

**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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand marketing communications with the use of social media and mobile applications	Provide useful public landscaping information through the park perspective social media and web site. Update a minimum of 4 times per year.	IP	Information has been sent to the C & M department
Increase volunteer involvement in District operations	Conduct a tree seedling planting event in April at Essux Park	IP	We were able to secure 100 free oak saplings for this event
	A volunteer park clean up is scheduled for May location to be determined	NB	
	A volunteer Queen Anns Lace removal is scheduled for July, location to be determined	NB	
	A volunteer Teasel removal is scheduled for August, location to be determined	NB	
	A volunteer Seed Collection is scheduled for September, at Charlemange Park	NB	
	Adopt a Park program. Increase by 2 sites.	IP	Activilly advertising
	Increase the parks tree memorial program By 5	IP	Activilly advertising
	Increase the park bench memorial program By 2	IP	Activilly advertising

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fluid balance reserves	Administrate the Parks Division budget. Meet 100% of the timelines established by the finance division	NB	

Perform internal control audits	Monitor budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet budget expectations.	IP	All line items are within budget
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District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District	PSSWC replace RTU-4	IP	Secureing competitive pricing
	PSSWC replace RTU-5	IP	Secureing competitive pricing
	PSSWC replace RTU-8	IP	Secureing competitive pricing
	Seascape rebuild pump # 4	IP	Secureing competitive pricing
	Replace riding field striper	C	Striper has arrived
	Replace toro Z-turn mower #563	SC	Mower is ordered
	Replace pick up #509	SC	Truck is ordered
	Replace extended cab pick up #450	SC	Truck is ordered
	Replace pick up #912	SC	Truck is ordered
	Resurface Eisenhower running track surface	IP	Evelulation track sections for resurfacing
	Replace parks fuel pumps	IP	Developing specifications
	Fabbrini park install lake aerator	NB	
	WRC replace RTU-1	IP	Evaluating need
	WRC multi unit replace compressor	IP	Evaluating need
	WRC replace RTU-6	IP	Evaluating need
Chino park Lay out garden plots	IP	Working with Gary on the ADA component	
Perform a capacity usage analysis	Purchase and plant trees, shrubs, and flowers throughout district. Complete by end of 4 th quarter.	NB	Developing a needs / verity list

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices for allowable expansion of natural areas	Enhance high visibility natural areas by adding additional wild flower seeds. Complete by end of 4 th quarter per budget allowance.	SC	Over seeding is 80% complete

Continue to address park and recreation needs according to the district's ADA transition plan	Complete assigned ADA projects. Complete by end of 4 th quarter.	NB	No projects have been assigned
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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.	NB	Plants are just breaking dormancy
	Control burns at Black Bear, Hunters Ridge and Roherson Parks. Annually.	C	Contract burns are complete

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain Park Division's compliance with IPRA's Environmental Report Card. Complete by end of 4 th quarter.	IP	Reviewing criteria
Maintain PDRMA accreditation	Achieve a division score of 95% or better	IP	Collection data

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue 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.	SC	Full time staff has been trained

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	Conduct two Parks Division team building events. Complete by end of 2 nd and 4 th quarters.	IP	One scheduled in April

**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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
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 rd Quarter 2017.	IP	Construction on the project is at a 75% completion level with an anticipated completion date for hard cost items being May 1st.

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Provide parks, facilities and opportunities that promote healthy and enjoyable experiences.	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 nd Quarter 2017.	IP	Construction on the project is at a 75% completion level with anticipated completion date for hard cost items being May 1st.
Develop Community Gardens at Chino Park.	Work with Parks & Rec Divisions to provide design support to create test community garden plots at Chino Park.	NB	

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Solicit input and engage residents in the planning process.	Conduct public input meetings on all projects that involve a new addition or alteration to an existing facility. Meetings October for 2017 projects.	NB	
	Incorporate if possible any practical plans for renovation and update of parks and playgrounds. Meetings fall 2017 for 2018 projects.	NB	

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Complete all overseen capital projects at or below budget amounts. September 2017.	IP	Awarded projects are currently tracking at 5%-7% below budgeted levels.
	Monitor all projects and adjust program plans to maintain projects with budgeted amounts on a monthly basis.	IP	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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop strategies to attract additional sponsors and new partnerships.	Continually look for private funding opportunities to fund local capital projects.	IP	Staff is currently working with Village staff to secure outside funding for trail improvements within the community.
Achieve District annual budget to maintain fund balance reserves.	Continually look for state and federal opportunities to fund local capital projects.	IP	Maintenance personnel are currently attempting to get funding support for the electrical upgrade associated with the North end Triphahn Project.

