

**HOFFMAN ESTATES PARK DISTRICT
2017 GOALS & OBJECTIVES
Administration & Finance**

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 ROI formula for evaluating tax supported programs.	Determine support level for all operational areas as fully self-supporting, partially self-supporting or tax supported. Utilize results for 2018 budget process. Include evaluation of maintaining separate funds or departments for operational areas.	IP	Programs and operations are being evaluated during budget process. Focus provided on increase/decrease consistent with operational ratios for given areas. Minimum and maximum program participation being evaluated and structured to ensure expenditure efficiencies.

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Educate residents regarding District financial stewardship and transparency.	Provide financial/budget overview for Park Perspectives. March 2016 for Spring issue.	C	
	Maintain FOIA compliance and transparency aspects of the District to ensure Illinois Policy Institute Sunshine award status. Post within 30 days of approval. Apply for Sunshine Award.	IP	2017 Levy and B&A posted. 2017 salaries posted. 2016 CAFR posted.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves. Achieve by December 2017.	IP	
	Create 2018 annual balanced budget. Achieve by November 2017.	IP	

	Conduct budget preparation Hoffman U session for all staff. Achieve by July 2017.	C	Meeting held August 2.
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District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarship and special projects.	Submit accumulated American Express points for donation to Friends of HE Parks. Achieve semi-annually in April and October.	IP	First payment of \$1,500 has been applied for and received by the foundation.
	Sponsorship Mgr to assist Friends of HE Parks and achieve \$5,000 in donations.	C	As of June 30, \$6,080 in donation/sponsorships has been received.
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue through advertising/sponsorship/marquee revenue.	IP	\$42,628 Q1 \$39,529 Q2 \$46,806 Q3 - \$128,963 YTD Marquee sign sales have dropped since 2016. Staff is planning a holiday special and doing a full analysis on pricing. Lower pricing is anticipated in 2017 to build demand.
	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	IP	Attended Mayors breakfast, monthly Schaumburg Business Assoc. meetings, Rep Roskam luncheon, Chamber legislative lunch, Schaumburg Township stakeholder meeting.
	Renew Amita Health Care agreement.	C	New agreement through July 2018 approved.
Research potential employee benefits/offerings.	HR to collaborate with Adv./Sponsorship Mgr. to offer 2 additional no cost benefits that can be offered to employees as a result of new or existing partnerships and/or sponsors.	C	H&R Block providing flyers of benefits at annual employee benefit meeting. Agreement with Golf Rose Animal Hospital so staff receives 20% discount.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Perform internal control audits.	Conduct random cash audits at all facilities. Utilize video as needed. Conduct monthly at all service desks.	IP	Random cash audits being conducted monthly with no discrepancies worth noting.

	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers. Utilize video as needed. Conduct monthly taking into account seasonality of programming.	IP	Random program participation audits being conducted with no discrepancies worth noting.
	Conduct ledger audits to ensure financial integrity. Conduct quarterly.	IP	Complete ledger audit conducted through Feb 17 in connection with annual audit. 2 nd quarter ledger audits in progress with no discrepancies worth noting. 3rd quarter ledger audits in progress with no discrepancies worth noting.
	Conduct trial balance audits to reduce District receivable exposure. Conduct monthly by providing statements to program managers.	IP	Statements provided monthly to program managers, superintendents and director to reduce District AR. Facility/field rental procedure being focused on.
	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery. Conduct twice monthly.	IP	Program below minimum reports run weekly and distributed to applicable staff. Programs below minimum forwarded to C&M for additional marketing.
	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery. Conduct monthly at all facilities.	IP	Membership stats and visit reports reviewed monthly and distributed to applicable staff.
	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance. Conduct quarterly.	IP	Reports are being generated on a regular basis for email mailbox sizes as well as network S: drive file/folder sizes. Working individually with staff members that have the largest sized mailbox and/or files/folders. 2Q realized a 32GB reduction of stored mail. 3Q to date we have clean and reduced ~98GB of mail data from our mail server. IT along with C&M held a Hoffman U on Email Etiquette and Spam/Email size best practices.
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Maintain offline audit control of all utility billing to monitor abnormalities. Prepare monthly.	IP	Offline control updated monthly as utility invoices are available.
	Evaluate monthly meter reading report provided by facilities and maintenance.	IP	Working with Dustin to implement better monitoring system at maintenance dept. level.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Maintain environmental best practice certification.	Ensure administrative and finance division section compliance with IPRA Environmental Scorecard. Achieve annually maintaining 100% compliance.	IP	Benefits of scorecard being evaluated for 2018. District is always at 100% of current outlined requirements.
Enhance Wi-Fi services at District facilities.	Establish a terms and agreements page with an accept button for public Wi-Fi. Achieve by 2 nd qtr.	IP	Working with Sterling Network to establish the terms & agreements page for public Wi-Fi. New Comcast agreement being proposed that will double internet speed for District facilities.

