

**HOFFMAN ESTATES PARK DISTRICT  
2017 GOALS & OBJECTIVES  
PARKS DIVISION**

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

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

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Expand marketing communications with the use of social media and mobile applications	Provide useful public landscaping information through the park perspective social media and web site. Update a minimum of 4 times per year.	C	Information has been sent to the C & M department. Hoffman Walks and Seed Collections Days were advertised and attended by staff to educate residents on the importance of nature. <b>Hoffman Walks and Seed Collections Days were advertised and attended by staff to educate residents on the importance of nature.</b>
Increase volunteer involvement in District operations	Conduct a tree seedling planting event in April at Essux Park	C	We were able to secure 100 free oak saplings for this event – Completed. No Further Action. <b>No Further Action</b>
	A volunteer park clean up is scheduled for May location to be determined	NA	<b>Park Cleanup was to be schedule for Essex but had no participation.</b>
	A volunteer Queen Anns Lace removal is scheduled for July, location to be determined	NA	Event was cancelled due to lack of Queen Anns Lace. <b>Event was cancelled due to lack of Queen Anns Lace</b>
	A volunteer Teasel removal is scheduled for August, location to be determined	NA	Event cancelled due to lack of volunteers. <b>Event cancelled due to lack of volunteers</b>
	A volunteer Seed Collection is scheduled for September, at Charlemange Park	C	Very successful event with over 60 participants. <b>Very successful event with over 60 participants.</b>
	Adopt a Park Program. Increase by 2 sites.	C	Zero sites have been obtained. <b>Zero sites have been obtained.</b>
	Increase the parks tree memorial program By 5	C	Three memorial trees have been planted and one is scheduled for 10/20/17. <b>Memerial tree was planted at Field park on 10/20/2017</b>

2	Increase the park bench memorial program By 2	C	Goal of two new memorial park benches has been met. <b>Goal of two new memorial park benches has been met.</b>
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**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Achieve District annual budget to maintain fluid balance reserves	Administrate the Parks Division budget. Meet 100% of the timelines established by the finance division	C	<b>Budget was met by Parks and Facilities Service Department.</b>

**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Utilize best practices to maximize operational efficiencies as a District	PSSWC replace RTU-4	C	<b>Completed.</b>
	PSSWC replace RTU-5	C	<b>Completed.</b>
	PSSWC replace RTU-8	C	<b>Completed.</b>
	Seascape rebuild pump # 4	C	
	Replace riding field striper	C	Striper has arrived. New Striper in in service. <b>Striper was used during the season.</b>
	Replace toro Z-turn mower #563	C	Mower was in service <b>Mower was used all season long.</b>
	Replace pick up #509	C	<b>Truck is in service.</b>
	Replace extended cab pick up #450	C	<b>Truck is in service.</b>
	Replace pick up #912	C	<b>Truck is in service.</b>
	Resurface Eisenhower running track surface	C	Contractor has been chosen, fall completion. All holes have been repaired at Eisenhower. <b>Track was repaired and open for use immediately following repairs.</b>
	Replace parks fuel pumps	C	Scheduled for fall completion. <b>Fuel Pumps were replaced and are in service.</b>
	Fabbrini park install lake aerator	NA	Lake
	WRC replace RTU-1	C	In Process – Prices have been obtained and install dates are being worked out. In Process. <b>RTU was replaced on 12/12/2017</b>
WRC multi unit replace compressor	C	Evaluating need.	

3	WRC replace RTU-6	C	In Process – Prices have been obtained and install dates are being worked out. <b>RTU was replaced on 12/12/2017</b>
	Chino park Lay out garden plots	C	Plans are developed; board approval is the next step. <b>Plans are developed; board approval is the next step.</b>
Perform a capacity usage analysis	Purchase and plant trees, shrubs, and flowers throughout district. Complete by end of 4 <sup>th</sup> quarter.	C	Fall Plantings have been completed at Triphan Center, Field, Kingston, Olmstead, Charlemange, Canteberry and Blackbear Parks as well as at Seascape Aquatic Center. <b>Fall Plantings have been completed at Triphan Center, Field, Kingston, Olmstead, Charlemange, Canteberry and Blackbear Parks as well as at Seascape Aquatic Center.</b>

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices for allowable expansion of natural areas	Enhance high visibility natural areas by adding additional wild flower seeds. Complete by end of 4 <sup>th</sup> quarter per budget allowance.	C	<b>Over seeding is 100% complete. Plants from Field Park were also transmitted to shoreline at Highland. Seeds from collection day are dying out and will be planted following prescribed burns.</b>

**District Initiative 2: Utilize best practices**

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance overall quality of natural areas	Enhance natural areas by controlling invasive plants to 20% or less. Maintain/monitor on quarterly basis for compliance.	C	Invasive plants have had at least one round of herbicide applied, another will be completed prior to flowering. Final round of invasive plants application is completed. Natural areas have less than 20% invasive, 5% of those will be eliminated during the burn process. <b>Natural areas have less than 20% invasive, 5% of those will be or were eliminated during the burn process. 12 sites have been burned to date.</b>

4	Control burns at Black Bear, Hunters Ridge and Roherson Parks. Annually.	C	Contract burns were completed in spring. Burn permits have been obtained for 2017-2018 burn process. <b>12 Burn sites have been completed and 14 sites remain.</b>
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**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain Park Division's compliance with IPRA's Environmental Report Card. Complete by end of 4 <sup>th</sup> quarter.	NA	Reviewing criteria. <b>Criteria is still in the process of being reviewed for this report.</b>
Maintain PDRMA accreditation	Achieve a division score of 95% or better	C	Review was completed and goal of 95% or better was achieved. <b>Review was completed and goal of 95% or better was achieved.</b>

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Continue to evaluate and create procedures and training to promote a high level of internal customer service	Train and document 100% of all staff on job specific and mandatory training within the Park's division. Within one month of their employment start date.	C	Full time staff 100% trained. Seasonal staff 100% trained. <b>Full time staff 100% trained.</b> <b>Seasonal staff 100% trained.</b>

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Conduct two Parks Division team building events. Complete by end of 2 <sup>nd</sup> and 4 <sup>th</sup> quarters.	C	April team building event completed, July event scheduled. Two MIPE events attended by staff Illinois STMA event scheduled for August. Maintenance July event was a successful team building event. October full time maintenance team building event is scheduled for October 12 <sup>th</sup> . <b>October Maintenance team building event took place at Bridges of Poplar Creek Country Club.</b>

**HOFFMAN ESTATES PARK DISTRICT  
2017 GOALS & OBJECTIVES  
PLANNING & DEVELOPMENT**

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

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

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Develop plans to meet increased program needs 50+ population	Oversee the construction and or redevelopment of the north end of the Triphahn Center into a Senior Center. All construction work to be completed by the 3 <sup>rd</sup> Quarter 2017.	<b>C</b>	Construction on the project is at a 75% completion level with an anticipated completion date for hard cost items being May 1 <sup>st</sup> . Completed May 1 <sup>st</sup> 2017.

**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Provide parks, facilities and opportunities that promote healthy and enjoyable experiences.	Oversee the construction and or redevelopment of the Triphahn Center Gym Shelf into an Off-Ice Training facility. All construction work to be completed by the 2 <sup>nd</sup> Quarter 2017.	<b>C</b>	Construction on the project is at a 75% completion level with anticipated completion date for hard cost items being May 1 <sup>st</sup> . Completed May 1 <sup>st</sup> 2017.
Develop Community Gardens at Chino Park.	Work with Parks & Rec Divisions to provide design support to create test community garden plots at Chino Park.	<b>C</b>	Met with Maintenance staff to discuss access to proposed garden area. Recreation and Maintenance staff have conducted public meetings and will present final plan to the Board for their approval.

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Solicit input and engage residents in the planning process.	Conduct public input meetings on all projects that involve a new addition or alteration to an existing facility. Meetings October for 2017 projects.	<b>C</b>	Meetings have been scheduled with the Principles of Armstrong and McArthur Schools and the public to discuss playground improvements at those two locations As part of the 2018 capital replacement program. <b>Two resident families attended the meetings and a third called in with their comments. All those in attendance were in favor of</b>

			<b>what was being proposed by staff. In addition to the public meeting planning staff met with maintenance personnel. Maintenance suggested utilizing a turf fall surface instead of rubber tiles, to not reuse the swing structures but rather replace them with new units and to save the geodesic dome climber.</b>
	Incorporate if possible any practical plans for renovation and update of parks and playgrounds. Meetings fall 2017 for 2018 projects.	C	In an effort to save capital dollars and the environment the existing swings at McArthur school will be re-used in the new plan. The existing posts and rails will be electrostatically repainted to match the new playground and new swing seats, chains and hardware will be installed. As part of the 2018 Capital replacement program. <b>It was determined that the existing swing posts and hardware could not be safely reused for a period beyond 2018 due to corrosion and the leaning of structural supports.</b>

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Achieve District annual budget to maintain fund balance reserves.	Complete all overseen capital projects at or below budget amounts. September 2017.	C	Awarded projects are currently tracking at 5%-7% below budgeted levels. Projects are currently tracking a budgeted level.
	Monitor all projects and adjust program plans to maintain projects with budgeted amounts on a monthly basis.	C	Staff is working with the Architects and recreation staff to keep cost overruns to a minimum on the PSSWC wet areas project. Proposed work duration was established based on the least impact on customers and the lowest financial risk to the park district.

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Develop strategies to attract additional	Continually look for private funding		Staff is currently working with Village staff to

sponsors and new partnerships.	opportunities to fund local capital projects.	<b>IP</b>	secure outside funding for trail improvements within the community. <b>Staff is working with the Village and Cook County Forest Preserve to extend the funding opportunity to fund the Shoe Factory bike trail project.</b>
Achieve District annual budget to maintain fund balance reserves.	Continually look for state and federal opportunities to fund local capital projects.	<b>C</b>	Maintenance personnel are currently attempting to get funding support for the electrical upgrade associated with the North end Triphahn Project. Currently the State is not funding HVAC upgrade where reheat is used. Staff continues to seek other possible grants.

### District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Reuse and or refurbish existing building materials associate with the renovation and reconstruction of the North End of Triphahn center.	<b>C</b>	Some of the existing doors were reused on the Triphahn North project. The existing see-saw spring rockers at Colony and Victoria Park are going to be reused. New plastic seats were ordered to replace the faded ones and a coat of paint will make the steel look like new.

### District Objective 4: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Coordinate the data input and utilization of the GIS asset management system. Make the GIS asset management system operational for budget formulation fall of 2017.	<b>C</b>	GIS database was completed and turned over to the Maintenance GIS staff member in March. Annual inspections on asset integrity will begin this spring and continue through the summer. The proposed asset replacement predictor is working as planned and will be available as a budgeting tool for the 2018 capital review process. GIS in place and being substantiated by staff. Playgrounds, Parking lots, Tennis Courts, Basketball Courts have all been substantiated by planning staff. The responsibility of all other assets and the maintenance of the GIS database have been turned over to the maintenance department. <b>The database is now under the control of the maintenance Department with deployment</b>

			scheduled for early spring 2018.
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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**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
*Maintain district infrastructure to utilize proven best practices that provide first class parks and facilities.	Replace Victoria South Playground. Complete by July 2017.	C	Plans and bids complete, equipment ordered and installation contractor on board. Construction to begin in early April (weather permitting). Completed June 1 <sup>st</sup>
	Replace Colony aged 2-5 yr old Playground. Complete by August 2017.	C	Plans and bids complete, equipment ordered and installation contractor on board. Construction to begin in early April (weather permitting). Install contractor has struggled with weather. Playground 60% complete and waiting for replacement post from manufacturer. Looking to open playground to public August 1. Completed and opened to the public August 10 <sup>th</sup> 2017.
	Replace Seascape Sand playground equipment. Complete by July 2017.	C	Plans and bids complete, equipment ordered and installation contractor on board. Construction to begin in early April (weather permitting). Completed June 1 <sup>st</sup> .
	Repair and color coat Fabbrini Tennis courts. Complete by July 2017.	C	Contractor has been secured for this project which will be done during the month of August. Completed August 18 <sup>th</sup> .
	Repair major cracks on tennis courts (All locations). Complete by July 2017.	C	Contractor has been secured for this project which will be done during the month of August. Completed August 18 <sup>th</sup> .
	Rebuild Evergreen pathway system Completed by Fall 2017	C	Contractor has been secured for this project which will be done during the month of August. Completed June 11 <sup>th</sup> .
	Repave Hassell Road Maintenance facility east exit drive. Complete by July 2017.	C	Contractor has been secured for this project which will be done during the month of August. Completed June 11 <sup>th</sup> .
	Patch and sealcoat BPC parking lots. Complete by July 2017.	C	Contractor has been secured for this project which will be done during the month of August. Completed July 6 <sup>th</sup> .



