

**HOFFMAN ESTATES PARK DISTRICT
2018 GOALS & OBJECTIVES
PARKS, PLANNING & MAINTENANCE DIVISION**

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

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

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Ensure equal and equitable access of facilities to all the residents of the District.	Develop a concept plan along with cost estimates to provide the residents of North Hoffman a water oriented activity playground by June 30, 2018.	C	Staff has developed conceptual budget scenarios for possible improvements related to a splash pad, playground and support facilities. These numbers will be useful in identifying a potential funding need should the project move forward. Staff is in the process of developing an overall plan for a splash pad at South Ridge park as part of the OSLAD Grant. Prices and concept are in process and will be completed by July 27 th . OSLAD Grant has been submitted with all plans.
	Evaluate all HEPD amenities and develop a plan that addresses equal parity in all regions and neighborhoods of the district. The goal would be to adopt the plan and implement it as part of the 2020-2025 CMP.	C	Staff updated the asset distribution maps and in the case of playgrounds has developed an equity based scenario to be considered in the CMP process. Staff has developed a plan of parks for development based off of GIS and will adjust based on community input survey.

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 procurement of a roofing consultant to develop plans and specification for the replacement of the Triphahn Center North Roof. Complete bid package by June 30, 2018.	C	Staff has narrowed the list of consultants to be used on this project from 16 down to 3. The next step in the process is to have the consultant on board by the end of May. WJE Associates has been retained to complete the drawings and bid specs. We are planning to go out to bid on 9/16/18 with bid openings on 10/10/18. Bid is currently open with bids due on 10/10/18. Seven contractors attended the

			mandatory pre bid meeting. Bid was secured and awarded to DCG Roofing who plans on starting 3/4/2019.
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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 outreach programs.	Provide a monthly blog that can be accessed from the HEPD website. The blog will be maintenance driven with helpful tips for residence on timing of everything from turf/horticulture tips to AC and furnace maintenance. The blog will also contain opportunities for residence to be involved in park cleanup days, flower planting opportunities, seed collections and nature walks.	C	Two posts have been completed during 2018; the first outlining the work being completed at Black Bear Park and the second post in regards to parks being ready for spring with important opening dates of splash pads, tennis courts, restrooms and drinking fountains. Two more post have been updated on the site, one showing damage to Hoffman Park and cleanups through the spring and the most recent one providing homeowners with lawn and garden tips. Parks is now providing updates to C&M department for the Parks Improvement Page on the HEPD website.
Increase community involvement in District operations.	Conduct a tree seedling planting event in April at locations to be determined by February 28, 2018. The event will also showcase proper tree maintenance from planting to caring for fully grown trees.	C	The oak tree sapling planting is scheduled for 4/21/18 with volunteers from Sears Holding. The plantings are going to take place at Black Bear to replace the removed ash trees. Over 20 volunteers participated in the tree planting at Black Bear.
	Hold a volunteer park clean up in May, where residence have the opportunity to help beautify their neighborhood parks through weed removal, garbage pick, edging landscape beds, cleaning park structures and painting. Hold the event at five parks in 2018. Locations will be determined by March 1, 2018.	C	Park cleanup combined with a Cub Scout nature hike was completed at North/South Twin on 3/21/18. Currently scheduled are park cleanups at Vogelei (4/21/18), Charlemagne (4/29/18) and implementation of a Monarch Butterfly Garden at Bridges (5/5/18). Vogelei, Charlemagne and Bridges events all took place with great success.
	A volunteer Queen Anne's Lace removal will be scheduled for July based on the quantity of Queens Anne's Lace and locations.	NA	Scheduled to be completed in late spring. Event was cancelled due to lack of availability for seed removal. Staff will try another one in 2019.
	Combine our Seed Collection at Charlemagne Park with a Parks Department run educational event of shoreline management and why HEPD maintains the shorelines with native buffer zones.	C	Tentative dates are being looked at. Event was held at Charlemagne Park in conjunction with Hoffman Walks Program.

