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

**AGENDA
RECREATION COMMITTEE MEETING
TUESDAY, APRIL 12, 2016
7:00 p.m.**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF COMMITTEE MINUTES
 - March 8, 2016
4. COMMENTS FROM THE AUDIENCE
5. OLD BUSINESS
6. NEW BUSINESS
 - A. Recreation, Facilities & Golf Report and 1Q2016 Goals / M16-052
7. COMMITTEE MEMBER COMMENTS
8. ADJOURNMENT

All meetings are held in the boardroom of the Scott R. Triphahn Community Center & Ice Arena at 1685 W. Higgins Road in Hoffman Estates unless otherwise specified. If an accommodation or modification is required to attend 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
RECREATION COMMITTEE MEETING
March 8, 2016**

1. Roll Call:

A regular meeting of the Hoffman Estates Park District Recreation Committee was held on at the Triphahn Center in Hoffman Estates, IL.

Present: Commissioner R. Evans, Comm Rep Dressler, Henderson, Koltz, Neel, Chairman Kinnane

Absent: Comm Rep Wittkamp

Also Present: Executive Director Bostrom, Rec/Facilities Director Kies, Golf Director Bechtold

Audience: President Bickham, Commissioner McGinn, Kaplan; C&M Superintendent Manisco, Graphic Designer Grace, Mr. K. Evans

2. Approval of Agenda:

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

3. Minutes:

Commissioner R. Evans made a motion, seconded by Comm Rep Neel to approve the minutes of the February 9, 2016 meeting as presented. The motion carried by voice vote.

4. Comments From the Audience:

None

5. Old Business:

None

6. New Business:

A. Brochure Print Bids/M16-038:

C&M Superintendent Manisco reviewed the memo. Commissioner R. Evans asked how many printers were contacted and Superintendent Manisco noted that she had approximately 50 contacts. Commissioner Evans asked about the insert and Superintendent Manisco explained that there was an additional charge for the 4-page insert and that once a year they also did an 8-page insert.

Comm Rep Koltz asked about the difference in cost and Superintendent Manisco noted that they all received the same specifications for the brochure and was not able to explain the cost difference. Graphic Designer Grace noted that some printers had formatting that allowed for faster printing and lower costs.

Superintendent Manisco noted that the district requested sheet feed printing (similar to single sheet printing on a copy machine) versus web printing (similar to newspaper printing) because of the quality of the print job.

Commissioner McGinn asked how long the district could hold a contract and Executive Director Bostrom noted that it could be 3 years in certain categories, however usually 1 year with possible renewals. Director Kies noted that the department built a relationship with the printers and looked to be able to expand those contracts by offering additional extensions.

Comm Rep Dressler asked if the district had worked with this printer before and it was noted that they had and they were very reliable.

Chairman Kinnane asked if they would do other print jobs for the district and Superintendent Manisco noted that depending on the type and cost of the print job and if the other job required being bid out.

Comm Rep Neel made a motion, seconded by Comm Rep Dressler to recommend the Recreation Committee recommend the board award the 2016 contract for the printing of the seasonal program guide to Paulson Press at \$57,000 with the option to renew for two additional one-year terms in 2017 and 2018. The motion carried by voice vote.

B. HEPD Logo Change/M16-039:

Director Kies noted that both the printed memorandum and the computer packets had better resolution than the presentation would

have. Superintendent Manisco reviewed the memo noting the different types of logos and staff's recommendation to tie the district logo into the district website address. Director Kies congratulated staff on their hard work and acknowledged Graphics Designer Grace on designing the new logo.

Executive Director Bostrom reviewed the issues of trade marking and infringing on trademarks noting that staff had reviewed the issues with council who did not recommend trade marking the new logo or tag line or investing in IP insurance for the same purpose. He reviewed the costs for trade marking the logo and/or tag line. He also explained that they had researched the new logo and tag line and had not found any other company that offered the exact same logo or tag line or similar logos and tag lines within the same field (Parks and Recreation). Commissioner McGinn asked if the current logo was trademarked and it was noted that it was not.

Comm Rep Dressler expressed concern that no one else used just lower case font. Graphic Designer Grace noted that the upper case lettering seemed more formal and less friendly.

Commissioner R. Evans noted that he thought the logo was a great idea but was concerned that the logo did not say 'park district'. Director Kies noted that the 'heparks' would be used when there was not a need to spell out the district's name and it would help drive customers to the district's website. Commissioner Evans also asked why the tag line read 'Making Life Fun' versus 'Make Life Fun' and it was noted that the first phrase was an action verb.

Comm Rep Henderson expressed concern that the district's name was not spelled out. Comm Rep Neel noted that she liked the sun. Executive Director Bostrom read an email from Comm Rep Utas whereby he expressed his concern regarding the new logo. Discussion ensued regarding the lack of use for the "hoffman estates park district" versus the "heparks" use. It was noted that the full district name could be used in any situation where it would be necessary to make the public aware of exactly who we were i.e. the Hoffman Estates Park District.

Chairman Kinnane asked what the projected costs were to replace the logo and Executive Director Bostrom noted that the district would incur costs changing out the logo on the vehicles, buses but that many items would not have a cost attached, i.e. ordering camp shirts with the new logo, changing out the electronic items and many others would be replaced as needed i.e. re-ordering business cards, letterhead. He noted that the employee ID badges would cost

approximately \$.50 each and that other items like the Marquee Signs would be budgeted in the coming year.

Commissioner Kaplan asked about the colors and Graphic Designer Grace noted that they were starting to use 'brand colors' for the district and specific facilities. Commissioner Kaplan asked why they did not use the same colors with all the facilities and Superintendent Manisco explained that each facility had its own brand color. Commissioner Kaplan asked about putting the change out to the public and Executive Director Bostrom explained that they were bringing it to the committee instead.

Comm Rep Koltz noted that his wife was a branding manager for 30 years and loved the new look.

President Bickham asked about sending it out to other communities. He noted that it would be important to use the full name of the district. He also noted that the trade marks had to be self-policed and Executive Director Bostrom confirmed that noting that it would be up to the district to go after someone. President Bickham commended staff on their presentation.

Executive Director Bostrom noted that the item could be brought to the Committee of the Whole next week for their input.

Mr. K. Evans noted that he liked the logo; asked if the district needed a license to use that font. Graphic Designer Grace noted that they would have to pay for a license if that font was approved.

President Bickham asked about the Marquee Signs and Executive Director Bostrom noted that much of it could be done in-house.

Comm Rep Henderson asked if the public had been involved with the last change to the logo and Executive Director Bostrom explained that they had not, however, the changes had been minimal.

Comm Rep Dressler made a motion, seconded by Comm Rep Dressler to recommend the Recreation Committee recommend the board approve of the new "heparks" logo and "making life fun" tag line as outlined in M16-039. The motion carried by voice vote.

C. IAPD Conference Education Summary/M16-036:

Superintendent Manisco reviewed "Brain Science and Digital Marketing" noting that it used human nature to get a better return on the social media. She noted that testimonials were important.

Director Kies reviewed “Early Childhood Forum” noting that it addressed interaction with special needs children.

Executive Director Bostrom reviewed “The Changing Image of Aging” noting that 50% of the population was 50+ and controlled 70% of the disposable income. He also explained that younger baby boomers no longer felt “entitled” or that all services should be free.

Executive Director Bostrom reviewed “A Mile Wide and an Inch Deep” noting that it was a model of cost recovery and subsidy. He noted that you did not want to spread yourself too thin and that the biggest issue was deferred maintenance and that cost.

Executive Director Bostrom reviewed “Lending Optimistically” and the importance of positive self-talk. He explained that the non-verbal communication was more important than the actual words.

Comm Rep Henderson asked about using the “scarcity” of program space, etc. legitimately and Superintendent Manisco noted that the district did not use it indiscriminately.

Comm Rep Dressler noted that the Chamber missed their chairman, Director Kies, as he was at this conference.

No vote required.

D. Rec, Fac & Golf Report/M16-037:

Director Kies reviewed the item noting that the Fit-Pals Program was a great program allowing kids to track their healthy activities.

He also wanted to recognize the team from BPC for all their assistance with the Daddy Daughter and Mother Son events.

Director Bechtold reviewed his report noting that they had 300 rounds of golf in February; that they were doing a Painting Night on March 9 that had 50 participants; the last Fish Fry had 129 guests and the Easter Brunch was up to 215 and counting.

Mr. K. Evans asked if there were changes to the Fish Fry menu and it was noted that there was not.

Comm Rep Dressler asked about the line dancing and Director Bechtold noted that January had 100 participants and the next class would be March 25.

Commissioner R. Evans made a motion, seconded by Comm Rep Koltz to send the board report M16-037 to the board as presented. The motion carried by voice vote.

7. Committee Member Comments:

Commissioner R. Evans noted that the warm weather was making everyone friendlier.