District Objective 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	Administrative and finance division to achieve minimum of 95% score for PDRMA accreditation section. Prepare accreditation materials by 4 th qtr. to achieve score in 2017.	C	PDRMA on-site visit score for administration and finance was 98%.
	HR manager to assume responsibilities of Risk Mgr position. Achieve by 2 nd qtr.	C	All duties have been assumed and Superintendent of HR and Risk Mgt is training assistant.
Ensure operational compliance with legal mandates.	Attend legal symposium. Achieve by November 2017.	IP	Registered for symposium.
	Attend legislative conference. Achieve by May 2017.	NA	Due to conflicts no attendees this year.
	Monitor state and federal legal mandates and implement policies as needed. Recommend policies within 45 days of any legal mandates.	IP	Monitoring potential changes with new administration and legal mandates.
Maintain and develop operational processes required to achieve accreditation status for CAPRA.	Maintain all A&F related District reaccreditation to ensure 100% compliance with CAPRA standards. Achieve by 3 rd qtr.	IP	Preparing for 2018 CAPRA review. Key staff has been evaluating new software for possible use with next evaluation.
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year. Achieve by June 2017.	C	CAFR has been finalized and filed as required.
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Upgrade and implement VSI RecTrac V3. Achieve by 3 rd qtr.	IP	Implementation team identified, test database upgraded in June, and team is working through implementation steps.

	Parking lot video security camera upgrades District wide. Achieve by 3 rd qtr.	IP	Completed the addition of two (2) outdoor security cameras at Seascap. Currently planning Triphahn & Bridges.
	Purchase and install virtual computer server (HEPD-VH02). Achieve in conjunction with RecTrac upgrade.	C	New HP server host is installed. New RecTrac 3.1 server (hepd-apps03) is operational.
	Purchase, image and deploy replacement desktop computers. Achieve by 4 th qtr.	NB	Not scheduled for budget cost savings this year.
	Purchase and replace (10) computer monitors District wide. Achieve by 3 rd qtr.	C	
	Purchase and replace AIO (All in One) computer (2-BPC). Achieve by 1 st qtr.	C	Completed the replacement of both AIO computers for the Golf Pro Shop.
	Purchase and replace PSSWC copier. Achieve by 3 rd qtr.	C	Completed.
	Purchase and install required PCI compliant (2017) credit card encrypted mag stripe, bar code readers, and VeriFone machines District wide to minimize vulnerability to customer and District. Achieve by 4 th qtr.	IP	Staff is looking at other potential credit card gateways as PlugnPay's ability to meet end of year deadline is questionable.
	Achieve PCI certification by completing PCI self-assessment. Achieve by 4 th qtr.	NB	
	Complete electronic systems operating scans with Trust Keeper to be alerted to potential vulnerabilities. Achieve a "pass" rating monthly.	IP	Trustkeeper vulnerability scans completed with a success rating on; January 19 th , February 19 th , March 19 th , April 19 th , May19 th , June 19 th , July 19th, August 19th and September 19th.
	Train delegated staff on verbal credit card processing. Training certification must be renewed annually.	NB	
	PSSWC video security- upgrade server. Achieve by 3 rd qtr.	NA	We will defer to purchase a new Exacqvision server until 2018.
Maintain PRORAGIS database to ensure compliance with CAPRA and National Gold Medal standards.	Ensure required input for CAPRA. Achieve by 4 th qtr.	NB	
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Generate new monthly/quarterly reports from BS&A software to help program managers track PT employee hours worked.	IP	Current RecTrac reports are being monitored for all legal compliances.