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.	IP	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.	IP	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.
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DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
*Maintain district infrastructure to utilize proven best practices that provide first class parks and facilities.	Replace Victoria South Playground. Complete by July 2017.	IP	Plans and bids complete, equipment ordered and installation contractor on board. Construction to begin in early April (weather permitting).
	Replace Colony aged 2-5 yr old Playground. Complete by August 2017.	IP	Plans and bids complete, equipment ordered and installation contractor on board. Construction to begin in early April (weather permitting).
	Replace Seascape Sand playground equipment. Complete by July 2017.	IP	Plans and bids complete, equipment ordered and installation contractor on board. Construction to begin in early April (weather permitting).
	Repair and color coat Fabbrini Tennis courts. Complete by July 2017.	IP	Contractor has been secured for this project which will be done during the month of August.
	Repair major cracks on tennis courts (All locations). Complete by July 2017.	IP	Contractor has been secured for this project which will be done during the month of August.
	Rebuild Evergreen pathway system Completed by Fall 2017	IP	Contractor has been secured for this project which will be done during the month of August.
	Repave Hassell Road Maintenance facility east exit drive. Complete by July 2017.	IP	Contractor has been secured for this project which will be done during the month of August.
	Patch and sealcoat Willow and BPC parking lots. Complete by July 2017.	IP	Contractor has been secured for this project which will be done during the month of August.
	Crack fill all parking lots (ongoing process). Complete by July 2017.	IP	Contractor has been secured for this project which will be done during the month of August.
	Coordinate roof study /Triphahn, PSSWC, Willow, Hassell Maintenance Building	IP	Contractor has been secured for this project which will be done during the month of August.

	Complete by May 2017.		August.
	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 rd quarter. Construction scheduled for Summer of 2018.	IP	Drawings, specifications and bid packages completed. Bid opening scheduled for April 20th with Board award May 2nd. Construction to begin on or about June 1st with completion by Labor day 2017.

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

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
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.	NB	Seascape evaluation for parties and rentals will be occurring during season, which will begin within Q2.
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.	IP	I Luv HE parks contest ran Q1. Hiring in process, hoping to have the position filled by 6/1/17.
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.	IP	Staff has discussed some preliminary ideas and concepts for the site, additional ideas will be brought to the table in Q2.
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	IP	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.

	benchmark 2 new programs/services. Offer 4 new programs by end of Q2 and have 2 of these programs to run.		
	(REC) Develop new adult athletic leagues at Cannon Crossing Park. Offer two new adult athletic leagues by end of Q3.	IP	Staff has developed a new adult Wiffle ball 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.
	(REC) Hold at least 1 disc golf tournament at Black Bear Park.	SC	On Sunday, February 12 th , 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.	IP	Hoffman Walks will take place one Saturday each month. HE Parks will host a 2-hour walk at a park or facility open to all ages and abilities. There will be a total of 12 walks annually.
	(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.	IP	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.
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.	IP	Staff has developed and started to offer a successful Hoffman Walks program which takes place monthly and/or 12 total per year. 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.
	(REC) Offer greater opportunity for 50+ members to join the fitness center through multi-tier 50+ membership and perks. Q3	SC	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.
	(REC) Offer a 3 on 3 outdoor basketball tournament by the end of Q3.	IP	3 on 3 basketball tournament will be offered at PIP in August, if successful staff will be looking to expand on this opportunity.
	(REC) Expand on and add new additions to current special events to draw more people to events. Add 2 new aspects to each event.	IP	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.
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.	IP	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.
	(FAC/C&M/REC) Develop a community walking program for park district. Implement in Q2.	SC	Hoffman Walks to place on 03/11 and had 30 total participants and the next one will take place on 04/08.
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.	IP	Staff is working on furnishing and promoting the new classroom; also working with DCFS to schedule licensing once classroom is complete.
	(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.	IP	Staff is working with the C&M department to offer promotional opportunities to previous clients and potential new customers too.