Comm Rep Henderson said staff did a great job on the logo but would still like to see what the community thought about it.

Comm Rep Dressler noted that she had an open house and was happy to see the district's Guide opened to her ad.

Comm Rep Neel said she loved the new logo.

Chairman Kinnane noted that he played golf on Sunday and wanted to acknowledge Sharon and Joe for doing a great job. He also noted that he golfed with a Chicago Public School teacher who had come all the way to golf at BPC and that was exciting to see.

8. Adjournment:

Comm Rep Koltz made a motion, seconded by Com Rep Neel to adjourn the meeting at 8:35 p.m. The motion carried by voice vote.

Respectfully submitted,

Dean R. Bostrom
Secretary

Peg Kusmierski
Recording Secretary

MEMORANDUM NO. M16-052

TO: Recreation Committee
FROM: Dean R. Bostrom, Executive Director
Michael R. Kies, Director of Recreation & Facilities
Brian Bechtold, Director of Golf Operations
Nicole Chesak, Superintendent of Recreation
Jeff Doschadis, General Manager of Ice
Katie Basile, Superintendent of Facilities
Sandy Manisco, Communications and Marketing Superintendent
Debbie Albig, Manager of Community Centers
Cathy Burnham, General Manager of Sales & Operations
RE: Board Report
DATE: April 6, 2016

Recreation and Facilities Division



UPCOMING EVENTS

- April 13 – CHEER customer service training in-house for Hoffman U.
- April 20-22 – Summer Guides expected to arrive by mail in resident's homes
- April 27 –Summer Registration begins
- May 7 – Garlic Mustard Pull AM at park TBD
- May 5 – Cinco De Mayo lunch at the Tap Inn at BPC
- May 8 – Mother's Day Skate at Ice Arena
- May 14 – Parents Night Out at PSSWC
- May 15 – 9 & Stein Golf Outing at BPC
- May 21 – Community Garage Sale at Seascape parking lot
-

Snapshot Summary/Highlights:

- On March 22nd Alexian Brothers and the Verizon Foundations, along with LINKS Technology Solutions Inc. recognized HEPD as an outstanding community partner in the Fit-Pals project, a Certificate of Appreciation was given to the Board of Commissioners in appreciation of our support. A 2-minute video explaining the program and its results that included a significant reduction in the group's overall BMI was presented.
- The annual Egg Hunts took place on Saturday, March 26 at Fabbrini Park, Pine and Cannon Crossings which all had amazing turn outs. Many of the park board commissioners, the Mayor of Hoffman Estates and many of their trustees were on hand to get the events started at each park. A total of 12,000 eggs were distributed to the families that came out. The two aqua egg hunts at PSS&WC also took place with 35 participants taking part in each event; both these events were sold out.

- Director of Recreation & Facilities Kies spoke and participated in the University of St. Francis mock interview program on Thursday March 17th. Speaking with students about the field of recreation and helping them on interview preparation/tips as well as resume formatting.
- Director of Recreation & Facilities Kies was invited along with 30 other professionals from around the nation to the Agents of Change Symposium in Austin, Texas. This event took place March 31 & April 1. The objective was to look at adaptive leadership styles, strategic thinking and effective advocacy while using the City of Austin, TX as a case study. The results from the feedback in the discussions regarding the case study will be used as an enhancement to the Austin Park & Recreation's 2012 Comprehensive Plan. The final wrap up session focused on how these action items can be carried back to your agencies and networks.

Volunteers Summary:

- Admin staff was contacted by 2 high school volunteers looking for opportunities and were forwarded to Skating Manager Dooley to see if she could use them at Skate Rental.
- 4 Volunteers for 50+ for a total of 5 hours.
- 1 Volunteer for the Doggie Egg Hunt for 3 hours
- 6 Volunteers for the Easter Egg Hunts for 19 ½ hours

Dance

- Registration is now closed and costumes have been ordered for the May recital. Recital information has gone out to families with the date and times of the shows. Recital will take place the weekend of May 13-15 at the Hoffman Estates High School.

Winter/Spring Recital Session	1/2015	1/2016	Var. +/-
Triphahn Center	177	181	+4
Willow	71	70	-1
Dance Company	24	22	-2
Total Dance	272	273	+1

- The Hoffman Stars Dance Company participated in their 2nd competition, Cathy Roe Ultimate Dance, which was held on March 4-6th in Oswego. The teams did an outstanding job as shown in the results below (soloists and groups).
 - Soloist – 13-15 age – Novice – Superior Score - 2nd overall highest score
 - Soloist – 10-12 age – Novice – Superior Score - 2nd overall highest score
 - Soloist – 10-12 age – Intermediate – Superior score
 - Soloist – 10-12 age – Intermediate – Superior score
 - Duo – 10-12 age – Novice – Superior score – 3rd overall highest score
 - Duo – 10-12 age – Intermediate – Superior score – 2nd overall highest score
 - Company 1 jazz - Superior score – 5th place overall highest score- 8-9 age.
 - Company 1 lyrical – Superior score – 3rd place overall highest score – 8-9 age.
 - Company 2 jazz – Superior score - 10-12 age.
 - Company 2 lyrical – Superior score – 3rd place overall highest score 10-12 age.
 - Company 3 jazz – Superior score - 2nd place overall highest score 10-12 age.
 - Company 3 lyrical – Superior score – 10-12 age
 The whole company won a Special Award for Perfect Precision.

The next competition will be Hall of Fame at the Schaumburg Convention Center the weekend of April 15-17.



Youth Athletics

Youth Baseball

- Pinto, Mustang, Bronco and Pony level teams will finished their free indoor sessions on March 29th. Shetland and Pinto teams have already been created and are set to start their outdoor practices on April 2nd. Mustang, Bronco and Pony teams will conduct their evaluations on April 2nd. Coaches meetings were conducted the week of March 21st and 28th.

Travel Baseball

- In 2016 there are two travel baseball teams underneath the HEPD umbrella. One team will be at the u14 level and one at the u12 level. The Hoffman Knights will compete in the MSBL again and participate in several weekend tournaments locally. These teams started to rent indoor space at the beginning of January and will continue to be inside until the first week of April.

Tournament Team Baseball

- New this season the Athletic Department is offering season long tournament teams. In the past tournament teams, which are developed from our in-house all-stars, compete in 1-2 local post season tournaments. This season these teams will be formed before the season starts and compete in 4-5 tournaments and practice on Sundays. This is great for players who can't commit to the full schedule off travel baseball or can't afford it.
- Registration was ongoing throughout the month of March. Currently there are 3 teams based out of the Hoffman Estates area at the u9, u10, u12 category that will compete at the travel level but have taken the route as a rental to the Hoffman Estates Park District for all practices and games. This will give HEPD up to 30 rentals on our baseball fields throughout the season.

Youth Indoor Soccer

- This year indoor soccer is being run by DEA Nation. For every participant in grades K-4, they will have 15 minutes of skills and drills followed by 45 minutes of game play.
- Indoor soccer has changed from a league format to a skills and strategy program to prepare for the upcoming spring season.

Youth Basketball

- The youth basketball came to an end on March 12th with our annual post season tournament for 5th-8th graders and our 1st-4th graders playing their tenth game of the season. Evaluations were handed out and are being collected and counted. On March 26th our 7/8th grade tournament team competed in an AAU tournament in Romeoville. This team was put together so players could have a taste of playing at the AAU/next level.

Adult Basketball

- The 2016 winter leagues are coming to a close. The regular season ended on March 28th and 29th while the post season tournament will take place on April 11th and 12th.

Adult Football/Softball

- We are currently taking registration for the spring 2016 season for Adult Softball and Adult Football Leagues which are set to start at the end of April.

Gymnastics

- The winter session ended the last week of March. Total registration for the second session of classes was 171 students, compared to the same session in 2015 which was 167 students. The spring session of gymnastics begins the week of April 11th and registration is ongoing.



Early Childhood

Preschool:

	15 TC	13 TC	-2 TC
Three-school 15-16	11 WRC	13 WRC	+2 WRC
	27 TC	30 TC	+3 TC
2's Playschool 15-16	24 WRC	24 WRC	0 WRC
	115 TC	127 TC	+12 TC
Preschool 15-16	68 WRC	69 WRC	+1 WRC
Early Learning Center	31	38	+7
Total Preschool:	291	314	+23

- Summer Camp registration is currently open.
- Open registration for remaining spots in preschool is open.
- The Preschool Family Fun Fair was Friday, March 11, 5:30-8:00 p.m. It included inflatables, games, food, book walk, bake sale, and a magician. A profit was made. Profits will be used to purchase laptop computers for the preschool classrooms.

