has an upcoming Nutrition Workshop, Metabolism Boosting, taught by *Zac Marshall* on Saturday October 8th 10-11 am.
- The personal training department had a 3 pack promo for new members in July/August/September. 80-3 packs were sold.
- Within the area of group fitness Class participation has remained steady. Highlighted classes include:
Dance Party Fusion 40-45 Pump and Abs 35-40 Spinning 20-25
- PSS&WC fitness department planning for a black light spooky spin ride in October.
- Fitness department is holding 3-30 minute mini workshops for step class, Step 101, on the last 2 Saturdays of October and the 1st Saturday of November.

Facebook Likes



Seascope, Programs and PSS&WC Swim Lessons

Seascope Pass Sales +/-	<u>2015</u>	<u>2016</u>	<u>Var.</u>
	1,337	1,459	+ 122

- Seascope is now closed for the season.
- PSS&WC aquatic classes did resume for the fall session, beginning the week of September 6th. In addition, given the completion of the aquatic project, private lessons will resume being offered and will be provided for the remainder of the year.
- We are down 20 participants from the first session last fall. Our current registration is 280.

- Private lessons are slowly trickling in since we re-opened the pool.

Climbing Wall

- Youth classes for the climbing wall continue to hold steady with 8 participants in both the 6pm & 7pm classes Wednesday nights. Because of the consistent numbers and the number of returning climbers we are able to split the program into a beginner class and an intermediate climbing class.
- Trick or Treat Climb is scheduled for Sunday October 30th. The early session is already filled with 15 participants and the second session currently has 11 enrolled.

Early Childhood Programming

- Kids First Sports Soccer continues in its popularity. We are averaging between 15-20 participants per class.
- While Soccer flourishes we are struggling to get the non-traditional programs of Dodgeball and Fun and Fitness to take off. We are going to give basketball a shot in place of Dodgeball for the winter session.



Triphahn Center

Triphahn Center Fitness and Operations:

<u>Membership</u>	<u>9/2015</u>	<u>9/2016</u>	<u>Var. +/-</u>
Fitness	884	873	(11)

General Summary:

- The Portable Wall was utilized twice in September. On 9/24 we held a double event. (10am-2pm Wood Dale Park District and, 4-7pm Holy Family Church Palatine.)
- Dance World rental was held on 9/10.



Willow Recreation Center

<u>Membership Fitness/Racquetball Totals</u>	<u>9/2015</u>	<u>9/2016</u>	<u>Var. +/-</u>
Fitness & Racquetball	390	342	(48)

* About 30% of the decrease is racquetball memberships.



Dog Off-Leash Areas

Bo's Run:

- Breakdown for Bo's Run / Combo passes HE 147, Palatine 49, Barrington 19, Schaumburg 45, Arlington Heights / Mt. Prospect 6, Inverness 30. Additional towns are Rolling Meadows, Elk grove, Hanover Park.
- There were 36 guests to Bo's Run in September compared to 19 in September 2015.

Freedom Run:

- Breakdown for Freedom Run/ Combo passes Elgin – 167, HE – 80, Streamwood 68. Schaumburg – 22. Additional towns are Huntley, Hanover Park & S. Barrington, Elk Grove, Palatine, Wheeling & others.

Dog Park Passes	<u>9/2015</u>	<u>9/2016</u>	
Bo's Run	235	293	
Freedom Run	308	298	
Combo	<u>80</u>	<u>73</u>	
Total:	623	664	Var. +41



Communications and Marketing

PROGRAM PROMOTIONS

Staff worked with program managers to promote Fall Guide and Registration, STAR registration, youth sports programs, 50+ events, 50+ Open House, trips and programs; Parents' Night Out, Pumpkin Swim, Trick or Treat Climb, Halloween Bash, Uncorked & Untapped, Giving Tree, Mobile App, Pokémon Go, Wildflower Seed Collecting.

Community Calendar Submissions to: Daily Herald, Chicago Tribune, Hoffman Estates and Schaumburg Chambers and Hoffman Estates Visitor's Bureau.

VIDEO

This month, we featured the video "Come to Pumpkin Fest" on our website homepage starting August 15; it will run through Oct 15. Previously we featured "Summer Camp Wrap Up".

PRESS RELEASES/PUBLIC RELATIONS

Articles that were printed or appeared online on the newspaper websites will be attachments at end of the Board Report:

- “Wine Event Fundraiser to Benefit Local Kids” (appeared in Daily Herald online, in Out & About section and Fall Festivals list)
- “Elgin’s Marta Krakowski Loves Tennis” (appeared in Elgin Courier-News print edition, 9/14)

The following are press releases that were sent to the newspapers, but not picked up for print:

- “Eagle Scouts Build Archery Range, Donate \$600 to Local Kids”
- “New Digital Hole-In-One Contest Available Daily at Bridges of Poplar Creek”
- “Live Music, Fall Fun for All at Pumpkin Fest”

ALSO:

Tammy Duckworth posted a photo of her daughter’s first day of Pre-Preschool at Willow Rec Center. The picture was tweeted on Twitter, and posted on Facebook. (See end of report)

TESTIMONIALS & SOCIAL MEDIA COMMENTS

Facebook

Search [] Sandy

insights Publishing Tools

Glenn Wellman
View Profile

Actions

Hate to have to be doing this again, but Evergreen and Sloan have not been mowed since the last message (Aug. 24th) they both are 8-12inches.

Okay, sorry that has happened again Glenn, I will forward to Parks and try to get an answer as to what the schedule is for mowing.
Sent by Sandy Manisco (?)

SEP 13TH, 11:11AM

Hi Glenn, I'm told that the crew was out to mow at both those parks yesterday, they are going to confirm with me. Each park is mowed weekly. The weather has been cooler and we've had a lot of rain, which makes the grass grow faster than usual for this time of year. I know my own lawn has been unusually long for this time of year too.
Sent by Sandy Manisco (?)

SEP 13TH, 1:46PM

An update - Parks was out to take a look and they said that it will be mowed tomorrow for sure. Thanks again for letting us know.
Sent by Sandy Manisco (?)


Search [] Sandy

insights Publishing Tools

Trish DeWitt
View Profile

Actions

SEP 12TH, 10:20AM



Under the slide at Black Bear Park.

Hi Trish thanks for sending this, I will notify Parks Dept!
Sent by Sandy Manisco (?)

Thanks so much!


Search [] Sandy Home [] [] [] [] []

insights Publishing Tools Settings Help

Recent Reviews

Review

Chuchil Smg Lopez Gonzalez reviewed Seascape Family Aquatic Center — 5.0
September 8 at 7:40pm · 48



Seascape Family Aquatic Center
Swimming Pool

865 Likes
3 talking about this

Like Comment Share


Seascape Family Aquatic Center

Write a comment...

Review

Christina Carr Van Lyeabettens reviewed Seascape Family Aquatic Center — 5.0
September 4 at 9:50am · 48

Best water park in the Chicagoand area-hands down! As my kids were growing up we made many happy memories here. The zero depth slides so incredibly fun. They even give the adults a set time to swim each hour. Clean, beautiful, with a nice food vendor.... LOVE IT. Just revisited it this summer with my husband; still great quality, great staff! ★★★★★



Seascape Family Aquatic Center
Swimming Pool

865 Likes
3 talking about this

Like Comment Share

Seascape Family Aquatic Center

Seascape Family Aquatic Center Thanks for the review Christina!
Like Reply 1 · Commented on by Sandy Manisco (?) · September 6 at 8:43am

Christina Carr Van Lyeabettens My pleasure! Thanks for the great years!
Like Reply · September 6 at 8:42am

Write a reply...

Write a comment...

Search [] Sandy Home [] [] [] [] []


Insights Publishing Tools Settings Help

Recent Reviews

Review

Grecia Judith Tures reviewed Bridges of Poplar Creek Country Club — 5.0
September 21 at 3:08pm · 48

My husband and I got married there on July 9th. The staff was kind and welcoming. Jennifer Fuller was our main point person. She's amazing. She made the process easy and stress-free. Highly recommend this venue. Especially if you are on a budget!



HALL OF FAME 2015

BRIDGES OF POPLAR CREEK COUNTRY CLUB
Golf Course

690 Likes
75 talking about this

Like Comment Share

Bridges of Poplar Creek Country Club

Bridges of Poplar Creek Country Club Thank your Grecia for letting us be part of your special day! We appreciate your kind words about Jennifer and the staff.
Like Reply 1 · Commented on by Dianne Karczewski-Echlin (?) · September 22 at 9:22am

Write a comment...

★ Review

Vi Ratsamy reviewed Bridges of Poplar Creek Country Club — 5★
September 20 at 10:56pm

I played this course once for the first time about 6-7 years ago and it was nothing special. But I guess they did some renovation and flipped the nines around with the old 10th hole now being the 1st hole. I was impressed this time. The course condition was excellent from tee box to fairways. I was most impressed with the greens! Rolled nice and true. Was not expecting that. Staff was very friendly, from the guys checking us in to the beverage cart girl. The only thing I can say they can improve on are the bunkers, they need more sand. It was hard pan dirt under a couple inches of sand..other than that, I would go back and recommend it to golfers of all levels.



Like Comment Share

Bridges of Poplar Creek Country Club

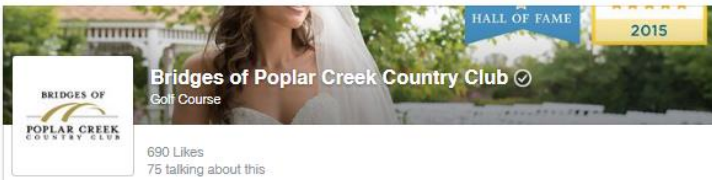
Bridges of Poplar Creek Country Club Thank you for playing Bridges of Poplar Creek Country Club. We are glad you enjoyed your experience. Through your feedback and other customers, we have identified the bunkers as an area of improvement. We are putting a plan in place this Fall to remove... See More
Like Reply 1 · Commented on by Dianne Karczewski-Echlin (♀) · September 22 at 9:19am

Write a comment...

★ Review

Jackie Sheehan Miller reviewed Bridges of Poplar Creek Country Club — 5★
September 18 at 5:23pm

My husband and I attended a wedding ceremony and reception at this lovely venue last evening! It was perfect! The bride and groom made a wise decision when they decided to have their nuptials here !

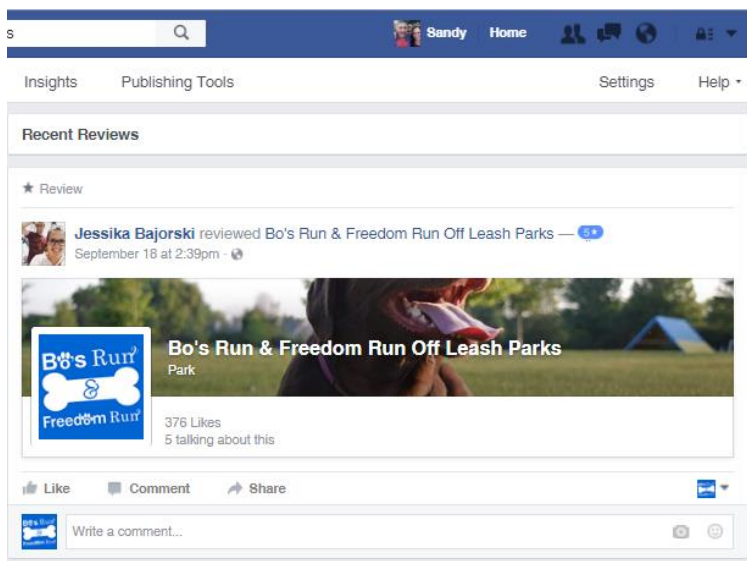
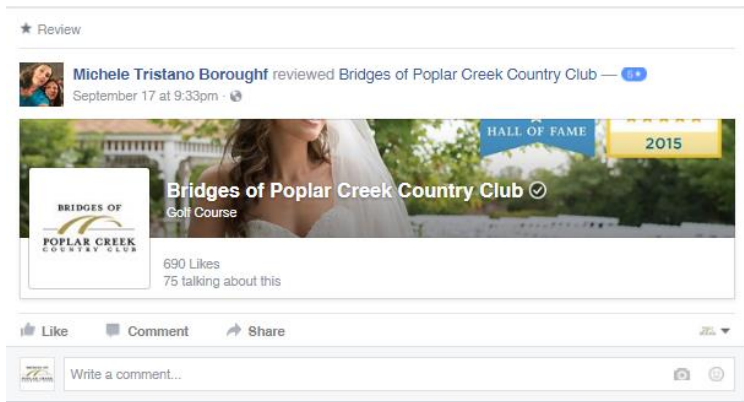


Like Comment Share

Bridges of Poplar Creek Country Club

Bridges of Poplar Creek Country Club Thank you Jackie for the kind words. Glad you enjoyed everything!
Like Reply · Commented on by Dianne Karczewski-Echlin (♀) · September 18 at 6:45pm

Write a comment...



MARKETING DASHBOARD



Mobile App Downloads – Source: Apple iTunes & Google Play reports

The app has been available since April 25, 2014. C&M continues to promote various features of the app to increase usage. Below is a chart showing progress over the previous 10 months.

Dec 2015	Jan 2016	Feb 2016	March 2016	April 2016	May 2016	June 2016	July 2016	August 2016	Sept 2016
1,379	1,398	1,412	1,412	1,421	1,429	1,525	1,560	1,602	1,547



Mobile Access – Source: Google Analytics

For the first time since we've been tracking this data, the Desktop numbers have leveled off instead of declined. This may indicate that we've hit at saturation point – there will always be a certain number of visitors that will visit via desktop. Mobile visits are about equal to desktop. (NOTE: "Prior to" column indicates how users accessed HEparks prior to the app and mobile-friendly website. Responsive mobile-friendly website launched Oct 28, 2014; app launched April 25, 2014; mobile WebTrac launched in late November 2014.)

Source: Google Analytics	Prior to App & responsive web: Feb 2013-Feb 2014	Sept 1-30, 2015	Sept 1-30, 2016	Change from last year
Desktop	63%	49%	52%	+3%
Mobile	27%	41%	42%	+1%
Tablet	10%	9%	5%	-4%

*A decrease in tablet views is speculated to be a result of more mobile phone use as mobile phone screens are increasingly larger. Tablet sales have leveled off. It is more convenient to use a smart phone which is always within reach.

<http://time.com/3532882/people-arent-buying-tablets/>



Website HEparks.org – Source: Google Analytics

Hits to the website are still very high but have leveled off. We believe activity has moved to the Program Guide page and mobile WebTrac.

Audience Overview

Sep 1, 2016 - Sep 30, 2016
Compare to: Sep 1, 2015 - Sep 30, 2015

Email Export Add to Dashboard Shortcut

All Users
+0.00% Sessions

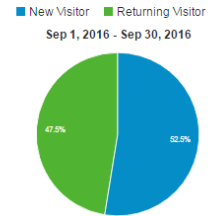
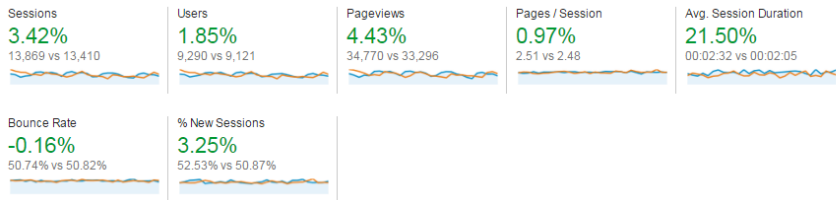
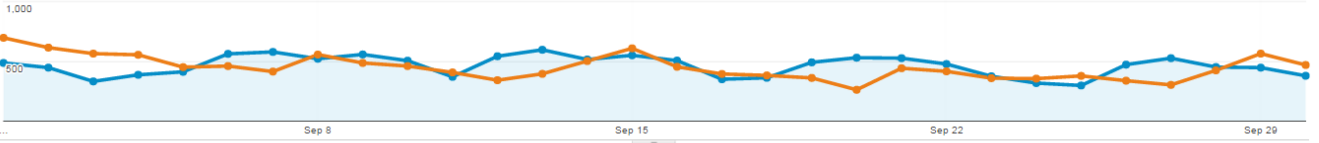
+ Add Segment

Overview

Sessions VS. Select a metric

Hourly Day Week Month

Sep 1, 2016 - Sep 30, 2016: Sessions
Sep 1, 2015 - Sep 30, 2015: Sessions



Program Guide Online – Source: Google Analytics

Hits to the online program guide are way up this month, likely due to Fall Registration; Fall sessions began this month.