	Crack fill all parking lots (ongoing process). Complete by July 2017.	C	Contractor has been secured for this project which will be done during the month of August. Completed July 6 <sup>th</sup>
	Coordinate roof study /Triphahn, PSSWC, Willow, Hassell Maintenance Building Complete by May 2017.	C	Contractor has been secured for this project which will be done during the month of August. Consultant's report is in hand and the findings are to be incorporated into the GIS asset management by the maintenance department.
	Coordinate architectural plans to refurbish and/ or renovate the club locker room wet areas of the Prairie Stone Sports and Wellness Center. Completed by the end of the 3 <sup>rd</sup> quarter. Construction scheduled for Summer of 2018.	C	Drawings, specifications and bid packages completed. Bid opening scheduled for April 20 <sup>th</sup> with Board award May 2 <sup>nd</sup> . Construction to begin on or about June 1 <sup>st</sup> with completion by Labor day 2017. Demolition underway as of July 13 <sup>th</sup> . Substantial completion is expected on October 14 <sup>th</sup> 2017. <b>Completed and opened to the public on October 1, 2017.</b>

#### District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Specify environmentally sound programs and opportunities on environmental best practices.	Work w/outside contractors involved with district projects to reduce garbage & require contractors to have metal waste picked up by scrapers. Offer mulch to the public for residential garden use. Locally dispose of 30% existing mulch materials.	C	Recycled materials were separated during demolition of Triphahn Center. Old playground metal was salvaged for scrap reuse. Old mulch from playground surfaces offered to community for garden use.

#### District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Specify environmental sound programs and opportunities on environmental best practices.	Require playground manufactures to provide documentation of environmentally sustainable manufacturing practices associated with the production of their equipment.	C	Low bid supplier needed to meet this requirement for award of 2017 contract work.

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness.	Lead one Hoffman Workshop program. One minimum in 2017.	C	Planning staff conducted a training session On GIS asset management. About 20 staff members attended this training.

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Promote further educational opportunities of staff by encouraging participation in workshops conferences and other educational opportunities.	Attend ILCA conference (Participate in a minimum of 6 CEU hrs.) Spring 2017.	<b>C</b>	Staff attended 6 hours of education sessions during the 2017 ILCA conference.
	Attend IPRA, ASLA or NRPA conference.	<b>C</b>	Staff attended 7 hours of education sessions during the 2017 IPRA conference.
	Attend 2 training programs or classes. By end of 2017.	<b>C</b>	Planning staff enrolled in CPSI 3 day training.

**HOFFMAN ESTATES PARK DISTRICT  
2017 GOALS & OBJECTIVES  
REC, FACILITIES, ICE, C&M DIVISION**

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

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

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Develop performance measurement system to evaluate value in programming structure	(ICE) Offer ice time for figure skating and hockey lesson programming based on the current participation needs. Provide additional open skate times in the schedule as space allows. Complete by end of Q2.	C	Skating classes are being offered 4 days a week with public skate being offered on Saturday and Sunday for the spring.
	(SEA) Evaluate rentals/parties to enhance the experience at Seascape Party Rentals. Present recommendations to the Director of Recreation and Facilities, complete by end of Q3.	C	Seascape evaluation for parties and rentals will be occurring during season, which will begin within Q2. The evaluation form was created in July. Results will be assessed and modifications will be made, if feasible. <b>Given the development of the updated district template for surveys, we will continue to enhance the current evaluation/survey form within 2018.</b>
Expand Marketing communications with the use of social media and mobile applications.	(C&M/FAC) Utilize social media to promote monthly events and contests at TC/WRC. Develop monthly contests and begin offering in Q3 & Q4 to promote facilities. Hire a full time Social Media employee.	C	<b>I Luv HE Parks contest ran Q1 &amp; Q2. Doggie Costume Contest in Q3 and Family Festive Photo contest ran in Q4. Digital Media Associate started 6/12.</b>
Develop plans to renovate Chino Park to meet community needs	(REC) Research adding Community Garden Plots to Chino Park. Research the ability 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 Q1. Make recommendation in Q2.	C	Staff has discussed some preliminary ideas and concepts for the site, additional ideas will be brought to the table in Q2. Staff has prepared a plan for plot sites and is currently in the process of benchmarking other districts for implementation in spring of 2018. Staff has come up with guidelines and a programming

			plan for plots to open in April of 2018. <b>Chino Park Garden Plots are being advertised in the Spring Guide and registration will begin February 28<sup>th</sup>.</b>
Improve the overall health outcomes of programs offered	(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. Offer 4 new programs by end of Q2 and have 2 of these programs to run.	C	Staff was able awarded the IAPD Power Play grant, with this program new health initiatives will be added to the afterschool STAR program in collaboration with the PSS&WC team to offer nutritional and healthy habit talks in 2018. <b>The 50+ renovation was completed staff benchmarked and evaluated over 10+ park district and non-park district operations as part of this process. New programs including additional trips, clubs and programs have been added for 2018.</b>
	(REC) Develop new adult athletic leagues at Cannon Crossing Park. Offer two new adult athletic leagues by end of Q3.	C	Staff has developed a new adult Wiffleball league. Staff is also working with an outside contractor to develop and implement a new flag football league for adults which take place by end of Q3. A contractual flag football league was run in early fall with 4 teams.
	(REC) Hold at least 1 disc golf tournament at Black Bear Park.	C	On Sunday, February 12 <sup>th</sup> , a disc golf tournament was held at Black Bear Park by a local organization called Bird Brain Disc Golf (a Professional Disc Golf Association sanctioned organization). Over 40 golfers participated. They are interested in doing another tournament again this year.
	(FAC) Increase the number of health & wellness programs to the community. Develop 5 new programs and have 2 new successful programs running by Q4. Use Social Media to promote new programs via contests, video, and other content with one per quarter for a total of 4 by the end of Q4.	C	Hoffman Walks will take place one Saturday each month. HE Parks will host a 2-hour walk at a park or facilities open to all ages and abilities. <b>Currently 10 walks have taken place with strong participation numbers of 15-35 walkers. Pound, a new contractual fitness class was offered and is running with 5 registered participants and drop in participants each week.</b>

	(FAC) – Increase the number of portable climbing wall rentals by 4 events from 2016. The portable climbing wall had 11 rentals in addition to 2 in house events in 2016.	NA	We have begun taking reservations for the 2017 season. Staff is also working potentially with an outside vendor to rent the wall for additional opportunities. <b>The portable climbing wall had 6 outside rentals in addition to 3 Village events and 2 in house events.</b>
Expand facility based special events that promote greater facility usage	(REC) Offer 3 new events/activities that run with at least the minimum number of participants by the end of Q4. Staff will utilize Social Media to promote these new events via contests, video, and other content, one per quarter by Q4.	C	Staff has developed and started to offer a successful Hoffman Walks program which takes place monthly. Staff was awarded the IAPD Power Play grant and is currently in the process of developing the educational sessions for our after school program in health, wellness and nutrition. Staff worked with the HEHS to offer a new summer ICompete Camp. <b>Athletics offered a free basketball clinic in the fall to encourage the retention of skills and preparation for the upcoming in house season. Staff is also offering new early childhood sports classes during the week at TC and on Saturdays at WRC, which have been very well attended.</b>
	(REC) Offer greater opportunity for 50+ members to join the fitness center through multi-tier 50+ membership and perks. Q3	C	Staff has developed a new 50+ membership program and met twice with the 50+ ambassadors group to define and refine the options. Staff is also looking at adding additional fitness opportunities once the Northside renovation is complete. A fitness add-on option to the 50+ membership at a reduced cost has been discussed; implementation is pending. Staff has implemented a “Super Senior Fitness Membership” where participants 62 and over will automatically get a 50+ membership with their fitness membership.
	(REC) Offer a 3 on 3 outdoor basketball tournaments by the end of Q3.	C	3 on 3 basketball tournament will be offered at PIP in August, if successful staff will be looking to expand on this opportunity. 3 on 3 basketballs was a hit at PIP with 16

			teams. Event will be offered again next year.
	(REC) Expand on and add new additions to current special events to draw more people to events. Add 2 new aspects to each event.	C	Hoffman Walks was combined with a healthy workshop on the benefits of walking. Next walk is April 8th. Reconfigured the set up and structure of Daddy Daughter and Mother Son event space to accommodate additional participation, over 10% in Daddy Daughter and 20% increase in Mother Son. Offered additional entertainment to the family fun night “Jim Gill” for ELC and PS families. 3 on 3 basketball and Bingo will be added to PIP in August. <b>Added new activities to Winter Fest, including the giant snow globe, additional crafts, and expanded hours (one hour longer).</b>
Create recreational programs and opportunities to target underserved “demographic populations”	(REC) Increase the number of underserved targeted programs. Offer 2 new programs by end of Q4.	C	Staff worked with Harper College to offer additional programming that HEPD is not currently providing, i.e. Fencing, additional gentle yoga. Staff is also working on offering additional teen programming opportunities at TC, i.e. Friday Live, Dodgeball, etc. Staff working with Elgin Community College to offer additional programming, similar to the partnership with Harper. Staff offered an ICompete Summer Camp in partnership with HEHS. Staff is working with new instructors to offer Chess and other new programs to underserved populations in the Winter of 2018.
	(FAC/C&M/REC) Develop a community walking program for park district. Implement in Q2.	C	Hoffman Walks attendance: 3/11 - 30 participants 4/8 – 30 participants 5/6 – 15 participants 6/17 – 35 participants 7/8 – 24 participants

			8/5 – 26 participants 9/16 – 24 participants 10/14 – 12 participants 11/4 – 9 participants 12/2 – 10 participants
Evaluate facility space utilization to accommodate growing programming needs.	(REC) Open additional DCFS licensed ELC 4 year old classroom at TC with 10 children by end of Q4.	C	Staff is working on furnishing and promoting the new classroom; also working with DCFS to schedule licensing once classroom is complete. Classroom has been fully furnished; staff is currently promoting this classroom & meeting with interested families. DCFS will be out in August to license the classroom, prior to operation at the end of August. Staff is currently taking registration. <b>Classroom was officially licensed in August and opened in Sept. Currently there are 12 children enrolled.</b>
	(FAC) Offer a welcome back promotion for rentals in Q3 at TC once the new space is completed. Work with C&M in Q1 & 2 on the marketing plan.	C	Staff is working with the C&M department to offer promotional opportunities to previous clients and potential new customers too. <b>A 10% discount was offered to anyone booking a new reservation for the renovated north side during the reopening.</b>
	(REC) Offer at least 2 nights of classes on the north side (10 classes in all).	SC	Staff is currently working with the schedule to move classes back and also offer new classes through Harper and our own in-house opportunities. Currently there are 2 dance classes in-house, and 1 rental dance program, 2 yoga classes and monthly reoccurring 50+ activities. Staff has also scheduled numerous day time, weekend and morning activities within the 50+ area. Finally staff has seen an increase in space usage for rentals. Going forward additional classes are planned for this space including Harper College joint programming along with in-house.
Develop program life cycle model for all programs to assess meeting community needs	(DIVISION) Develop a systematic approach to identifying trends in the different industries as it relates to customer	C	Staff monitors and established those directions through benchmarking as part business planning process.