STAR

Program	3/2015	3/2016	Var. +/-
TJ:	16	20	+4
Whiteley:	23	29	+6
Armstrong:	41	43	+2
Fairview:	71	79	+8
Lakeview:	40	34	-6
MacArthur:	40	82	+42
Muir:	29	39	+10
Lincoln Prairie:	49	52	+3
Total	309	378	+69

Kinder STAR	3/2015	3/2016	Var. +/-
WRC:	10	12	+2
Spring Break Trips	3/2015	3/2016	Var. +/-
Monday 54	56	55	-1
Monday 15	20	25	+5
Tuesday 54	56	55	-1
Tuesday 15	21	26	+5
Wednesday 54	55	49	-6
Wednesday 15	20	26	+6
Thursday 54	58	55	-3
Thursday 15	18	26	+8
Friday 54	55	34	-21
Friday 15	12	24	+12
Total	371	375	+4



50+ Club

Volunteerism

Volunteers – 1 volunteers – 3 hours total
(St Patty's day supper/Pub Quiz)

Classes offered in March

Basic Exercise, Chair Fitness, Gentle Yoga, Line Dancing, Spanish, Tai Chi, Snack Well!

Athletic opportunities offered in March

Billiards, Pickleball, Ping Pong, Volleyball, Walking

Upcoming trips in March

Art Institute of Chicago, Korean Center for seniors

Evening/Special Programs in March

Pub Quiz Night (3rd Thursdays/6:00 pm) – 25 participants - held at BPC (St Patty's Day supper took place beforehand)

Friday post lunch programs (March)

3/4 Member treats all to pizza

3/11 NW Housing Partnership talk

Organized Activities

Book Club, courtesy of STDL (18 participants)

Other

Met with Pat DiMaria, AMITA Health, regarding future programs

Balance due/paperwork forwarded to Diamond Tours for 82 registrants for Spr 2016 Mt Rushmore trip

Met with Jennifer Djordjevic, Mayor McLeod's office, to discuss possible joint programming with the Village of Hoffman Estates

Attended Networking Breakfast Club Group involving area senior communities

Hired new writing instructor, as well as new exercise class to start in fall 2016

Meeting with new 50+ Friends of HEParks Foundation member

Scheduled cues repair for billiards room



Ice Operations

I.C.E Academy

- Winter classes will conclude on April 1. Spring Session classes will get underway on Monday April 4. The Registration numbers for the spring will be in the April report
- United States Figure Skating is changing their entire skating format with regard to its lesson plans. TC Ice Arena will be hosting the Basic Skills Chicago Regional meeting on April 5. Skating Manager Dooley and GM Doschadis will be attending this meeting.
- Staff is working with Special Olympics to host the 2017 Special Olympics Figure Skating / Speed Skating Championships.

Wolf Pack

- Evaluations for Wolf Pack NWHL spring hockey took place on March 17 & 18. At the conclusion the Wolf Pack will have a total of 13 teams. The Midget level will not be competing in the NWHL as there were not enough teams to make a division. They will play in 1 tournament at some point in the spring.
- The Wolverines make up 1 of the 13 teams in the above information. 16 girls will make up the team and compete in the Pee Wee division.
- Development Classes spring session will begin on April 3. Registration was still ongoing at the time this report was written so those numbers will be included in the April report.
- A spring break clinic was held in the evenings of March 22-24. 31 players participated in this workshop.
- The Krolak Cup hockey tournament will begin April 7. The team from Sweden arrives April 1 and will compete against 4 area hockey teams in the tournament with the Wolf Pack being one of them. This is Bantam age tournament.



Prairie Stone_™ Sports & Wellness Center

March Membership Totals

Fitness

2015

3,223

2016

3,232

Var.+/-

+10

Member Services

- The enrollment promotion for the month of March extended a discounted enrollment fee of \$30 advertised via direct mail postcard and via digital media. The direct mail promotion offered a \$30 ENROLLMENT special with a special "scratch off" feature that revealed the opportunity to receive March dues free upon mention or presentation of the direct mail postcard. The direct mail enrollment promotion was advertised on a "mega" full size direct mail postcard that was targeted for distribution to 15K single family homes within a 7 mile radius of the fitness center in selected postal codes. (The

number of enrollments during the month of March that resulted from direct mail correspondence totals 13 new members.)

- The ongoing Friends in Fitness member referral program continued to be a primary force in generating new memberships; during the month of March there were 20 new members who have enrolled as a result of the club cash referral promotion.
- The PSS&WC enrollment special was also advertised on each of the District's electronic marquis 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 marquis signs throughout the community.
- The number of credit card denials following March billing was slightly lower in comparison to recent months. Efforts that were implemented within the Member Services and Billing offices to continue to contact members proactively to obtain updated information for billing continued aggressively during the month of March with the addition of a new PT1 Member Services Associate. These efforts include phone calls, emails, form letters, and person-to-person contact upon check in at the Service Desk. With such efforts being taken consistently from month to month, the number of 90-day cancellations continues to decline as the team is becoming increasingly successful at connecting with members in the first 30 to 60 days following billing to reconcile account balances.
- An internal candidate from the Fitness team at PSS&WC was selected as the new PT1 Member Services Associate. He officially began his new role in the first week of March, with training in all areas of Member Services continuing throughout the month.

Operations and Fitness Departments:

- PSS&WC hosted a variety of athletic rentals within the gymnasium area during the month of March. Pickleball activities are in full swing during the indoor season, which spans through April and the first part of May. 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.
- The Operations and Maintenance teams are currently working through a locker audit in both member locker rooms to identify hardware/repair issues and erroneous permanent locker assignments; efforts have been made in March to repair a number of full length lockers to restore them to daily use in the men's club locker room.

- PSS&WC Managers are currently working with WRC and TC to secure a new vending machine vendor for all 3 facilities. This vendor will provide a variety of healthy snack options that are appealing to guests/members of each facility.
- The Superintendent of Facilities facilitated the bid packet for the PSS&WC lap and activity pool ceiling painting. This project will be coordinated with all scheduled projects for the aquatic center, planned within mid-July, 2016.
- The Superintendent of Facilities is providing support to facilitate partnership opportunities by organizing fitness classes with District 211 at the Higgins Educational Outreach Center. Zumba/dance fusion classes began in March, offered on Thursday nights. Fifteen participants are enjoying the weekly class, which will be offered for an 8 week session. Additional outreach opportunities that were facilitated included the Alexian Brothers Center Community partnership, Fit Pals. A fitness interval training class was successfully offered mid-March in relation to the Fit Pals outreach program.
- The New PSS&WC Fitness equipment, the Life Fitness Synergy functional training piece, is OPEN FOR USE! The Personal training team has been performing demos and free small group classes on the new equipment throughout the month of March.
- PSSWC has an upcoming Nutrition Workshop, Gardening for Health, taught by Kathy Brown, RD on April 9th.
- The PT department continues to promote new clients by offering free educational workshops, small group classes, and fitness tests. Promoted thru wellness calendar.
- Within the area of group fitness, class participation has remained steady. Highlighted classes include: Zumba 35-40 Power Hour 30-35 Pump and Abs 35-40.
- Two Group Fitness classes have been highlighted on the wellness calendar in March, "disco barre" and "ride through Ireland".
- The Group Fitness Coordinator has started offering monthly fitness talks with our members. The topic in March was "getting better results from your routine with heart rate monitors and other wearable technology". The April topic is "discovering your workout target zones".
- PSSWC added a new group exercise class onto the schedule on Wednesday at 12pm, the TRX Circuit. The class is growing steadily now with 8 members the past 2 weeks.
- PSS&WC is offering a new group fitness class starting in April, Fusion Yoga on Thursday at 6:30pm.

Seascope, Programs and PSS&WC Swim Lessons

Seascope Pass Sales	<u>2015</u>	<u>2016</u>	<u>Var. +/-</u>
Sold as of 04/04/16	375	385	+ 10

- Returning Lifeguard trainings have been done and staff recertified 25 lifeguards. The Starguard training for new guards is scheduled for May 15-May 22.
- Spring swim lessons start Saturday April 2. We are currently at 220 participants but registration is still ongoing.
- Spring session for the climbing wall begins Wednesday, April 6. Current enrollment is 9 participants. We are up 6 from last year.
- The 2016 climbing wall inspection is in process has been scheduled for April 14. The PSS&WC, along with the portable climbing wall, have been scheduled on the same date for the annual inspection.

- Aquatics managers continue to host monthly in-service lifeguard trainings so the aquatics staff can hone and practice their life saving techniques. During spring break an in-service was held for Swim Instructors on Wednesday, March 30.
- Kids First Sports Soccer and Fun & Fitness starts the first week of April while the Kids First Basketball will start the week of April 22. Currently 11 are enrolled for soccer, 6 for fun & fitness, and we have 2 classes of basketball; 9 enrolled in the 5-7yrs and 12 enrolled in the 8-12yrs sections.
- Special events:
Pot-o-Gold Rock Climb was held on Saturday, March 19, 1pm-3pm, both sessions were filled with 18 participants each.
Aqua Egg Hunt was held on Saturday, March 26, 1:00p-3:30pm, each session was filled with 35 participants each. Pictures of the event are posted on the PSS&WC social media page.
Community Garage Sale: Saturday, May 21, 8am-1:00pm.