Audience Overview

Sep 1, 2016 - Sep 30, 2016
Compare to: Sep 1, 2015 - Sep 30, 2015

Email Export Add to Dashboard Shortcut

All Users
+0.00% Sessions

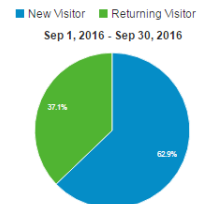
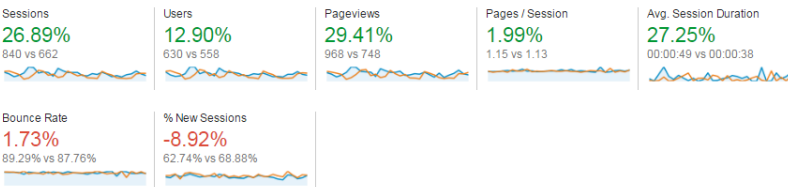
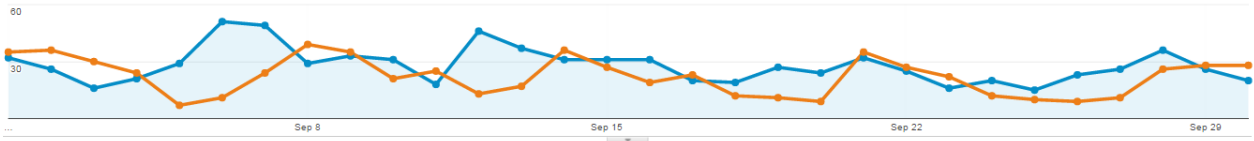
+ Add Segment

Overview

Sessions VS. Select a metric

Hourly Day Week Month

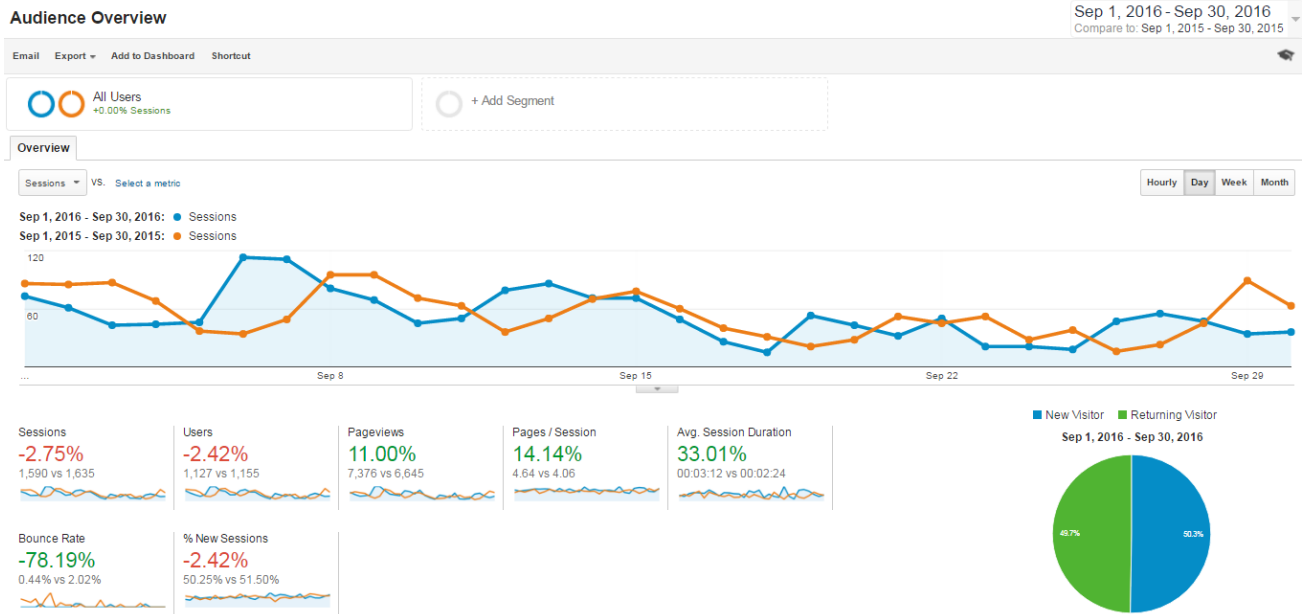
Sep 1, 2016 - Sep 30, 2016: Sessions
Sep 1, 2015 - Sep 30, 2015: Sessions



WebTrac/Online Registration Page Hits – Source: Google Analytics

Hits to online registration have leveled off as we have been driving more users to the mobile WebTrac page, with the increased use of mobile devices for web

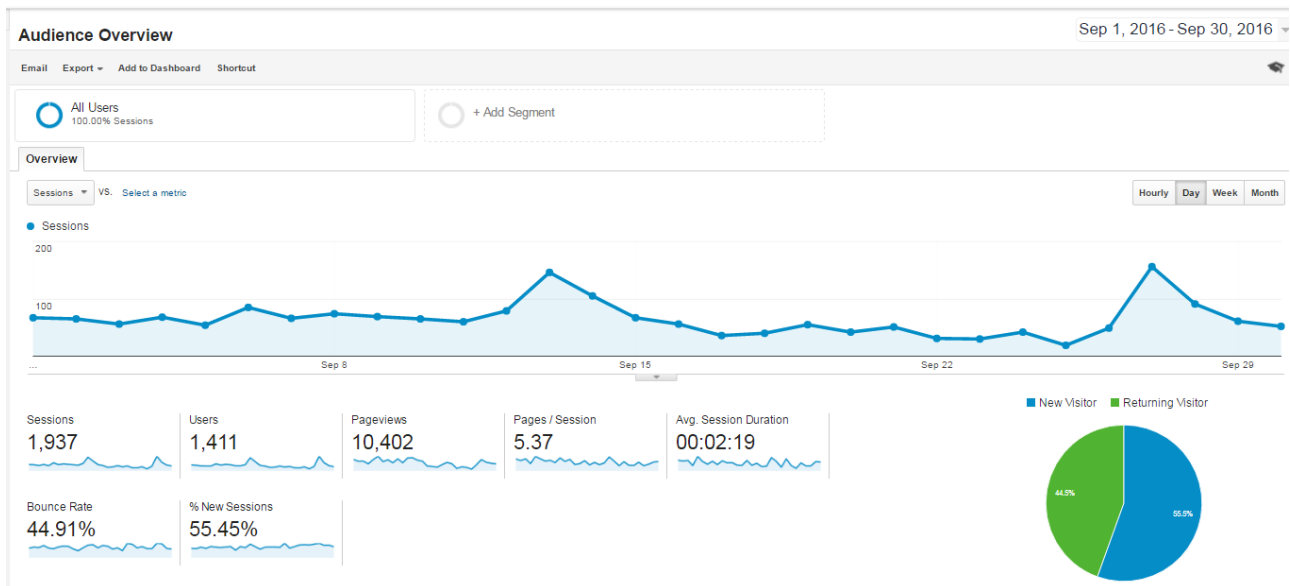
browsing. In electronic marketing, links go directly to Mobile Webtrac pages.



Mobile Webtrac – Google Analytics

(Tracking began December 1, 2015; comparative data will be available Dec 2016.) The number of people accessing Mobile Webtrac from their mobile devices is often about the same as the number browsing Webtrac from a PC. A strategy we use that is having a great impact is that when we post links on web, email and social media we always links directly to mobile online registration pages. Unfortunately, we have found that the program details are harder to view on the Mobile Webtrac, so programs that we think are important to view the details are directed to another source, such as PDF of the program guide or regular Webtrac.

Post Message	Type	Posted	Lifetime: The number of impressions of your Page post. (Total Count)
#Pokémon Trainers of all ages! Come to our free Pokemon Go Gathering Sat Sept 10 Prizes in each age group! Register at the event. 10-11:30 AM Black Bear Park http://ow.ly/rx8L303WTbb	Photo	9/6/16 3:55 PM	3765
Decorate a pumpkin at #Pumpkin Fest Sat. Oct 15 #FreeFallFun It's free! Just bring a donation for the local food pantry. http://ow.ly/dfyn304qG4P	Photo	9/27/16 6 9:45 AM	3599
Now accepting applications for full-time Superintendent of Recreation. See position description and apply here: http://ow.ly/HfX4304HgxJ	Photo	9/29/16 6 11:29 AM	3495
Are you attending Platzkonzert this weekend? The Village needs volunteers to help with kids zone, golf cart shuttle drivers, wristbands, and guest assistance. Contact Jennifer: 847-781-2610.	Photo	9/6/16 1:10 PM	3279
We are hiring Star Counselors (JobID: 117) who love working with children and to participate in before/after school activities. If interested, the full description and link is down below! P.S. this was a very intense game #HEParks #hoffmanstates #STAR https://www.applitrack.com/heparks/onlineapp/default.aspx?all=1	Photo	9/7/16 10:08 AM	2984



Facebook Reach

Total Likes totaled 2,434 as of 9/30. Our goal is engagement. See the chart below for a list of our most successful posts this month, which explains the “peaks”.

Top 5 Most Successful Posts September 1-30

Top 10 Highest Posts since October 2015

Post Message (The highlighted posts are from the current month.)	Type	Posted	Lifetime: The number of impressions. (Total Count)
Qualified Kindergarten Enrichment Teachers and Counselors Needed. Please see our careers page for more info: https://goo.gl/X71UZs	Photo	8/15/16 10:29 AM	6714
This week through Friday Aug 19 Seascaple has short hours, 4-7:30 PM http://ow.ly/TY6I3037o3z	Photo	8/15/16 7:55 AM	6710
#Pokémon Trainers come to Black Bear Pk for our Gathering Sat Aug 27 10-11:30 catch 'em all! http://ow.ly/cNs3037nfO	Photo	8/13/16 12:55 PM	6167
Today our Half-Day Preschool is having their own Crazy Hair Day! How cute are they?	Photo	3/14/16 11:12 AM	6148
Congrats to figure skater, Tomoki Hiwatashi, who won a Gold Medal at Nationals! http://ow.ly/Xyalq Tomoki trains @	Link	1/26/16 8:00 AM	6119

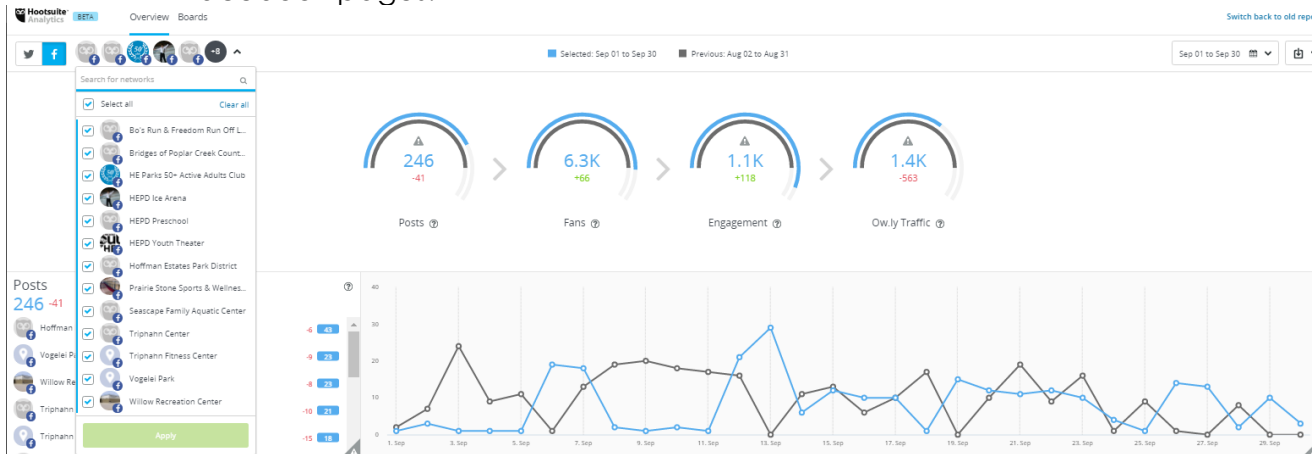
Triphahn Ice Arena!			
#Pokémon Trainers come to Black Bear Pk for our Gathering Sat Aug 27 10-11:30 catch 'em all! http://ow.ly/cCns3037nfO	Photo	8/10/16 12:56 PM	5506
Due to weather conditions, we will be postponing our Pokemon Go event that was scheduled for today. Keep a look out for a new date and time on our HEParks social media pages!	Photo	8/27/16 7:30 AM	5279
Tomorrow! Come to the Open House for 50+ Active Adults! 9-11 AM Wed 8/17 at Triphahn Center http://ow.ly/soW53036YZb	Photo	8/16/16 9:45 AM	5220
Wine lovers get your tickets for Uncorked & Untapped event at Bridges of Poplar Creek 9/23. http://ow.ly/Hj2x303tEtf	Photo	8/22/16 12:55 PM	5164
Congrats to August Best of Hoffman Chip Mahr who helped create a Monarch habitat in Hoffman. http://ow.ly/AS69303xt8r	Photo	8/24/16 7:00 AM	5129



NEW! Engagement Report for All HE Parks' Facebook Pages

Source: Hootsuite

All Facebook pages:



NEW! Twitter Analytics

Source: Hootsuite

@HEParks & @BridgesofPCGolf Twitter



HE Parks' Twitter account
@heparks

	Aug 16	Sept 16	Oct 16	Nov 16	Dec 16	Jan 16	Feb 16	Mar 16	Apr 16	May 16	June 16
Followers	707	713									
Impressions	7,146	5,599									
# of tweets	41	20									

Sep 2016 - 30 days

Top Tweet earned 204 impressions
Are you the next Rodney Mullen? Willow Recreation Center has a slick skate park ready to be shredded right here in Hoffman Estates! #HEParks

Top Follower followed by 238 people
Valli Produce @valliproduce #fallislove
Valli Produce is an international marketplace featuring a huge selection of produce, fresh meats, dairy, baked goods and more. Visit one of our five locations.

Top media Tweet earned 190 impressions
Clean out your closets & support our Early Learning Center preschool! All next week!

Aug 2016 - 31 days

Top Tweet earned 252 impressions
Were you at Seascap Sunday? Tag yourself in our album. Closing Day

Top Follower followed by 2,541 people
momsandkeyboard @momsandkeyboard #chicagoblog
Mom reviewing #Chicago suburban adventures focusing on #travel & #smallbusiness Social Media

Top media Tweet earned 197 impressions
#Pokemon Trainers come to Black Bear Pk for our Gathering Sat Aug 27 10-11:30 catch 'em all @w.ly/cNs3037nR0

NEW! Instagram Reports
Source: Instagram
@heparks

	Aug 16	Sept 16	Oct 16	Nov 16	Dec 16	Jan 16	Feb 16	Mar 16	Apr 16	May 16	June 16

Followers	86	91 +5%									
# of posts	10	9									



Conversion Rate – What percentage registered online?

More and more people are registering online. Derived from a RecTrac Report that indicates the percent of registrations made online vs in person. Mobile-friendly email template began Nov 2015. Progress is being made each year in online registrations:

2011:	21%
2012:	26%
2013:	30%
2014:	33%
2015:	35%
Thru 9/30, 2016:	36.31%



Email Blast Results, Constant Contact

	<u>Sent/Open</u>	<u>Mobile</u>	<u>Bounces</u>	<u>Clicks</u>
<u>Unsubscribes</u>				
2016 Fitness, Sports & Rec Benchmark	---/17.7%	50+%	8.8%	8.0%
0.22%				
Hoffman Happenings 9/13	18.5K/17.0%	64%	1.6%	8.9%
50+ Newsletter September	1011/36%	56%	0%	10.1%
				.6%

Opens = Emails our contacts received and viewed.

Mobile = Percent of emails opened on a mobile device.

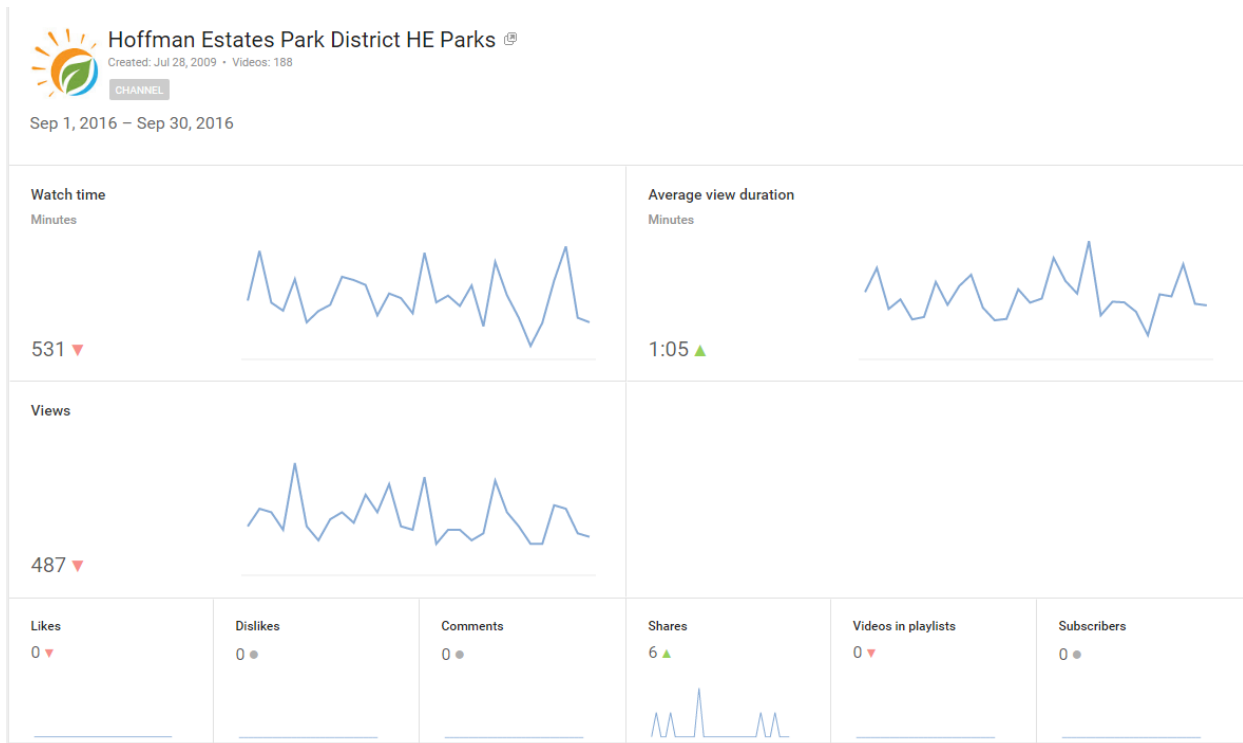
Bounces = Emails sent, but not received by our contacts, indicates the quality of the data.