	Adopt a Park Program. Provide HEPD residents with a clear understanding of the Adopt a Park program though our monthly blog as well has monthly reminders through social media.	C	Project is being evaluated to determine effectiveness. Evergreen Park was the latest park to be adopted and was adopted by the Lakeview PTA, with the understanding of monthly cleanups or activity at the Park. Their first cleanup occurred on 1/10/19.
	Work with local boy scouts/girl scouts/local schools to hold four events per year. Events consist of bird house building projects, nature walks, school horticulture field trips and etc.	C	Three events have taken place so far this year. Boy Scout group and Parks team built wood duck boxes at Parks building on 1/12/18. Girl Scout group is building a Little Free Library for Sycamore Park. On 3/21/18 Parks met with a Cub Scout group at North/South Twin to assist in a Nature walk/Park Cleanup. We are looking into 1-2 more events for 2018. Girl Scout Troop completed the little free library, Two Eagle Scout projects have been completed as well: the ADA garden plots at Chino and a Chimney Swift Tower at Vogelei.
Solicit input and engage residents in the planning process. Continue to work with the Village and Cook County Forest preserve to develop a multi-use path from Shoe Factory Road to PS Business Park.	Develop an outline of areas of interest to be incorporated into the 2020-2025 Comprehensive Master Plan Attitude and Interest Survey by June 30, 2018.	IP	Staff, along with the Village and Forest Preserve continue to work out agreement details related to the development of the Prairie Stone Pathway. The major issue at this point is CNN reluctance to accept a 20 year minimum term. One issue that was resolved was the extension of the grant construction start date which will allow the process to continue thru September of 2018. Waiting results of Village's efforts to negotiate with Railway and additional help from state legislators.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Provide stability amongst employees (proper compensation) where skill sets are applied to benefit the district. Determine proper timelines and procedures for daily operational activity.	Monitor the parks division payroll and operational budgets. Meet 100% of the timelines established by the finance division.	C	Constantly monitoring throughout the year. Currently evaluating Parks structure, staff compensations are complete. Parks structure and payroll is in place and operating budget was met.

Achieve District annual budget to maintain fund balance reserves.	Complete all overseen capital projects at or below budget amounts. June 20, 2018.	C	Design work and bidding was completed in late march with contractor award occurring in April. The total capital commitment for projects overseen by planning staff is now tracking under budget with reasonable contingency in place. Planning department capital projects are either under budget or scheduled to be on track to stay within budget. All 2018 Capital projects were completed.
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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.	C	Staff continued to research funding opportunities through June 30, 2018. Staff secured a National Fitness Campaign Grant as well as applied for the IPRA/Gametime grant for play structures.
Achieve District annual budget to maintain fund balance reserves.	Continually look for state and federal opportunities to fund local capital projects.	C	Staff continues to research funding opportunities. OSLAD grant application process is underway so as soon as it is released we can submit. OSLAD Grant was submitted on 10/1/18. 2-3 month approval process. Waiting notice from state for success with OSLAD grant.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize capital expenses. Internally evaluate park structures and landscape beds.	PSSWC replace RTU – 12	C	Units are ordered and will be installed by 11/16/18. Install completed.
	PSSWC replace RTU- 6	C	Units are ordered and will be installed by 11/16/18. Install completed.
	PSSWC replace RTU- 1	C	Units are ordered and will be installed by 11/16/18. Install completed.
	Seascape replace pump # 1	C	Install completed.
	Seascape replace motor #1	C	Install completed.
	Seascape replace motor #2	C	Install completed.
	Replace Toro Z-turn mower #556	C	Purchased.
	Replace Toro 580D #570	C	Purchased.
	Remove and replace fall surface at Black Bear with new Turf fall surface. New turf fall	C	Completed. Additionally a community event recognizing Kids to Parks Day was held at