Triphahn Center

Triphahn Center Fitness and Operations:

Membership	2/2015	2/2016	Var. +/-
Fitness	949	973	+ 23

General Summary:

- Dance World was held successfully on Saturday March 12th.
- Facility rentals continue to do well attracting a variety of different groups including church and various athletic groups.
- Woman of Steel and Fitness Bootcamp classes both ended at full capacity. Spring registration is underway.



Willow Recreation Center

Membership	3/2015	3/2016	Var. +/-
Fitness	350	329	-21



Dog Off-Leash Areas

Doggie Eggstravaganza – was held on March 19th. There were 22 dogs participating at Bo's Run and 24 dogs at Freedom Run. The event was sponsored by Petco, who donated all the treats for the eggs and a prize basket, 7 Paws a Week who donated 4 baskets and raffle prizes, Bentley's Corner Barkery donated goodie bags for all the dogs at the event and Pet

Supplies Plus who donated 4 baskets and had many giveaways at the event. Golf Rose Animal Hospital also attended and had many give a-ways for participants too.

Bo's Run:

- Breakdown for Bo's Run / Combo passes HE 157, Palatine 44, Barrington 19 Schaumburg 50, Arlington Heights / Mt. Prospect 4, Inverness 27. Additional towns are Rolling Meadows, Elk Grove, Hanover Park.
- There were 34 guests to Bo's Run in March compared to 8 in March 2015.

Freedom Run:

- Breakdown for Freedom Run/ Combo passes Elgin – 149, HE – 86, Streamwood 72. Schaumburg – 28. Additional towns are Huntley, Hanover Park & S. Barrington, Elk Grove, Palatine, Wheeling & others.

Dog Park Passes	3/2015	3/2016
Bo's Run	335	Bo's Run 278
Freedom Run	367	Freedom 292
Combo	84	Combo 81
Total:	786	651
		(618 at end of February 2016)



Communications and Marketing

PROGRAM PROMOTIONS

Staff worked with program managers to promote Spring Guide and Summer Camp Registration, Egg Hunts, Aqua Egg Hunt, Doggie Eggstravaganza, March Madness Golf Outing, Parents' Night Out, Kickin' It at the Creek, Giving Tree, Girls' Night Out, and Fish Fry.

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

Park Champion Initiative – An email was sent to Rep Fred Crespo and Ill. State Rep Michelle Mussman to update them on Park District news and invite them to Spring Events. Mayor McLeod and Village Trustees are planning to attend the Egg Hunts on March 26.

COMMUNITY EDUCATION

2015 Annual Report – Will be inserted in the centerfold of the Summer Guide, which will be out between April 20-22.

PRESS RELEASES/PUBLIC RELATIONS

Sent to Daily Herald, Chicago Tribune:

[Burger Bucks Program Benefits Kids
Community Garage Sale Planned](#)

MARKETING DASHBOARD



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

The app has been available since April 25, 2014; as of March 31, 2016 we have had 1,421 apps downloaded.



Mobile Access – Source: Google Analytics

Mobile Access continues to increase. More users are accessing heparks.org on mobile devices than on PCs. Benchmark column indicates how users accessed HEParks prior to the app and mobile-friendly website. (Responsive mobile-friendly website launched October 28, 2014; app launched April 25, 2014; mobile WebTrac launched in late November 2014.)

Source:	Benchmark:	March 1-30,	March 1-30,	Change
	Feb 2013-Feb 2014	2015	2016	from last year
Google Analytics				
Desktop	63%	51%	47%	-4
Mobile	27%	38%	45%	+7
Tablet	10%	9%	7%	-2*

*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/>)

We are seeing greater numbers of people reading our weekly email on their mobile phones. See additional reporting below in Email.



Website HEParks.org – Source: Google Analytics

This month hits to the (full site) home page are up slightly from last year.

Audience Overview

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

Email Export Add to Dashboard Shortcut

All Users
+0.00% Sessions

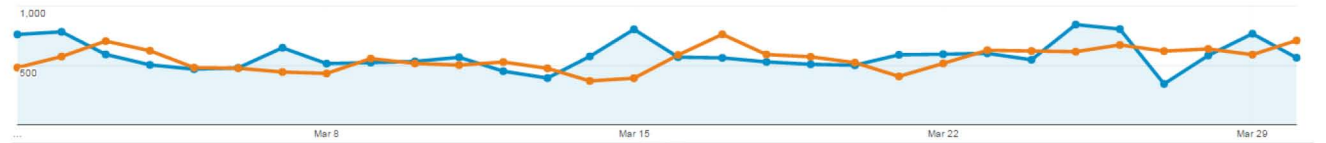
+ Add Segment

Overview

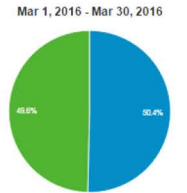
Sessions VS. Select a metric

Hourly Day Week Month

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



New Visitor Returning Visitor



Program Guide Online – Source: Google Analytics

Hits are down from last year, likely due to the timing of the Guide.

Audience Overview

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

Email Export Add to Dashboard Shortcut

All Users
+0.00% Sessions

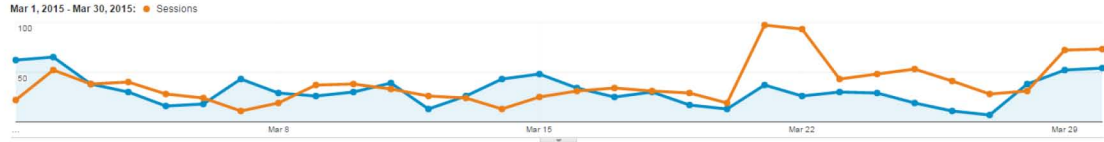
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Overview

