

**MEMORANDUM NO. M16-018**

**TO: Buildings and Grounds Committee**  
**FROM: Dean R. Bostrom, Executive Director**  
**Craig Talsma, Deputy Director/Director A&F**  
**Mike Kies, Director of Recreation**  
**John Giacalone, Director Park Services/Dev & Risk Mgmt**  
**Gary Buczkowski, Director Planning & Development**  
**Brian Bechtold, Director Golf Operations**  
**RE: Balanced Scorecard**  
**DATE: January 27, 2016**

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**Background**

The attached Balanced Scorecard report documents the full year performance measure for 2015 as well as the previously documented full year performance measure for 2014. As discussed at previous committee meetings, some of the performance measures used in 2015 were modified so they do not provide a direct comparison to 2014 performance measures.

When the 1Q2016 Balanced Scorecard report is presented in May, staff plans to modify the format under which the report is presented.

**Recommendation**

Staff recommends the Board approve the Balanced Scorecard for 4<sup>th</sup> quarter 2015.

BALANCED SCORECARD 2015

District Goals	District Objectives	Measures	2014	YTD thru March 31, 2015	YTD thru June 30, 2015	YTD thru September 30, 2015	YTD thru December 31, 2015
Provide healthy and enjoyable experiences for all people	Offer healthy and enjoyable experiences that promote equal access	Number of programs/sessions/participants	2,880 sessions 24,397 participants	734 sessions offered 464 sessions ran 3,878 participants (annual program #s will be reported in Q4)	1,286 sessions offered 828 sessions ran 6,925 participants	2,375 sessions offered 1,601 sessions ran 16,019 participants	3,366 sessions offered 2,240 sessions ran 23,434 participants
		Number of facility memberships/visits	7,470 memberships 288,268 visits	6,839 memberships 83,352 visits	7,287 memberships 157,630 visits	7,360 memberships 232,005 visits	7,268 memberships 301,531 visits
		Number of demographically targeted programs	2	Offered: 1 Ran: 1	Offered: 3 Ran: 1	Offered: 7 Ran: 3	Offered: 8 Ran: 4
		Daily paid facility useage	\$381,487	\$42,187	\$96,058	\$216,493	\$250,442
		Number rounds (inc BPC events) / baskets	29,122 rounds 18,436 baskets	593 rounds 419 baskets	11,316 rounds 7,731 baskets	26,389 rounds 17,204 baskets	30,645 rounds 18,543 baskets
	Achieve customer satisfaction and loyalty	Community and participation survey data related to overall satisfaction and retention by percentage	92.7% overall satisfaction	See CMP	See CMP	See CMP	See CMP
	Connect and engage our community	Number of special events (not inc free) & participation	29 events	2 events 349 participants	10 events 804 participants	14 events 900 participants	17 events 1,563 participants
		Number of free events	53	1	9	24	38
		Number of Partnerships/ Coop agreements	36	36	36	36	36
		Increase in Digital Marketing/Social Media Engagement	Mobile Ap Users 1,137 Heparks.org Hits 204,559 Online Brochure Hits 5,314 WebTrac Hits 25,483 Social Media/FB Likes 1,405	Mobile App Users 1,395 Heparks.org Hits 50,910 Online Brochure Hits 2,752 WebTrac Hits 6,424 Social Media/FB Likes 1,774	Mobile App Users 1,489 Heparks.org Hits 105,922 Online Brochure Hits 6,157 WebTrac Hits 13,474 Social Media/FB Likes 1,878	Mobile App Users 1,354 Heparks.org Hits 163,072 Online Brochure Hits 9,875 WebTrac Hits 19,553 Social Media/FB Likes 1,975	Mobile App Users 1,394 Heparks.org Hits 202,431 Online Brochure Hits 10,735 WebTrac Hits 24,331 Social Media/FB Likes 2,069
		Number of Foundation events/participants	4 events/315 participants 4 board mtgs	1 event/76 participants 1 board mtg	2 events/252 participants 3 board mtgs	3 events/316 participants 4 board mtgs	3 events/316 participants 5 board mtgs