Clicks = Contacts who clicked on a link within our email.



YouTube Metrics

Below is a list of our Top 10 Videos with the most traffic and minutes watched over the past 30 days. The numbers are down because we have been posting videos directly on the website and on Facebook, instead of linking to YouTube.



Top 10 Videos

[Browse all content](#)

Video	↓ Watch time (minutes)	↓ Views
Park Info: Playground Workout, Bench Pushup	87 16%	90 18%
What is Pickleball?	84 16%	56 11%
Park Info: Thor Guard	44 8.3%	45 9.2%
Wolf Pack Hockey Hosts Krolak Cup	42 8.0%	15 3.1%
Park Info: What Is Bioswale?	40 7.5%	26 5.3%
Hoffman Estates Park District National Gold ...	35 6.6%	10 2.1%
Come To Pumpkin Fest 2016	35 6.5%	40 8.2%
Aqua Fit Swim Aerobic Class at Prairie Stone ...	21 3.9%	13 2.7%
Me & HEPD: Joe DeMaria and Nico Muira, Se...	14 2.6%	16 3.3%
What is the Friends of HE Parks?	10 2.0%	15 3.1%

Bridges of Poplar Creek Board Report

General Programs

- Upcoming Golf Events: Bridges Final Challenge Oct 8th, Pro Am Scramble Oct. 9th, and Turkey Shoot, Nov 5th. Paint the Night Away October 5th

Golf Rounds

ROUND TOTALS			
2013	2014	2015	2016
4,617	4,021	4,015	3,999
YTD ROUND TOTALS			
2013	2014	2015	2016
27,805	26,825	26,442	26,054

Range Information

RANGE BASKET SALES TOTALS			
2013	2014	2015	2016
2,326	2,718	2,496	2,048
YTD RANGE BASKET SALES TOTALS			
2013	2014	2015	2016
16,729	17,418	17,204	17,152

Pass Sales

Resident Annual	3
Resident Individual	137
Resident Junior	1
Resident Senior	90
Total Resident Passes Sold YTD	231

Preferred TT Pass	104
Non-Res Individual	20
Non-Res Junior	0
Non-Res Senior	58
Total Non - Resident Passes Sold YTD	182

Communications & Marketing

Marketing/Advertising

- We did 5 Email Blasts advertising Uncorked Untapped, Customer Appreciation Day Shotgun, Weddings, Banquets, Monday Madness, Terrific Tuesdays, Golf Specials.

Food & Beverage

For the month of September we had a total of 26 events: (26 Events in 2015)

The breakdown is as follows:

4 breakfast meetings servicing 95 people
2 baby/bridal showers servicing 77 people
1 birthday luncheon servicing 60 people
8 golf outings with lunch or dinner buffets servicing 919 people
4 ceremony and reception servicing 555 people
1 reception only servicing 161 people
1 ceremony/reception cancelled for September 10th estimated revenue \$11,000
2 continental breakfast meetings servicing 77 people
2 all day meetings servicing 128 people
1 Foundation wine event

We currently have 18 events booked for October (20 Events in 2015)

4 Breakfast meetings servicing 100 people
1 continental breakfast meetings servicing 50 people
2 ceremony and reception servicing 197 people
2 reception only servicing 220 people
1 wedding reception cancelled for October 8th, \$15,000 estimated revenue
2 Golf outings with lunch or dinner buffets servicing 220 people
1 birthday dinner servicing 100 people
1 memorial luncheon servicing 75 people
3 luncheons servicing 165 people
1 dinner servicing 80 people

Wedding Count Update:

2017=2 ceremony and reception, 1 reception only, 3ceremony only

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

4 weddings cancelled for 2016. August for 200 guests estimated revenue \$19,000 and September for 120 guests estimated revenue \$11,000. June 11th evening wedding cancelled for 200 guests estimated

revenue \$15,000 and November 5th for 150 estimated revenue \$16,000. Contracts and deposit payment schedules are currently being evaluated to adjust for future years. This is not a normal pattern as we had only 2 cancelations in the past 3 years.

Offering 15% off those dates and any dates still open and waiving ceremony fee. Deposits were kept of \$2k each.

Golf Maintenance Summary

September usually brings a breath of fresh air, but this month it brought heat and humidity. With all the humidity this year the greens on the golf course have built up a thick layer of thatch. The maintenance department made the decision to complete an aggressive verticut on the greens prior to a solid tine aerification. This process worked really well at removing thatch and standing turf up for the aerification. Four days prior to our set date an application of granular fertilizer was applied to greens to get them growing a little more than normal. Following the aerification and topdressing the sand was drug into the holes and then rolled three to four times to provide smooth playing surfaces. The next day a liquid fertilizer application was made to speed up recovery and close the holes on the greens. The entire process went smooth except for the weather. It rained on our first day of aerification causing lots of delays in the process and only allowing the maintenance team to complete nine holes. The following week the other nine holes on the course were completed.

The maintenance crew was also busy with the following task:

- Regular mowing of all surfaces
- Sod repair to select fairway spots
- Selected area to build a turf nursery and begun construction
- Seeding of a new green, tee and fairway nursery
- Bank mowing and edging of bunkers
- Mowing of all tallgrass and low maintenance areas
- String trimming entire property
- Irrigation repairs
- Trimming irrigation heads and yardage plates
- Weeding landscape beds
- Integrated pest management applications
- Filling divots on tee boxes and select fairways
- Equipment repairs and daily checks

A. Finance/Administration

- Staff worked with BS&A trainers on the implementation project with all modules LIVE by September 12th. Staff continues to work with staff to educate them on new processes and reporting options within the new software as well as continuing to work with BSA support to maximize our abilities within the software.
- Staff has been working on the 2017 District wide operating budget.
- Staff completed the annual Freedom of Information Act (FOIA) and Open Meetings Act training.

- Staff coordinated the financial aspects of the Friends of HEParks Uncorked and Untapped event.
- Staff has been assisting with the coordination of the Hoffman United Soccer Club registration and reporting as a District program.
- Staff worked on finalizing information including new policies and procedures for the District IAPD/APRA accreditation.
- Staff conducted Hoffman-U on:
 - BSA Software Budget Entry-Part 2
- Payroll Cycle Processing
 - 09/09/16 \$277,105.48
 - 09/23/16 \$278,319.96
 - 10/07/16 \$254,042.39

B. Administrative Registration/EFT Billing

- EFT Billings for:
 - a. TC/WRC/PSSWC Fitness Centers
 - b. ELC (weekly)
 - c. Sponsorship/Marquee Signs
 - d. Dance
 - e. Preschool
 - f. STAR
- Administrative
 - a. Adult League Payments
 - b. Travel Soccer Registration and Payments
- Administrative Registration for:
 - a. Financial Assistance
 - b. Foundation Giving Tree
 - c. Park Permits
 - d. Hockey Coyote Program

C. Human Resources

- Processed 28 new part-time hires and 19 new volunteers.
- Attended IPRA Transgender Rights Workshop. Learned information that helped shape the District's Transgender Rights Policy.
- Assisted in drafting/revising Districtwide policies for: military discount, drone usage, transgender rights, purchasing authority, child bereavement leave, smoke-free campus (districtwide), and employee grievance. Provided oral training at 3rd Quarter FT staff meeting on aforementioned policies, as well as a retraining on the following policies: Harassment, Drug-free workplace, FMLA, Mandated Reporter, Ethics Ordinance, Identity Protection and Crisis Communication.

- Attended PDRMA health program council meeting in order to stay informed about changes to health care options in 2017. District's HMO coverage should remain unaffected.

D. Technology

- Email and Network Shared Drive Cleanup
 - a. Began working with individuals to clean up their email mailbox in order to reduce the size.
 - b. Currently evaluating network shared drives for duplicates which will help clean up space.
- Security Cameras for Outdoor Parking Lots
 - a. Recommendation being submitted in connection with 2017 budget process.
- Network Security
 - a. Updated Computer Network Policy and renamed to Cyber Security Policy.
 - b. Implemented strong password requirements for the district.

E. Sponsorship

- Newly acquired sponsors:
 - a. Windy City Bulls
 - Event Sponsor
 - b. Costco
 - Event Sponsor
 - c. Tate & Lyle
 - Event Sponsor
 - d. KIND Bars
 - Event Sponsor
- Raffle Donations for Upcoming Events
 - a. Main Event
 - b. Spa Bleu
 - c. Dick Pond
 - d. Massage Envy
 - e. LL Bean
- New Proposals Submitted to:
 - a. Windy City Bulls- still in work son sponsorship / marquee package- waiting on their final budget
 - b. Main Event- Marquee and Sponsorship
 - c. Bernacki Chiropractic – Event Sponsor
 - d. America's Baking & Sweets Show- marquee package
 - e. Mad Men Barbershop- marquee

- f. Bentley's Pet Stuff- Event sponsor
- g. Lynn Volkman Realtor – Marquee package
- h. Duluth Trading Co. – Marquee package
- i. BAC Trust- Marquee Package
- j. Jim Murre Realtor – Event Sponsor
- k. Hoffman Estates Family Dentistry – Event Sponsor

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
PARKS DIVISION**

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

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand marketing communications with the use of social media and mobile applications	Provide useful public landscaping information through the park perspective social media and web site. Update a minimum of 4 times per year.	C	Seasonally topical turf and gardening tips have been sent to the C & M department to be posted on the web site at their discretion
Increase volunteer involvement in District operations	Conduct a Queen Ann's Lace removal event. By 2 nd quarter	C	Scheduled for July 16 th 9:00am-11:00 am 12 people
	Conduct a teasel removal event. By 3 rd quarter.		Scheduled for 8-13-16; location to be determined 3 people
	Conduct a wild flower seed collection event. By 3 rd quarter.	C	Scheduled for 9-24-16 at Charlemagne Park About 40 people
	Conduct an Adopt a Park program. Increase by 2 sites.	IP	Adopt-a-park opportunities will be posted on the marquee signs
	Conduct a park clean up event. By 4 th quarter.	NA	Scheduled for 6-11-16 at Essex Park No volunteers signed up

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fluid balance reserves	Administrate the Parks Division budget. Meet 100% of the timelines established by the finance division	C	Parks budget has been entered into the system
	Develop the Parks and Risk Mgt sections of the 2015 CMP. Complete by the district's adopted schedule	C	Risk Mgt budget items are in the system
Perform internal control audits	Monitor budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting	IP	Most line items are currently within budget

	financial goals and objectives. Meet budget expectations.		
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District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District	Replace Seascape ice maker. Compete by end of 1 st quarter	C	Ice machine has arrived
	Replace 1995 CHEVY 4X4 PICK-UP. Compete by end of 4 th quarter	C	Vehicle has arrived
	Replace 2003 JOHN DEERE SKID STEER. Compete by end of 4 th quarter	C	Skid Steer has arrived
	Seascape rebuild pumps #1 & #5. Compete by end of 4 th quarter	C	Pumps have been rebuilt
	Replace 2003 Redi-haul trailer. Compete by end of 4 th quarter.	C	Trailers has arrived
Perform a capacity usage analysis	Purchase and plant trees, shrubs, and flowers throughout district. Compete by end of 4 th quarter.	SC	Spring tree order has been planted Fall tree order arrives 9-27-16

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices for allowable expansion of natural areas	Enhance high visibility natural areas by adding additional wild flower seeds. Complete by end of 4 th quarter per budget allowance.	C	Natural areas overseeding is complete
Continue to address park and recreation needs according to the district's ADA transition plan	Complete assigned ADA projects. Complete by end of 4 th quarter.	NB	No projects have been assigned

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance overall quality of natural areas	Enhance natural areas by controlling invasive plants to 20% or less. Maintain/monitor on quarterly basis for compliance.	IP	Invasive plants are less than 8%
	Control burns at Black Bear, Hunters Ridge and Roherson Parks. Annually.	C	All controlled burns are complete

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain Park Division's compliance with IPRA's Environmental Report Card. Complete by end of 4 th quarter.	IP	The parks division is compliant with the report card

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop a new hire training program that addresses District policies and procedures	Hire Supervisor of Aquatics and Facilities. Complete by end of 1 st quarter	C	Currently reorganizing the Parks Division supervisor's level current and future org charts have been developed
Continue to evaluate and create procedures and training to promote a high level of internal customer service	Train and document 100% of all staff on job specific and mandatory training within the Park's division. Within one month of their employment start date.	C	All full time and seasonal parks staff have been trained.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue emphasis on cross-training and ensure workforce readiness	Instruct & train members of the training committee on district wide trainings. Complete by end of March.	C	Training team has been trained
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities	Conduct two Parks Division team building events. Complete by end of 2 nd and 4 th quarters.	C	PDRMA back safety school is complete PDRMA chipper safety is in October and hosted by the parks division September 22 we had a lunch for the parks division full time and seasonal staff where park supervisors cooked for staff

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
PLANNING & DEVELOPMENT**

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

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop plans to meet increased program needs 50+ population	Maximize the use of existing space for active adults / rental programs based of a ROI evaluation. Redesign space to convert more effective and efficient use. As part of the Triphahn Architectural study that will be completed in the spring of 2016.	IP	Williams and staff presented their proposal to the full board in March and the plan was approved by the Board. Williams and staff are now developing construction documents to go out for bid in the fall of 2016. Williams Architects have completed 80% of the design development drawings for the project. To ensure the process moves along smoothly, Williams Architects and staff met with Village code enforcement reviewers. That meeting was productive and comments will be incorporated into the review documents scheduled to be submitted at the end of August. Architectural plans were completed in August and submitted to the village for review. The Village saw no problems with the design and only requested some documentation regarding energy conservation. The bid was completed and released in mid-September with bids to be due on October 11th.

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Provide parks, facilities and opportunities that promote healthy and enjoyable experiences.	Renovate and rebuild Victoria, Canterbury Park Place and Sheffield playgrounds.	C	Bids for supply and installation were received and awarded in March for these projects.

	Complete projects by August 1 st 2016.		Contractor to begin work in April. Sheffield Playground was completed the first week of June. Victoria playground will be completed the first week of July. The playgrounds were completed the 1st week of August and opened to the public.
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District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Solicit input and engage residents in the planning process.	Conduct public input meetings on all projects that involve a new addition or alteration to an existing facility. Meetings October for 2016 projects.	IP	Interested parties were invited to the presentation meeting regarding renovation plans for the north end of the Triphahn Center. A public informational meeting has been scheduled for October 5th to discuss plans to renovate the playground at Victoria south.
	Incorporate if possible and/ or practical in plans for renovation and update of parks and playgrounds. Meetings fall 2016 for 2017 projects.	IP	Limited input due to limited attendance at the meeting

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Complete all overseen capital projects at or below budget amounts. September 2016.	C	Bids for 2016 projects have come in under budgeted amounts. Currently all projects at or below budget levels. All capital projects under the supervision of the Planning and Development Department have been completed under budgeted amounts.
	Monitor all projects and adjust program plans to maintain projects with budgeted amounts. On a weekly basis.	C	Staff continues to monitor funding availability to maintain that trend. All projects have been completed at less than Budgeted levels.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Oversee and maintain Community marquee signs in operational order. Ongoing.	C	To increase sales and net profitability, ad sales have been brought in-house and are currently

			under the direction of the Administrative Finance department.
Develop strategies to attract additional sponsors and new partnerships	Continually monitor and track operational performance so as to provide constant programming ability for communication of district and community events. Ongoing.	C	To increase sales and net profitability, ad sales has been brought in-house and is currently under the direction of the Administrative Finance department

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Come up with a plan to reuse playground equipment and refurbish same. Replace only items that have worn out or have no future purpose. Victoria Park Playground redevelopment. Renovate playground by the end of July 2016.	C	Victoria playground renovation was designed to reuse the existing post structure which has resulted in less construction debris and less new material. In addition this has allowed the reuse of the majority of the existing fall surface rubber. The old posts were repainted using an electrostatic process.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action	Status	Achievement Level/Comments
*Maintain district infrastructure to utilize proven best practices that provide first class parks and facilities	Replace Victoria Playground. Complete by July 2016.	C	Bids awarded and materials are now in production. 100% completed
	Replace Canterbury Playground. Complete by August 2016.	C	Installation began June 28 th and will be completed prior to the end of July. 100% completed August 5th 2016.
	Replace Sheffield Playground. Complete by July 2016.	C	Bids awarded and materials are now in production. Completed
	Repair and color coat Fabbrini Tennis courts. Complete by July 2016.	C	Contractor identified and work will commence once weather is conducive for this type of work. Completed
	Repair and color coat Victoria Tennis courts. Complete by July 2016.	C	Contractor identified and work will commence once weather is conducive for this type of work. Completed
	Repair and color coat Victoria Basketball Court. Complete by July 2016.	C	Contractor identified and work will commence once weather is conducive for this type of work. Completed
	Repace BPC Roadway. Complete by July	C	Contractor identified and work will commence