	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	(FAC) Continue to expand programming opportunities with Harper College. Offer 2 additional programs by end of Q2.	C	Staff has worked with Harper to add a gentle yoga class starting in 2017. Staff will continue to expand on the current list of 9 joint classes offered between Harper College and HEPD. During the first session there were over 80 total participants would were active in this partnership programming opportunity. <b>Staff is meeting with Elgin Community College to offer the same partnership. Fac &amp; Rec staff is working with Harper College to begin offering additional adult classes to include Drawing, Painting, Pottery, Genealogy and Jewelry Making beginning in 2018.</b>
	(REC) Create 2 new youth sports leagues using a contractual company by end of Q2.	C	Staff at PSS&WC has partnered with Kids First to offer additional programming opportunities at this site. Staff is also working with a contractual flag football program and the Ice Operations area is developing sports specific training for off-ice with the fitness department at PSS&WC. A 3 on 3 indoor soccer league is being offered this Fall/Winter and will begin in January 2018. <b>A summer basketball league was offered for the first time in 2017 and was very successful with 75 players. Staff has also begun to offer early childhood sports classes during the week at TC and on Saturdays at WRC, which have been really well attended.</b>
	(REC) Develop and expand the relationship with the Windy City Bulls to integrate their organization into the HEPD youth basketball program. Offer 1 new program with the Windy City Bulls by end of Q3.	C	Staff offered a night out for tickets for the basketball teams, thus Windy City Bulls promoting that night as HEPD youth basketball appreciation night. Staff also worked with the Windy City Bulls to have the mascot and a representative on site at TC during the mid-



			basketball season. <b>The Hoffman Estates Youth Basketball night was hosted at the Windy City Bulls game on Saturday, December 16<sup>th</sup>. All of our in-house, feeder, and tournament teams were invited.</b>
	(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.	C	Staff has developed the new Hoffman Walks program, which provided 30 participants the opportunity to come out and learn about the benefits of walking. A gentle yoga class was added in collaboration with Harper College. Staff has developed and is currently offering new 50+ trips. ELC and PS is now offering one hour session on Fridays introducing various sports to the young participants. A Youth Summer Basketball program is currently being implemented. Recreation staff will be starting regular brainstorm meetings to prepare for upcoming program guides in an effort to create new programs and phase out the old ones. A 3 on 3 indoor soccer league is being offered this Fall/Winter and will begin in January 2018. <b>Some of the new programs this year also include Harper adult art programs, a fall basketball clinic, and increased contractual sports classes.</b>
	(REC) HEPD will offer a Whiffle Ball league that will be contracted out to WAKA, complete by Q2.	NB	HEPD is currently taking registration for this league and looking forward to expanding on the opportunities with WAKA. The program was offered in Q2 and there was not enough registration to run the program at the time. The Athletic department will offer the program again in Q2 of 2018.

**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Expand Marketing communications with the use of social media and mobile applications	(DIVISION) Work with the other areas of the park district to utilize social media to cross sell and upsell various services throughout the park district. Increase fan	C	Staff has been working with C&M department to expand on the fitness membership marketing opportunities to the general public. Jan 1, 2017: 6,472

	base by 10% on FB. Complete additional training with outside consultant with 4 additional site visits by Q3. Increase team member performance in upselling and cross selling from Q1 to Q4, based on consultant's reports.		<b>Dec 31, 2017: 7,362 13% increase</b>
Promote brand identification and tagline to increase community awareness of District parks, programs, facilities and services	(C&M) Develop an easy, quick, but quality online survey to measure customer satisfaction for special events and programming. Complete by Q1.	C	Staff worked with an outside contractor Ron Vine & Associates to identify and streamline the district wide survey process to help create balanced consistent measurable values across the board. <b>Ron Vine presented findings to staff on 6/30. Survey Committee created a 2018 calendar and surveys from a survey template. Surveys started Dec 2017.</b>
	(C&M) Promote brand identification and tagline using marketing channels and social media engagement, complete one campaign per quarter. Complete by Q4	C	<b>I Luv HE parks contest ran Q1 &amp; Q2. Doggie Costume Contest in Q3 and Family Festive Photo Contest in Q4. Digital Media Associate started 6/12.</b>
Develop plans to meet increased program needs of 50+ population.	(C&M) Measure satisfaction with the overall quality and user-friendliness of the website particularly as it relates to registration and a means for communication. Create an ongoing online short survey by Q3, no more than 5 questions, implement in Q4.	C	Communication Survey was conducted in Dec 2017 and results communicated in January 2018 board packet.
Expand Pickle ball opportunities and evaluate need for additional courts.	(REC/FAC) Expand the opportunity for additional painted lines at the PSS&WC facility to enhance the quality of play. Complete by the end of Q4. Evaluate the current inventory of courts within the community and determine if it is possible to offer additional surfaces for this program, by Q2.	C	Staff was able to obtain a grant from the United States Tennis Association to enhance the quality of play and create a more conducive environment to develop tennis players at a younger and older age from a beginner's perspective. This grant will allow blended lines to be included in the PSS&WC tennis court resurfacing program, thus creating smaller courts and more volley time. <b>The courts will be completed within mid-August. The PSS&amp;WC courts were completed within Q3.</b>
Educate parents regarding the child development benefits in our programs and services.	(REC) Offer two open house type special events that promote the program and also the benefits of those services. Complete by Q4.	C	ELC Open House was held on Saturday, March 4 <sup>th</sup> at TC and WRC – 4 new families were in attendance. Staff is currently planning the

			<p>additional open house for the summer promoting the new classroom space. The North Side Renovation Grand Re-Opening event served as an open house for all programs at the district, including athletics, ELC and Preschool, hockey and the Off-Ice Training Area, 50+ activities, fitness and general recreation. Another ELC Open House is scheduled for August 5<sup>th</sup>. The 50+ Program Manager is also currently planning the annual 50+ Open House to be held on August 30<sup>th</sup>. The 50+ Open House was held on August 30<sup>th</sup> with 200 participants in attendance. <b>A Preschool first day orientation was held in September for each of the classrooms, as well as Parent/Family Nights during the week of November 5<sup>th</sup>.</b></p>
Utilize best practices to maximize operational efficiencies as a District	(REC) Triphahn Center PS and ELC will complete all paperwork needed for renewal of 5 year NAEYC accreditation. Obtain accreditation complete and received by Q4.	NB	Preschool and ELC have decided to go in a different direction in terms of accreditation. Will now be focusing on the ExceleRate Illinois Accreditation Program.
	(REC)- Create a baseball coaching training program. Use our travel program coaches who are ILB certified and help implement into our in-house leagues. Complete by Q3	C	A basketball coaching training was created and implemented for the summer basketball league.
	(ICE) Support growth of local amateur hockey clubs (PREP, Lake Zurich, BG/P/RM,) to go over needs and expectations on both sides. Promote new off-ice training area. Obtain 2 new groups by the end of Q3.	C	Staff is currently utilizing the space for in house programs and has worked out an opportunity for the travel league to utilize this space as well. <b>Secured 2 high schools for fall of 2017 with possibly 2 more coming on board as well in 2018.</b>

	(FAC) Purchase Fitness Equipment and/or move fitness equipment from PSS&WC. Complete by Q4.	NA	With the addition of new equipment at PSS&WC staff is evaluating what pieces can and will be relocated within the current inventory at TC and WRC. With the purchase of the fitness equipment for PSS&WC, the oldest equipment was selected to be traded in – most of the equipment was the original equipment which would not have been suitable to place at other district fitness facility locations. Therefore, these pieces were traded in with the purchase of the new equipment. Staff will be working in Q3 to purchase new budgeted fitness equipment for TC and WRC. <b>Staff is looking at the possibility of adding additional equipment in 2018.</b>
	(REC) Research to recommend to the Foundation the opportunity to purchase vans and/or a bus in 2018. Complete by Q3	IP	Staff is researching an efficient and effective plan for another vehicle, and the costs associated with each.
	(REC) Renovate the upstairs of Vogelei barn for permanent gymnastics space, move all equipment and build seating/viewing area for family members. Complete by Q1.	C	All equipment has been moved to Vogelei and classes ran with strong numbers for Q1. Updates will be made as needed to the space to meet the needs of the growing program.
	(FAC) Resurface main gym floor, dance studio and 3 racquetball court floors. Staff will obtain quotes in Q1 & 2. Project will be complete in Q3.	C	Staff has begun obtaining quotes for the floor refinishing. This project should be completed prior to the end of Q3. This project is scheduled to be done the week of Nov. 20 <sup>th</sup> . <b>The floors at WRC were resurfaced on Nov. 20<sup>th</sup>.</b>
	(FAC) Research and develop a new canine event in Q1 & Q2. Implement new special event by Q4.	C	Staff is researching and preparing to hold a canine carnival in Q3. Currently staff is looking to host this canine carnival in the Fall. <b>The Doggie Carnival was held on Sept. 16<sup>th</sup>. It was attended by over 120 dogs. There were 12 vendors for guests to visit and games for dogs to “play” to win prizes. Everyone that came received a raffle ticket to be eligible to win one of many donated basket prizes.</b>
Continue to develop and increase the number	(FAC) Offer 2 new special events by Q3.	C	Staff is researching and preparing a canine

of special events at the dog parks.		carnival in Q3. <b>The Doggie Carnival was held on Sept. 16<sup>th</sup>. It was attended by over 120 dogs. There were 12 vendors for guests to visit and games for dogs to “play” to win prizes. Everyone that came received a raffle ticket to be eligible to win one of many donated basket prizes. The cutest costume contest was also added for the dog park members.</b>
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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	(REC) Implement a grass roots program back into the preschool program at TC. On site lessons for a nominal fee to capture younger skaters back into the figure skating program. Complete by the end of Q1.	NB	<b>Because of limited ice time and providing additional hours for rental grounds staff was unable to develop this program. If ice time opens and allows for this opportunity staff will look to provide this service.</b>
	(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	Staff reviewed this opportunity in house and based on the structure and makeup of the block party events the ability to integrate our services into those schedules were limited.
	(REC) With continued partnership with Village, expand on the Vogelei Teen Center and its offerings: offer monthly trips, dodgeball games at TC. Update current location at Vogelei with new furniture and updated equipment. Complete by Q2.	SC	Working with Teen Center staff to offer programming at TC, ID cards for attendees; purchased a new TV stand for Center. Staff is also working to expand programming opportunities to include dodgeball at TC and potentially other additional programs. Staff is setting up a meeting with the Village to discuss additional programming opportunities at the Teen Center. <b>Staff met with the Village representative and Teen Center staff to discuss improvements, new programs and trips, resources, and future planning for the Teen Center.</b>
	(REC) Program outdoor sport adventure	NB	<b>The district currently has archery programs</b>

	program at various parks. Add 2 additional archery programs. Complete by end of Q2		<b>taking place but based on the demand for more classes this was not needed.</b>
Expand facility based special events that promote greater facility usage.	(FAC) Continue to work with C&M to promote social media by offering daily, weekly and monthly promotions through Face Book, Twitter & Instagram. Complete one each month (12 total) by Q4.	C	Staff is currently in the process of interviewing the Digital Media Associate, which we are hoping will come on staff in early June. Staff is also working with C&M to offer various promotions via social media. Staff is also working with Retention Management sending out bi-weekly healthy tips and encouragement for fitness membership participation. <b>New Digital Media Associate started on 6/12.</b>
Expand Marketing communications with the use of social media and mobile applications.	(C&M) Utilize video on web and social media to engage and educate the community on green, social equity and health and wellness. Develop at least one new video each month; create 12 total by end of Q4.	C	Using existing videos until Digital Media specialist is hired, potentially by June 1 <sup>st</sup> , interview process in progress. <b>Digital Media Associate started 6/12. New videos have been created for PSSWC, BPC and 50+.</b>
	(C&M) Determine the direction of mobile access, and the feasibility of eliminating the mobile app in favor of the responsive website. Create a report and recommendation by end of Q2	C	<b>Delivered report to Division Director in Q3; mobile app will be discontinued in January 2018.</b>
	(C&M) Obtain Interstate Highway brown facility directional signs.	NB	<b>Staff did not solicit this opportunity this year as the numbered visits for each facility were not calculating correctly in 2018 new door counters will be order and in place for more concrete numbers.</b>
	(REC) Increase the use of the mobile app in STAR, PS, ELC and camp by 15%. Complete by Q2	C	Staff is evaluating the use of the mobile application now that the website is mobile friendly. Staff will be evaluating this amenity as the new digital media associate comes on board. <b>Delivered report to Division Director in Q3; mobile app will be discontinued in January 2018.</b>
	(REC) Gain greater visibility for the new 50+ Active Adults Center by identifying, and advertising on, both senior social media outlets and radio and television programs targeting seniors.	C	Staff has been promoting the new center through various channels, i.e. website (construction updates), Facebook, Eblasts, 50+ web page and a video was posted to include a tour of the current renovation during Q1. Staff has also promoted the center via the HE