	(REC) Offer at least 2 nights of classes on the north side (10 classes in all).	IP	Staff is currently working with the schedule to move classes back and also offer new classes through Harper and our own in-house opportunities.
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 preferences. Benchmark 3 state and national recreation agencies. Obtain at least 2 models to compare by Q2. Develop recommendations by 3Q on programs to phase out in 2016/17.	NB	
Expand specialized programming opportunities that utilize partnerships and contractual agreements	(FAC) Continue to expand programming opportunities with Harper College. Offer 2 additional programs by end of Q2.	IP	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.
	(REC) Create 2 new youth sports leagues using a contractual company by end of Q2.	IP	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.
	(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.	IP	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.
	(REC) Increase the number of programs offered to the community. Develop 5 new programs and have 2 new successful programs running by Q4. Create new programs to replace all phased out programs by Q4.	IP	Staff 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.
	(REC) HEPD will offer a Whiffle Ball league that will be contracted out to WAKA, complete by Q2.	IP	HEPD is currently taking registration for this league and looking forward to expanding on the opportunities with WAKA.

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand Marketing communications with the use of social media and mobile applications	(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 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.	IP	Staff has been working with C&M department to expand on the fitness membership marketing opportunities to the general public.
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.	IP	Staff is working 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.
	(C&M) Promote brand identification and tagline using marketing channels and social media engagement, complete one campaign per quarter. Complete by Q4	IP	Staff implemented the I luv HE Parks contest Q1, which did well, but staff is looking forward to implementing more initiatives as a new digital media associate comes on board.
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.	NB	
Expand Pickle ball opportunities and evaluate	(REC/FAC) Expand the opportunity for	IP	Staff was able to obtain a grant from the

need for additional courts.	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.		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.
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.	IP	ELC Open House was held on Saturday, March 4 th at TC and WRC – 4 new families were in attendance. Staff is currently planning the additional open house for the summer promoting the new classroom space.
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.	IP	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	NB	
	(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.	IP	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.
	(FAC) Purchase Fitness Equipment and/or move fitness equipment from PSS&WC. Complete by Q4.	IP	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.
	(REC) Research to recommend to the Foundation the opportunity to purchase vans and/or a bus in 2018. Complete by Q3	NB	

	(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.	IP	Staff has begun obtaining quotes for the floor refinishing. This project should be completed prior to the end of Q3.
	(FAC) Research and develop a new canine event in Q1 & Q2. Implement new special event by Q4.	IP	Staff is researching and preparing to hold a canine carnival in Q3. Currently staff is looking to host this canine carnival in the Fall.
Continue to develop and increase the number of special events at the dog parks.	(FAC) Offer 2 new special events by Q3.	IP	Staff is researching and preparing a canine carnival in Q3.

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	
	(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	
	(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. Completed by Q2.	IP	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.
	(REC) Program outdoor sport adventure	NB	

	program at various parks. Add 2 additional archery programs. Complete by end of Q2		
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.	IP	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.
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.	IP	Using existing videos until Digital Media specialist is hired, potentially by June 1 st , interview process in progress.
	(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	NB	
	(C&M) Obtain Interstate Highway brown facility directional signs.	NB	
	(REC) Increase the use of the mobile app in STAR, PS, ELC and camp by 15%. Complete by Q2	IP	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.
	(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.	IP	Staff has been promoting the new center through various channels, i.e. website (construction updates), Facebook, Eblast's, 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+ ambassador's to promote the center and discuss the fee/benefits structure.

	(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.	NB	
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.	NB	
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. Followers: Facebook (all pages)-6614 Twitter @heparks-730 Instagram @heparks- 109	IP	Staff is currently working towards these goals.
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	IP	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.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves	(DIVISION) Obtain 02 financial goals. Complete by Q4.	IP	
Secure additional alternative sources of revenue to support financial goals	(REC) Reach out to special interest groups to provide contractual services to reduce costs	IP	Staff has enhanced the current partnership with Harper College to offer additional services that