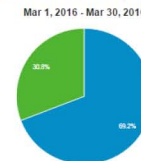
Sessions VS. Select a metric

Hourly Day Week Month

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



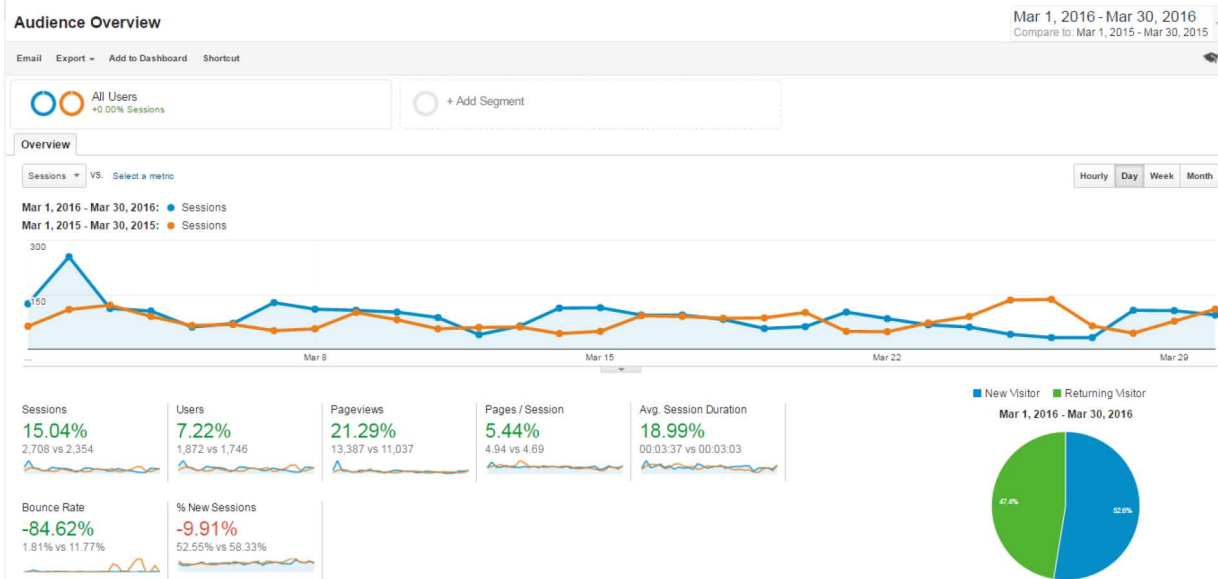
New Visitor Returning Visitor





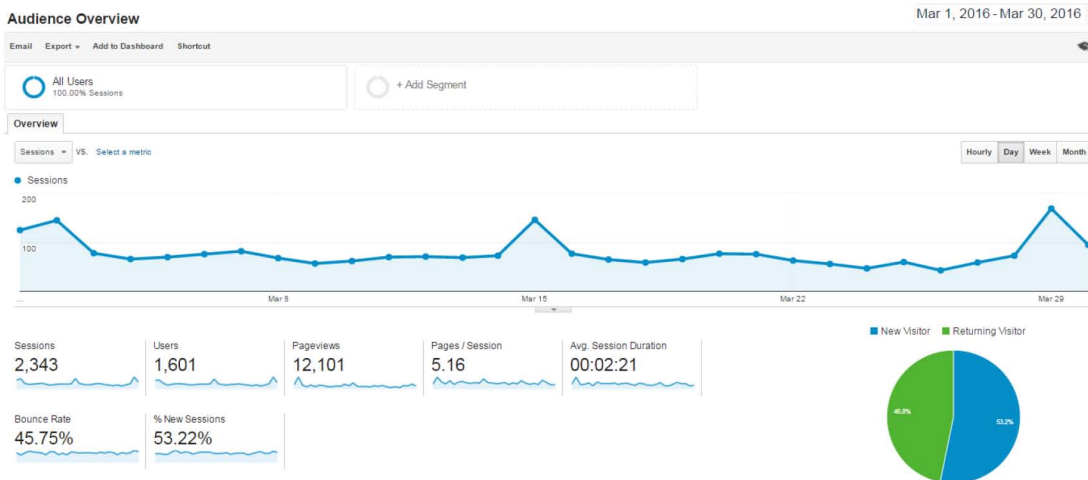
WebTrac/Online Registration Page Hits – Source: Google Analytics

More people are accessing Online Registration. Hits are up on WebTrac/Online Registration, likely due to the mobile friendly version of the website and online registration. Users may be bookmarking our Online Registration page, bypassing the homepage of the website entirely.



Mobile WebTrac – Google Analytics

It appears more people are using Mobile WebTrac than the full WebTrac site. (Tracking began December 1, 2015.) More people are accessing Online Registration from their mobile devices.





Facebook Reach

Total Likes totaled 2,115 as of 3/31. Our goal is engagement: The more people tag, share and comment on posts the greater the reach. 28 Days Page Engaged Users (Col G): The number of people who engaged with our Page. Engagement includes any click or story created in March = 22,526. See the chart below for a list of our most successful posts this month, which explains the "peaks".

Top 5 Most Successful Posts March 1-30

Post Message	Type	Posted	Lifetime: The number of impressions of your Page post. (Total Count)
Today our Half-Day Preschool is having their own Crazy Hair Day! How cute are they?	Photo	3/14/16 11:12 AM	6092
The Easter Bunny hopped on by this weekend for our Aqua Egg Hunt!	Photo	3/26/16 10:00 AM	3652
We're in the business of offering healthy & enjoyable experiences!	Video	3/15/16 10:43 AM	2105
Egg Hunt 2016	Photo	3/26/16 10:00 AM	1928
Preschool Winter Wonderland Fun Fair, Fri. 3/11 at Triphahn Center --> http://ow.ly/ZfOAn	Photo	3/10/16 10:10 AM	1708

Top Highest Posts since October 2015

Post Message	Type	Posted	Lifetime: The number of impressions of your Page post. (Total Count)
Today our Half-Day Preschool is having their own Crazy Hair Day! How cute are they?	Photo	3/14/16 11:12 AM	6092
Congrats to figure skater, Tomoki Hiwatashi, who won a Gold Medal at Nationals! http://ow.ly/Xyalq Tomoki trains @ Triphahn Ice Arena!	Link	1/26/16 8:00 AM	6080
Dads and their little girls having a night to remember! Moms, don't miss Mother Son Date Night on Feb. 19!	Photo	2/12/16 10:00 AM	4615
Congrats Volunteer of the Year Coach Bill Buesing! And Jan. Best of Hoffman Sylvia Henfling. Thx to all our volunteers! http://ow.ly/XAV4N	Photo	1/27/16 7:42 AM	3881
#Didyouknow that Pickle ball is over 50 years old!? Our very own Rica Cuff is presenting today at the IAPD conference! To find out more about Pickle ball click here--> http://ow.ly/3yXN7y	Photo	1/30/16 11:09 AM	3696
Summer can't come fast enough. We can't wait for Seascope Family Aquatic Center to open so we went by today to soak up some rays...HA! Get your summer pass now and save 15% with promo code SEA15 now through 4/30/16.	Video	2/10/16 11:16 AM	2670
We're in the business of offering healthy & enjoyable experiences!	Video	3/15/16	2105

		10:43 AM	
Happy #LeapDay ! Check in to Leap in...check in @ Triphahn Center get a free 2016 Seascape Day Pass. Ready, set, GO!	Photo	2/29/16	2104
Spring Guide is here, Hoffman! Watch for yours in the mail. Includes Summer Camp Planner - reg. starts 3/2. http://ow.ly/XWOdv	Photo	2/24/16	2040
Congrats to Redhawks Pee Wee Football champs! February Best of Hoffman. Read more --> http://ow.ly/YHqn0	Photo	2/24/16	1985
Happy #LeapDay ! Check in to Leap in...check in at Triphahn Center get a free 2016 Seascape Day Pass. Ready, set, GO!	Photo -	2/29/16	1949
Egg Hunt 2016	REPOST	10:05 AM	
	Photo	3/26/16	1923
		10:00 AM	
Great Job Youth Basketball All Stars! The teams played this past weekend.	Link	3/2/16	1914
		7:11 AM	
Happy #LeapDay ! Check in to Leap in...check in Triphahn Fitness Center get a free 2016 Seascape Day Pass. Ready, set, GO!	Photo-	2/29/16	1892
Register before Early Bird Deadline 2/20 for Yth Baseball	REPOST	8:05 AM	
http://ow.ly/Y5Ucl and Yth Softball http://ow.ly/Y5UIS	Photo	2/15/16	1794
Happy #LeapDay! Check in to Leap in...check in at Triphahn Center get a free 2016 Seascape Day Pass. Ready, set, GO!	Photo -	2/29/16	1776
HEPD Morning Stretch	REPOST	5:54 AM	
	Photo	2/10/16	1754
		7:23 AM	
Preschool Winter Wonderland Fun Fair, Fri. 3/11 at Triphahn Center --> http://ow.ly/ZfOAn	Photo	3/10/16	1708
		10:10 AM	
Congrats Redhawks PeeWees football for winning Pop Warner Super bowl two years in a row! http://ow.ly/ZRQIM	Photo	3/23/16	1705
Egg Hunts tomorrow! Check locations and times here --> http://ow.ly/ZDn0q	Photo	3/25/16	1645
		12:35 PM	



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 3/30, 2016:	35.6%



Email Blast Results, Constant Contact

	Sent/Open	Mobile	Bounces	Clicks	Opt-Out
2016 Fitness, Sports & Rec	---/19%	50+%	9%	7%	.22%
Hoffman Happenings 3/1	19.5K/18.5%	62%	1.1%	12%	1.3%
50+ Newsletter March	943/37%	52%	1%	12%	0%

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.

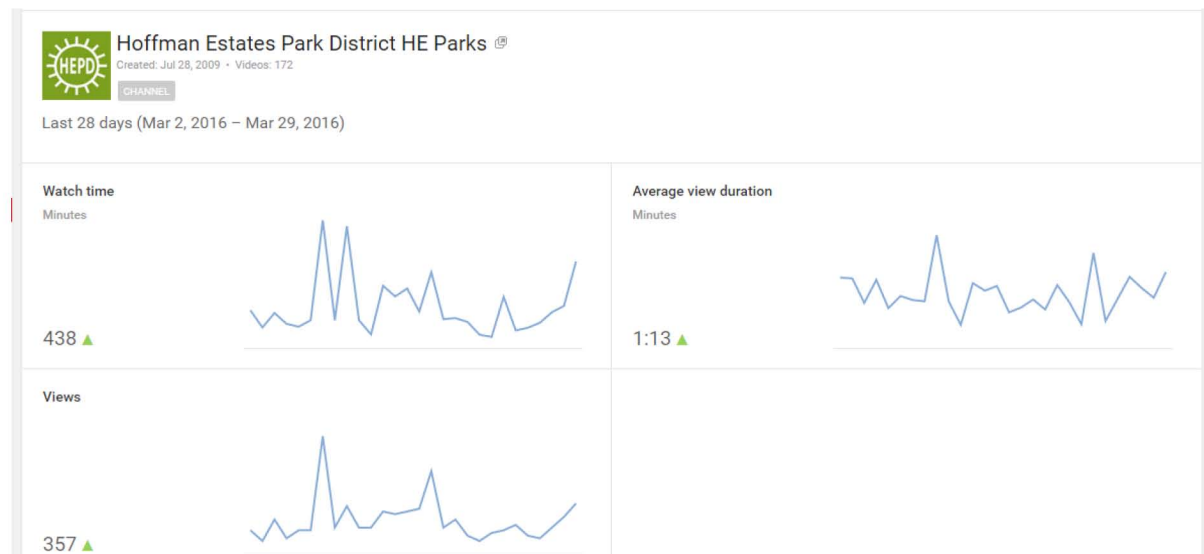
Clicks = Contacts who clicked on a link within our email.