	2016.		once weather is conducive for this type of work. Completed
	Patch and sealcoat Triphahn Center parking lots. Complete by July 2016.	C	Contractor identified and work will commence once weather is conducive for this type of work. Completed
	Crack fill all parking lots (ongoing process). Complete by July 2016.	C	Contractor identified and work will commence once weather is conducive for this type of work. Completed
	Coordinate architectural study /Triphahn north wing renovation plans. Complete by May 2016.	C	Concept plans were completed, presented and approved in March. Williams Architects is now preparing construction documents and specifications with the intent of going out to bid in the fall of 2016.
	Coordinate architectural study. Construction 2017.	IP	Williams Architects is now preparing construction documents and specifications with the intent of going out to bid in the fall of 2016. Drawings 100% completed. Village review 85% completed. Out for public bid with bids due October 11^h 2016.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Specify environmentally sound programs and opportunities on environmentally best practices.	Work w/outside contractors involved with district projects to reduce garbage & require contractors to have metal waste picked up by scrapers. Offer mulch to the public for residential garden use. Locally dispose of 85% existing mulch materials. Utilize 10% organic waste mulch to improve soils on the former site of Summit (Essex Park) residence	C	Old mulch will be made available to the public beginning in April. Mulch was delivered to distribution points throughout the Village. The public consumed every bit available.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Specify environmentally sound programs and opportunities on environmentally best practices.	Develop and implement a best use practice to utilize the existing rubber tire fall surface at Victoria Park playground. Reuse 95% of existing material.	C	100% of the used rubber tires contained in the Victoria Playground fall surface were re-used in the new fall surface system. The ground rubber crumb material used in the poured in place surface came from ground rubber tires.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote further educational opportunities of staff by encouraging participation in workshops conferences and other educational opportunities.	Coordinate the registration of personnel to attend the 2016 IL Landscape Contractors Association Meeting and conference in Schaumburg. Requires training budget for registrations. Involve two staff members minimum.	C	Director of Planning has completed 31 hours of off-site training which included 14 hrs of hands on GIS training that was completed at NIU in Naperville.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness.	Lead one Hoffman Workshop program. One minimum in 2016.	C	Planning staff organized and held a Hoffman U along with representatives from North West Special Recreation regarding the ADA law and how it impacts our facilities and programming.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote further educational opportunities of staff by encouraging participation in workshops conferences and other educational opportunities	Attend ILCA conference (Participate in a minimum of 6 CEU hrs.) Spring 2016.	C	Gary Buczkowski attended 7 hrs of programs at this conference
	Attend IPRA, ASLA or NRPA conference. Fall 2016.	C	Gary Buczkowski attended 9 hrs of programs while at the IPRA conference in January.
	Attend 2 training programs or classes. By end of 2016.	C	Gary Buczkowski attended 14 hrs over two days of technical hands on GIS Training.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
REC, FACILITIES, ICE, C&M DIVISION**

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DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop performance measurement system to evaluate value in programming structure <i>(short term)</i>	(ICE) Evaluate DROP IN ice time programs – freestyle, private hockey, public skate, and drop in hockey time. Time adjustments for alternate programming options will be considered. Complete by the end of Q2.	C	Public skate – when weekend times were offered attendance has greatly reduced. All other DROP IN programs are very healthy. Staff will continue to evaluate this on a quarterly basis balancing ice program demands and the ability for drop in ice times. Minor adjustments will take place in the Fall. Schedule appeared to operate efficiently with regard to ice availability and time allowed during the previous quarters.
Expand Marketing communications with the use of social media and mobile applications. <i>(short term)</i>	(FAC) Develop interactive contests to enhance member retention. Utilize social media to promote monthly events and contests. TC/WRC. Develop contests and begin offering in Q1, Q2, Q3 & Q4. Offer 4 contests by the end of Q4.	C	Staff conducted a member appreciation week during the first quarter which was well received from participants. Staff will be working with C&M in Q2 to utilize social media more to promote these initiatives/ opportunities and 50+ has a new dedicated Facebook page.
Develop plans to renovate Chino Park to meet community needs <i>(short/mid-term)</i>	(REC) Research the possibility of adding Community Garden Plots to Chino Park. Research the possibility of working with the village on this as a joint program. Determine a number of plots if the ROI suggests that it is a feasible project by Q2. Make recommendation in Q3.	NB	
Improve the overall health outcomes of programs offered <i>(annually)</i>	(DIVISION) Research, improve and expand on recreation, service and programming opportunities. Benchmark other organizations that are providing programs and services that are on the uptrend in specific areas. Each department should	C	Staff has been working with outside providers i.e. Harper College, Kids First, Higgins Outreach Center and is currently in the process of researching other trending opportunities to enhance the programming opportunities. Staff has worked extensively to benchmark and best

	benchmark 2 new programs/services by Q3.		<p>practice opportunities as it relates to the potential north side renovation, programming, rentals, ELC expansion, etc. and off-ice training in Q1. Part of this process is looking at maximizing space utilization and prioritization. Staff is currently working with Harper College to solidify a final agreement to provide a location for the college to provide off site continuing education and recreational programs for the both their participants, our residents and guests.</p> <p>Harper College began offering Yoga, Tai Chi & Fencing classes at WRC. Intro to Banjo is being held at TC. Pickleball continues to see new park district interest. The latest is Elmhurst. HEPD 50+ has added a designated beginners' session on Mon, Wed & Fri to help bolster its program.</p>
	(FAC) Increase the number of health & wellness programs to the community. Develop 5 new programs and have 2 new successful programs running by Q4. Create new programs to replace phased out fitness programs by Q4.	C	<p>Staff is researching new fitness trends, while at the same time offering services as outreach to the Higgins Educational Center. Staff is working with Harper College to provide the district as an off-site programming location with various health and wellness programs included in the inventory of those proposals.</p> <p>Please refer to the goal above for additional programming opportunities established with Harper College.</p>
Expand facility based special events that promote greater facility usage (<i>annually</i>)	(REC) Offer additional quality special events/activities with local partners and/or new partners. Offer 3 new partnered events/activities that run with at least the minimum number of participants.	C	<p>Currently the 50+ opens their space for specialty groups on Sundays on a bi-monthly basis. Staff is working to provide additional programming through a new partnership with Harper College. Staff is also meeting with the village to discuss a joint special event and programming based on the current demand, while pooling resources. Staff has been working with the Diversity Committee in partnering with Party in the Park, they will be helping to add additional entertainment and</p>

			new ethic food vendors, currently the working relationship has been very positive and staff is thinking these new added additions along with the partnership will provide even more value to an already successful event. The goal is to attract even more participation. 50+ continues to partner with local business and organizations to sponsor and present varied programming during their brown bag lunches. This is another example of a partnered service.
	(REC) Research & develop one new special event to incorporate into 2017 budget. Recommend new special event to incorporate into 2017 budget by Q2.	IP	Staff is currently working on this opportunity to determine when and what event would fit well into the current schedule. Adding the Unity Day component into the Park and the Park schedule has been a successful new venture.
Create recreational programs and opportunities to target underserved “demographic populations” (<i>annually</i>)	(REC) Increase the number of demographically targeted programs. Offer 2 new programs by Q4.	C	50+ added 2 chair-based exercise programs for less physically abled. Staff is also working with outside contractors to offer targeted programs that are not currently listed in our program inventory list, i.e. ultimate Frisbee, dodgeball and kickball. 50+ has also added a third chair-based exercise class, Ageless Grace, and a chair balloon volleyball exercise program.
	(REC/C&M) Partner with Hoffman Estates Police Department for National Night Out. Create a large community outreach program at 1 HEPD location. Hold event in Q3.	C	Staff will be partnering with the HE Police Department again this year. The intention will be to host the event again at SFAC. The village and park district were very happy with the attendance and the ability to share this message through this venue. Staff worked with HEPD to promote National Night Out, which was held at a Park this year.
Evaluate facility space utilization to accommodate growing programming needs. (<i>mid-term</i>)	(DIVISION) Evaluate and work with Williams Architects to create a study to determine the direction with the north side of the Triphahn Center and Off Ice Training program. Complete direction by Q4.	C	Staff has been meeting with Williams Architects on numerous occasions. A presentation was made to the committee as a whole that was well received in March. Staff will continue to work with them and look at the transition plan/schedule. Staff developed the

			final transition plan for both the off-ice training and north side renovation schedule with Williams and Associates which will start in November.
Develop program life cycle model for all programs to assess meeting community needs and desires (<i>short/mid-term</i>)	(DIVISION) Develop a systematic approach to identifying trends in the different industries as it relates to customer preferences. Benchmark 3 state and national recreation agencies. Obtain at least 2 models to compare by Q2. Develop recommendations by 3Q on programs to phase out in 2016/17.	NB	
Expand specialized programming opportunities that utilize partnerships and contractual agreements (<i>mid-term</i>)	(DIVISION) Contact local colleges to establish partnerships for additional programming, i.e. Harper College, Judson University, Roosevelt, etc. Contact colleges by Q1; develop 1 new partnership with a local college and/or university.	C	Communications have continued with Harper College. They are excited about the space our facilities have to offer for various non-accredited classes. Staff is currently working to develop a contractual agreement and start scheduling space, based on supply and demand. Communications continue with all of these colleges/universities. Currently the team is finalizing an agreement with Harper College for off-site programming at HEPD facilities. The agreement with Harper College has been finalized & classes have begun. They are running Yoga, Tai Chi & Fencing classes at WRC & Intro to Banjo at TC.
	(REC) Increase the number of programs offered to the community. Develop 5 new programs and have 2 new successful programs running by Q4. Create new programs to replace all phased out programs by Q4.	IP	Staff is reviewing current programs and enrollment numbers. Adding two new camps to bridge the gap between camp and the start of school. Wiffle Ball- For the Spring of 2017 HEPD with offer a Wiffle Ball league that will be contracted out to WAKA. Q4
	(REC) Research opportunities to offer a Fall Boy Scouts Skills Challenge Course at Fabrini Park. Complete by end of Q3, if applicable institute at end of 2016.	IP	Staff is currently working with two boy scouts on their eagle scout project(s). Staff has also developed a climbing program at PSS&WC specifically for scouts as a challenge for their ability to obtain certain scout badges.

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand Marketing communications with the use of social media and mobile applications (<i>short term</i>)	(FAC) Work with C&M to develop and integrate a fitness member survey, to assess member's needs for TC and WRC Fitness Centers. Q1-Develop survey Q2&Q4 - Administer survey	IP	C&M has developed the survey. It will be distributed in Q4.
Develop brand identification and tagline to increase community awareness of District parks, programs, facilities and services (<i>mid-term</i>)	(C&M) Develop an easy, quick, but quality online survey to measure customer satisfaction for special events and programming.	C	The new tagline and updated brand identity is complete. Staff will be implementing in Q4 a social media contest to promote the brand, which will run through Fall 2017. Online survey for Party in the Park is completed.
Develop plans to meet increased program needs of 50+ population.	(C&M) Measure satisfaction with the overall quality and user-friendliness of the website particularly as it relates to registration and a means for communication. Create an ongoing online short survey by Q3, no more than 12 questions, implement in Q4.	C	One successful example of this user-friendliness is the 50+ newsletter which averages a 40% open rate. HEPD Online survey is in place. Survey results regarding online registration is that it is difficult – Ease of Registration scored 1.7 out of 4. We are limited by Rectrac's online registration; it is not flexible to changes.
Expand Pickle ball opportunities and evaluate need for additional courts.	(REC) Partner with the Village of Hoffman estates and the Hoffman Estates Chamber of Commerce to start our "Providing a community for lifelong living" initiative. HEPD- recreation and activity, VOHE – health screening and services; HECC – resources for 50+ needs. Complete by Q4.	SC	Pickle ball courts will be painted during the refinishing of TC's gymnasium. We will work to provide more structured play and possibly a league. The 50+ programming continues to provide additional programming in various areas including partnerships with the VOHE and the HECC.
Educate parents regarding the child development benefits in our programs and services.	(REC) Evaluate the expansion of Pickle Ball courts to Victoria Park during 2016 resurfacing project. Complete by Q3 if applicable.	C	Planning and Development Director Buczkowski will be adding pickle ball court striping to the tennis court resurfacing project at Victoria Park in 2016. This will offer additional opportunities to play pickle ball while at the same time not affect the tennis court users. This was completed on June 20th
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	(REC) Provide training for preschool aged children on our new Handwriting Without Tears learning curriculum and DHS update trainings for State families. Complete by Q3 – Handwriting with Tears Orientation Complete by Q2 and Q3 – DHS Orientation	C	Staff attended Handwriting Without Tears Training in February.

	(ICE) Complete ice compressor rebuild.	C	Will be completed within the planned capital replacement schedule. Due to the planned shut down in 2016 this project was moved up and completed in December of 2015 and will be completed again in 2017. This is an annual program so the shutdown meant there was no need to complete the project in 2016.
	(FAC) Purchase Fitness Equipment and/or move fitness equipment from PSS&WC. Complete by Q4.	SC	The Life Fitness synergy fitness equipment has been received at PSS&WC within Q1. Additional fitness equipment will be assessed moved and/or purchased for all facilities by Q4. PSS&WC has purchased new spin bike monitors which provide feedback regarding speed, cadence, and distance. Additional equipment for PSS&WC will not be purchased within 2016 and will be assessed for the 2017 fiscal year. WRC & TC are in the process of receiving quotes to purchase a Treadmill for TC and a recumbent & upright bikes for WRC.
	(FAC) Replace interior carpet and tile in rooms 2, 3, 4 and the general conference room at WRC. Complete by Q4.	IP	Quotes have been obtained for rooms 3, 4 & the meeting room. Parks Dept. will be installing carpet and tiles in room 1 & 2 when time allows, prior to Q4.
	(ICE) Replace and rebuild cooling tower and tube condenser. Complete by Q3.	C	The start date is set for a June 4 shutdown; during that time these items will be replaced and rebuilt. Programming, ice and building schedules are reflective of this timeline and change. The project started in June and continues to take place into Q3; currently the project is going well and remains on schedule. During this time staff is also painting, repairing flooring and enhancing the whole lower level so when the ice is rebuilt and back in place the center overall will have a fresh new look. Completed in July
	(FAC) Replace vinyl tile in the Voagelei Barn. Complete by Q4.	IP	Staff is obtaining quotes to purchase the tile for Voagelei Barn lower level, washrooms & office space on the upper level.