	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.		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), disc golf bird brain and a flag football organization. The 50+ group is also partnered a senior resource center (Comfort Keepers), offering Friday brown bag workshops on hospice care, senior care, etc.
	(REC) Provide membership incentives for early acquiring membership in the new 50+ Club. Q2	IP	With the new membership fee structure, an Early Bird Registration special is being offered for members joining between May 15-June 20. Staff met with the 50+ ambassador's to help develop to rollout.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
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 user group. Complete by end of Q3.	IP	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 have been developed and tested.
	(DIVISION) Measure the total net surplus in the 02 from 2015 to 2016. Complete by Q3.	NB	
	(FAC) Increase facility rental revenue by across the district by a minimum of 3%, from 2016 to 2017. Complete by Q4.	IP	Staff is working with C&M to promote the various rental opportunities, currently WRC is meeting expectations compared to 2016.
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.	IP	Promoted GNO in Feb
	(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.	IP	Staff is currently working on this, fees have been adjusted for field rentals, 50+ memberships and other opportunities are being explored.
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.	IP	Applied and won Power Play Grant

	(REC) Work with Advertising & Sponsorships to identify corporate sponsors for the 50+ Center. Q3	IP	Working with Advertising and Sponsorship Manager to bring in new sponsors for Grand Re-Opening event and 50+ Open House.
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District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals	(REC) Increase program participation by 1% overall from 2016 to 2017. Complete by Q4	IP	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.
	(FAC) Maintain total membership sales at TC & WRC from 2016 to 2017. Complete by Q4.	IP	Staff is currently working towards this goal.
	(FAC) Work with the Parks Maintenance department to convert additional parking lot and gym lights to more energy efficient systems by Q3.	IP	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	

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

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

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	(SFAC) Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard	IP	Staff held 2 recertification classes with 27 staff members passing the course. The new guard class is scheduled for the first week in May.

	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.		
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.	IP	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.
	(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.	IP	Staff is interviewing for this position.
	(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.	SC	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.	SC	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 th .
Strengthen emergency response training by implementing drill trainings.	(FAC) Conduct quarterly emergency response training drills at each facility. Schedules to be developed and implemented in Q1.	IP	Plan has begun and drills will begin in Q2. Medical attentions that have occurred within the facilities have gone very well, according to appropriate process.
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.	IP	Staff raised the floor temp by 2 degrees in January- March to take pressure off the compressors. Currently this has been successful.
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.	NB	

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue emphasis on cross-training and ensure workforce readiness.	(DIVISION) Work with outside contractor to enhance the 2016 program by Q2.	NB	Staff has worked on this at the service desk staff meetings and continues to train on these initiatives.
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.	IP	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 th & 16 th . Staff also went over the whole list of safety training during these meetings.
Continue to foster openness in communication District-wide	(DIVISION) Invite the Business and Parks divisions to the monthly all division team	NB	

	meeting; have them attend 4 by the end of Q4.		
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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.	IP	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.
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.	IP	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.

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.	(ICE) Send staff to training seminars – STAR, IMEO, USFS, USA Hockey. Complete by end of Q3.	IP	Training program for 2017 is being released in April.
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.	IP	Staff will work with the current established plan and does discuss these opportunities to grow as professionals and reach their own career objectives.

**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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage	Host 4,100 Outing Rounds (3,419 Outing rounds in 2016).	NB	Outing rounds will begin in 2 nd qtr.
	Provide 27 Preferred Tee Times Groups (28 Groups in 2016).	IP	We currently have 30 groups for the 2017 season.
	Provide 3,326 League Rounds. (2,870 rounds in 2016).	NB	League rounds will begin in 2 nd qtr
	Discount & Annual Golf Pass Sales: Resident 251 Passes; Non Resident 186 Passes (Resident 233 Passes; Non Resident 182 Passes in 2016)	IP	1 st Qtr Pass Sales = Resident 65 Passes; Non Resident 133 Passes
	Provide Jr. Program Classes in Spring, Summer & Fall to 143 participants. (141 participants in 2016).	NB	Jr Program classes will begin in 2 nd Qtr
	Provide Group Lessons to include 50 students for all ages in Spring, Summer & Fall. (35 Students in 2016).	NB	Group lessons will begin in 2 nd Qtr
	Host 4 outside wedding ceremony only events. (1 in 2016).	NB	Wedding season begins in 2 nd Qtr
	Host 5 Wedding Receptions. (4 in 2016).	NB	Wedding season begins in 2 nd Qtr
	Host 20 Ceremony & Reception Weddings (21 in 2016).	NB	Wedding season begins in 2 nd Qtr