YouTube Metrics

Below is a list of our Top 10 Videos with the most traffic and minutes watched over the past 30 days.

Video	Watch time (minutes) ↓	Views
Park Info: Thor Guard	74 (17%)	54 (15%)
Wolf Pack Hockey Hosts Krolak Cup	65 (15%)	25 (7.0%)
Park Info: What Is Bioswale?	43 (9.8%)	17 (4.8%)
What is Pickleball?	31 (7.1%)	20 (5.6%)
Hoffman Estates Park District National Gold M...	30 (6.8%)	11 (3.1%)
Me & HEPD: David and Elizabeth Rossaiky, Mar...	23 (5.3%)	16 (4.5%)
Pot of Gold Climb	15 (3.4%)	22 (6.2%)
Aqua Fit Swim Aerobic Class at Prairie Stone S...	12 (2.7%)	8 (2.2%)
Hoffman Estates Park District Takes A Stand A...	12 (2.7%)	4 (1.1%)
Park Info: Playground Workout, Bench Pushup	8 (1.9%)	10 (2.8%)



Bridges of Poplar Creek Board Report

General Programs

- Preferred Tee Time contracts have been received. We currently have 29 groups, with possibility of 1 additional group. We had a total of 30 groups in 2015.
- Fish Fry was well attended during Lent. We had a total of 718 guests. Staff did a great job with preparation and service. We serviced 626 guests in 2015.
- March Madness was a little chilly but we had 58 participants play in this opening event. Congratulations to our winners. Bobby Jones Flight 1st - Jared Trebes & Ben Allen (66); Babe Zaharias Flight 1st - Joe Paladino & Kurt Davis (78), Chick Evans Flight 1st - Arron Calhoun & David Dacanay (97).

Golf Rounds

MONTHLY ROUND TOTALS			
2013	2014	2015	2016
342	0	647	1,569
YTD ROUND TOTALS			
2013	2014	2015	2016
342	0	647	1,869

Range Information

MONTHLY RANGE BASKET SALES TOTALS			
2013	2014	2015	2016
288	110	414	822
YTD RANGE BASKET SALES TOTALS			
2013	2014	2015	2016
288	110	419	951

Pass Sales

Resident Annual	3
Resident Individual	29
Resident Junior	0
Resident Senior	24
Total Resident Passes Sold YTD	56

Preferred TT Pass	48
Non-Res Individual	6
Non-Res Junior	0
Non-Res Senior	23
Total Non - Resident Passes Sold YTD	77

BPC Communications & Marketing

Marketing/Advertising

- Bridges staff finalized ads with The Knott for this upcoming season along with updating our ad and website reviews for the Wedding Wire.
- Met with Gold Rush Gaming to help market gaming and the Tap Inn restaurant.
- Worked with C&M to finalize marketing items for the Tap Inn.
- We did 7 Email Blasts advertising Easter Brunch, Fish Fry, Banquets, Season Passes, Golf Shop promotions, and March Madness.

Food & Beverage

For the month of March we had a total of 21 events: (20 Events in 2015)

The breakdown is as follows:

10 breakfast meetings servicing 195 people

4 baby/bridal showers servicing 181 people

2 dinner servicing 139 people

1 ABBHH meeting servicing 150 people

1 Paint the Night servicing 40 people

1 March Madness servicing 58 people

1 Kickin' it at the Creek servicing 21 people

1 Easter brunch servicing 373 people

We currently have 24 events booked for April (29 Events in 2015)

8 Breakfast meetings servicing 156 people

1 church luncheon servicing 50 people

7 baby/bridal showers servicing 260 people

1 luncheon servicing 40 people

3 PDRMA meetings servicing 35 people each day (2 full day meetings, 1 half day)

1 dinner for Village of Hoffman Sister Cities servicing 55 people

1 room rental for \$375 servicing 50 people

1 ceremony/reception servicing 150 people

1 1st Communion servicing 30 people

Wedding Count Update:

2017=1 ceremony and reception, 1 ceremony only

2016 = 22 ceremony and reception, 4 reception only, 1 ceremony only

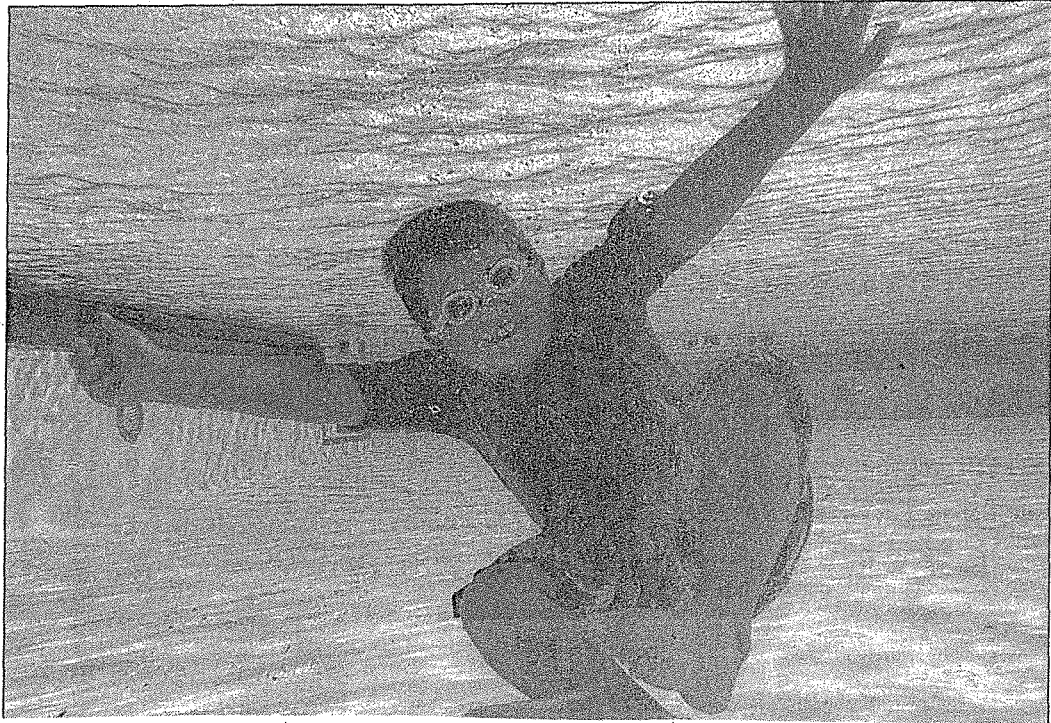
2015 = 18 ceremony and reception, 5 reception only, 4 ceremony only

2014= 23 ceremony and reception, 6 reception only, 7 ceremony only

Golf Maintenance Summary

Overall Mother Nature was kind to us at Bridges of Poplar Creek Country Club this March. We saw sunshine and seventy degrees, we had snow and twenties and everything in between. Coming out of winter, the greens at the golf course are always a high priority. Going into winter, we had put 50 tons of sand onto the greens surface to protect the crown of the plant from winter injury. All of that sand needs to go somewhere in the spring to avoid the crown of the plant being suffocated by warmer temperatures. We were able to go out and needle tine all the greens to a 4 ½" depth and then drag the majority of the sand into these holes. Once the sand was into the holes, we started to roll the greens to smooth them out from freeze and thaw as well as our holes that we just created. The final step to the process was to mow off all the dormant leaf tissue to allow new growth to take place when warmer temps arrive. The process went smoothly and the greens are ready for the root depths to increase once warmer consistent temps arrive. The remainder of March the maintenance team spent time on the following:

- Opening all bathrooms on the course
- Mowing all areas of the course except rough
- Restoring bunkers – edging, mowing banks and raking sand
- Placing all golf course accessories on the course
- Filling the irrigation system
- Integrated Pest Management for poa annua seed head suppression
- Constant course cleanup
 - Clubhouse grounds – tree bases, perennial pruning and overall cleanup



Hoffman Estates summer camp registration begins March 2

Submitted by Hoffman Estates Park District

Registration begins March 2 for the Hoffman Estates Park District Summer Camp and Spring Programs.

HEPD offers a variety of summer camps designed to give kids an active, fun summer and provide many opportunities to make new friends and create memories that will last a lifetime. From preschoolers to teens, there are camps for kids who like sports, nature, science, creative arts and theater.

Specialty camps give kids a chance to focus on a particular skill such as hockey, tennis or figure skating. Campers go on field trips and spend time at swimming at the Park District's water park, Seascape Family Aquatic Center.

For kids who want to experience many new things, there is Discover Camp and Explorers camp. There are even camps that teach kids a healthy lifestyle, as part of the Park District's HEALTH initiative to reduce childhood obesity.