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand specialized programming opportunities that utilize partnerships and contractual agreements (<i>mid-term</i>)	(ICE) Institute new USFS High School skating program. Staff will be meeting with area high schools with regard to the program and how to become involved. Complete meeting by Q1; if feasible implement by Q3.	C	USFS is changing their lesson format to include high schools. Staff will address with schools once the information is released in April and institute in the Fall Q4. Staff met with members of USFS. There has been a complete program change on a National Level. These changes start at beginning level and the high school program appears to not be a USFS program. Staff will continue to monitor the program changes.
	(REC) Partner with the Village of Hoffman Estates block party coordinator to add a recreational component in their block party scheduling. (Ex. various contests, sound system with dance along options). Q1 – Schedule a meeting with VOHE coordinator. Participate in 50% of the block parties with this new recreational component by Q3.	NB	Changing of staffing for both VOHE and HEPD has not permitted for this partnership to begin.
	(REC) Work collaboratively with other groups within our community to offer value added services. Offer one and/or add on to one special event by Q4 that incorporates the Village and Chamber .	SC	New partnership with Village on Harvest Luncheon serving 50+ population. Other opportunities are also still being evaluated. Partnered with D15 for field trip transportation. 50+ has begun discussions with NWSRA re: reserving a couple of exercise class slots for its clients.
	(REC) Program outdoor sport adventure programs at various parks. Expand LL Bean partnership with Paddleboard to include kayaking and canoe training. Add additional archery programs and research cycling programs. Complete by end of Q2	C	Currently offering Outdoor Adventure program with DEA in the summer brochure. Staff has expanded and developed a very successful indoor archery program and will have a temporary programming site outside for 2017, which is part of the Eagle Scout project for 2016.
Expand facility based special events that promote greater facility usage. (<i>annually</i>)	(FAC) Work with C&M to develop ways to utilize social media to promote community centers, (membership, rentals and personal training). Work with C&M in Q1, create measures in Q2 and determine if results were	IP	Currently the C&M Supt. is working with the various departments to promote and engage participation in these areas. As The new social media associate position is filled again this will enhance and be even more prevalent in all

	successful in Q4.		facets of the district operations.
Expand Marketing communications with the use of social media and mobile applications. <i>(short term)</i>	(C&M) Utilize video on web and social media to engage and educate the community on green, social equity and health and wellness. Develop at least one new video each month, create 12 total by end of Q4.	IP	Pickle Ball – Jan 4 –Feb 1 Dreaming of Summer – Feb 1-Feb 23 Pot of Gold Climb – Feb 23- March 18 Spring Registration – March 18-Apr26 Summer Registration – April 20-May 24 Sun Sum Summertime – May 24-June 9 Party in the Park - July 18-Aug 6 Summer Campers Wrap Up 2016 – Aug 7-15 Come to Pumpkin Fest – Aug 15-Oct 17
	(C&M) Measure the attrition rate of mobile application users. Determine a baseline by end of Q2; decide if this application is of value at that time.	IP	Currently the department measures the use of the mobile application. By the end of Q4 the department will decide if that is a quantifiable and useful measure for growth. Use has been growing all year, but in August we saw a decline in users for the first time.
Increase volunteer involvement in District operations <i>(annually)</i>	(DIVISION) Benchmark other volunteer program to determine appropriate measures as it relates to levels of volunteer engagement. Determine a number of hours per year as a baseline by Q4. Increase volunteer participation as a district in hours by 2% from 2015.	SC	Staff is currently working on ways to increase the amount of volunteer opportunities, while at the same time researching new ways to engage more participation. C&M: Volunteer opportunities are listed on website. Benefits of volunteering are promoted in Park Perspectives, web articles, final numbers will be reported in Q4.
Develop program life cycle model for all programs to assess meeting community needs and desires <i>(short/mid-term)</i>	(REC) Develop a formal special event total attendance template that can also track demographic information that may be important for targeted markets and/or event ideas/decisions. Develop by end of Q2.	NB	
Develop brand identification and tagline to increase community awareness of District parks, programs, facilities and services <i>(mid-term)</i>	(C&M) Actively account for social media subscribers and increase engagement. Increase engagement by 3%, by Q4.	SC	(Baseline/Jan) Followers: Facebook-(2,069) Aug 2,429 +17% Twitter-(630) Aug 713 +13% Google Plus –(11) Aug 19 +4% Instagram – (58) Aug 90 +55%
Create recreational programs and opportunities to target underserved demographic populations <i>(annually)</i> .	(REC) Expand iCompete into an Elementary School in D15 and potentially another D54 school. Q2 – propose to school districts Q3 – Run program throughout school year	IP	Met with the Principal of Hoffman Estates High School to also look to expand the program to other areas over the summer in order to run the program year round. D15 was not available to meet to discuss this program. Will attempt to reconnect in August before

			school begins.
	(ICE) Research and Develop a Hockey Mentorship program to families of Hoffman Estates. Q1 – Develop program parameters Q3- Recruitment Q4 – Kickoff	C	Staff is currently in the process of developing this template. Due to the ice rink shutdown staff is moving the timelines to coincide with the re-opening of this area. 3 Mentors are in place for the Fall/Winter season.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	(DIVISION) Maintain minimum operating standards for all program areas. Complete by Q4.	SC	Staff is using budget activity analysis worksheets to make sure that each program and/or service offered maintains the appropriate ratios for the minimum operating standards.
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	(REC) Reach out to special interest groups to provide contractual services to reduce costs while providing new programming and service opportunities for residents and guests. Partner with 2 new special interest groups to provide 2 new contractual services for programming opportunities. Complete by Q4.	C	Significant sponsorship opportunities are being researched for 50+, along with more conventional 50+ program fee structures, e.g., punch card system, while at the same time making sure costs are covered including direct and indirect expenses. Charging vendors for tables at annual Open House in August. \$1000 in revenue resulted. Partnering with Harper College to offer continuing education courses at HE Parks facilities. Harper will also advertise approved programs in their guides. The agreement with Harper College has been finalized & classes have begun. They are running Yoga, Tai Chi & Fencing classes at WRC & Intro to Banjo at TC.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	(ICE) Evaluate offering a house league hockey program at Pine Park. Complete by end of Q1.	C	It was determined that in house will have to take place at TC. The influx of weather made it unpredictable with regard to ice. Staff was able to use Sunday time to implement a new

			House League Program.
	(DIVISION) Measure the total net surplus in the 02 from 2015 to 2016. Complete by Q4.	IP	This is process that is monitored on an on-going basis. Staff continues to monitor this net surplus goal.
	(FAC) Increase facility rental revenue by across the district by a minimum of 3%, from 2015 to 2016. Complete by Q4.	IP	The Q1 and Q2 saw a 3% increase between TC, WRC & Vogelei facility rentals as compared from 2015 to 2016. Q3 continued to see over a 3% increase in facility rentals between TC, Vogelei & WRC.
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarships and special projects <i>(annually)</i>	(C&M) Promote the Giving Tree and other Friends of HE Parks events, programs and services to the community. Utilize all marketing and communication channels, increase overall exposure by 3% from 2015.	IP	Giving tree in all marketing channels since January. This initiative has been included in the marketing matrix which includes all channels as stated above. Giving tree and all Foundation events are promoted in the entire District's marketing channels. Uncorked & Untapped event had record attendance and Reverse Raffle sales.
Achieve District annual budget to maintain fund balance reserves <i>(annually)</i>	(DIVISION) Increase the revenue ratios and reduce the expense ratios from 2015 to 2016. Complete for 100% of all major program areas by Q4.	IP	Staff continues to monitor all major program areas. Each department head is using our budgetary cost analysis sheets that include direct and indirect costs to meet expense ratios.
Continue to evaluate and apply for grant revenues to support District's operations and capital projects <i>(annually)</i>	(C&M/REC) Increase the number of grant seeking opportunities. Apply for 2 more grants in 2016 than in 2015, complete by Q4.	C	The IAPD Power Play grant was submitted in February. Applied for Bark in the Park grant in June. Won Art in the Park grant \$2,500 and Best Green Practices from IAPD in September.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Perform a capacity usage analysis of facilities <i>(annually)</i>	(ICE) Continue to work with the SEARS CENTRE regarding open ice options. Connect quarterly meetings to determine availability. Complete by Q4.	C	Staff worked with Sears in the winter months with regard to ice time because of the limitations of guaranteed time and the new developmental basketball team moving in. Staff believes ice time will become limited based on the facilities schedule as a whole. The Sears Center is no longer renting ice to organizations as they are now contracting

			with the Chicago Bulls for basketball.
	(ICE) Conduct a space analysis of the ice arena area – skate rental / party room/ Coaches area/ 3 office spaces. Ensure that space is being utilized to the optimum potential. Complete in Q1.	C	Storage options as well as spacing within the old Hockey Manager office are being utilized as additional locker room space for girls and boys teams and for coach’s equipment to free up the coaches locker room. Areas in the back of the rinks will be utilized in the fall for additional shooting areas.
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	(ICE) Evaluate the possibility of moving the Pine park ice rink to TC to add additional sheet of ice in the fall/winter. Complete by end of Q2, make recommendation in Q3.	C	The Off-Ice Training area has been the focus of staff time. Adding a rink to the TC lot creates a parking issue and seems to not be an option, after conducting the analysis with Williams.
	(REC) Increase program participation by 1% overall from 2015 to 2016. Complete by Q4.	SC	Staff is working to increase participation in all program areas; part of this initiative is to also add additional programs including ethnic based services that were identified in the CMP process. 50+ Tai Chi and Write It Now classes have experienced a greater than 1% increase in registration. As of September 1st, ELC had 38 participants up from 34 participants last year.
	(FAC) Increase total membership sales at TC & WRC by 1% from 2015 to 2016. Complete by Q4.	IP	Currently TC and WRC are slightly behind by last year’s net numbers but staff believes the dip can be attributed to the two new centers that have opened up in the region, i.e. Any Time Fitness at Barrington and Golf and Orange Theory Fitness at the corner of Golf and Roselle Rd. Staff will continue to monitor and be proactive with recruitment and retention. Going forward marketing efforts has been completed to enhance the membership at these two sites along with promoting the all district membership through PSS&WC. As with past new centers in the area we will usually see a dip but then rebound well once those facilities are established. That has been the direction and conclusions from previous centers opening in the area.

Reduce utility expenses in parks and facilities by converting to alternative energy sources (<i>annually</i>)	(FAC) Research cost-cutting, sustainable initiatives within the facilities that create energy efficient upgrades. Complete by Q4, implement 1 new initiative during 2016.	IP	As part of the bi-weekly monthly walk-throughs with the Director of Recreation & Facilities the facility managers and the director will be looking for various opportunities as those weekly walk through's take place.
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DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance District signage to inform and educate guests. (<i>short/mid-term</i>)	(C&M) Update district educational signage. Add to, revise and reprint (where necessary) educational signs. Complete by Q4.	IP	Updating all signage with new info and new logos. Working with Parks to compete marquee logos. Busses remain, may be a 2017 budget item.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation. (<i>annually</i>)	(SFAC) Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Plan aquatic trainings within Q1 and complete 4 outside audits by Starguard by Q4. Pass 90% of all audits conducted by Starguard.	C	Managers have recertified 25 returning lifeguards and will be hosting a new guard class in May. We are all registered with Starguard and will be ready for audits as they occur. In June the managers held a new guard class that included 10 new lifeguards. Our first review with Starguard ended in an elite status. Our final audit of the season was held on August 13 and we received and Elite Status on the overall audit.
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	(FAC) Review the changing demands of the facilities as the demographics and community continues to change. Review schedules in Q1 & Q2 make any recommended changes in Q3, based on participation numbers and demand.	IP	Staff continues to monitor space demands and usage. As space opens up based on program participation and or participation numbers, classes are relocated based on size and space demands. Facility managers are also renting space that has gone un-programmed and/or under-utilized.
	(FAC) Work with local vendors to obtain the best pricing for our custodial supplies. Try to	IP	Staff is currently working to set up meetings with all departments to utilize joint purchasing

	utilize mass purchasing amongst all facilities. TC&WRC. Q1- Set up facility supervisor and head custodial Mtg. to identify supplies needed and potential vendors. Q1 & Q2- Obtain quotes from identified vendors. Implement changes in Q3 if able and the program is cost effective.		and mass delivery options as well.
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District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation. <i>(annually)</i>	(FAC) Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team. Establish HEPD as an independent training center, beginning in 2016. Confirm the establishment of HEPD as an independent training center within Q1. Offer quarterly trainings for all HEPD team members, 1/quarter. Educate 50% of all new hires.	SC	HEPD has been established as an independent training center. Three additional full time staff has been certified to be instructors to teach Medic classes for the district. The annual Medic staff training plan has been developed and promoted to staff. One Medic class has been offered in Q1, with 2 planned to be completed within Q3. Three classes have been offered within the first 2 quarters. A refresher class was also offered through Hoffman U. Additional classes have been planned for the remainder of the year. Medic classes continue to be offered throughout each quarter, with one being offered per quarter throughout 2016.
	(FAC) Achieve PDRMA accreditation process, achieving scores which meet or exceeds expectations. Complete PDRMA review within scheduled time frame for 2016.	C	PDRMA review has been scheduled at Seascope within the month of June. Preparation for the accreditation process has begun and will continue up to the point of the review. The PDRMA review will take place within Q3 and is planned for July. The PDRMA site visit was successfully completed within Q3.
Develop additional programs and processes to support conservation, green initiatives <i>(annually)</i>	(ICE) Continue to look for ways to improve energy efficiency measures in the ice arena area. Complete 4 reviews by Q4.	SC	With the addition of new equipment to the ice refrigeration system. Staff is optimistic energy cost to TC should see a savings. An update will be in Q4. During the conversations as it relates to the

			enhancement this was a major goal/initiative for the idea of moving forward on the project. Staff was very focused on making this the primary objective outside of the general operating measures.
Provide educational programs and opportunities on environmental best practices (<i>annually</i>)	(C&M) Educate residents through the Park Perspective on renewable resources, environmental stewardship and sustainability practices within our community. Complete by Q4.	C	The 2015 Annual Report was published in the Summer brochure. This information gives residents a snapshot of various renewable resources, sustainability practices and stewardship programs the district completed over the past year. Fall Park Perspective includes articles on Playground Renovations, Benefits of Parks, Benefits of Walking, Zumba at HEC, GIS system and Unplug Illinois. Winter issue includes articles on new ice rink energy efficiencies; sponsorships, 2017 playground renovations, Foundation scholarship fund, Unplug Illinois, PSSWC's SYNRGY360 and importance of volunteers.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue emphasis on cross-training and ensure workforce readiness.	(FAC) Provide ongoing training to service desk team members. Continue cross training new staff between TC & WRC. Combined Quarterly staff meetings and conduct 4 total by end of Q4.	SC	The first meeting was held on 2/11/16, these will be quarterly and 4 will be completed by the end of Q4. This continues to be an on-going initiative and these two facilities meet together at their quarterly meetings to insure on-going successful cross training, which has worked out well. A combined meeting with TC & WRC service desk staff was held on August. 31.
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities (<i>annually</i>)	(REC) Create a HE-Skills program for high school volunteers and employees providing them specific training in workforce readiness. A bi-monthly training will be conducted as a part of this program. Q1 – research topics/operations. Q2 – create	IP	Handbook currently being created. Staff attended a training April 20-21 st and will continue this process during the Q3.

	training calendar. Q3 – implement program (DIVISION) Train front line service desk associates in upselling and cross selling for all district programs and services. Complete in by end of Q1.	SC	A company has been contacted and a proposal is being reviewed to conduct this training to the district. Staff has done a great job meeting and exceeding this expectation, currently 90% of the management team in the Facilities and Recreation department have completed the first phase/training with our outside contractor. Staff identified key PT1 and PT2 team members at each touch point to champion these initiatives and help develop the program as well. This is the second phase of this program.
Continue to foster openness in communication District-wide (<i>annually</i>)	(ICE) Institute a 360 Assessment Program for hockey and ice skating staff. To be used for Quarterly staff assessments with compilation of information to be used at yearly reviews. Have in place by Q3.	C	The implementation of the Staffing Pattern through FinTrac will be utilized in this process which will get underway in April/May. With the business dept. implementing new operation processes this is moved to the fall. Staff schedules will be implemented into the Finn Trac system for tracking of hours in all areas of ice.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness. (<i>annually</i>)	(FAC) Provide CHEER customer service training and promote attendance of all new HEPD team members within first 3 months of employment. Provide 4 CHEER training opportunities by end of Q4.	SC	The annual calendar for the CHEER customer service training has been developed and promoted among staff. Two trainings have been scheduled for Q2. These training have been added to the Hoffman U schedule. The CHEER customer service training was offered in Q2, with 80 staff members in attendance. Additional CHEER training sessions are planned for Q3/4. A CHEER customer service training will be offered to all team members within Q4.
Promote healthy lifestyles through work environment best practices (<i>annually</i>)	(DIVISION) Continue to strive to enhance the internal work culture that remains honest and ethical with principles that foster strong integrity and trust. Complete by Q4.	IP	The division as a whole meets monthly to promote open communications between departments, during which time participants are reporting attendance numbers and also discussing upcoming events/activities. Those

			all-division meetings also include district updates and at least one team building activity or presentation. All direct reports to the Director of Recreation & Facilities meet on a bi-monthly basis to discuss any current issues and or updates to projects, action items, etc.
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District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities. <i>(annually)</i>	(FAC) TC facility supervisor and Community Center Manager, to attend and become more involved in IPRA Facility Management Sections. Complete in Q1 and Q4.	C	Staff continues to attend job specific training. The Facility team attended the IPRA Facility Management Section meeting on 04/06/16. TC & WRC Managers will be attending IPRA facility section meeting on 10/14.
Continue to foster openness in communications District-wide. <i>(annually)</i>	(C&M) Identify one new channel for district-wide internal communications. Complete by Q2.	SC	The C&M department has identified one new channel for district-wide communications, Intranet; they will be reviewing this opportunity with the IT department.
Create and maintain succession plan to prepare employees for advancement and prepare organization for personnel changes <i>(annually)</i>	(Division) Provide responsible leadership opportunities to engage team members who are looking to advance their professional careers within the organization. Complete Monthly.	C	During the annual review process within the Recreation and Facilities department, team members engaged in professional advancement discussions; this continues to take place on a monthly basis.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
PSS&WC**