			Chamber and staff has been meeting with the 50+ ambassadors to promote the center and discuss the fee/benefits structure. Continuous efforts to advertise the new 50+ Center and membership are ongoing, including marquee ads, social media, and face to face interaction with the new 50+ Program Manager during trips and programs.
	(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 2016.	SC	Volunteer numbers did increase this year by over 2%.
Increase volunteer involvement in District operations	(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.	IP	<b>Discussions are being held on how we can achieve this goal at future events where registration is not required.</b>
Develop program life cycle model for all programs to assess meeting community needs and desires	(C&M) Actively account for social media subscribers and increase engagement by 10%, by Q4. Baseline will be established at to the end of 2016. Baseline in Followers: Facebook (all pages)-6614 Twitter @heparks-730 Instagram @heparks- 109	C	Staff is currently working towards these goals. <b>As of 12/31:</b> <b>Facebook (all pages) – 7362 (+11.3%)</b> <b>Twitter @heparks-836 (+14.5%)</b> <b>Instagram @heparks– 122 (+12%)</b>
Create recreational programs and opportunities to target underserved demographic populations	(FAC) Install Entertainment App Audio in TC & WRC to enhance our fitness member’s entertainment experience while visiting our facilities. We will have the opportunity to promote our fitness programs, special events and other information to our customers. This will be a free download for our patrons. Install in Q1	C	TC will be testing a new wireless entertainment app to possibly install at TC &WRC. The demo test went well at TC on April 3; staff is currently working to test the unit at WRC during the same week. Installation planned for the week of July 10 <sup>th</sup> at TC. <b>The entertainment app was installed at TC &amp; WRC in July and was received very well by members.</b>

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Achieve District annual budget to maintain fund balance reserves	(DIVISION) Obtain 02 financial goals. Complete by Q4.	SC	<b>Waiting on final numbers, as those will be reported in the A&amp;F section.</b>
Secure additional alternative sources of revenue to support financial goals	(REC) Reach out to special interest groups to provide contractual services to reduce costs while providing new programming and service opportunities for residents and guests. Partner with 2 new special interest groups to provide 2 new contractual services for programming opportunities. Complete by Q4.	C	Staff has enhanced the current partnership with Harper College to offer additional services that HEPD is not currently offering. Staff is working with Kids First in the ELC, PS and youth athletic programs. Staff has also developed a partnership with WAKA (wiffleball), Bird Brain Disc Golf Club, and a flag football organization. The 50+ group has also partnered with a senior resource center (Comfort Keepers), offering Friday brown bag workshops on hospice care, senior care, etc. An agreement with All Star Sports was implemented this fall, offering 4 different sports classes to our preschool students and other kids ages 2-6 at TC and WRC. <b>Staff continue to partner with Harper to offer increased classes, such as adult art and other special interest classes starting in Winter 2018.</b>
	(REC) Provide membership incentives for early acquiring membership in the new 50+ Club. Q2	C	With the new membership fee structure, an Early Bird Registration special is being offered for members joining between May 15-July 31. Staff met with the 50+ ambassadors to help rollout the new membership. Other incentives include priority trip registration (beginning with fall trips), new programs, and exclusive use of the 50+ Game Room.

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Secure additional alternative sources of revenue to support financial goals	(ICE) Develop Off-Ice facility programming to maximize revenue potential. Market the area to outside organizations for a diversified	C	A trainer is helping consult with coaching staff on the best way to train youth. Equipment will all be in place by the end of May. Schedules



	user group. Complete by end of Q3.		have been developed and tested. Lining up rental groups to use the space starting in September, currently in-house and camps are using the space. <b>Travel hockey rented space this summer and is set for the fall. All in – house teams are using the area and all high schools in the area have information on the facility.</b>
	(DIVISION) Measure the total net surplus in the 02 from 2015 to 2016. Complete by Q3.	SC	Staff is waiting on the final numbers for the year end to determine if this goal was met.
	(FAC) Increase facility rental revenue by across the district by a minimum of 3%, from 2016 to 2017. Complete by Q4.	SC	Staff is working with C&M to promote the various rental opportunities, currently WRC is meeting expectations compared to 2016. <b>C&amp;M has developed marketing materials for the new renovated spaces at TC. Final numbers will be reported in the A&amp;F section.</b>
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarships and special projects	(C&M) Work with Business and Foundation to promote the purpose of Friends of HE Parks to increase event participation and donations to the Foundation. Increase exposure by 3% from 2016. Complete by Q4.	C	<b>Promoted GNO in Jan/Feb; SRT Golf Outing in May/June; Wine event in Aug/Sept; currently promoting Giving Tree.</b>
	(DIVISION) Increase the revenue ratios and reduce the expense ratios from 2016 to 2017. Review by end of Q1 and implement any changes by Q2.	C	Staff is currently working on this, fees have been adjusted for field rentals, 50+ memberships and other opportunities are being explored. <b>Staff has increased the fees in the new spaces within the north side space at TC and the previous Jerry's Pro Shop area and preschool program fees. Staff has also adjusted the organizational chart at PSS&amp;WC to reduce FTE overhead costs.</b>
Continue to evaluate and apply for grant revenues to support District's operations and capital projects	(C&M/REC&FAC) Increase the number of grant opportunities. Apply for 2 more in 2017 than in 2016; total of 6 or more by Q4.	C	Applied and won Power Play Grant \$1,000. Entered Amish Country Gazebo video contest in May. June \$20K Grant from Jewel/Osco for Wolf Pack. Q3 Community Garden grant application sent. Q4 America Walks grant application sent.
	(REC) Work with Advertising & Sponsorships to identify corporate sponsors	C	Working with Advertising and Sponsorship Manager to bring in new sponsors for Grand

	for the 50+ Center. Q3		Re-Opening event and 50+ Open House. Also with Party in the Park and working to bring in sponsors for the bi-monthly brown bag lunch and other new programs. <b>With the addition of new 50+ activities, such as Lunch ‘n’ Learn, new sponsorships have been generated. Other programs that have received sponsorships include Pub Quiz nights, 50+ Open House, and the Holiday Dinner Party.</b>
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**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Secure additional alternative sources of revenue to support financial goals	(REC) Increase program participation by 1% overall from 2016 to 2017. Complete by Q4	SC	Staff is currently monitoring participation, it should be noted that with HUSC moving to a rental program though the financial gain is enhanced the general participation in youth programming will decrease due to the fact that this is no longer an in-house program. New athletic programs, a higher rate of early soccer registration, an additional ELC classroom, and new general programs (i.e., improv classes, theater); will support an increase in program participation numbers. <b>Final numbers will be reported as part of the year-end balance score card data in February.</b>
	(FAC) Maintain total membership sales at TC & WRC from 2016 to 2017. Complete by Q4.	NA	Staff is currently working towards this goal. Monthly promotions to increase membership. Summer memberships. Membership promotions continue to be developed and implemented in Q4.
	(FAC) Work with the Parks Maintenance department to convert additional parking lot and gym lights to more energy efficient systems by Q3.	C	Parks maintenance has completed the conversation at TC
Reduce utility expenses in parks and facilities by converting to alternative energy sources	(FAC) Research the opportunity to add wind power at Vogelei or alternative energy sources by end of Q3.	NB	<b>Staff reviewed this opportunity but based on the limited number of programs at Vogelei with the transfer of gymnastics it was</b>

			<b>determined that the ROI was too low. Staff will look to offer this service potentially in 2018 or beyond as that site program inventory grows.</b>
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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**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Enhance District signage to inform and educate guests.	(C&M) Complete update of signage with new logos at parks, busses and marquees by year end 2017.	C	Working on bus signage, completed internal signage. <b>Bus signage completed in Q4.</b>

**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	(SFAC) Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Plan aquatic trainings within Q1 and complete 4 outside audits by Starguard by Q4. Pass 90% of all audits conducted by Starguard.	C	Staff held 2 recertification classes with 27 staff members passing the course. The new guard class is scheduled for the first week in May. <b>Seascape Staff have already completed two successful Starguard audits receiving a 4 Star ranking on both, which equates to higher than 90% on each audit. Seascape rated a 98.65% on the PDRMA accreditation that was held on Friday, June 23.</b>
Utilize best practices to maximize operational efficiencies as a District	(FAC) Increase custodial & program set up staff at TC, within budget, to enhance the cleanliness of the facility & increase staff availability for the expected increase in rentals and programs with the renovation. Enhance checklists & develop schedule in Q1 & Q2. Implement in Q3.	C	Staff is working on updating cleaning checklists as the new renovation area comes on line. Staff is also looking at the schedule of cleaning to create the most effective and efficient plan to support the cleaning expectations at TC. Checklists have been developed. Staff scheduling has been modified and 1 additional custodial staff will be brought on.
	(REC) Hire a permanent part time athletic coordinator to enhance the organizational structure with this department. Complete by Q1.	C	Kyle Goddard has been hired as the permanent part time Athletic Coordinator, effective February 2017. Kyle was working in the athletic department as a PT2 employee. This

			change has added additional structure and support to our athletic programming.
	(C&M) Hire a full-time Social Media Associate to provide enhanced digital marketing opportunities for the Park District. Complete by Q1.	C	Complete, new staff started on June 12, 2017.
	(REC) Add a full-time Child Care Coordinator to provide consistent, year round assistance to the Preschool, ELC, Star, and Camp programs, children, and families. Complete in Q1.	C	Lisa Swan the new Child Care Coordinator moved from a PT1 status to a full time employee in January 2017. Currently staff is very happy with this new organizational change.
	(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.	C	Staff is working on researching this opportunity, staff did try to utilize a different provider but the level of product and service did not service. Staff currently has two quotes that are being evaluated to determine if the quality and financial goals would be met.