"Parents love the flexibility of our camps," said Mike Kies, director of facilities and recreation for HEPD. "The schedules are designed to work with the parents' busy schedules."

Half day and full day camps are available. Early Start and Late Stay camps are an option for busy parents who need to extend the day for their child. Parents can register children all at once at the beginning of the summer, or they can register week-to-week.

A free mobile app helps parents keep up with their child's schedule of activities.

New this year is Nature Investigators Camp, where kids experience hands-on learning outdoors about environment. Ready For Kindergarten helps preschoolers starting kindergarten in the fall to continue their learning through the summer.

Camps are open to residents of Hoffman Estates and nonresidents. Residents get discounts on camp fees. To browse the selection of camps and to register, visit heparks.org or stop by the Triphahn Community Center, 1685 W. Higgins Road or Willow Recreation Center, 3600 Lexington Road in Hoffman Estates.

Events to honor paralyzed player

*Team, park district hosting fundraisers for
Cougars hockey player with spinal cord injury*

By ERIC PETERSON
epeterson@dailyherald.com

During games this weekend and Monday, the Chicago Cougars hockey team and the Hoffman Estates Park District's youth hockey program will honor and raise funds for a 20-year-old Cougars player from Minnesota who suffered a severe spinal cord injury Feb. 21 during a game on the team's home rink at the Sears Centre Arena in Hoffman Estates.

Matt Olson of Isanti, Minnesota, remains hospitalized at Advocate Lutheran General Hospital in Park Ridge after his skate blade caught an ice edge while racing for the puck behind the net during last Sunday's Cougars game. His injury was not the result of physical contact with another player.

Mike Tompkins, business manager and co-owner of the Chicago Cougars, said Olson is experiencing paralysis from the shoulders down,

but there is hope for improvement.

Family members reporting on Olson's caringbridge.org site wrote that a CT scan and MRI showed his spine to be in good alignment but that there continued to be a lot of swelling around it.

According to the journal entry, Olson has become adept in the past few days in communicating through facial expressions and a visual board. He reportedly was getting stronger each day.

Tompkins said that while Olson began playing for the Cougars only in September and lived with a family in Wauconda, his influence in the Hoffman Estates area has been huge.

In addition to participating in a number of charitable events for seniors and at GiGi's Playhouse for kids with Down syndrome, Olson was among the Cougars' leading mentors and role models for the

See **PARALYZED** on **PAGE 4**

Paralyzed: Injured player often volunteered to help charities

Continued from Page 1

young hockey players at the Hoffman Estates Park District.

"They've been phenomenal," said Randy Jordan, hockey manager for the park district. "Great, great young men. This young man Matt Olson has been here a number of times out of his own heart."

Tompkins said there is no requirement for team members to volunteer for the Cougars' community events. But Olson was at all nine this season.

Jordan said Olson quickly became someone the young players looked up to for his character on and off the ice. And that made his injury all the more distressing.

"From our own program's perspective, it's been absolute shock and horror," Jordan said.

Olson's girlfriend has arrived from Texas and joined his family in keeping his spirits up and humor bright at his bedside, Tompkins said.

Though this weekend marks the playoffs the Cougars prepared so hard for, the focus now is not on winning hockey games but support for Olson's

continued recovery, he said. The Cougars play in the Western Conference of the Midwest Division of the U.S. Premier Hockey League.

The Cougars' playoff game — 8 p.m. Saturday at the Sears Centre Arena — will be Matt Olson Night, while the one at 7:30 p.m. Sunday will be Olson Family Night.

All proceeds from donations as well as the sales of cookies, bracelets, buttons, T-shirts and jerseys will go directly to Olson's GoFundMe account, which had raised more than \$57,000 as of Friday afternoon.

At 7 p.m. Monday, the Hoffman Estates Park District will host an exhibition game between the national tournament-bound Coyotes 1 Mite Team against Squirt NIHL at the Triphahn Center, 1685 W. Higgins Road in Hoffman Estates.

Donations will be collected and a silent auction will be held to raise funds for Olson's continuing medical care. There will be a moment of silence for Olson and the young players will be wearing arm bands in the Cougars' green and gold.



COURTESY OF HOFFMAN ESTATES PARK DISTRICT

The Hoffman Estates Park District's Redhawks PeeWee Football Team was named February's Best of Hoffman.

Park district names Redhawks Pee Wee team Best of Hoffman

Submitted by Hoffman Estates Park District

The Park Board of Commissioners for the Hoffman Estates Park District named the Hoffman Estates Redhawks PeeWee Football Team February Best of Hoffman at the February 23, board meeting at the Triphahn Community Center in Hoffman Estates.

The team was undefeated in their regular season; they won the 2015 Conference Championship, in Michigan City, Indiana; they were the 2015

Mid-America Regional Champions and they played in the Nationals at the ESPN Sports Complex in Orlando, Florida. In addition, the Redhawks PeeWee team won the 2015 Pop Warner National Champions and received the 2015 Brax-Pop Warner Sportsmanship Award.

"We are all very proud of the accomplishments of this team, their families and their coaches," said HEPD board Chairman Mike Bickham. "We're not only proud of their athleticism, but also because

they won the Sportsmanship Award and that just proves what a fine group of young men they all are."

The Best of Hoffman is awarded to individuals and groups who best exemplify the values and mission of the Hoffman Estates Park District.

For information about Redhawks Football and the Hoffman Estates Park District, visit heparks.org or call (847) 885-7500.

• Submit 'Your News' at www.dailyherald.com/share.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
REC, FACILITIES, ICE, C&M 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 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.	IP	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. Spring analysis next.
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.	IP	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.
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 benchmark 2 new programs/services by Q3.	IP	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 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.
	(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.	IP	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.
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.	IP	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.
	(REC) Research & develop one new special event to incorporate into 2017 budget. Recommend new special event to incorporate into 2017 budget by Q2.	NB	
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.
	(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.	IP	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.
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.	IP	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.
Develop program life cycle model for all	(DIVISION) Develop a systematic approach	NB	

programs to assess meeting community needs and desires (<i>short/mid-term</i>)	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.		
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.	IP	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.
	(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.
	(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 Q2.
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. Create an online survey by Q2, implement in Q3.	IP	Conducting research to benchmark other surveys so the online survey is user friendly and provides the district quantitative data that will help enhance special events and programming.
Develop plans to meet increased program needs of 50+ population.	(C&M) Measure satisfaction with the overall quality and user-friendliness of the website	IP	Conducting research to benchmark other surveys.

	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.		
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.	NB	
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.	IP	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.
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	SC	Staff attended Handwriting Without Tears Training in February.
	(ICE) Complete ice compressor rebuild.	NB	Will be completed within the planned capital replacement schedule.
	(FAC) Purchase Fitness Equipment and/or move fitness equipment from PSS&WC. Complete by Q4.	IP	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.
	(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.	IP	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.

	(FAC) Replace vinyl tile in the Vogelei Barn. Complete by Q4.	NB	
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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.	NB	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.
	(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.	C	New partnership with Village on Harvest Luncheon serving 50+ population. Other opportunities are also still being evaluated.
	(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	IP	Currently offering Outdoor Adventure program with DEA in the summer brochure.
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 successful in Q4.	IP	Currently the C&M Supt. is working with the various departments to promote and engage participation in these areas. As new social media associate position is filled again this will enhance and be even more prevalent in all 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 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 – Apr26

	(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. In Q2 the department will determine a baseline and decide if that is a quantifiable and useful measure for growth.
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.	IP	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.
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.	IP	(Baseline/Jan) Facebook-(2,069) March 2,146 +3% Twitter-(630) March 644 +2% Google Plus -(11) March 19 +4% Instagram – (58) March 61 +5%
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.
	(ICE) Research and Develop a Hockey Mentorship program to families of Hoffman Estates. Q1 – Develop program parameters Q2- Recruitment Q3 – Kickoff	IP	Staff is currently in the process of developing this template.

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.	IP	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.	IP	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.

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 saw a 3% increase between TC, WRC & Vogelei facility rentals as compared from 2015 to 2016.
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.
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.	IP	The IAPD Power Play grant was submitted in February. Staff will continue to research and apply for additional grants during the 2016 calendar year as they become available.

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.	IP	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.
	(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.	SC	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. Staff continues to monitor this utilization.
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.	IP	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.
	(FAC) Increase total membership sales at TC & WRC by 1% from 2015 to 2016. Complete by Q4.	IP	Currently TC is exceeding last year's total net memberships, but WRC is slightly behind by 21 members. Staff believes we may see a dip with two more facilities opening up locally in the next 6 months. Staff will continue to monitor and be proactive with recruitment and retention.
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 weekly 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.

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.	NB	

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.	IP	Managers have recertified 25 returning lifeguards and will be hosting a new guard class in May. All are registered with Starguard and will be ready for audits as they occur.
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 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.	IP	Staff is currently working to set up meetings with all departments to utilize joint purchasing and mass delivery options as well.