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Develop wellness and fitness opportunities, services to engage customers and build rapport. Develop 1 new retention program in Q1.	SC	Wellness opportunities have been offered through the fitness department and promoted through the monthly wellness calendar. The new retention program will be offered within Q2. Wellness opportunities continue to be offered through the fitness department within Q2, which are being promoted through the wellness calendar. Retention programs are offered through the group fitness area in Q2, which continue as part of the monthly retention initiative which is part of the monthly wellness calendar. Wellness opportunities continue to be offered through the fitness department and group fitness department within Q3, which are being promoted through the wellness calendar.
Increase cooperative efforts with neighborhoods and community associations on health related issues (<i>annually</i>)	Strengthen partnership opportunities with organizations, such as Alexian Brothers, AthletiCo and the Chamber to provide community based fitness programs and services. Provide 2 fitness opportunities in the community in collaboration with community partnerships by Q3.	SC	The partnership for fitness opportunities continued throughout Q1 with the Alexian Fit Pals program. 2 classes have been offered, 1 youth/family fitness class, featuring interval training, was offered in Q1. The class was very well received. In addition, a partnership with District 211 has begun, providing Zumba classes for the community at the Higgins Educational Outreach Center. The Zumba class for the Higgins Educational Center (HEC) continued throughout Q2, with over 15 patrons attending classes on average weekly. The HEC team asked to have the session off for the summer season with plans to resume in

			the fall. Classes are being provided again for the fall season for the outreach program for the HEC. Dance fusion classes will begin within the month of October and continue throughout Q4.
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District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Provide innovative group fitness classes and special events.	C	The fitness department has planned and implemented a new group fitness class: TRX Circuit started 3/1/16. The fitness department has planned and implemented a new group fitness class: Fusion Yoga started 5/5/2016. The fitness department has introduced a new class format: Cross Train Challenge started 9/1/2016.
	Add 1 new class format and implement 2 retention events. Complete by Q4.	C	1 of 2 group fitness retention events has been implemented: March Madness Bracket Challenge running 3/16/16-4/1/16. 2 of 2 group fitness retention events have been implemented: Golden Ticket running 6/1/16-6/30/16. Group fitness retention events have been implemented: Olympic Ring Challenge running 8/5/16-8/21/16.
	Develop member retention programs that build customer retention. Develop 2 programs by Q4. Achieve a customer attrition rating by Q4 of 0.45%. Baseline 2016 budget 0.468%	IP	The member loyalty program continues to be enhanced within the personal training program, strengthening member retention and providing incentive for personal training services. 20 PT clients have earned free 1hr sessions 1/1/16-6/30/16. This is an on-going process throughout the year and the final number will be communicated then. Currently the PSS&WC team is ahead of the

			budget net total YTD. The personal training department continues to promote the loyalty program in Q3. 27 PT clients have earned free 1hr sessions 1/1/16-9/30/16.
	Enhance current Member Rewards/Referral system with addition of a Charter Member Rewards program (for members with 5+ years of consistent active membership status). Research and plan in Q1 and Q2; implement enhancement by Q3.	SC	Currently researching programs that will begin working with Advertising & Sponsorship Manager in Q2 on securing potential sponsors for various components of an enhanced member rewards program. Research ongoing in Q2 with interest in potential automated/digital rewards through Belly program. Demo for program scheduled in Q3. Currently working with Advertising & Marketing Sponsorship Manager on securing KIND bars sponsorship for special events in facility; demo for Belly program postponed until Q4 pending return of Member Services Supervisor from leave.
	Sell 1,575 memberships during 2016, achieve membership cancellations of 1,575. Net membership effect 0 complete by Q4.	IP	Currently the net membership is exceeding the projection by 2 members at the completion of Q1. YTD net membership is currently 9 members over YTD net goal at close of Q2. YTD net membership is currently -37 under YTD net goal (resulting from fewer new enrollments and increased cancellations related to 2-month indoor aquatic center closure).
Develop performance measurement system to evaluate value in programming structure (<i>short term</i>)	Create evaluation system for the group swim lesson program to assess customer satisfaction. Modify swim lessons according to feedback and needs expressed through customer satisfaction survey. Develop a 10 to 12 quick question satisfaction survey with the C&M department for the swim lesson program within Q2 to implement within Q3. Utilize an online data gathering system that creates	SC	Developed and completed evaluation for first quarter with a 22% return rate. It was sent through Constant Contact and the results have been used to enhance the program. In response to the survey, slight changes have been made, improving customer contact. This includes a more proactive approach by the managers by addressing parents before the start of each session to introduce themselves and answer any

	a measured baseline. Conduct 1 onsite automated survey questionnaire visit in Q3 & Q4.		questions. In addition, the managers have been more active and circulating on the pool deck during lessons, talking to parents and receiving feedback regarding the lessons during the classes.
	(PSS&WC) Develop and incorporate new online member survey to assess member needs and initiate targeted responsiveness. Initiate 1 survey in early Q2 and 1 survey in Q4.	NB	Research options in Q2 through Constant Contact and Retention Management.
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	Purchase and install service desk carpet. Complete by Q4.	IP	The vendors are in process of being contacted for quotes and the project is anticipated to be completed within Q4.
	Resurface gymnasium floor. Complete by Q4.	IP	Given the timing of the project, the resurfacing of the group fitness floors (large group fitness and spin studio) will be completed within Q4, instead of the gymnasium floor. The gymnasium floor resurfacing will be completed within 2017.
	Contract with outside provider to obtain design plans for member locker room renovations. Complete by Q4.	SC	Plans for the renovation of the locker rooms are in progress. The timeline for the locker room renovation was modified to take place within 2018.
	Purchase Fitness Equipment. Complete by Q4.	C	The fitness team has purchased and installed new fitness equipment in Q1: Life Fitness Synergy 360. More equipment to be purchased by end of Q3. The fitness team has completed fitness equipment purchases for the year.
	Repaint activity pool surface and touch up activity pool ceiling. Complete by end of Q3	C	The bid packets and announcements for the painting of the ceiling for the lap and activity pool have been developed, proposing the project completion prior to the end of Q3. A vendor has been selected for the lap and activity pool ceiling painting project. Within Q2, preparation has taken place to administer multiple projects planned to be for the aquatic center to take place within Q3. Due to the timeline of the projects, the PSS&WC

			<p>aquatic center will be closing 07/05/16-August. PSS&WC members can utilize Seascope during the time period of the closure. In addition, Hoffman Estates High School has been secured for the early morning hours for lap lane swimming. The PSS&WC aquatic center will be expected to re-open by the end of August. The aquatic projects were successfully completed, with the aquatic center re-opening on September 1st. The activity and lap pool ceiling, as well as numerous additional projects, were completed in a timely manner.</p>
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District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Increase volunteer involvement in District operations (<i>annually</i>)	Develop 1 new high school volunteer program. Plan and develop in Q1 & Q2. Implement program in Q3. Engage 5 high school volunteers in the new program by Q4.	IP	Fitness Supervisor has begun researching similar programs within HEPD and at other park districts. Currently on target, researching in Q1 & Q2 to potentially implement in Q3. The timeline for new high school volunteer program was modified to take place within 2017.
Improve overall health outcomes of programs offered (<i>annually</i>)	Develop and implement a 12 month wellness calendar based on monthly activities and events within the club and in Kids Korner to engage, educate, and enlighten members. Plan quarterly 2 initiatives with input from front line team members beginning in Q1. Complete 8 initiatives by Q4.	IP	The fitness team has planned and implemented 20 monthly events on the wellness calendar in Q1. Personal trainers are performing free education workshops, health screenings, and small group classes. The program will be ongoing through Q4.
Expand marketing communications with the use of social media and mobile applications (<i>short term</i>)	Establish a social media campaign program to connect with prospective and current members to enhance communication and increase “touch points” with engaging, fun, and informative initiatives. Launch in Q1 with continued emphasis throughout Q2, Q3 & Q4. Produce and communicate at least 1	SC	Weekly interactive messages/posts made on Facebook to promote wellness calendar events, special group fitness classes/ programs, and member challenges. Continuing with efforts to expand social media/digital reach with creative Eblast’s through Retention Management and posts on

	message via social media each week. Measure results monthly through Google Analytics, complete by Q4.		Facebook. “Like” and “Click” rates on the rise for both. Q3 social media initiatives included various raffles on Facebook along with the launch of E-Bingo to increase digital touchpoints for members and prospective clients (total of 52 E-Bingo participants).
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DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	Achieve FY16 net membership goal. Achieve net member total of 0 by end of Q4.	IP	Q1 net member exceeded YTD projections by 2 members. Q2 net members exceeded YTD projections by 9 members. Q3 net members fell below YTD projections by - 37 members.
	Monitor budget to ensure practices continue to support the achievement of budgetary revenue and expense goals and aims. Meet and/or exceed departmental budgeted bottom line for fund 11.	IP	Budget is being monitored to ensure that costs are contained and that revenue projections are reached. The budget is being monitored to strive to achieve revenue goals. Expenses are also being monitored and achieved in numerous line items. The maintenance line item has exceeded budgetary aims, due to unanticipated facility maintenance and repair expenses.
	Monitor PSS&WC operational budgets both from revenue and expense standpoint to ensure that projections are meeting and/or exceeding the budgetary aims of the district. Meet bi-monthly throughout the year, with the GM, Supt. of Facilities and Director of Rec/Fac. to ensure that the annual budget is meeting expectations. Complete 18 meetings prior to the end of Q4.	IP	Budget is being monitored to ensure that costs are contained and that revenue projections are reached. Staff meets on weekly, bi-monthly and monthly basis.

Develop new business plan structure, including cost recover goals, program trends, markets served, and competition (annually)	Enhance current corporate membership program while increasing corporate membership base. Grow the membership base by 3% in 4 existing corporate accounts beginning in Q1; sign up 1 new company by the end of Q1.	SC	Onsite corporate visits completed at 2 existing accounts in Q1; planning underway for launch of targeted corporate program beginning in Q2. Multiple corporate visits conducted at business and retail stores in area in Q2; corporate business card raffle done during Q2; 2 onsite visits at Wells Fargo to facilitate enrollments for previous GECC members (30 converted members YTD since transition). YTD GECC to Wells Fargo conversions total 37 at end of Q3; onsite visits planned at new retail/entertainment locations in PS Business Park in Q3 (Main Event, Duluth Trading).
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District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals (annually)	Enhance Personal Training revenue generating opportunities. Increase PT revenues by 3.19% by Q4 from actual 2015.	IP	Personal training services are being promoted and revenue is being generated for personal training, health coaching, and nutritional services. The PT department has 3 sales events planned for July, August, and September with both new client and current client specials. This is an on-going initiative that will be completed with a final number in December. Personal Training revenues are projected to at 4.4% higher than 2015 actual.
	Increase annual aquatic pass fees by 5%. Implement in Q4.	NB	The plan is to increase this rate in Q4 and/or the end of Q3. Rate increase for annual aquatic pass fees delayed until FY17 to coincide with membership rate increase.
	Increase tennis private and semi-private lesson fees. Complete by the end of Q3. Increase gross revenue by 4.8% from actual 2015.	IP	Tennis private and semi-private lesson fees will be increased within Q4.
	Research the option of adding an additional charge i.e. membership fee for Kids Korner for those members who utilize the service.	NB	Recent changes in hours of operation in FY16 have negated anticipated need for introduction of fee structure in Kids Korner.

	Complete research by end of Q2 with a recommendation by end of Q3.		
	Research the ability to drop the tennis membership and go to a court time only charge program. Complete research by end of Q3 and recommend a direction by start of Q4.	NB	
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition (<i>annually</i>)	Research capabilities of RecTrac to accommodate a “house charge” payment for members. If feasible implement in Q3, for services such as PT, massage, guest passes, etc.	IP	Recommendation made in Q2 as one of several electronic/digital enhancements suggested during the request for enhancements (as per requested). Launch of new purchase order/budget program (BSA) has taken priority in Q3 thereby delaying further research of ‘house charge’ capability until FY17.
Develop strategies to attract additional sponsors and new partnerships. (<i>short-term</i>)	Establish a contractual service for early childhood sports programs that include non-traditional active programming, i.e. fencing, etc. Secure 1 outside contractor to provide programs and/or services within Q1 that will offer sports specific classes and non-traditional sports.	C	Kids First has been contracted to provide after school fitness programs (fun and fitness), dodge ball, soccer classes, and basketball classes. As interest and participation grows, additional classes will be offered. Revenues have exceeded expectations for this area, with increased classes being offered throughout the final quarters.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition (<i>annually</i>)	Initiate website conversion to WordPress platform to allow for enhanced responsiveness, blog pieces, and improved design/layout. Complete by end of Q2. Produce 1 blog piece per quarter in Q3 & Q4. Post a total of 2 blogs by Q4.	C	Research through current District vendor (Invex) to begin in Q2. Conversion completed and launched at end of Q2; final edits and enhancements to be completed in Q3. Platform conversion and additional functional edits completed in Q3; training for general updates/edits to be provided by Invex in Q4.
Perform internal control audits (<i>annually</i>)	Manage payroll to meet personnel budget to ensure maximum operational efficiency. Meet or exceed payroll budget by end of Q4. Monitor IMRF, ACA and PT1 team member hours per (26) payroll to maintain budgeted	SC	Payroll is being monitored to meet the personnel budget.

	levels and aims.		
Develop strategies to attract additional sponsors and new partnerships (<i>short term</i>)	Work collaboratively with the district Communication and Marketing department to effectively promote and market facility and services for additional sponsor-ship and partnership opportunities. Obtain 2 new sponsors for the facility that support an event, amenity and/or program by Q4.	C	Meeting with new Advertising & Sponsorship Manager in Q2. Working with Advertising & Sponsorship Manager to secure trade/sponsorship agreement with Windy City Bulls.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	Replace carpet within the service desk, adjacent office spaces and member services area. Purchase carpet, as planned within the operating capital funds, within Q2 and replace within Q3	IP	The vendors are in process of being contacted for quotes and the project is anticipated to be completed within Q4.
	Complete tennis court enhancement within 2016. Complete project by Q3	NB	This has been rescheduled for 2017.
	Complete the repainting of the ceiling and resurfacing of the activity pool floor. Complete project, as planned within the district capital budget, by Q4	C	The bid packets and announcements for the painting of the ceiling for the lap and activity pool have been developed and placed on the website, proposing the project completion by the end of Q3. The painting of the ceiling and pool surfaces will be completed within the aquatics project being administered within Q3. The repainting of the ceilings and the resurfacing of the bases within activity and lap pools has been completed.
	Complete the steam room repairs, as planned within the district capital funds. Complete men's and women's club locker room steam room repairs by Q4.	C	Staff is currently working with an outside vendor to enhance those areas prior to the renovation. This project was completed.
	Meet and exceed the member and customer expectations as it relates to facility cleanliness. Conduct daily opening and closing MOD walk through checklists,	IP	Daily checks are being performed by the opening and closing MOD team and cleaning checklists are being completed by the maintenance team. Weekly walk-throughs

	weekly manager walk through and bi-monthly walk through with contractual cleaning service. Complete by Q4.		will start in Q2 with the Director of Recreation and Facilities.
	Log and follow up on 90% of all member comment cards as it relates to a facility concerns. Complete by Q4.	IP	Weekly follow up and tally of comment cards ongoing. Follow up is being completed on all comment cards that provide contact information.
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card (<i>annually</i>)	Evaluate fitness equipment needs, selecting and purchasing energy efficient equipment (when applicable), and purchasing new equipment to continue to upgrade aging equipment and stay current on industry trends. Planned within capital budget, 2016. Complete by end of Q3.	SC	Beginning to assess purchase of new fitness equipment as planned within 11 fund for 2016. Will evaluate current equipment. Will meet with vendors and explore equipment options and provide quote for potential plan for improvement within Q2. Spin bike monitoring units (monitor cadence, speed, and distance) have been purchased to enhance the group fitness spin bikes. Considering budgetary limitations, the fitness department will not be purchasing additional fitness equipment in 2016.
	Achieve all needed facility requirements to achieve a minimum score of 95% on the District-wide environmental report card. Complete by Q4.	IP	Staff is currently working with the Parks Maintenance team to make sure the best practices are being maintained and achieved.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation (<i>annually</i>)	Schedule and complete the annual climbing wall inspection by Experiential Climbing Systems or other PDRMA recommended climbing wall organization. Schedule within Q2, complete inspection by Q3.	C	Annual climbing wall inspection has been scheduled for the portable and the PSSWC climbing wall, to be completed within Q2. Climbing wall inspection was successfully administered within Q2 for both the PSS&WC and portable climbing walls.
	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of all Starguard audits by Q4.	C	Managers have recertified 25 returning lifeguards and will be hosting a new guard class in May. We are registered with Starguard and will be ready for audits as they occur. In June the managers held a new guard class that included 10 new lifeguards. Our first review with Starguard ended in an elite status. All Starguard reviews have been successfully performed for 2016.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation (<i>annually</i>)	Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team. Establish HEPD as an independent training center beginning in 2016. Establish HEPD as an independent training center within Q1. Offer a total of 4 trainings by end of Q4.	SC	HEPD has been established as an independent training center. Three additional full time staff has been certified to be instructors to teach Medic classes for the district. The annual Medic staff training plan has been developed and promoted to staff. One Medic class has been offered in Q1, with 2 planned to be completed within Q3. Three classes have been offered within the first 2 quarters. A refresher class was also offered through Hoffman U. Additional classes have been planned for the remainder of the year. Medic classes continue to be offered throughout each quarter, with one being offered per quarter throughout 2016.
	Achieve PDRMA accreditation process, achieving scores which meet or exceeds expectations. Complete PDRMA review	SC	Visit from PDRMA has not taken place yet. Staff is currently working Jane to make sure all items are up to date and current with the

	within scheduled time frame for 2016. Achieve a score that exceeds PDRMA's minimum standards.		accreditation standards. PDRMA site visit established for Q3, within the month of July. PDRMA site visit was successfully completed within Q3.
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DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities for staff by encouraging participation in workshops, conferences, and other educational opportunities. <i>(annually)</i>	Develop engaging educational opportunities for team development to enhance knowledge of the fitness industry and facility services to better serve members. Conduct 4 internal PSSWC trainings quarterly, complete by Q4.	SC	Personal Training Coordinator will hold Q1 educational training "Results Fitness by Alyn and Rachel Cosgrove" on 4/28/16. Additional trainings will be provided throughout the quarters. Additional trainings have been offered in Q2 through the personal training department.
	Promote staff educational development and professional development among team by attendance of industry recognized conferences and seminars, including the IPRA, PDRMA, Club Industry and NRPA. Create an annual plan prior to the end of Q1 that includes all FT team members and what external educational opportunities they will be attending that fits within the financials means of the budget.	SC	Several FT staff attended the annual IPRA conference in January. The Aquatics and Program Manager has become CPO certified within Q1. Additional trainings are being attended in Q2 to include the PDRMA human resources curriculum workshop and PDRMA Aquatics Risk Management Day. Additional conference and seminar attendance has been planned throughout the year. The PDRMA Human Resources Workshop was attended by 2 FT PSS&WC team members and the Aquatics Risk Management Day was also attended by 2 FT management team members. Ft team members attended an in-service training, provided by industry consultant, Scott Chovanic, on upselling/cross selling, which will be attended by multiple front line part-time team members within Q3. Club Industry and the NRPA conference will be attended within Q3/4. Plans have been confirmed for the attendance of the NRPA conference as well as Club Industry within