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<i>Deliver Financial Stewardship</i>	Achieve annual and long range financial plans	Percent of operational revenues to expenses (excludes D/S and Capital)	100.84%	131.13%	99.72%	109.98%	104.62%
	Generate alternative revenue	Total revenue: Grants	\$120,152	\$5,620	\$14,860	\$31,620	\$35,220
		Total revenue: Sponsorships	\$50,866	\$12,450	\$40,882	\$69,355	\$135,610 Includes marquee signs
		Total revenue: Rentals	\$1,199,851	\$327,901	\$558,140	\$846,839	\$1,378,015 Includes addtl cell tower pymt
		Total revenue: Misc.	\$63,256	\$20,894	\$43,756	\$52,457	\$66,162
	Utilize our resources effectively and efficiently	Percentage of assets to liabilities	115.00%	Annually	Annually	Annually	Available after 1st Qtr (post audit)
<i>Achieve Operational Excellence and Environmental Awareness</i>	Create and sustain quality parks, facilities, programs and services	Community <b>survey data</b> related to overall condition of parks and overall quality of programs and services	93.7% overall satisfaction Survey Year 2013	Next survey 2019	Next survey 2019	Next survey 2019	Next survey 2019
	Utilize best practices	Accreditation score: CAPRA	100% Review Year 2013	Next review 2018	Next review 2018	Next review 2018	Next review 2018
		Accreditation score: Illinois Distinguished	97% Review Year 2010	Next review 2016	Next review 2016	Next review 2016	Next review 2016
		GFOA-Certificate of Achievement for Excellence in Financial Reporting	Accredited FYE 2013		Applied for FYE 2014		Accredited for FYE 2014
		PDRMA score	98.75% Review Year 2013	Next review 2017	Next review 2017	Next review 2017	Next review 2017
		NAEYC	Accredited Formal Review Year 2013	Next review 2018	Next review 2018	Next review 2018	Next review 2018
		Transparency score	93.4% Review Year 2013	Unchanged	Unchanged	Unchanged	Unchanged
	Advance environmental and safety awareness	PDRMA score	98.75% Review Year 2013	Next review 2017	Next review 2017	Next review 2017	Next review 2017
		No. of accident reports	197 reports filled out	21 reports filled out 0 generating insurance claims	122 reports filled out 3 generating insurance claims	156 reports filled out 3 generating insurance claims	186 reports filled out 3 generating insurance claims
		Environmental Scorecard	Parks 100%	Parks score is 100%	Parks score is 100%	Parks score is 100%	Parks score is 100%
		Natural Area/Wetland Parks Burned	93 total parks 70 in-house 23 contract	(24) In House (4) Contracted	(24) In House (4) Contracted	(24) In House (4) Contracted	(24) In House (4) Contracted

<u>District Goals</u>	<u>District Objectives</u>	<u>Measures</u>	<u>2014</u>	<u>YTD thru March 31, 2015</u>	<u>YTD thru June 30, 2015</u>	<u>YTD thru September 30, 2015</u>	<u>YTD thru December 31, 2015</u>
<i>Promote Quality Leadership and Services</i>	Develop leadership that ensures workforce readiness	Number of <b>internal</b> training sessions	Staff Meetings: 5 Hoffman U: 9 CHEER: 4 Medic: 5	(1) FT Staff mtg (2) AED Medic courses (2) Hoffman U	(2) FT Staff mtg (3) AED Medic courses (9) Hoffman U (40) Parks	(3) FT Staff mtg (4) AED Medic courses (12) Hoffman U (40) Parks	(4) FT Staff mtg (5) AED Medic courses (14) Hoffman U (41) Parks
	Build organization culture based on 1-2 Care Values	<b>Team building events / Discussions With Dean</b>	(14) Discussions with Dean (6) Team Builder	(3) Discussions w/Dean (1) Team Builder	(7) Discussions w/Dean (1) Team Builder	(10) Discussions w/Dean (2) Team Builder	(15) Discussions w/Dean (4) Team Builder
	Promote continuous learning and encourage innovative thinking	<b>External</b> conferences, sessions, workshops and seminars	IAPD Conference, NRPA Conference, IPRA, PDRMA, Club Industry, PGA, AMA (Amn Marketing Assoc), AIGA (Amn Institute of Graphic Artists), IDEA Conference	IAPD, PGA, PDRMA, IPRA, PGA, AMA	IAPD, PGA, PDRMA, IPRA, PGA, AMA, Steven Covey, Ken Blanchard, Schaumburg Business Assoc.,MIPE	IAPD, PGA, PDRMA, IPRA, PGA, AMA, Steven Covey, Ken Blanchard, Schaumburg Business Assoc.,MIPE, NRPA	IAPD, PGA, PDRMA, IPRA, PGA, AMA, Steven Covey, Ken Blanchard, Schaumburg Business Assoc.,MIPE, NRPA, CPO, Pesticide Use, Legal Symposium, SHRM-CP, Club Industry