### 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.	(FAC) Continue offering quarterly trainings for all district team members to become Medic AED/CPR certified. Schedule will be developed in Q1 and courses will be held in each quarter. Complete 4 classes by the end of Q4.	C	The Medic AED/CPR class dates have been established for 2017 and have been distributed to team members. Staff has purchased student guides in Spanish and will be holding a class in Spanish for Spanish speaking team members. The first class of 2017 was held on Feb. 25 <sup>th</sup> . Classes have been implemented for Q2 and will continue throughout Q3. Medic classes were held on March 18 <sup>th</sup> , April 25 <sup>th</sup> & 26 <sup>th</sup> , June 3 <sup>rd</sup> & Sept. 9 <sup>th</sup> . <b>The 5<sup>th</sup> &amp; final class for 2017 was held on Nov. 3<sup>rd</sup>. Seven classes were offered and 5 completed in 2017.</b>
Strengthen emergency response training by implementing drill trainings.	(FAC) Conduct quarterly emergency response training drills at each facility. Schedules to be developed and implemented	C	Plan has begun and drills will begin in Q2. Medical attentions that have occurred within the facilities have gone very well, according to

	in Q1.		appropriate process. <b>A drill for the Armed Intruder is currently being planned in coordination with the Hoffman Estates Police. The drill will be implemented within Q3. Given feedback and work with HE Police Dept, additional modifications will take place to the HEPD Armed Intruder code in 2018 and training will take place in FY18.</b>
Develop additional programs and processes to support conservation, green initiatives	(ICE) Continue to look for ways to improve energy efficiency measures in the ice arena area. Complete 4 reviews by Q4; see utility cost savings by Q3.	C	Staff raised the floor temp by 2 degrees in January- March to take pressure off the compressors. Currently this has been successful. Summer usage on the system as it is operational for this summer will be a good comparison to 2015. The Hot weather in Aug/Sept seemed to be a good test for the new system and at this time operationally it is running very efficiently.
Provide educational programs and opportunities on environmental best practices	(C&M) Create media (to include Park Perspectives, Video and/or photos on social media and web) that educates the community about the park district's environmental, social equity and green practices. One per quarter.	C	<b>Q1 &amp; Q2: Among the videos with top views in YouTube are Park Info: What is Bioswale and Park Info: The role of fire. Annual Report: Enviro facts about trees included; plus HE Parks green efforts. Social Eq: NWSRA marketing on Facebook, website in Q1 &amp; Q2. Q 3 &amp; Q4 Conservation: Monarch Butterfly; Community Garden Plots, Controlled burns.</b>

#### **DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

##### **District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Continue emphasis on cross-training and ensure workforce readiness.	(DIVISION) Work with outside contractor to enhance the 2016 program by Q2.	C	Staff has worked on this at the service desk staff meetings and continues to train on these initiatives. <b>Staff worked with Ron Vine an outside contractor to start to develop additional surveys not only for customer</b>

			<b>feedback but also the interaction with the guests.</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities	(FAC) Continue to train and enhance the service desks knowledge in upselling and cross selling for all district programs and services. WRC & TC will conduct quarterly staff meetings where each new quarter will discuss what is being offered in addition to any other updates and trainings.	C	Staff meetings will be offered on 2 different evenings in an attempt to have more team members able to attend. The first meeting of 2017 was held on Feb. 15 <sup>th</sup> & 16 <sup>th</sup> . Staff also went over the whole list of safety training during these meetings. TC & WRC held staff meetings on May 22 & 24 & Sept 12 & 14 to update all service desk staff on any changes and the upcoming reopening of the north side at TC. <b>The 4<sup>th</sup> quarter staff meetings were held on Nov. 16<sup>th</sup> &amp; 20<sup>th</sup> for TC &amp; WRC service desk staff.</b>
Continue to foster openness in communication District-wide	(DIVISION) Invite the Business and Parks divisions to the monthly all division team meeting; have them attend 4 by the end of Q4.	SC	<b>Staff had the business department attend 1 meeting this year, but in 2018 the aim will be to reach a quarterly attendance number.</b>

### 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.	(FAC) Provide CHEER customer service training and require attendance of all new HEPD team members. Provide 2 CHEER training opportunities by end of Q4. In addition, modify CHEER presentation to be able to be viewed by all newly hired team members within initial orientation time frame.	C	The CHEER presentation is in process of being modified to allow all staff to be able to view the presentation upon initial orientation. The process will be complete within Q2. <b>The modification of the CHEER presentation will take place within Q3. Given priorities and project timelines, the Cheer presentation will be modified in Q4. This initiative will be completed within FY18.</b>
Promote healthy lifestyles through work environment best practices	(DIVISION) Continue to strive to enhance the internal work culture that remains honest and ethical with principles that foster strong integrity and trust around the I2CARE values. Conduct 4 internal customer service based trainings in monthly FTE meetings. Complete by Q4.	C	<b>Staff continues to implement team building exercises at the FTE monthly division meetings. Staff is also working with the other departments to create enhanced internal customer service by meeting directly with those parties involved in various projects.</b>

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	(ICE) Send staff to training seminars – STAR, IMEO, USFS, USA Hockey. Complete by end of Q3.	C	STAR training on refrigeration. Completed June.
Create and maintain succession plan to prepare employees for advancement and prepare organization for personnel changes	(DIVISION) Work with the current team and as opportunities present themselves to provide internal advancement when applicable. Work with team members to prepare for these changes by Q4.	SC	Staff will work with the current established plan and does discuss these opportunities to grow as professionals and reach their own career objectives. <b>Succession plans have been reviewed and this process continues to be reviewed as part of the CAPRA process.</b>

**HOFFMAN ESTATES PARK DISTRICT  
2017 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**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Expand facility based special events that promote greater facility usage	Develop wellness and fitness opportunities, services to engage customers and build rapport. Develop 1 new retention program in Q1.	C	The Personal Training Coordinator has offered wellness opportunities promoted through the monthly wellness calendar. The member loyalty program continues to be enhanced within the personal training program. The Personal training Coordinator has collaborated with membership and incorporated a book club onto the wellness calendar started 6/17. The Personal Training Coordinator continues to offer wellness opportunities promoted through the monthly wellness calendar. Monthly meet the Health Coach workshops started 10/10. <b>Complimentary nutrition, fitness, and general wellness programs and services are being offered. The programs have been well attended and have received positive feedback from customers.</b>
Increase cooperative efforts with neighborhoods and community associations on health related issues	Strengthen partnership opportunities with organizations, such as AMITA Health, AthletiCo, The Windy City Bulls and the HE Chamber to provide community based fitness programs and services. Schedule 2 integrated educational/awareness activities (i.e. heart health, breast care, back/injury prevention) in Q2 and Q4 for a total of 4 for the year.	C	The partnership continues with the Higgins Educational Center to provide outreach group fitness classes on a weekly basis, beginning within Q2. <b>Classes were successfully running throughout Q2, with a planned break until the fall season. The Windy City Bulls completed their inaugural season – the PSS&amp;WC website continues to highlight the relationship. The AthletiCo contract was renewed. Within Q3, AthletiCo will provide a back injury prevention seminar. In addition, in Q2, the PSS&amp;WC Personal Training Coordinator provided a complimentary educational</b>



			<b>seminar for the HE Village employees for the fitness challenge on the Wonders of Walking.</b>
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**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Expand facility based special events that promote greater facility usage	Add 1 new class format and implement 4 retention events. Complete by Q4.	C	The fitness department has planned and implemented a new group fitness class: HIIT 360 on the Synergy equipment piece started 2/1/17. The fitness department held a “March Madness” retention event within the group fitness classes 3/16/17-4/3/17. The fitness department will offer free group fitness classes and workshops during the open house on 10/28. <b>The personal training department has offered free small group classes, workshops throughout Q4.</b>
	Develop a Charter Member Rewards program (for members with 5+ years of consistent active membership status). Research and plan in Q1 and Q2; implement enhancement by Q3.	NB	<b>Objective will be included in FY18 divisional goals.</b>
	Enhance current Member Rewards program securing a minimum of 15 referrals per month in FY17.	C	The Member Services team introduced a new ‘Give 25/Get 25’ referral promotion in Q1, which contributed to a total of 54 member referrals (18/month). Q2 member referral totals averaged 11 referrals per month. Q3 member referral and friends/family referral totals averaged 35 referrals per month. <b>Q4 member referral and friends/family referrals averaged 36 per month.</b>
	Host 1 health and wellness fair in Q4 to expand community and corporate outreach.	C	Date established for Q4 Open House to highlight all areas of club in addition to renovation project completion (Oct 28). <b>Successful Open House generated 11 new memberships and interest in several club programs and services.</b>
Develop performance measurement system to evaluate value in programming structure	Utilize current system for membership (Constant Contact) to complete evaluations for the group swim lesson program to	C	Survey will be implemented in Q2. <b>The survey was on hold until the HEPD survey committee created a consistent template</b>

	assess customer satisfaction. Complete in Q2 and Q4 for a total of 2 surveys.		<b>for district-wide use. The swim lesson survey will be completed in Q4, and will continue into 2018.</b>
	Develop and incorporate new online member survey to assess member needs and initiate targeted responsiveness. Initiate 1 survey in early Q2.	C	Survey to be delayed until completion of capital renovation projects in FY17; select FT staff attended survey workshop in Q2, which will result in the creation of a District survey committee designed to create parity and synergy with all survey formats including those used at PSS&WC. Final drafts of facility surveys are currently under review by the survey team with a schedule of intended distribution dates to be released in Q4. <b>PSS&amp;WC member survey completed and scheduled for distribution to members in FY18 Q2.</b>
	Create an evaluation form for the climbing wall class to find ways to enhance the current program. Complete by end of Q2	C	An evaluation form has been created and used on classes last day. <b>Results indicated that parents are very satisfied with instructors and quality of class, yet parents want lower maximum enrollment so their children have more time on the wall. Staff have accommodated by providing 2 class times, splitting age groups so that more time can be spent for participant climbing.</b>
	Create a class evaluation form for Kids First Sports to find additional needs of our patrons. Complete by the end of Q2	C	Will begin within Q2. <b>FT staff attended survey workshop in Q2, which will result in the creation of a District survey committee designed to create parity and synergy with all survey formats including those used at PSS&amp;WC. The format for the survey will be ready in Q4.</b>
Utilize best practices to maximize operational efficiencies as a District	Research and introduce a migration to a digital dues collection process via secure website portal/link. Complete by Q3.	IP	Pending launch of RecTrac/VSI upgrade to determine if feasible. Launch of Rectrac/VSI upgrade scheduled for Q4 (will consider viability of digital dues collection following launch). <b>Online dues payments available for district clients; promotion of this payment option for PSS&amp;WC members to take place in early FY18 as part of 3.1</b>

			<b>features.</b>
	Resurface gymnasium floor. Complete by Q4.	C	Project is planned to take place within Q4. Quotes will be received within Q2. The PSS&WC gymnasium project has been scheduled for mid-September. The lowest qualified vendor was selected for the project. <b>Project completed in Q3.</b>
	Install additional filtered water bottle filler station in Kids Korner hallway. Complete by Q4.	NB	<b>Placed into the 2018 budget (within the green committee).</b>
	Purchase Fitness Equipment. Complete by Q4.	C	Equipment bid packet has been completed and opened to the public in March. All budgeted Fitness Equipment has been purchased and will all be delivered and installed before 7/31/17. <b>All budgeted Fitness Equipment has been installed in Q3.</b>
	Complete tennis court painting enhancement within 2017. Complete project by end of Q3.	C	Project for the tennis court has been planned for August 2017. <b>Project completed in Q3.</b>
	Replace hand dryers in community locker rooms with energy efficient/effective models. Complete by Q3 from Green Budget.	NB	Project will be assessed and completed as part of the 2018 budget.