			Q4.
	FT team members participate in Hoffman U sessions and also conduct Hoffman U sessions. FT team members as a facility attend 10 Hoffman U sessions and conduct and/or assist in at least 2 sessions as a facility.	SC	FT team members have attended several Hoffman U sessions in Q1. Trainings have included the Mandated Reporter, Dangers of Sitting, Comprehensive Asset Management Plan, NWSRA presentation, and the quarterly HEPD FT staff meeting. PSSWC and facility staff members have conducted Hoffman U sessions including the Dangers of Sitting and the Medic Course provided within Q1. The Medic Refresher course and standard Medic certification courses were provided by PSS&WC and FT staff as a Hoffman U, along with the CHEER customer service training. Within Q2, staff has continued to attend multiple Hoffman U trainings, including educational sessions regarding independent contractors, rec trac training, staff scheduling and the EAP conflict resolution seminar. Staff continued to attend trainings offered through Hoffman U as well as conduct Medic AED, CPR, and First Aid class, offered through Hoffman U.
Incorporate incentive programs for healthy habits for employees (<i>short/mid-term</i>)	Enhance the staff through the development of an incentive program and participation within fitness services. Implement in Q1; obtain 25% of all FT team members participating in the incentive program by the end of Q4.	NB	
Continue emphasis on cross-training and ensure workforce readiness. (<i>annually</i>)	Utilize Member Services Team to assist in training the Facility Team Members at other district sites on sales. Assist outside consultant in upselling and cross selling training by end of Q2.	SC	An outside provider has been selected; staff is currently working to develop the program to meet the district's goals and objectives. Staff is currently in the process of meeting with the outside provider and has completed about 50% of this initiative and will be ready to start to roll out the new program in the fall of 2016. Roll out of new program launched in Q3 with program/facility highlight reference sheet at main

			workstations; training of front line associates is ongoing to proactively seek out cross promotional opportunities during point of sale interactions.
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District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote healthy lifestyles through work environment best practices (<i>annually</i>)	Engage team members at PSS&WC using the CHEER customer service initiative. Forming “teams” of PT team members to carry out the CHEER culture, rewarding those that do. Implement by Q2.	IP	Staff has been acknowledged for demonstrating the CHEER philosophy which has been recognized within the center. CHEER teams have yet to be established, which will take place within Q3. The CHEER philosophy continues to be promoted and demonstrated by all part-time and full-time team members. The rewards system is on-going for those who exemplify the CHEER philosophy.
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness (<i>annually</i>)	Set expectation for all PSSWC new team members to complete CHEER training within 2016. Have 75% of all new hires trained in the CHEER program prior to the first 3 months of employment.	SC	The annual CHEER training sessions have been planned and will be offered in Q2 and Q4. Staff will be encouraged to attend the training to reach intended measure. The CHEER customer service training was offered in Q2, with 80 staff members in attendance. Additional CHEER training sessions are planned for Q3/4. A CHEER customer service training will be offered to all team members within Q4.
Continue to foster openness in communication District-wide (<i>annually</i>)	FT team members attend monthly Recreation & Facility Division all team mtgs. Complete by Q4.	SC	Monthly meetings have been attended by FT team members. Monthly meetings continue to be attended by FT team members.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to evaluate and create procedures and training to promote a high level of internal customer service (<i>annually</i>)	Plan offsite gathering of PSSWC Leadership Team to assess performance of previous quarter and share ideas for upcoming quarters. Start by Q2; complete at least 2 meetings by Q4.	IP	To be started within Q3. Meetings have taken place within facility. Off-site meeting will be scheduled for Q4.
Continue emphasis on cross-training and	Hold quarterly departmental meetings to	IP	Quarterly meeting was held to include FT

ensure workforce readiness (<i>annually</i>)	connect and share updates and information with team members. Conduct 4 meetings by Q4, with 90% attendance at each meeting, per department.		and PT1 team. Due to budgetary limitations, further meetings were not conducted. The budget will be evaluated throughout each quarter to assess financial feasibility to conduct meetings. In an effort to contain costs, meetings were not held within Q3. Further assessment will be done to evaluate the feasibility of conducting meetings within Q4.
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness (<i>annually</i>)	Encourage PSSWC team members to attend Hoffman U training. Have all FT team members attend at least 3 non mandatory Hoffman U trainings and have at least 2 FT PSS&WC team host 1 Hoffman U.	IP	Hoffman U meetings have been attended and actions and measures have been achieved for Q1. On-going efforts have continued within Q2 with the attendance of the Hoffman U sessions. Consistent attendance of the Hoffman U continued throughout Q3.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
GOLF**

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

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Increase Outing Rounds by 30%. 4,149 Outing Rounds (2,879 Outing rounds in 2015).	SC	Golf outings will begin in late April. We have had 1,139 thru 2 qtrs. We have had 3,149 thru 3 qtrs.
	Provide 32 Preferred Tee Times. 32 Preferred Tee Time Groups (30 Groups in 2015).	NA	We currently have 29 groups signed up for the 2016 Season. The season officially starts first weekend in April. We are anticipating 1 to 2 more groups will sign up before the season begins. We have a total of 29 groups for 2016 Season
	Provide 3,400 League. Goal is 3,400 League Rounds (2,989 rounds in 2015).	SC	Golf leagues will begin in late April We have had 1,577 league rounds thru 2 qtrs We have had 2,852 rounds thru 3rd Qtr
	Host 8 outside wedding ceremony only events. Goal is 8 ceremony only events. (4 in 2015).	NA	We have 1 ceremony only booked thru 1 st qtr. We have 1 ceremony only booked thru 2 nd qtr We have 1 ceremony only booked thru 3rd qtr
	Introduce an Annual Golf Pass & Discount Pass to increase golf rounds. Goal is to sell 100 passes.	SC	We are off to a great start. We have sold 39 Discounted Passes, 18 Sr. Discounted Passes and 1 Resident Annual Pass for a total of 58 passes thru 1 st qtr. We have sold 182 passes thru 2 nd qtr. We sold 408 passes thru 3rd qtr.
	Host 5 Wedding Receptions. Goal is 5 Wedding Receptions (5 in 2015).	SC	We have 4 receptions booked thru 1 st qtr. We have 4 receptions booked thru 2 nd qtr. We have 4 receptions booked thru 3rd qtr.
	Host 20 Ceremony & Reception Weddings. Goal is 20 Ceremony & Reception Weddings	IP	We have 22 ceremony & receptions booked thru 1 st qtr.

	(18 in 2015).		We have 21 ceremony & receptions booked thru 2nd qtr We have 21 ceremony & receptions booked thru 3rd qtr
	Expand & Provide Jr. Program Classes in Spring, Summer & Fall to 150 participants. Goal is 150 participants. (88 participants in 2015).	C	Jr. golf classes begin in May. We have had 2 classes with 49 participants thru 2 nd qtr. We have 4 classes remaining. We had 141 participants this season in Jr Golf.
	Expand & Provide Group Lessons to include 50 students for all ages in Spring, Summer & Fall. Goal is 50 students. (74 Students in 2015).	C	Group lessons begin in May. We have had 21 students thru 2 nd qtr. We had 35 Students this season in Group Lessons.

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand marketing communications with the use of social media and mobile applications (<i>short term</i>)	Receive 10 Five Star Reviews on the Knott for Weddings. Goal is 10 Reviews receiving 5 Stars (8 in 2015).	IP	Weddings will begin in Spring. Weddings are in progress and will have reviews shortly. We have (4) 10 star reviews on the Knot thru 3 qtrs.

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Provide 6 Special Golf Events with 360 participants. Goal is 6 Events with 360 participants. (5 events with 348 participants with 1 remaining event 2015.)	SC	We had our first event of the year in March Madness and had 58 players. We have had 2 events thru 2 nd qtr and 94 participants. No events in the 3rd Qtr.
	Provide 2 Holiday Event Brunches with 675 guests. Goal is 2 Events with 675 Guests. (261Easter Brunch & 439 Breakfast with Santa).	IP	Easter Brunch had 371 guests this year. Next event will be in 4th qtr.
	Host 8 Special Event Nights. Goal is 8 Events (6 events in 2015).	SC	We have run 3 special events in the first quarter. Paint the Night Event (44 Guests) & 2 Events of Kickin It @ Creek. (121 Guests)

			We ran our 1 st Music night and had over 100 guests in 2 nd qtr. We had 3 Music nights in the 3rd qtr all over a 100 guests
Increase volunteer involvement in district operations (<i>annually</i>)	Expand volunteers to help maintain event area and golf course. Secure a minimum of 80 hours of volunteer work to help garden the event area and maintain the golf course.	SC	Will begin in April. Garden club has met 2 times in the event area. We have approximately 12 participants in the group.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	Monitor Golf budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed Golf Department Budget bottom line.	IP	Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1 st qtr with rounds and range sales. Rounds are up 1,073 vs 2015 and Range sales are up 1,307 vs 2015 thru 2 nd qtr. We have 26,085 rounds thru 3rd qtr compared to 26,625 rounds in 2015. Range sales are 17,270 thru 3rd qtr compared to 17,207 in 2015.
	Monitor F&B budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed F&B Department Budget bottom line.	IP	Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1 st qtr with the Tap Inn. Event bookings are trending up from 2015 as well. The Tap Inn is slightly ahead of budget thru 2 nd qtr. The Tap Inn is currently 8% behind budget thru 3rd qtr.
	Reduce Golf Maintenance expense and monitor to ensure expenses do not exceed budget and are in line with revenue projections. Meet or exceed Golf	IP	Budget is monitored monthly. With the weather cooperating early this spring and the golf course opening, the Maintenance crew has still been operating with an off season crew

Maintenance Department Budget bottom line.		with minimum expenses in 1 st qtr. Maintenance budget is being monitored closely and is on plan. Maintenance budget is on plan to be under budget in 2016.
Provide 32,656 Rounds. 32,656 rounds in the 2016 Season (26,354 thru 10/1 in 2015).	SC	We have 1,869 thru 1 st qtr. We have 12,400 rounds thru 2 nd qtr. We have 26,083 rounds thru 3rd qtr.
Rebrand the Bar & Grill giving it a unique name along with creating a more price conscious menu to create greater volume with lower cost point. Have new menu in place with a unique bar & grill name by end of 1 st qtr.	C	The bar & grill has been renamed “The Tap Inn”. A new menu of \$5, \$7, & \$9 concept has been rolled out along with the Tap Inn Big Cup weekend Specials for Draft Beer. The rebranding is complete and are looking to expand with some additional signage behind the bar and outside on the patio to direct traffic into the Tap Inn.
Monitor Cook County 3% Amusement Tax. Implement tax increase pending Cook County legislation approval.	IP	No change has been made. We will continue to monitor. No further discussions have been made on adding an amusement tax for Cook County.
Research and Analyze Golf Cart Lease for 2017 season. Complete bid process by end of 3 rd Qtr.	IP	We have reached out to vendors and were able to demo carts at the PGA convention. EZGO, Yamaha & Club Car will all have demos brought out to the course early this summer for further testing. Bids will be completed in the Fall. Staff will begin looking at Demo carts and prepare the bid for the fall. Bid documents went out on cart fleet for 2017. Bid results will be in 4th qtr.
Research and Analyze ROI for Lease on GPS units for 2017 season. Monitor for 2017 budget process.	IP	All major cart providers now have a preferred GPS vendor. This will provide us very competitive pricing. Bids will be completed in the Fall. Will be included in the bid for 4th qtr.
Research and Analyze ROI for Billy Casper Golf Course Maintenance Contract for 2017 season. Develop recommendation by end of	C	Have met with Billy Casper representatives a few times early this year. We will have full evaluation and staff recommendation ready for

	2nd Qtr.		the May Rec and Board meetings. Board has approved not to renew contract and all maintenance will be handled by HEPD in 2017.
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District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	Increase the marketing and updating golfnow.com to increase golf now rounds to produce additional revenue during slow periods. Increase golfnow.com rounds by 3%. (4,549 Rounds in 2015).	IP	We had 376 Golf Now rounds in the 1 st qtr. We have had 1,753 rounds thru 2 nd qtr. We have 3,642 golf now rounds thru 3rd qtr.
	Increase F&B business in bar & grill by 3% over prior year by capturing golfer's on site with daily specials, promotions and Special Events. Increase bar and grill sales by 3%. (\$144,127 in 2015).	IP	We had \$14,608 in sales in the Tap Inn for the 1 st qtr. We had \$69,536 in sales vs \$68,650 budgeted thru 2 nd Qtr. We had \$127,623 in sales vs \$136,350 budgeted thru 3rd qtr.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment. Use parks department machines 5 different times for the season to minimize renting equipment.	IP	Tree stumps were removed this summer. Control burns will take place in early April. Control burns took place and were completed in 2 nd qtr. Tree stumps are planning to be removed in 4th qtr.
	Purchase a heavy duty utility cart for golf maintenance. Purchase 1 st Qtr.	C	Unit has been purchased.
	Purchase a Stove Top Oven for the main kitchen line. Purchase 1 st Qtr.	C	Unit has been purchased.
	Purchase a Range Ball Dispenser with a credit card processor. The machine will reduce payroll by \$15,373. Purchase 1 st Qtr.	C	Unit has been purchased. Final set up will be completed in early April. Unit has been purchased. All systems are working properly. We currently are developing a plan for employee passes along with our 15 and 30 bucket passes.
Achieve District annual budget to maintain	Manage payroll to meet or exceed personnel	IP	Payroll is closely monitored on a daily basis

fund balance reserves (<i>annually</i>)	budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.		and adjusted daily based on weather and functions. Payroll is currently in line with budget. Payroll is currently below budget thru 3 qtrs.
	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	IP	Expenses are being monitored closely and are on plan thru 1 st qtr. Expenses are currently in line with budget. Expense are currently below budget thru 3rd qtr.
Perform internal control audits (<i>annually</i>)	Monthly budget monitoring and proper costing out on menus to maintain a 32% food cost and 26% beverage cost. 32% food cost and 26% beverage cost.	IP	Food & Beverage costs are being monitored based on events. Will continue to monitor on a daily basis. Food cost is slightly high this season with the aggressive pricing strategy for the Tap Inn. With the goal of doing more volume. This seems to be working in the bottom line numbers to date. Beverage cost are on plan. Food Cost is at 33% thru 3 qtrs and Beverage Cost is on plan at 26% thru 3 qtrs.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	Provide a clean and well maintained clubhouse facility and equipment consistent with district standards. Complete daily checklist and rectify and identify deficiencies and remedy as necessary. 90% Completion Rate.	IP	The facility is following the daily checklists we have in place and is completing these lists 100% of the time in the first quarter. Daily checklists are being completed and additional items added as needed.
	Provide a well-manicured golf course consistent with adopted 2015 maintenance goals. Weekly inspection with golf course superintendent, identify deficiencies and remedy as necessary. 90% Completion Rate.	IP	Maintenance has started spring clean-up on the course along with all the general practices on a daily basis. Golf Course is in excellent shape to date. The greens have received many great reviews with new cultural practices being added. Irrigation

			system has been working nonstop with the heat and lack of rain. Fall Maintenance practices are in full swing. Greens, FW's and tees have been deep tyned.
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District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance overall quality of natural areas <i>(annually)</i>	Maintain a portion of the natural areas by the use of the goats. Complete by 3 rd Qtr.	NA	Goats are scheduled in the fall. Goats have been put on hold for the 2016 season. Will look at bring back in 2017.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card <i>(annually)</i>	Maintain IPRA's Environmental Report Card. By end of 4 th quarter.	NB	Will be completed in 4 th qtr.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop a new hire training program that addresses District policies and procedures <i>(short-term)</i>	Train all Part Time employees in all departments on service plan. Train 100% PT Employees in all departments by March. Train all new hires after March within 15 days of hire.	SC	All new hires are being trained on procedures and service plans. All new hires have been trained and will continue to train as needed.
Utilize best practices to maximize operational efficiencies as a District <i>(annually)</i>	Train staff in selling/upselling opportunities and services available at BPC. Train key staff by end of 2 nd Qtr.	SC	Special training will be provided in the 2 nd qtr along with the Rec Department. Staff has begun training and will continue in 3 rd qtr. Staff will have 4th qtr training and begin creating plans for 2017.
Incorporate incentive programs for healthy habits for employees <i>(short/mid-term)</i>	Have key staff attend HEPD AED & CPR training. Have at least 24 key staff members maintain certification by end of 2 nd Qtr.	C	Staff is in the process of setting up a date for Bridges Staff to ensure all key staff certifications are up to date. Key staff has attended and are certified.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to foster openness in communication District-wide (<i>annually</i>)	Conduct weekly staff meetings during prime season with key personal to discuss operations, golf events and special events. 40 weekly meetings.	SC	Staff is meeting on a weekly basis to discuss upcoming events and event coordination. Staff continues to meet on a weekly basis about events and key items.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities (<i>annually</i>)	All F&B Employees become BASSET Certified & Food Serve Safe. 100% of all F&B Employees.	SC	All new F&B staff are required to receive certification within first 15 days of employment. All current staff is up to date with BASSET certification.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
A&F**

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

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop performance measurement system to evaluate value in programming structure.	Establish ROI by evaluating and recommending chargeback procedure for internal programing usage of marquee signage. Develop and recommend by 2 nd qtr.	IP	Have started discussions with new Advertising Sponsorship Manager to review internal advertising on signs and value relationship to external ads. To be reviewed as potential for 2017 budget.