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand marketing communications with the use of social media and mobile applications	Receive 10 Five Star Reviews on the Knott for Weddings. Goal is 10 Reviews receiving 5 Stars (13 in 2016).	NB	Wedding season begins in 2 nd Qtr

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage	Provide 6 Special Golf Events with 360 participants. (4 events with 244 participants with 1 remaining event 2016.)	IP	Our first event was cancelled due to inclement weather.
	Provide 2 Holiday Event Brunches with 675 guests (371 Guests for Easter Brunch & Breakfast with Santa is in December).	NB	Events are in 2 nd and 4 th qtr.
	Host 6 Special Event Nights. (5 events in 2016).	NB	Events start in 2 nd qtr.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves	Monitor Golf budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed Golf Department Budget bottom line.	IP	Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1 st qtr with rounds and range sales.
	Monitor F&B budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed F&B Department Budget bottom line.	IP	Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1 st qtr with the Tap Inn.
	Monitor Golf Maintenance expense and monitor to ensure expenses do not exceed budget and are in line with revenue	IP	Budget is monitored monthly. With the weather cooperating early this spring and the golf course opening, the Maintenance crew has still been operating

	projections. Meet or exceed Golf Maintenance Department Budget bottom line.		with an off season crew with minimum expenses in 1 st qtr.
	Provide 30,352 Rounds. (29,130 thru 10/31 in 2016).	IP	We had 1,293 rounds in 1 st qtr.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals	Provide 2,400 Hole In One Challenge Participants (New for 2017)	IP	We had 92 participants in 1 st qtr.
	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).	IP	We had 268 Golf Now rounds booked in 1 st qtr.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District	Complete bunker renovation project by May 2017 with the assistance of the Parks Department.	IP	Bunker project is advancing nicely. We are on schedule to be completed by the end of April.
	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment. Use parks department machines 5 different times for the season to minimize renting equipment.	IP	Annual burns were completed in 1 st qtr by the parks department.
	Purchase 2 New Greens King Greens mowers. Purchase 1 st Qtr.	IP	Mowers have been purchased and are due to arrive in April.

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.	IP	Payroll is closely monitored on a daily basis and adjusted daily based on weather and functions.
	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	IP	Expenses are being monitored closely and are on plan thru 1 st qtr.
Perform internal control audits	Monthly budget monitoring and proper costing out on menus to maintain a 33% food cost and 26% beverage cost.	IP	Both food cost and beverage costs are in line with budget after 1 st qtr.
Connect & Engage Our Community	Increase volunteer participation in the Event Area Garden Club meetings. (2 Meetings in 2016)	NB	Meetings will begin in 2 nd qtr.

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.	IP	The facility is following the daily checklists we have in place and is completing these lists 100% of the time in the first quarter.
	Provide a well-manicured golf course consistent with adopted 2016 maintenance goals. Weekly inspection with golf course superintendent, identify deficiencies and remedy as necessary. 90% Completion Rate.	IP	Maintenance has started spring clean-up on the course along with all the general practices on a daily basis; along with the major bunker project

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
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 rd Qtr.	IP	Majority of the natural areas were burned in 1 st qtr by the parks department.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain IPRA's Environmental Report Card. By end of 4 th quarter.	NB	Will be completed in 4 th qtr.
PDRMA Accreditation	PDRMA Accreditation – Receive a 95% Grade	NB	Review will be in 3 rd qtr.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop a new hire training program that addresses District policies and procedures	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.	IP	All new hires are being trained on procedures and service plans.
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 nd Qtr.	IP	Staff is in the process of signing up for the Hoffman U classes to ensure all key staff certifications are up to date.

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to foster openness in communication District-wide	Conduct weekly staff meetings during prime season with key personal to discuss operations, golf events and special events. 40 weekly meetings.	IP	Staff is meeting on a weekly basis to discuss upcoming events and event coordination.