	surface has a life span of 15 years compared to the six years we are currently getting out of rubberized tiles.		the playground to recognize new partially donated surface.
	Refurbish playground at Birch in house.	C	Due to weather we are starting the process now and completing prior to November 1, 2018. Staff is waiting on playground design concepts from two manufacturers; upon receiving design staff will proceed with installation of updated equipment. Staff decided to push the playground upgrade into 2019 to be able to base some decision on our community survey. All other upgrades to Birch such as landscape areas and new turf area were completed.
	Replace Sand Filters at Seascape	C	New filters are installed and electric is being completed currently. Target date to test all components is 4/27/18. Final walk through took place in June and everything is up and running properly.
	New exterior siding and windows at Vogelei Barn.	C	Construction has begun. Project was completed in late July.
	Complete Roof Repair Bid Specs for a November Bid on TC roof.	C	Bids have been received for consulting and are in the process of being reviewed. WJE has been awarded and bids will open in September. Bid is open until 10/10/18 which is when they will all be received. Bid awarded to DCG Roofing in November.
	Complete Exterior Painting at PSSWC by 11/24/2018.	C	BP&T has been awarded and looking like an August completion. PSSWC painting and caulking was completed in the first two weeks of August.
	Complete Construction of Chino Park Garden plots prior to April 1, 2018. Completion of accessible entrance by Q3.	C	Due to weather this project is behind schedule. Water line is being completed the week of 4/16/18. The garden plots will be completed by 4/28/18. The garden plots were completed on time and have been up and running.
	Park playgrounds inspections will be completed by different staff members every 30-60 days based on environmental conditions and repairing structures as needed. Update landscape beds to provide beautification with perennials plants that	C	Initial playground inspections have been completed. Landscape of all parks have been reviewed and are in the planning stage currently. Park inspections are ongoing monthly and landscape improvements are moving along as scheduled. Park Inspections

	require low maintenance to maintain. (Well maintained turf provides a great look and very cost effective).		were completed for each month.
Implement detailed preventative maintenance plan for building structures and mechanicals.	Buildings and all mechanicals will go through preventative checks every month. Checks will be evaluations completed by staff that will allow staff to stay ahead of failures and more adequately budget for repairs or changes.	C	This is ongoing through the entire year and has been completed through March. Checks have been completed through June. Checks have been completed through years end.
Begin using Mobile Maintrac.	Use mobile maintrac to track work orders, park and building inspections, and preventive maintenance checks. Produce quarterly reports showing inspections results/work performed through mobile maintrac.	IP	Working with the business department to finalize setup. Hardware has been purchased and software installation is in process.
Transition job responsibilities from Planning and Development Department to Parks and Facilities Department.	Work closely with Director of Planning and Development on 2018 and beyond planned activities. Continue planning the roof assessments and upcoming structure replacements that have been started (TC bid specs ready for Nov. 2018 bid). Ensure completion of Armstrong and MacArthur parks by 8/15/2018.	C	Staff has worked together to insure all timelines were met.
GIS to serve as an overall assets management tool.	All assets within the district will be entered into the system. Quarterly checks will be completed with department heads to assure assets are up to date. Work logs produced through Mobile Maintrac will add in updating assets throughout the year.	C	We believe we have accounted for 90% of district assets over \$5K and have dates to deploy GIS to Recreation and Golf departments in April. Staff is confident that 98% of all assets are in the system and quarterly checks have begun. This is complete for 2018 but with GIS it is constantly in progress with updates to assets and procedures are in place to maintain the GIS for the District.
Maximize efficiency between Parks maintenance, Golf maintenance and facilities custodial staff.	Utilize equipment sharing, combining purchases, cross training staff as well as training custodial staff on day to day maintenance and upkeep at facilities.	C	Ongoing sharing of equipment has been taking place. Equipment is still being shared as well as employees being able to work both departments.
Achieve District annual budget to maintain fund balance reserves.	Reuse and /or refurbish existing building materials associated with the renovation of playgrounds.	C	As part of the playground replacement projects the contractor is required to provide the removed mulch for resident use. This was completed and the residents have obtained the free mulch.

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.	Continue to work with maintenance personal on the utilization of the GIS asset management data base. Help develop cost estimates on existing assets to be replaced.	C	Planning staff continues to work with key maintenance personal on the deployment of the GIS asset management system. Staff is confident that 98% (system confidence goal) of all assets are in the system and quarterly checks have begun.