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Educate residents regarding District financial stewardship and transparency.	Provide financial/budget overview for Park Perspectives. March 2016 for Spring issue.	C	Year-end report created and published in Park Perspectives.
	Maintain FOIA compliance and transparency aspects of the District to ensure Illinois Policy Institute Sunshine award status. Post within 30 days of approval.	C	Documentation provided to C&M as finalized and/or approved. Items added YTD; Budget & Appropriation Ordinance, 2015 Check Register, Independent Contractors, Tax Levy, 2016 Salaries, 2015 CAFR, 2015 Treasurers Report, 2015 Expenditures Report, Tax and TIF Reports.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves. Achieve by December 2016.	IP	
	Create 2017 annual balanced budget. Achieve by November 2016.	IP	Staff has begun budget entry process in new BSA system, with balanced divisional budgets

			due to finance by 09/30/16. Budget will be presented to all committees at Nov 8 meeting.
	Conduct budget preparation Hoffman U session for all staff. Achieve by July 2016.	C	Completed 2 Hoffman-U budget training sessions that covered both the new BSA software system as well as District philosophy on budget creation.
Develop new business plan structure, including cost recovery goals, program trends, markets served, and competition.	Collaborate with recreation and facilities divisions to determine program ROI and subsidized programs and percentage level of support. Achieve by July 2016.	IP	Classes and programs are being reviewed as part of 2017 budget.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals.	Evaluate opportunities to work with an independent grant writer. Achieve recommendation by 1 st qtr.	NB	On hold and will evaluate potential of Advertising Manager in this role.
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarship and special projects.	Submit accumulated American Express points for donation to Friends of HE Parks. Achieve semi-annually in April and October.	IP	April 26 th 250,000 points were redeemed and the check for \$2,500 was received on June 21 st . The second submission will occur in October.
	DD to act as staff liaison for Friends of HE Parks and provide usage of sponsorship coordinator. Attend 80% of board meetings and events.	IP	Have attended all board meetings and events, golf committee and wine event meetings.
Develop strategies to attract additional sponsors and new partnerships.	Hire a FT sponsorship coordinator. Achieve by 2 nd qtr.	C	Position filled.
	Generate additional \$150,000 of advertising/sponsorship/marquee revenue.	IP	FT Advertising & Sponsorship Manager position was filled February 22 nd , many newly acquired contracts begin in 2 nd qtr. Total contracts entered into YTD total \$43,100; with \$2,468 earned thru 3/31/16. Total contracts entered into YTD total \$120,644; with \$90,383 earned thru 6/30/16. Total contracts entered into YTD total \$139,734; with \$161,469 earned thru 9/30/16.
	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	IP	Events attended YTD; SBA meetings, chamber meeting, intergovernmental meeting in October.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Perform internal control audits.	Conduct random cash audits at all facilities. Utilize video as needed. Conduct monthly at all service desks.	IP	Random cash audits being conducted monthly with no discrepancies worth noting.
	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers. Utilize video as needed. Conduct monthly taking into account seasonality of programming.	IP	Random program audits being conducted monthly with no discrepancies worth noting.
	Conduct ledger audits to ensure financial integrity. Conduct quarterly.	IP	Ledger audits occur once quarter ends, however many ledger audits performed continually to ensure proper flow of unearned income. Minor adjustments made as necessary.
	Conduct trial balance audits to reduce District receivable exposure. Conduct monthly by providing statements to program managers.	IP	Receivable updates occur weekly and monthly with no concerns worth noting. Staff currently reviewing best practices for waitlist registrations.
	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery. Conduct twice monthly.	IP	Random cost recovery audits are being done in conjunction with program audits and minimum/maximum participation analysis with reports submitted to responsible divisions.
	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery. Conduct monthly at all facilities.	IP	Random usage audits are being done in conjunction with membership analysis with reports submitted to responsible divisions.
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Maintain offline audit control of all utility usage to monitor abnormalities. Prepare monthly.	IP	Offline control database almost complete and monthly usage is being recorded to provide analytical measurement.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Maintain environmental best practice certification.	Ensure administrative and finance division section compliance with IPRA Environmental Scorecard. Achieve annually maintaining 100% compliance.	NB	
Enhance Wi-Fi services at District facilities.	Evaluate new access points and PTP at remote sites to ensure connectivity. Monitor monthly and ensure 98% hardware up time.	SC	All facilities with the exception of PSSWC have been upgraded with new WAPs. Currently working on implementing a splash page that includes a terms and conditions page.
Evaluate implications of a smoke-free District policy.	Collaborate with staff and other districts best practices to determine implications of a smoke free District wide practice. Achieve recommendation by 3 rd qtr.	C	Smoke free policy approved by Board in October to start 1/1/2017.

District Objective 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	Administrative and finance division to achieve excellent score for PDRMA accreditation section. Prepare accreditation materials by 4 th qtr. to achieve an excellent score in 2017.	NB	
	HR manager to cross train with safety coordinator to ensure work force readiness. Cross training process to begin 4 th qtr. for accreditation in 2017.	IP	Dates for PDRMA on-site visits have been scheduled. HR Mgr. attended field on-site visit and will be attending aquatics visit in July.
Ensure operational compliance with legal mandates.	Attend legal symposium. Achieve by November 2016.	IP	Registered for November 3 event.
	Attend legislative conference. Achieve by May 2016.	C	Attended
	Monitor state and federal legal mandates and implement policies as needed. Approve policies within 45 days of any legal mandates.	IP	New policies to cover current mandates and new laws approved at October meeting. Final mandate on travel reimbursement will be presented in December; copy of ordinance has been prepared.

Maintain and develop operational processes required to achieve accreditation status for CAPRA and Illinois Distinguished Agency standards.	Maintain all A&F related District reaccreditation for Illinois Distinguished Agency standards to ensure 100% compliance with CAPRA standards. Achieve by 3 rd qtr.	IP	Staff completed and attended all sections of IL DA accreditation review on 10/12/2017. District passed with score of 497/500.
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year. Achieve by June 2016.	IP	On-site audit field work complete, with CAFR being presented in draft form at the June A&F committee meeting. The final CAFR has been sent to GFOA and the certificate of excellence applied for. Staff should receive notice in September or October.
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Upgrade and implement VSI RecTrac V3, if recommended. Achieve by 4 th qtr.	NA	Staff recommends the VSI RecTrac V3 upgrade be moved to 2017 to allow staff to focus on accounting software upgrade and V3 to mature.
	TC video security- upgrade server and purchase 10 additional cameras. Achieve by 3 rd qtr.	IP	Received quote(s) for new server and new IP cameras for TC. Pulling cable if necessary at TC locations. Planning for new network drop points for IP cameras for the North Side Renovation.
	Purchase and install virtual computer servers (HEPD-APPS01, HEPD-ACCT, HEPD-RECV3) Achieve by 3 rd qtr.	SC	HEPD-ACCT01 has been completed and is operational. HEPD-APPS01 will be retired by year end. HEPD-RECV3 will be completed in conjunction with the RecTrac V3 upgrade.
	Purchase, image and deploy replacement desktop computers. Achieve by 4 th qtr.	C	Desktops procured and deployed.
	Purchase and replace (10) computer monitors District wide. Achieve by 3 rd qtr.	C	Monitors have been deployed.
	Purchase and replace boardroom laptop computers. Achieve by 4 th qtr.	C	Touchscreen laptops have been procured and deployed.
	Purchase and replace copiers (WRC/Business). Achieve by 3 rd qtr.	IP	Staff is obtaining quotes and recommendations will be forthcoming.
	Purchase and install scanners (HR/Business). Achieve by 3 rd qtr.	C	Scanners have been installed.
	Purchase and install required PCI compliant (2016) credit card encrypted mag stripe, bar code readers, and VeriFone machines District wide to minimize vulnerability to customer and District. Achieve by 4 th qtr.	NA	This item will not be completed in 2016 and will be moved to 2017, the gateway processors must obtain certification of their equipment and there are too few resources at the processor level which is causing significant delays. We

			cannot even order equipment until we know which equipment will ultimately be certified based on our processor and funding institution. Staff is monitoring this situation regularly and as soon as possible will make a recommendation.
	Achieve PCI certification by completing PCI self-assessment. Achieve by 4 th qtr.	NB	Self-Assessment to be completed 4 th qtr.
	Complete electronic systems operating scans with Trust Keeper to be alerted to potential vulnerabilities. Achieve a “pass” rating quarterly.	IP	The electronic system scans are being performed monthly. The following scans have been completed YTD with a “pass” rating. January 19 th , February 19 th , March 19 th , April 19 th , May 19 th , June 19 th , July 19 th , August 18 th and September 19 th .
	Update the IPRA salary system for online use for all full and part time staff. Update annually by 2 nd qtr.	C	Completed.
	Purchase and replace computer touchscreens (TC/WRC/PS). Achieve by 2 nd qtr.	C	Procured touchscreen monitors; deployed at TC, WRC and PSSWC.
	Purchase and replace Freedom Run firewall. Achieve by 2 nd qtr.	C	Procured and implemented.
	Purchase and replace District server room AC unit. Achieve by 2 nd qtr.	NA	Current AC unit was checked & cleaned out and now appears to be working fine. Staff recommends not replacing this year.
Maintain PRORAGIS database to ensure compliance with CAPRA and National Gold Medal standards.	Ensure required input for CAPRA. Achieve by 4 th qtr.	NB	
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Implement FinTrac Scheduling for all non-exempt employees District wide. Achieve by April 2016.	IP	Staff has tested and is creating shift database one on one with each supervisor/manager. Implementation will be staggered based on department and District need.
	Monitor IMRF eligible staff and educate managers/supervisors regarding the 30 hour threshold. Achieve monthly.	IP	Monitor monthly using off-line controls, reports submitted to responsible divisions.
	Monitor PT employees hours worked regarding the PPACA compliance. Achieve monthly.	IP	Monitor monthly using off-line controls, reports submitted to responsible divisions.

	Implement benefit scheduling and tracking software in conjunction with new accounting software. Achieve by 3 rd qtr.	IP	Learning new software capabilities of BS&A.
	Complete all IRS reporting required for PPACA. Achieve 1095C by January 2016. Achieve 1094C by February 2016.	C	Final documentation submitted timely.
Utilize best practices to maximize operational efficiencies as a District.	Continue to research processes and opportunities with other Districts to ensure operating at a high level and utilizing industry best practices. Achieve research with new accounting software by 1 st qtr. and achieve as new opportunities are presented.	IP	In conjunction with new accounting software the District chart of accounts has been streamlined for better efficiencies. Currently looking at document scanning options for cash receipts and general journal entries.
Develop a redundancy plan for virtual servers to enhance District disaster recovery plan.	Update District disaster recovery policy. Achieve by 1 st qtr.	SC	Redundancy for VMs is currently operational locally. An offsite back-up device has been setup and completed at PSSWC. Staff will recommend at budget time to add a second replication server at BPC in 2017.
Replace District accounting software.	Purchase, implement and train on new accounting software. Go LIVE by November 2016.	C	All functionality of BSA accounting software is LIVE.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop additional programs and processes to support conservation and green initiatives.	Investigate opportunities within new accounting software to scan accounts payable invoices and human resource records to minimize paper storage and further District green initiatives. Achieve by December 2016.	SC	Accounts payable records are being scanned. Human resource records
	Promote electronic payments for vendors willing to accept ACH payment to further green initiatives. Achieve with 25% of vendors electing electronic payment.	SC	New accounting software allows for ACH payment even when doing a manual check run, have been promoting with staff for contractual vendors to be set-up with ACH.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
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Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness.	Conduct and continually expand Hoffman U training curriculum with training in purchasing, IMRF, PDRMA, budget, IT, ROI in programming, registration and accounting software. Achieve annually with a minimum of 8 calendar offerings.	IP	Hoffman U offerings YTD include; IT Open Forum, I9 & Tax Forms, New Hires/ Deactivations, Staff Scheduling, RecTrac Registration, BSA Software GL/PO/Budget, Budget.
Continue emphasis on cross-training and ensure workforce readiness.	Continue to review and enhance division succession plans. Evaluate and revise by meeting monthly with staff.	IP	Two staff have been identified as retiring within 12 months; succession plans are in place to ensure full functionality.
	DD to cross train with ED to ensure work force readiness for CAPRA and Distinguished Agency accreditations. Achieve distinguished agency accreditation by meeting monthly to prepare for 4 th qtr. accreditation process.	C	Illinois Distinguished Agency Accreditation completed 10/12/2017 with passing score of 497 out of 500.
	Continue emphasis on cross training within division to ensure work force readiness. Achieve continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned.	IP	Cross training as well as back-up staff performing key tasks occurs continually to ensure work force readiness.
Continue to evaluate and create procedures and training to promote a high level of internal customer service.	Evaluate, modify and develop District procedures to ensure operating at a high level of customer service. Review all business, human resource, and IT procedures and revise as deemed appropriate by September 2016.	IP	Ongoing review based on processes, software enhancements and District efficiencies.
	Evaluate and update the written review procedure. Achieve by July 2016.	IP	Reviewing best practices with district's HR manager; recommendation postponed until 3 rd qtr. To date a Grievance procedure pertaining to reviews has been updated.
Create action plan to reduce unemployment costs.	Develop a procedure to outline alternate or modified light duty work plans. Achieve by 2 nd qtr.	IP	Compiling alternate and modified duty work plans to create an implementation procedure. District has realized a reduction in 1 st qtr. unemployment costs for 3 rd straight year.
Enhance IT support to promote quality and timely delivery of internal and external services.	Ensure staff usage of support@heparks.org for optimal response time. Achieve by ensuring 90% of all IT needs requested through portal.	C	Staff has been consistently utilizing support@heparks.org to facilitate IT support requests.
	Provide continuation of IT PT support.	C	PT IT Associate has been hired.

	Achieve by 1 st qtr.		
Investigate District-wide cooperative purchasing opportunities.	Establish internal cooperative purchasing procedure. Achieve recommendation by 2Q.	IP	Assigned to Superintendent of Facilities.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to foster openness in communication District-wide.	Divisionally, at minimum, one staff will sit on District Team Committee. Achieve continually.	IP	Two staff currently sit on the Team committee.
Promote healthy lifestyles through work environment best practices.	Promote PDRMA PATH program. Achieve annually with 70% participation of all FT staff.	SC	PATH on-site screening Occurred April 6 th . With a 60% FT staff participation; however it is believed at least 70% of staff are participating to some level in PATH..

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend legislative conference. Achieve by May 2016.	C	Attended
	DD attend Year 2 Director's school. Achieve by November 2016.	C	Attended
	SB achieve CPRP. Achieve by November 2016.	IP	
	Attend IPRA/IAPD conference. Achieve by 1 st qtr.	C	Four staff attended the IPRA/IAPD conference in January 2016.
	Attend NRPA Congress. Achieve by 3 rd qtr.	C	ED and DD attended NRPA in October 2016.
	Attend PDRMA risk management institute. Achieve by November 2016.	IP	Registered for 11/18/2017 event.
Develop a new hire training program that addresses District policies and procedures.	Reevaluate District orientation process. Update procedure by May 2016.	IP	Reviewing and updating current orientation checklist; recommendation to be completed by 4 th qtr.

MEMORANDUM NO. M16-118

TO: Board of Commissioners
FROM: Dean R. Bostrom, Executive Director
RE: IAPD Credentials Certificate
DATE: October 15, 2016

Background

IAPD's Annual Business Meeting will be held on Saturday, January 21st at 3:30 p.m. in the Hilton Hotel during the IAPD/IPRA Conference. Each member district shall be entitled to be represented at all Association Meetings and Conferences by a Delegate.

Implications

The Park Board must appoint one delegate and a 1st, 2nd, and 3rd alternate to attend IAPD's Annual Business Meeting on January 21st. Attached is a Credentials Certificate, which, when properly certified by the Board Secretary and approved by the Board, will entitle the delegate or, in their absence, an alternate listed thereon to vote on matters presented during the IAPD Annual Business Meeting.

Recommendation

Staff recommends the approval of the Credentials Certificate with the appointment of the delegate and 1st, 2nd, and 3rd alternates as follows:

Delegate: Mike Bickham
1st alternate: Lili Kilbridge
2nd alternate: Robert Kaplan
3rd alternate: Ron Evans