District Objective 3: Promote continuous learning and encourage innovative thinking

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

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

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

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

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop ROI formula for evaluating tax supported programs.	Determine support level for all operational areas as fully self-supporting, partially self-supporting or tax supported. Utilize results for 2018 budget process. Include evaluation of maintaining separate funds or departments for operational areas.	NB	

District Objective 3: Connect and engage our community

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

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves.	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves. Achieve by December 2017.	IP	
	Create 2018 annual balanced budget. Achieve by November 2017.	NB	
	Conduct budget preparation Hoffman U session for all staff. Achieve by July 2017.	NB	

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarship and special projects.	Submit accumulated American Express points for donation to Friends of HE Parks. Achieve semi-annually in April and October.	NB	
	Sponsorship Mgr to assist Friends of HE Parks and achieve \$5,000 in donations.	IP	Working on SRT gold outing sponsors and donors.
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue through advertising/sponsorship/marquee revenue.	IP	\$42,628 Q1, \$42,628 YTD
	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	IP	Attended Mayors breakfast and SBA meetings.
	Renew Amita Health Care agreement.	IP	Contract expires 6/30.
Research potential employee benefits/offerings.	HR to collaborate with Adv./Sponsorship Mgr. to offer 2 additional no cost benefits that can be offered to employees as a result of new or existing partnerships and/or sponsors.	IP	H&R Block providing flyers of benefits at annual employee benefit meeting.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Perform internal control audits.	Conduct random cash audits at all facilities. Utilize video as needed. Conduct monthly at all service desks.	IP	Random cash audits being conducted monthly with no discrepancies worth noting.
	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers. Utilize video as needed. Conduct monthly taking into account seasonality of programming.	IP	Random program participation audits being conducted with no discrepancies worth noting.
	Conduct ledger audits to ensure financial integrity. Conduct quarterly.	IP	Complete ledger audit conducted through Feb 17 in connection with annual audit.
	Conduct trial balance audits to reduce District receivable exposure. Conduct monthly by providing statements to program managers.	IP	Statements provided monthly to program managers, superintendents and director to reduce District AR.
	Conduct program revenue audits including waitlists and minimum/maximum	IP	Program below minimum reports run weekly and distributed to applicable staff.

	requirements to ensure cost recovery. Conduct twice monthly.		
	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery. Conduct monthly at all facilities.	IP	Membership stats and visit reports reviewed monthly and distributed to applicable staff.
	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance. Conduct quarterly.	IP	Reports are being generated on a regular basis for email mailbox sizes as well as network S: drive file/folder sizes. Working individually with staff members that have the largest sized mailbox and/or files/folders.
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Maintain offline audit control of all utility billing to monitor abnormalities. Prepare monthly.	IP	Offline control updated monthly as utility invoices are available.
	Evaluate monthly meter reading report provided by facilities and maintenance.	IP	New system for better functionality and comparison being evaluated.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Maintain environmental best practice certification.	Ensure administrative and finance division section compliance with IPRA Environmental Scorecard. Achieve annually maintaining 100% compliance.	IP	
Enhance Wi-Fi services at District facilities.	Establish a terms and agreements page with an accept button for public Wi-Fi. Achieve by 2 nd qtr.	IP	Working with Sterling Network to establish the terms & agreements page for public Wi-Fi.

District Objective 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	Administrative and finance division to achieve minimum of 95% score for PDRMA accreditation section. Prepare accreditation materials by 4 th qtr. to achieve score in 2017.	IP	PDRMA on-site visit scheduled for June 7 th .
	HR manager to assume responsibilities of Risk Mgr position. Achieve by 2nd qtr.	IP	Transition and training in progress.
Ensure operational compliance with legal mandates.	Attend legal symposium. Achieve by November 2017.	NB	