Further develop District disaster recovery plan by adding a second replication server at BPC.	Purchase and implement replication server. Repurpose HEPD-VH04. Achieve by 3 rd qtr.	IP	Will utilize existing HP server. Working with Comcast & Sterling Network in planning the installation and implementation. Possible fiber line connection needed.
Further develop network and cyber security.	Develop procedure to audit and remove unauthorized software installations and to train staff on processes. Achieve by 2 nd qtr.	IP	Reviewing a weekly generated report that advises us of software installations on District computers. Contacting individuals for any installs that are unauthorized. Purchased PDQ deploy software that has the ability to uninstall & install any software silently in the background.
	Review local administrator access at desktop level, including generic accounts. Remove as necessary. Achieve by 3 rd qtr.	IP	Removed admin access for a majority of users utilizing RDS01. Reviewing generic accounts on a case by case basis and working with facility managers on a different solution.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop additional programs and processes to support conservation and green initiatives.	Evaluate requirement to scan journal entry support including RecTrac cash receipts documents, accrual reports, and journal entry support to minimize paper storage and further District green initiatives. Achieve by December 2017.	C	Whenever possible, supporting documentation is attached to all manual journal entries.
	Promote ACH payment to vendors and independent contractors to further green initiatives. Achieve by 4 th qtr.	IP	

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
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness.	Conduct and continually expand Hoffman U training curriculum with training in purchasing, IMRF, PDRMA, budget, IT, ROI in programming, registration and accounting software. Achieve annually with a minimum of 6 calendar offerings.	IP	Hoffman-U offerings include; New Hires (2/1), PO's (2/15), RecTrac (4/12), Independent Contracts (7/26), Budget (8/2), Email (8/23)
Continue emphasis on cross-training and ensure workforce readiness.	DD to cross train with ED to ensure work force readiness for CAPRA accreditations.	IP	Working together on reviewing prior year policies.

	Provide cross training within division to ensure work force readiness. Achieve continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned.	IP	
Track IT support tickets to promote quality and timely delivery of IT support services.	Track number of tickets created and number of tickets closed. Achieve 100% response and 90% resolution. Achieve monthly.	IP	Reports are being generated regularly to track the # of tickets opened and closed. Response and resolution percentages are on track.

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to foster openness in communication District-wide.	Divisionally, at minimum, one staff will sit on District Team Committee. Achieve continually.	IP	Business has 2 staff sitting on the team committee.
Promote healthy lifestyles through work environment best practices.	Promote PDRMA PATH program. Achieve annually with 70% participation of all FT staff.	IP	PDRMA on-site health screening visit was April 5 th with 60% participation. Staff being encouraged to participate as program ends 12/12/17.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend legislative conference. Achieve by May 2017.	NA	Conflicts prevented attendance this year.
	Attend IPRA/IAPD conference. Achieve by 1 st qtr.	C	Four staff attended conference in January 2017 with session recaps submitted.
	Attend NRPA Congress. Achieve by 3 rd qtr.	C	Three staff attended conference in September 2017 with session recaps submitted.
	Attend PDRMA risk management institute. Achieve by November 2017.	IP	Registered for institute.