### District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Increase volunteer involvement in District operations	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.	C	Fitness Supervisor will be researching similar programs within HEPD and at other park districts in Q2 to potentially implement in Q3 or Q4. <b>The timeline for new high school volunteer program was modified to take place within 2018.</b>
Improve overall health outcomes of programs offered	Continue with further enhancement of 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	C	Enhancements to monthly wellness calendar in Q1 have included expansion of social media promotional initiatives, member challenges, and group fitness class spotlights; expansion of wellness calendar in Q1 continued thru Q2 and Q3 with the introduction of new member book club and

	initiatives by end of Q4.		other interactive initiatives and events. <b>Monthly wellness calendar will continue in FY18 to offer varieties of promotional initiatives designed to inspire participation and retention.</b>
	Research and implement an educational based gardening program within Kids Korner that will include container gardens within outdoor activity area. Implementation by end of Q2.	C	In process of purchasing plants for the educational purposes for the Kids Korner. To be implemented within the beginning portion of Q3. <b>Purchased and planted plants with assistance from the Kids Korner; children continue to water and care for plants through Q3.</b>
Expand marketing communications with the use of social media and mobile applications	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.	C	Introduced Facebook ‘live’ videos in Q1 that included a facility tour, Cardio Tennis tutorial, and member challenges; working with C&M team on weekly posts to promote facility and district initiatives to members; working with FT Digital Media Associate on various video recorded streams to showcase use of new fitness equipment and updating current photo portfolio to capture ‘before and after’ images throughout the renovation projects; established new Google analytics account in Q2 for PSS&WC following website platform conversion. Interactive digital media posts and video streams continue to increase reach among social media platforms; Q4 digital enrollment promotions <b>included</b> emphasis on photos and video streams of newly renovated areas.
	Introduce new blog component on website for educational, retention, and recruitment purposes. Implement in Q2, engagement success rate %.	SC	Currently researching new club app option thru NetPulse for potential launch in Q4 following renovation project (will take the place of a blog). <b>Development of club app will take place in Q4 with launch of monthly app service available for members in Q1 of FY18.</b>

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Achieve District annual budget to maintain fund balance reserves	Achieve FY17 net membership goal total by end of Q4.	C	Staff is currently working to achieve this goal. Net actual is currently tracking ahead of net goal at conclusion of Q2 and Q3. <b>Staff achieved annual net membership goal exceeding the budgeted net goal by 37 members. (Final net member total = 60). (Final membership revenue totals pending.)</b>
	Initiate member rate increase (\$2/member) in February of 2017.	NB	<b>Rate increase/change evaluated during the budget process and the decision was made not to move forward in 2017. Staff will continue to assess in 2018.</b>
	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.	C	Monitored budget throughout Q1 and Q2. <b>Budget continues to be monitored throughout Q3, with efforts to reduce expenses and enhance revenues in appropriate accounts. Continued to monitor budget in Q4.</b>
	Monitor PSS&WC operational budgets both from revenue and expense standpoint to ensure that projections are meeting and/or exceeding the budgetary aims of the district. Meet bi-monthly throughout the year, with the GM, Supt. of Facilities and Director of Rec/Fac. to ensure that the annual budget is meeting expectations. Complete 18 meetings prior to the end of Q4.	C	Budget is in process of being monitored and meetings have taken place within Q1. <b>The process has been on-going into Q2 as well as Q3.Meetings continued and budget monitored through Q4.</b>
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition	Enhance current corporate membership program while increasing corporate membership base. Host 4 recruitment events for existing corporates to generate growth. Grow the membership base by 1% in 4 existing corporate accounts beginning in Q1; secure 2 new companies by end of Q4.	C	Targeted email and enrollment campaign to local school districts (U46, 211, 54, 220, 300) launched in Q1 with discounted 1-week pass option and discounted enrollment fee. Recruited and secured new corporate membership relationship with Sunburst Digital resulting in 19 new members in Q2. Q3 corporate recruitment efforts included targeted promotional strategies at companies

			within the Prairie Stone business park and local school districts. Secured new corporate relationship with Vistex, located in Hoffman Estates (180 employees). (Final corporate membership revenue totals pending.)
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**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
	Increase annual aquatic pass fees by 5%. Implement in Q4.	NB	Increase planned in Q2 or Q3. <b>Transferred to FY18 goals and objectives.</b>
	Research the option of adding a fee-based ancillary children's program during weekday afternoon closure in Kids Korner. Complete research by end of Q2 with a recommendation by end of Q3.	NB	<b>This will be pursued in FY18.</b>
	Research the ability to discontinue the tennis membership in favor of a fee-based general usage option for all members. Complete research by end of Q2 and recommend a direction by start of budget process 2018.	NB	Anticipation of hourly court fee increase and potential monthly rate changes following tennis court capital renovation project in Q3. <b>Consideration of fee increase transferred to FY18.</b>
	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	Pending launch of RecTrac/VSI upgrade to determine if feasible. <b>Transferred to FY18 for consideration with upgrade now in progress.</b>
Develop strategies to attract additional sponsors and new partnerships.	Work with Sponsorship Coordinator to try to secure a sponsor for the Climbing Wall. Anticipate securing a sponsor by Q4.	C	<b>Unable to secure a sponsor for the wall in 2017, but will continue to reach out to local businesses to help subsidize to make wall more cost effective. Efforts will continue in Q4.</b>
	Work with Sponsorship Coordinator to secure a potential sponsor for the indoor tennis court area. Anticipate securing a sponsor by Q4.	SC	Currently working with USTA to secure grant for blended lines application that will be done during capital court renovation project in Q3. USTA grant secured by Operations Manager to cover the cost of the addition of blended lines during renovation in Q3. <b>Efforts to resume in FY18 to secure potential corporate court sponsor.</b>

**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition ( <i>annually</i> )	Maintain efforts to continually monitor industry growth and change among regional and industry leading competitors (i.e. like-type facility visits 1 per quarter).	C	Research done online and by phone in Q1 and Q2 and Q3 <b>and Q4</b> to obtain membership information and details at 4 regional facilities.
Perform internal control audits	Manage payroll to meet personnel budget to ensure maximum operational efficiency. Meet payroll budget by end of Q4. Monitor IMRF, ACA and PT1 team member hours per (26) payroll to maintain budgeted levels and aims.	C	Monitoring budget on a consistent basis throughout Q1 and striving to reach financial goals and ensure operational efficiencies. <b>Efforts to monitor and manage personnel budget were on-going into Q2 and continued into Q4.</b>

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Utilize best practices to maximize operational efficiencies as a District	Complete the PSS&WC café area refurbishing to enhance customer experience and utilization of facility space	C	Meetings have taken place and initial designs have been developed for the café area. Progress will continue to be made throughout Q2. <b>Café renovation project delayed until FY18.</b>
	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 Q3.	C	Manager on Duty daily opening and closing check-lists and follow through on items has been implemented within Q1 <b>and Q2</b> . Facility walk-throughs have taken place on a consistent basis. The work order system has also been used to support facility maintenance and repair within Q1 <b>and Q2</b> . <b>Efforts will continue within Q3 and was continued in Q4.</b>
	Log and follow up on 100% of all member comment cards (if requested) as it relates to a facility concerns. Complete by Q4.	C	Comment cards reviewed and responded to weekly beginning in Q1 and Q2, as well as Q3 <b>and Q4.</b>

**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Develop operational processes required to maintain accreditation status for CAPRA.	Schedule and complete the annual climbing wall inspection by Experiential Climbing Systems or other PDRMA recommended	C	Inspection has been completed and new auto belay has been installed.

	climbing wall organization. Schedule within Q2, complete inspection by Q3.		
	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of all Starguard audits by Q4.	C	Staff held 2 recertification classes with 27 returning staff members passing the course. Two new guard classes were held training 47 new lifeguards this summer. HEPD staffed a total of 74 StarGuard trained lifeguards. The relatively young staff exceeded 4 out of 5 audits and passed the 5 <sup>th</sup> audit.

### 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	Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team. Offer a total of 4-5 trainings by end of Q4.	C	The Medic AED, CPR, and First Aid courses have been planned for the year. One has been completed within Q1 and 3 classes have been planned for Q2, including a Spanish speaking version of the class. <b>Classes have been implemented for Q2 and will continue throughout Q3. Classes continued to be offered throughout Q3 and will continue into Q4. A total of 6 trainings were offered in 2017.</b>
	Achieve PDRMA accreditation process, achieving scores which meet or exceeds expectations. Complete PDRMA review within scheduled time frame for 2017. Achieve a minimum score of 95% on the accreditation evaluation.	C	Staff is in progress of preparing for the PDRMA accreditation process. Meetings have taken place and a plan is in action for preparation for site visits taking place within Q2/3. The Aquatics review was completed on June 23. Staff successfully prepared to achieve an exceptional score of 98.65%. Ongoing efforts continue to prepare for the Recreation and Facilities review, planned for July 13. <b>The recreation and facility review was completed and received an exceptional score of 99%</b>
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Achieve all needed facility requirements to achieve a minimum score of 95% on the District-wide environmental report card. Complete by Q4.	C	Staff is currently working on this alongside the PDRMA accreditation review.



**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Promote furthering educational opportunities for staff by encouraging participation in workshops, conferences, and other educational opportunities.	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.	C	Internal trainings will be offered within Q2. <b>Trainings were provided to increase staff and member knowledge pertaining to the new cardiovascular training fitness equipment.</b>
	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.	C	Several staff have attended the IPRA conference and participated within the PDRMA educational programs within Q1. Participation within training opportunities will continue in Q2. The Aquatics and Program Manager attended the PDRMA Aquatics Risk Management training within Q2. Plans continue to attend upcoming seminars and educational programs offered within Q3. <b>Club Industry was attended by 2 FTE team members within Q3. FTE team members have registered for Q4 educational sessions, including the PDRMA Risk Management seminar and a PDRMA Building Intruder Educational Session.</b>
Incorporate incentive programs for healthy habits for employees	Obtain 25% of all FT team members participating in the PDRMA Path Program incentive by the end of Q4.	C	FT team members have begun the progress of participation and registration for the PDRMA PATH program. Screenings are scheduled for Q2. <b>Path Program was achieved by FTE within Q4.</b>
Continue emphasis on cross-training and ensure workforce readiness.	Measure secret shopping program and show improvement from outside consultants evaluations in 2016 (upselling and cross selling training) by end of Q2.	SC	<b>By working with Ron Vine and associates the district has established a survey task force to help with setting up measures to determine improvement.</b>

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

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Promote healthy lifestyles through work environment best practices	Engage team members at PSS&WC using the CHEER customer service initiative. Forming	C	The process will begin within Q2. <b>The process has been delayed and will begin</b>

	“teams” of PT team members to carry out the CHEER culture, rewarding those that do. Implement by Q2.		<b>within Q3. This initiative will be a focal point in FY18</b>
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness	Set expectation for all PSSWC new team members to complete CHEER training within 2017. Have 100% of all new hires trained in the CHEER program prior to the first 3 months of employment.	SC	The CHEER presentation is in process of being modified to allow all staff to be able to view the presentation upon initial orientation. The process will be complete within Q2. <b>Given significant capital project planning and PDRMA preparation priorities, the modification of the presentation format will be initiated within Q4. This initiative will be completed within 2018.</b>
Continue to foster openness in communication District-wide	FT team members attend monthly Recreation & Facility Division all team mtgs. Hold a minimum of 8 meetings prior to the end of Q4.	C	FT team members have attended monthly recreation and facility division meetings within Q1. <b>Consistent attendance of meetings continued throughout Q2 &amp;3, as well as Q4.</b>

### 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	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.	C	Will begin within Q2. <b>Meetings took place on-site to discuss and coordinate efforts for the direction and discuss performance of quarter. Meetings continued within Q3 as well as Q4.</b>
Continue emphasis on cross-training and ensure workforce readiness	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.	C	<b>Meetings have been conducted on an “as needed” basis throughout Q2. Meetings continued throughout Q3 and continued throughout Q4.</b>
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness	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.	C	Hoffman U educational sessions have been attended by FT team members within Q1. <b>PSS&amp;WC Registered Dietician as well as Personal Training Coordinator provided 2 lectures for the Hoffman U program within Q2. Both lectures were well attended by HEPD team members. Attendance for Hoffman U continued throughout Q3. A Hoffman U is being organized for an educational session</b>