	Attend legislative conference. Achieve by May 2017.	C	Due to conflicts no attendees this year.
	Monitor state and federal legal mandates and implement policies as needed. Recommend policies within 45 days of any legal mandates.	IP	Monitoring potential changes with new administration.
Maintain and develop operational processes required to achieve accreditation status for CAPRA.	Maintain all A&F related District reaccreditation to ensure 100% compliance with CAPRA standards. Achieve by 3 rd qtr.	NB	
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year. Achieve by June 2017.	IP	Financial portion of audit completed, statistical portion in progress.
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Upgrade and implement VSI RecTrac V3. Achieve by 3 rd qtr.	IP	Implementation team identified, test database upgrade to be performed week of June 19 th .
	Parking lot video security camera upgrades District wide. Achieve by 3 rd qtr.	IP	Working with Sterling Network in planning for parking lot video security cameras.
	Purchase and install virtual computer server (HEPD-VH02). Achieve in conjunction with RecTrac upgrade.	IP	Procuring quotes for a new HP server host. Working with Sterling Network in planning the installation.
	Purchase, image and deploy replacement desktop computers. Achieve by 4 th qtr.	NB	Not scheduled for budget cost savings this year.
	Purchase and replace (10) computer monitors District wide. Achieve by 3 rd qtr.	SC	Majority of the monitors will be deployed to the North Side employees once they are moved back.
	Purchase and replace AIO (All in One) computer (2-BPC). Achieve by 1 st qtr.	C	Completed the replacement of both AIO computers for the Golf Pro Shop.
	Purchase and replace PSSWC copier. Achieve by 3 rd qtr.	NB	
	Purchase and install required PCI compliant (2017) credit card encrypted mag stripe, bar code readers, and VeriFone machines District wide to minimize vulnerability to customer and District. Achieve by 4 th qtr.	NB	
	Achieve PCI certification by completing PCI self-assessment. Achieve by 4 th qtr.	NB	
	Complete electronic systems operating scans with Trust Keeper to be alerted to potential vulnerabilities. Achieve a “pass” rating monthly.	IP	Trustkeeper vulnerability scans completed with a success rating on; January 19 th , February 19 th and March 19 th .
Train delegated staff on verbal credit card processing. Training certification must be	NB		

	renewed annually.		
	PSSWC video security- upgrade server. Achieve by 3 rd qtr.	NB	
Maintain PRORAGIS database to ensure compliance with CAPRA and National Gold Medal standards.	Ensure required input for CAPRA. Achieve by 4 th qtr.	NB	
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Generate new monthly/quarterly reports from BS&A software to help program managers track PT employee hours worked.	NB	
Further develop District disaster recovery plan by adding a second replication server at BPC.	Purchase and implement replication server. Repurpose HEPD-VH04. Achieve by 3 rd qtr.	IP	Procuring quotes for a new HP server host. Working with Sterling Network in planning the installation and implementation.
Further develop network and cyber security.	Develop procedure to audit and remove unauthorized software installations and to train staff on processes. Achieve by 2 nd qtr.	IP	Reviewing a weekly generated report that advises us of software installations on District computers. Contacting individuals for any installs that are unauthorized.
	Review local administrator access at desktop level, including generic accounts. Remove as necessary. Achieve by 3 rd qtr.	IP	Removed admin access for a majority of users utilizing RDS01. Reviewing generic accounts on a case by case basis and working with facility managers on a different solution.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop additional programs and processes to support conservation and green initiatives.	Evaluate requirement to scan journal entry support including RecTrac cash receipts documents, accrual reports, and journal entry support to minimize paper storage and further District green initiatives. Achieve by December 2017.	IP	Testing with recurring journals.
	Promote ACH payment to vendors and independent contractors to further green initiatives. Achieve by 4 th qtr.	IP	

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness.	Conduct and continually expand Hoffman U training curriculum with training in purchasing, IMRF, PDRMA, budget, IT, ROI in programming, registration and accounting software. Achieve annually with a minimum of 6 calendar offerings.	IP	Hoffman-U offerings include; New Hires (2/1), PO's (2/15)
Continue emphasis on cross-training and ensure workforce readiness.	DD to cross train with ED to ensure work force readiness for CAPRA accreditations.	IP	Working together on reviewing prior year policies.
	Provide cross training within division to ensure work force readiness. Achieve continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned.	IP	
Track IT support tickets to promote quality and timely delivery of IT support services.	Track number of tickets created and number of tickets closed. Achieve 100% response and 90% resolution. Achieve monthly.	IP	Reports are being generated regularly to track the # of tickets opened and closed. Response and resolution percentages are on track.

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

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

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.	NB	
	Attend IPRA/IAPD conference. Achieve by 1 st qtr.	C	Four staff attended conference in January 2017 with session recaps submitted.
	Attend NRPA Congress. Achieve by 3 rd qtr.	NB	
	Attend PDRMA risk management institute. Achieve by November 2017.	NB	