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.	IP	HEPD has been established as an independent training center. Three additional full time staff have 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.
	(FAC) Achieve PDRMA accreditation process, achieving scores which meet or exceeds expectations. Complete PDRMA review within scheduled time frame for 2016.	IP	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.
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.	NB	
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.	IP	The 2015 Annual Report will go out in the Summer brochure. This information will give residents a snapshot of various renewable resources, sustainability practices and stewardship programs the district completed over the past year. As the year moves forward, Park Perspectives will also provide these educational opportunities.

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.	IP	The first meeting was held on 2/11/16, these will be quarterly and 4 will be completed by the end of Q4.
Promote furthering educational opportunities of staff by encouraging participation in	(REC) Create a HE-Skills program for high school volunteers and employees providing	IP	Handbook currently being created. Staff will be attending a training April 20-21 st .

workshops, conferences and other educational opportunities (<i>annually</i>)	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 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.	IP	A company has been contacted and a proposal is being reviewed to conduct this training to the district.
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.	IP	The implementation of the Staffing Pattern through FinTrac will be utilized in this process which will get underway in April/May.

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.	IP	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.
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.

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.	IP	Staff continues to attend job specific training. The Facility team attended the IPRA Facility Management Section meeting on 04/06/16.

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.	IP	The C&M department has identified one new channel for district-wide communications, Intranet; they will be sharing 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.	IP	During the annual review process within the Recreation and Facilities department, team members engaged in professional advancement discussions; this will 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.	IP	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.
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.

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.
	Add 1 new class format and implement 2 retention events. Complete by Q4.	IP	1 of 2 group fitness retention events has been implemented: March Madness Bracket Challenge running 3/16/16-4/1/16.
	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.
	Enhance current Member Rewards/Referral system with addition of a Charter Member Rewards program (for members with 5+	IP	Currently researching programs that will begin working with Advertising & Sponsorship Manager in Q2 on securing

	years of consistent active membership status). Research and plan in Q1 and Q2; implement enhancement by Q3.		potential sponsors for various components of an enhanced member rewards program.
	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.
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 a measured baseline. Conduct 1 onsite automated survey questionnaire visit in Q3 & Q4.	IP	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.
	(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.	NB	
	Resurface gymnasium floor. Complete by Q4.	NB	
	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.
	Purchase Fitness Equipment. Complete by Q4.	SC	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.
	Repaint activity pool surface and touch up activity pool ceiling. Complete by end of Q3.	IP	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.

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.
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 message via social media each week. Measure results monthly through Google Analytics, complete by Q4.	IP	Weekly interactive messages/posts made on Facebook to promote wellness calendar events, special group fitness classes/ programs, and member challenges.

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.
	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.
	Monitor PSS&WC operational budgets both from revenue and expense standpoint to	IP	Budget is being monitored to ensure that costs are contained and that revenue

	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.		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 (<i>annually</i>)	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.	IP	Onsite corporate visits completed at 2 existing accounts in Q1; planning underway for launch of targeted corporate program beginning in Q2.

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>)	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.
	Increase annual aquatic pass fees by 5%. Implement in Q4.	NB	
	Increase tennis private and semi-private lesson fees. Complete by the end of Q3. Increase gross revenue by 4.8% from actual 2015.	NB	
	Research the option of adding an additional charge i.e. membership fee for Kids Korner for those members who utilize the service. Complete research by end of Q2 with a recommendation by end of Q3.	NB	Recent changes in hours of operation in FY16 have negated anticipated need for introduction of fee structure in Kids Korner.
	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.	NB	

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.	IP	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.
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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.	NB	Research through current District vendor (Invex) to begin in Q2.
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 levels and aims.	IP	Payroll is being monitored to meet the personnel budget.
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.	NB	Meeting with new Advertising & Sponsorship Manager in Q2.

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	NB	

	replace within Q3		
	Complete tennis court enhancement within 2016. Complete project by Q3	NB	
	Complete the repainting of the ceiling and resurfacing of the activity pool floor. Complete project, as planned within the district capital budget, by Q4	IP	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.
	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.	IP	Staff is currently working with an outside vendor to enhance those areas prior to the renovation.
	Meet and exceed the member and customer expectations as it relates to facility cleanliness. Conduct daily opening and closing MOD walk through checklists, weekly manager walk through and bi-monthly walk through with contractual cleaning service. Complete by Q4.	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 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.	IP	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.
	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.	IP	Annual climbing wall inspection has been scheduled for the portable and the PSSWC climbing wall, to be completed within Q2.
	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.	IP	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.

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.	IP	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.
	Achieve PDRMA accreditation process, achieving scores which meet or exceeds expectations. Complete PDRMA review within scheduled time frame for 2016. Achieve a score that exceeds PDRMA's minimum standards.	IP	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 accreditation standards.

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.	IP	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.
	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.	IP	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.
	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.	IP	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 has conducted Hoffman U sessions including the Dangers of Sitting and the Medic Course provided within Q1.
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.	IP	An outside provider has been selected; staff is currently working to develop the program to meet the district’s goals and objectives.

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 Q2/3.
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.	IP	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.
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.	IP	Monthly meetings have been 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.	NB	To be started within Q2.
Continue emphasis on cross-training and ensure workforce readiness (<i>annually</i>)	Hold quarterly departmental meetings to connect and share updates and information with team members. Conduct 4 meetings by Q4, with 90% attendance at each meeting, per department.	IP	Quarterly meeting was held to include FT 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.
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.

**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).	NB	Golf outings will begin in late April.
	Provide 32 Preferred Tee Times. 32 Preferred Tee Time Groups (30 Groups in 2015).	IP	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.
	Provide 3,400 League. Goal is 3,400 League Rounds (2,989 rounds in 2015).	NB	Golf leagues will begin in late April
	Host 8 outside wedding ceremony only events. Goal is 8 ceremony only events. (4 in 2015).	IP	We have 1 ceremony only booked thru 1 st qtr.
	Introduce an Annual Golf Pass & Discount Pass to increase golf rounds. Goal is to sell 100 passes.	IP	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.
	Host 5 Wedding Receptions. Goal is 5 Wedding Receptions (5 in 2015).	IP	We have 4 receptions booked thru 1 st qtr.
	Host 20 Ceremony & Reception Weddings. Goal is 20 Ceremony & Reception Weddings (18 in 2015).	IP	We have 22 ceremony & receptions booked thru 1 st qtr.
	Expand & Provide Jr. Program Classes in Spring, Summer & Fall to 150 participants. Goal is 150 participants. (88 participants in 2015).	NB	Jr. golf classes begin in May.
	Expand & Provide Group Lessons to include 50 students for all ages in Spring, Summer &	NB	Group lessons begin in May.

	Fall. Goal is 50 students. (74 Students in 2015).		
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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).	NB	Weddings will begin in Spring.

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.)	IP	We had our first event of the year in March Madness and had 58 players.
	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.
	Host 8 Special Event Nights. Goal is 8 Events (6 events in 2015).	IP	We have run 3 special events in the first quarter. Paint the Night Event (44 Guests) & 2 Events of Kickin It @ Creek. (121 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.	NB	Will begin in April.

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	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.

	line.		
	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.
	Reduce Golf Maintenance expense and monitor to ensure expenses do not exceed budget and are in line with revenue projections. Meet or exceed Golf Maintenance Department Budget bottom line.	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 with minimum expenses in 1 st qtr.
	Provide 32,656 Rounds. 32,656 rounds in the 2016 Season (26,354 thru 10/1 in 2015).	IP	We have 1,869 thru 1 st 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.	SC	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.
	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.
	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.
	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.
	Research and Analyze ROI for Billy Casper Golf Course Maintenance Contract for 2017 season. Develop recommendation by end of 2nd Qtr.	IP	Have met with Billy Casper representatives a few times early this year. We will have full evaluation and staff recommendation ready for the May Rec and Board meetings.

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.
	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.

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.
	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.	SC	Unit has been purchased. Final set up will be completed in early April.
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.	IP	Payroll is closely monitored on a daily basis and adjusted daily based on weather and functions.
	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.
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	IP	Food & Beverage costs are being monitored based on events. Will continue to monitor on a daily basis.

	and 26% beverage cost.		
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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
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.
	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.

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.	NB	Goats are scheduled in the fall.

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.	IP	All new hires are being trained on procedures and service plans.

	Train all new hires after March within 15 days of hire.		
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.	NB	Special training will be provided in the 2 nd qtr along with the Rec Department.
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.	IP	Staff is in the process of setting up a date for Bridges Staff to ensure all key staff certifications are up to date.

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.	IP	Staff is meeting on a weekly basis to discuss upcoming events and event coordination.

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.	IP	All new F&B staff are required to receive certification within first 15 days of employment.