		<p><b>provided by the Hoffman Estates Police Department for the Armed Intruder emergency code and action plan review within Q4. The HE Police Department provided a Hoffman U on the Armed Intruder code and the HE Village with the HE Police Department provided a presentation on “Handling Challenging Customer Situations”. FTE and PT team members attended Hoffman U training sessions.</b></p>
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**HOFFMAN ESTATES PARK DISTRICT  
2017 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**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Expand facility based special events that promote greater facility usage	Host 4,100 Outing Rounds (3,419 Outing rounds in 2016).	C	Outing rounds will begin in 2 <sup>nd</sup> qtr. We have hosted 1,050 outing rounds thru 2 <sup>nd</sup> Qtr. We have hosted 3,815 outing rounds thru 3 <sup>rd</sup> Qtr <b><i>We have hosted 3,922 outing rounds thru 4<sup>th</sup> Qtr</i></b>
	Provide 27 Preferred Tee Times Groups (28 Groups in 2016).	C	We currently have 30 groups for the 2017 season. <b><i>We have 30 Preferred Tee Time Groups for 2017.</i></b>
	Provide 3,326 League Rounds. (2,870 rounds in 2016).	SC	League rounds will begin in 2 <sup>nd</sup> qtr We hosted 1,461 league rounds thru 2 <sup>nd</sup> Qtr. We hosted 2,411 league rounds thru 3 <sup>rd</sup> Qtr. <b><i>We hosted 2,411 league rounds thru 4<sup>th</sup> Qtr.</i></b>
	Discount & Annual Golf Pass Sales: Resident 251 Passes; Non Resident 186 Passes (Resident 233 Passes; Non Resident 182 Passes in 2016)	SC	1 <sup>st</sup> Qtr Pass Sales = Resident 65 Passes; Non Resident 133 Passes Thru 2 <sup>nd</sup> Qtr our Pass Sales are = Resident 128 Passes; Non Resident 182 Passes Thru 3 <sup>rd</sup> Qtr our Pass Sales are = Resident 236 Passes; Non Resident 182 Passes <b><i>Thru 4<sup>th</sup> Qtr our Pass Sales are = Resident 241 Passes; Non Resident 182 Passes</i></b>
	Provide Jr. Program Classes in Spring, Summer & Fall to 143 participants. (141 participants in 2016).	SC	Jr Program classes will begin in 2 <sup>nd</sup> Qtr We have had 48 Jr Program participants with 4 classes remaining in 2017. <b><i>We have had 118 Jr Program participants in 2017.</i></b>

	Provide Group Lessons to include 50 students for all ages in Spring, Summer & Fall. (35 Students in 2016).	SC	Group lessons will begin in 2 <sup>nd</sup> Qtr We have had 15 participants thru 2 <sup>nd</sup> Qtr. We have had 22 participants thru 3 <sup>rd</sup> Qtr <b><i>We have had 22 participants in 2017</i></b>
	Host 4 outside wedding ceremony only events. (1 in 2016).	SC	Wedding season begins in 2 <sup>nd</sup> Qtr We have 5 ceremony only events in 2017 <b><i>We have 5 ceremony only events in 2017</i></b>
	Host 5 Wedding Receptions. (4 in 2016).	SC	Wedding season begins in 2 <sup>nd</sup> Qtr We have 5 reception only events in 2017 <b><i>We have 5 reception only events in 2017</i></b>
	Host 20 Ceremony & Reception Weddings (21 in 2016).	SC	Wedding season begins in 2 <sup>nd</sup> Qtr We have 14 ceremony & reception events in 2017 <b><i>We have 14 ceremony &amp; reception events in 2017</i></b>

**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Expand marketing communications with the use of social media and mobile applications	Receive 10 Five Star Reviews on the Knott for Weddings. Goal is 10 Reviews receiving 5 Stars (13 in 2016).	C	Wedding season begins in 2 <sup>nd</sup> Qtr We have had 1 review thru 2 <sup>nd</sup> Qtr placed which was a 5 star review. Most review will be submitted in 3 <sup>rd</sup> & 4 <sup>th</sup> qtrs. We have had 8 reviews thru 3 <sup>rd</sup> Qtr that received a 5 star review. <b><i>We have had 11 reviews thru 4<sup>th</sup> Qtr that received a 5 star review.</i></b>

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Measures/Action</b>		
Expand facility based special events that promote greater facility usage	Provide 6 Special Golf Events with 360 participants. (4 events with 244 participants with 1 remaining event 2016.)	C	Our first event was cancelled due to inclement weather. Remaining 5 events will be in 3 <sup>rd</sup> and 4 <sup>th</sup> Qtr. We have had 1 event in the 3 <sup>rd</sup> qtr with 40 players with 3 events remaining in the 4 <sup>th</sup> qtr. <b><i>We have had 4 event in thru 4th qtr with 246 players with 2 events cancelled due to inclement weather.</i></b>
	Provide 2 Holiday Event Brunches with 675 guests (371 Guests for Easter Brunch & Breakfast with Santa is in December).	C	Events are in 2 <sup>nd</sup> and 4 <sup>th</sup> qtr. We hosted 346 guests for Easter Brunch. Breakfast with Santa will be held in 4 <sup>th</sup> Qtr. <b><i>Breakfast with Santa hosted 474 guests for a total of 820 Guests in 2017</i></b>

	Host 6 Special Event Nights. (5 events in 2016).	C	Events start in 2 <sup>nd</sup> qtr. We hosted 1 event in 2 <sup>nd</sup> qtr with record attendance of over 160 guests. We had 3 live music events cancelled due to inclement weather in the 3 <sup>rd</sup> qtr. <b><i>We hosted 1 event in 2017 with 3 cancelations due to inclement weather.</i></b>
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## **DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

### **District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Achieve District annual budget to maintain fund balance reserves	Monitor Golf budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed Golf Department Budget bottom line.	C	Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1 <sup>st</sup> qtr with rounds and range sales. The budget is being monitored very closely. With the up and down weather patterns we are working hard at managing the tee sheet along with expenses for all areas. As we approach the fall season staffing levels are being adjusted accordingly. We currently on pace to be on budget with expenses and projected revenue is on track to be ahead of budget. <b><i>The golf budget exceeded revenue by \$41k with expenses being slightly over budget by \$18k.</i></b>
	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.	C	Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1 <sup>st</sup> qtr with the Tap Inn. The budget is being monitored very closely. With the up and down weather patterns we are working hard at creating specials and marketing to our golfers thru social media and GPS ads. Revenues are slightly down per budget but expenses have been monitored accordingly and are also down thru 3 <sup>rd</sup> qtr. <b><i>F&amp;B revenue just fell short of budget by \$16k but the expenses were under budget by \$47K</i></b>
	Monitor Golf Maintenance expense and monitor to ensure expenses do not exceed	C	Budget is monitored monthly. With the weather cooperating early this spring and the golf course

	<p>budget and are in line with revenue projections. Meet or exceed Golf Maintenance Department Budget bottom line.</p>		<p>opening, the Maintenance crew has still been operating with an off season crew with minimum expenses in 1<sup>st</sup> qtr.                      Golf Course maintenance budget is on plan thru 2<sup>nd</sup> qtr. We look to monitor closely come late 3<sup>rd</sup> qtr and adjust based on weather and Golf revenue.                      Golf Course maintenance remains on plan thru 3<sup>rd</sup> qtr. We should see some additional savings as the year comes to a close.  <b><i>Golf Course maintenance operated below plan with a savings of approximately \$55k in 2017.</i></b></p>
	<p>Provide 30,352 Rounds. (29,130 thru 10/31 in 2016).</p>	<p>C</p>	<p>We had 1,293 rounds in 1<sup>st</sup> qtr.                      We have provided 12,111 rounds thru 2<sup>nd</sup> qtr which is above the 5 year average of rounds thru 2<sup>nd</sup> qtr of 11,728                      We have provided 18,057 rounds thru 3<sup>rd</sup> qtr which is above the 5 year average of rounds thru 3<sup>rd</sup> qtr of 17,377.  <b><i>We have provided 30,323 rounds in 2017 which is above the 5 year average of rounds of 30,099.</i></b></p>

**District Objective 2: Generate alternative revenue**

Division Objectives	Measures/Action	Status	Achievement Level/Comments
<p>Secure additional alternative sources of revenue to support financial goals</p>	<p>Provide 2,400 Hole In One Challenge Participants (New for 2017)</p>	<p>C</p>	<p>We had 92 participants in 1<sup>st</sup> qtr.                      We have had 942 participants thru 2<sup>nd</sup> qtr.                      We have had 2,086 participants thru 3<sup>rd</sup> qtr.  <b><i>We have had 2,414 participants in 2017.</i></b></p>
	<p>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%. Approximately 5k rounds (4,003 Rounds Thru Oct 31st).</p>	<p>C</p>	<p>We had 268 Golf Now rounds booked in 1<sup>st</sup> qtr.                      We have had 2072 Golf Now rounds booked thru 2<sup>nd</sup> qtr.                      We have had 4,141 Golf Now rounds booked thru 3<sup>rd</sup> qtr  <b><i>We have had 5,128 Golf Now rounds booked in 2017</i></b></p>

**District Objective 3: Utilize our resources effectively and efficiently**

Division Objectives	Measures/Action	Status	Achievement Level/Comments
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Utilize best practices to maximize operational efficiencies as a District	Complete bunker renovation project by May 2017 with the assistance of the Parks Department.	C	Bunker project is advancing nicely. We are on schedule to be completed by the end of April. <b><i>The bunker project is completed and we have received many great comments on the finished project.</i></b>
	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.	C	Annual burns were completed in 1 <sup>st</sup> qtr by the parks department. Will complete additional burns and stump grinding in 3 <sup>rd</sup> and 4 <sup>th</sup> qtr. Burns are scheduled for 4 <sup>th</sup> qtr. <b><i>Golf Maintenance and Parks Department completed burns in native areas along with removing 33 trees and stumps in 4<sup>th</sup> qtr.</i></b>
	Purchase 2 New Greens King Greens mowers. Purchase 1 <sup>st</sup> Qtr.	C	Mowers have been purchased and are due to arrive in April. <b><i>Mowers have arrived and are in service.</i></b>
Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.	C	Payroll is closely monitored on a daily basis and adjusted daily based on weather and functions. Payroll is constantly monitored with weather and amount of play and adjusted accordingly. We will continue to monitor very closely as we trend towards the end of the season. <b><i>Payroll was below budget in 2017.</i></b>
	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	C	Expenses are being monitored closely and are on plan thru 1 <sup>st</sup> qtr. Expenses are being monitored closely and are on plan thru 2 <sup>nd</sup> qtr. Expenses are being monitored closely and are below plan thru 3 <sup>rd</sup> qtr. <b><i>Expenses were monitored all season. We finished below budget for the 2017 season.</i></b>
Perform internal control audits	Monthly budget monitoring and proper costing out on menus to maintain a 33% food cost and 26% beverage cost.	C	Both food cost and beverage costs are in line with budget after 1 <sup>st</sup> qtr. <i>Expenses are being monitored closely and are on plan thru 2<sup>nd</sup> qtr.</i> <i>Expenses are being monitored closely and are on ahead of plan thru 3<sup>rd</sup> qtr. (31% food cost and 25% beverage</i>



			cost.) <b>Monitoring Food Cost and Beverage cost for 2017 was a high priority. The 2017 totals were 31% food cost and 25% beverage cost which were below the budgeted amount.</b>
Connect & Engage Our Community	Increase volunteer participation in the Event Area Garden Club meetings. (2 Meetings in 2016)	NA	Meetings will begin in 2 <sup>nd</sup> qtr. No meetings have been held to date. Will be evaluating this program in future months. <i>This program was a challenging one to complete as most of our areas require specialized planting.</i>

**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	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.	C	The facility is following the daily checklists we have in place and is completing these lists 100% of the time in the first quarter. The facility is following the daily checklists we have in place and is completing these lists 100% of the time in the second quarter. The facility is following the daily checklists we have in place and is completing these lists 100% of the time in the 3rd quarter. <b>The facility completed the daily checklists we have in place and completed these lists 100% of the time in 2017.</b>
	Provide a well-manicured golf course consistent with adopted 2016 maintenance goals. Weekly inspection with golf course superintendent, identify deficiencies and remedy as necessary. 90% Completion Rate.	C	Maintenance has started spring clean-up on the course along with all the general practices on a daily basis; along with the major bunker project Maintenance has done an exception job with golf course maintenance especially with the roller coaster weather patterns. Currently they are completing the renovation of the 17 <sup>th</sup> tee box set to open end of July. Maintenance has done a great job maintaining the golf course and has completed all fall aerification. The course has been receiving great reviews thru 3 <sup>rd</sup> qtr. <b>The golf course was maintained all season long in a high level. Fall projects have been completed and</b>

			<i>winter applications have been applied.</i>
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**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Enhance overall quality of natural areas	Maintain a portion of the natural areas by the use of the burns and alternate methods. Complete by 3 <sup>rd</sup> Qtr.	C	Majority of the natural areas were burned in 1 <sup>st</sup> qtr by the parks department. Additional burns will be held in the fall. Some areas have been mowed down and we have additional areas that will be burned in 4 <sup>th</sup> qtr. <b><i>All natural areas have been mowed down or burned heading into winter.</i></b>

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain IPRA's Environmental Report Card. By end of 4 <sup>th</sup> quarter.	C	Will be completed in 4 <sup>th</sup> qtr. <b>We received a 97% on Environmental Report Card. GRAND TOTAL POINT REVIEW 90% - 100% Your agency is an environmental leader in the field and has reason to be proud.</b>
PDRMA Accreditation	PDRMA Accreditation – Receive a 95% Grade	C	Review will be in 3 <sup>rd</sup> qtr. <b><i>Golf received a 98% on the review.</i></b>

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Develop a new hire training program that addresses District policies and procedures	Train all Part Time employees in all departments on service plan. Train 100% PT Employees in all departments by March. Train all new hires after March within 15 days of hire.	C	All new hires are being trained on procedures and service plans. We have added a significant amount of new staff in 2 <sup>nd</sup> qtr to prepare for our season. Staff has continue to train all staff in will continue to provide additional on the job training during the summer months. All staff has been trained and completed new hire

			orientation thru 3 <sup>rd</sup> qtr. <i>All staff was trained and orientations were completed in 2017</i>
Incorporate incentive programs for healthy habits for employees	Have key staff attend HEPD AED & CPR training. Have at least 24 key staff members maintain certification by end of 2 <sup>nd</sup> Qtr.	C	Staff is in the process of signing up for the Hoffman U classes to ensure all key staff certifications are up to date. <i>Key staff members have attended AED &amp; CPR training. For both the clubhouse staff and along with the golf course maintenance staff.</i>

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

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Continue to foster openness in communication District-wide	Conduct weekly staff meetings during prime season with key personal to discuss operations, golf events and special events. 40 weekly meetings.	C	Staff is meeting on a weekly basis to discuss upcoming events and event coordination. <i>Staff meetings and constant communication with staff is taking place to ensure all events are discussed and planned accordingly to our customers' requests.</i>

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	All F&B Employees become BASSET Certified & Food Serve Safe. 100% of all F&B Employees.	C	All new F&B staff are required to receive certification within first 15 days of employment. <i>Currently all staff are certified with Basset training.</i>

**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**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
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.	<b>IP</b>	<b>Programs and operations evaluated during budget process. Focus provided on increase/decrease consistent with operational ratios for given areas. Minimum and maximum program participation being evaluated and implemented in 2018. Many programming areas were below budget in 2017. Looking to focus on greater revenue options within 2018 budget.</b>

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Educate residents regarding District financial stewardship and transparency.	Provide financial/budget overview for Park Perspectives. March 2016 for Spring issue.	<b>C</b>	
	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.	<b>C</b>	2017 Levy and B&A posted. 2017 salaries posted. 2016 CAFR posted. . <b>Illinois Policy Institute is no longer performing transparency audits.</b>

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
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.	<b>C</b>	
	Create 2018 annual balanced budget.	<b>C</b>	

	Achieve by November 2017.		
	Conduct budget preparation Hoffman U session for all staff. Achieve by July 2017.	C	Meeting held August 2.

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
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.	C	First payment of \$1,500 has been applied for and received by the foundation. <b>Second payment of \$2,500 has been applied for, not yet received. Also now accumulating funds from Amazon smiles implemented in August 2017.</b>
	Sponsorship Mgr to assist Friends of HE Parks and achieve \$5,000 in donations.	C	Achieved as of June 30 (\$6,080).
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue through advertising/sponsorship/marquee revenue.	C	\$42,628 Q1 \$39,529 Q2 \$46,806 Q3 <b>\$45,665 Q4</b> <b>Marquee sign sales have dropped since 2016, and it is anticipated that we will generate \$175K (compared to budget of \$245K), The 2017 budget number was probably a little too aggressive based on the success in 2016 which has decreased as the newness of the signs has worn off. Also, advertising is seeing a shift to social media platforms which contributes to a decline in sales as well. Moving forward staff will evaluate our pricing in 2018 to build demand.</b>
	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	C	Attended Mayors breakfast, monthly Schaumburg Business Assoc. meetings, Rep Roskam luncheon, Chamber legislative lunch, Schaumburg Township stakeholder meeting. <b>Hanover Park Township stakeholders meeting.</b>
	Renew Amita Health Care agreement.	C	New agreement through July 2018 approved. <b>New agreement increased annual sponsorship amount from \$50K to \$67K.</b>
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	C	H&R Block providing flyers of benefits at annual employee benefit meeting. Agreement with Golf Rose Animal Hospital,

	of new or existing partnerships and/or sponsors.		staff receives 20% discount.
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**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Perform internal control audits.	Conduct random cash audits at all facilities. Utilize video as needed. Conduct monthly at all service desks.	<b>C</b>	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.	<b>C</b>	Random program participation audits being conducted with no discrepancies worth noting.
	Conduct ledger audits to ensure financial integrity. Conduct quarterly.	<b>C</b>	Complete ledger audit conducted through Feb 17 in connection with annual audit. 2 <sup>nd</sup> quarter ledger audits in progress with no discrepancies worth noting. 3 <sup>rd</sup> quarter ledger audits in progress with no discrepancies worth noting. <b>4<sup>th</sup> quarter ledger audits are in progress and will not be finalized until end of February.</b>
	Conduct trial balance audits to reduce District receivable exposure. Conduct monthly by providing statements to program managers.	<b>C</b>	Statements provided monthly to program managers, superintendents and director to reduce District AR. Facility/field rental procedure being focused on. <b>Procedures for appropriate registration will be focused on in 2018 to minimize future write offs.</b>
	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery. Conduct twice monthly.	<b>C</b>	Program below minimum reports run weekly and distributed to applicable staff. Programs below minimum forwarded to C&M for additional marketing. <b>Currently programs due run below minimum and this will also be focused on in 2018 with procedures for monitoring and maintaining classes within proposed minimum/maximum structures.</b>

	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery. Conduct monthly at all facilities.	C	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.	C	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. <b>For 2017, we were able to clean and reduce over 100GB of mail data from our mail server. IT along with C&amp;M held a Hoffman U on Email Etiquette and Spam/Email size best practices. This will be ongoing until we've reduced individual mailboxes to 5GB or below and then we will set limits.</b>
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.	C	Offline control updated monthly as utility invoices are available.
	Evaluate monthly meter reading report provided by facilities and maintenance.	IP	<b>Working with Dustin to implement better monitoring system in 2018 with maintenance dept staff.</b>

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
Maintain environmental best practice certification.	Ensure administrative and finance division section compliance with IPRA Environmental Scorecard. Achieve annually maintaining 100% compliance.	C	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.	IP	Working with Sterling Networks to finalize the terms & agreements page for public Wi-Fi, scheduled to be completed in 2018. <b>This also means new SSIDs names (i.e. HE Parks Guest) that would replace HEPD-Public and HEPD-Private as well as a new password.</b>

**District Objective 2: Utilize best practices**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
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 <sup>th</sup> qtr. to achieve score in 2017.	C	PDRMA on-site visit score for administration and finance was 99.11%.
	HR manager to assume responsibilities of Risk Mgr position. Achieve by 2nd qtr.	C	All duties have been assumed and Superintendent of HR and Risk Mgmt is training assistant.
Ensure operational compliance with legal mandates.	Attend legal symposium. Achieve by November 2017.	C	
	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.	C	Monitoring potential changes with new administration and legal mandates. <b>New policy for harassment passed Dec 2017 as well as complete review of policy manual by outside attorney. Board approved Dec 2017.</b>
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 <sup>rd</sup> qtr.	C	Preparing for 2018 CAPRA review. Key staff has been utilizing new software for possible use with next evaluation. <b>Currently reviewing all applicable standards and narratives for June 2018 review.</b>
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 <sup>rd</sup> qtr.	C	Implementation team identified, test database upgraded in June, and team is working through implementation steps. <b>Migration completed.</b>
	Parking lot video security camera upgrades District wide. Achieve by 3 <sup>rd</sup> qtr.	C	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 <sup>th</sup> qtr.	NB	Not scheduled for budget cost savings this year.
	Purchase and replace (10) computer monitors District wide. Achieve by 3 <sup>rd</sup> qtr.	C	



	Purchase and replace AIO (All in One) computer (2-BPC). Achieve by 1 <sup>st</sup> qtr.	C	Completed the replacement of both AIO computers for the Golf Pro Shop.
	Purchase and replace PSSWC copier. Achieve by 3 <sup>rd</sup> 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 <sup>th</sup> qtr.	IP	Staff is looking at other potential credit card gateways as PlugnPay's ability to meet end of year deadline is questionable. <b>Deadlines have been extended and project has been budgeted for 2018.</b>
	Achieve PCI certification by completing PCI self-assessment. Achieve by 4 <sup>th</sup> qtr.	C	
	Complete electronic systems operating scans with Trust Keeper to be alerted to potential vulnerabilities. Achieve a "pass" rating monthly.	C	Trustkeeper vulnerability scans completed with a success rating on; January 19 <sup>th</sup> , February 19 <sup>th</sup> , March 19 <sup>th</sup> , April 19 <sup>th</sup> , May 19 <sup>th</sup> , June 19 <sup>th</sup> , July 19 <sup>th</sup> , August 19 <sup>th</sup> , September 19 <sup>th</sup> , <b>October 19<sup>th</sup>, November 19<sup>th</sup> and December 19<sup>th</sup>.</b>
	Train delegated staff on verbal credit card processing. Training certification must be renewed annually.	C	<b>Training completed, reviewing and updating written process for 2018.</b>
	PSSWC video security- upgrade server. Achieve by 3 <sup>rd</sup> 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 <sup>th</sup> qtr.	C	<b>Proragis survey and data input completed in Nov 2017.</b>
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.	C	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.	IP	Will utilize existing HP server. Working with Comcast & Sterling Network in planning the installation and implementation. <b>Waiting for Comcast to setup our new network. Planning PARKS network closet to accommodate new hardware.</b>
Further develop network and cyber security.	Develop procedure to audit and remove unauthorized software installations and to	C	Reviewing a weekly generated report that advises us of software installations on District

	train staff on processes. Achieve by 2 <sup>nd</sup> qtr.		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 <sup>rd</sup> qtr.	C	Removed admin access for a majority of users utilizing RDS01. Generic emails have been disabled.

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
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 <sup>th</sup> qtr.	C	

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Status</b>	<b>Achievement Level/Comments</b>
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.	C	Hoffman-U offerings include; New Hires (2/1), PO's (2/15), RecTrac (4/12), Budget (8/2), Email (8/23), <b>Employee Benefits (11/1)</b>
Continue emphasis on cross-training and ensure workforce readiness.	DD to cross train with ED to ensure work force readiness for CAPRA accreditations.	C	Working together on reviewing prior year policies. <b>Reviewing 2018 CAPRA requirements, working with Admin Assistant for input and preparation for self-assessment phase. CAPR review team scheduled on site at District first week of June 2018.</b>
	Provide cross training within division to ensure work force readiness. Achieve	C	

	continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned.		
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.	C	Reports are being generated regularly to track the # of tickets opened and closed. <b>Response and resolution percentages are consistently being achieved.</b>

### 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.	C	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.	C	PDRMA on-site health screening visit was April 5 <sup>th</sup> with 60% participation. <b>Staff being encouraged to participate as program ends 12/12/17.</b>

### 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. Duplicate objective.
	Attend IPRA/IAPD conference. Achieve by 1 <sup>st</sup> qtr.	C	Four staff attended conference in January 2017 with session recaps submitted.
	Attend NRPA Congress. Achieve by 3 <sup>rd</sup> qtr.	C	Three staff attended conference in September 2017 with session recaps submitted.
	Attend PDRMA risk management institute. Achieve by November 2017.	C	<b>Six staff attended in November.</b>