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 seeding practices/section into natural areas for expansion of plant life.	Enhance high visibility natural areas by adding additional wild flower seeds. Natural areas to be burned by the end of the 1 st quarter, following burns wild flowers seeds will be planted. When changing any perennial plants in parks they will be transplanted to natural areas.	C	24 in house burns and one contract burn at Hunter's Ridge Wetland have been completed. Black Bear Park is still to be completed and scheduling is weather dependent. Wild Flower seedings are in process at all locations. Planting took place in May.
Begin using new technologies and formulations to when dealing with integrated pest management issues.	Enhance the quality of turf in parks by using fertilizers that contain controlled release technology that's providing a longer release of nutrients, which will allow us to make one application to parks in May 2018 weather permitting. Apply Specticle Total (non-selective herbicide) to all landscape beds and tree rings to stop weed growth prior to applying mulch. All location to be completed by 06/01/2018 weather permitting.	C	All locations received their treatments and staff will start preventative treatments this upcoming fall for 2019 weed growth.
Maintain district infrastructure to utilize proven best practices that provide first class parks and facilities.	Replace MacArthur Playground. Complete by June 30.	C	Design work completed, materials ordered and contractors on board to begin work as soon as school is out for the summer. Contractor is in process of completing MacArthur and Armstrong Park. MacArthur and Armstrong are both completed.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance overall quality of natural areas, parks, ballfields and facilities.	Enhance natural areas by controlling invasive plants to 20% or less. Maintain/monitor on quarterly basis for compliance. Annual controlled burns at Black Bear, Hunter’s Ridge and Roherson Parks.	C	All controlled burns have been finished and natural areas are monitored all season long. Invasive species have been controlled and applications have been applied.
	Implement proper fertilizer and herbicide application in parks/ballfields based on high priority areas to low priority areas. All Fertilizer and first round herbicides application will be made by July 1 st .	C	All locations received their treatments.
	Continue with playground inspections on a monthly basis, but in 2018 have a minimum of 3 certified playground inspectors complete inspections.	C	Playground inspections have been completed through March. Completed through June. Completed through September. Completed through December 2018. We also have three certified playground inspectors.
Preventative maintenance checks at Seascap Family Aquatic Center prior to opening dates.	Through the use of contractors, have all piping and controls inspected yearly in April.	C	Upon completion of filter renovations, preventative checks will take place. Due to availability, in house staff inspected all pipes. Staff is confident to inspect pipes in-house as we move forward.
Adopt new shutdown procedures at Seascap Family Aquatic Center.	When the pool season has ended, all water lines inside the pool deck will be blown out from the pool pit and capped on the surface by 10/12/18. This will prevent freezing and possible rain water entering the lines.	C	All lines have been blown out and capped and all drains lines are open. Work was completed in September.
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	As part of the playground renovation process all mulch will be offered to residents saving the environmental cost to haul it to land fill. All steel will be recycled. Mulch was used by residents and steel was recycled by contractor.

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.	C	Report Card was completed with a score of 96. This is no longer a relevant measure and will not be utilized in the future until IPRA has redesigned the form.

Employee Training	All employees will be trained on specific job related task within 30 days of employment.	C	Seasonal staff that started on 4/3/18 have all been trained and as more staff arrives training will continue. All staff has been trained.
Safety Meetings	The Parks and Facilities department will hold 12 safety meeting throughout the year that correspond to work being completed at that time of year.	C	Complete through June. Completed through September. Completed through years end.
Achieve accreditation status for CAPRA	Maintain and develop operational processes required to achieve 100% score for CAPRA accreditation.	C	Evaluation completed in June.
Specify environmentally 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	As part of the bid process each contractor was required to document that they have in place an environmental policy for their operations.

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
Provide clear direction/training to all employees that fit with that employee's job description.	Document all training procedures that outline job descriptions along with expectations.	C	Job descriptions and trainings all match up for all employees and training has taken place.
Hold employees to a high standard of service. Understanding that all employees are district employees working toward one goal.	Quarterly reviews with full time staff members that discuss failures and successes. Learn goals of individual employees and departments and use those goals to achieve our standard of service.	C	Mid year reviews will take place in August. Reviews did not happen in August; instead team meetings took place to discuss department needs, goals and projections for the remainder of the year. End of year reviews are being completed and will be given to employees in 2019. Only one formal written review is currently utilized by the District.

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.	Conduct minimum of one Hoffman U workshop in 2018.	C	Parks offered a Hoffman U on gardening.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities	Provide full time staff members with	C	Events that have been attended by staff in 2018

of staff by encouraging participation in workshops, conferences and other educational opportunities.	educational opportunities in their fields that will directly benefit the district and personal work related efficiency. Supervisors and Lead staff will attend two outside education event per year.		are: Illinois Turfgrass Foundation Annual Conference, IAPD State Conference, Great Lakes Park Training Institute, MIPE Monthly events, HVAC Seminars, Energy Consumptions Seminars and NRPA through September. Staff members are given the ability to attend educational events that benefit the district in a professional concept.
Build a strong working culture to allow innovative thinking.	Conduct two Parks Division team building events. Complete by end of 2 nd and 4 th quarters.	C	The first team building event was completed on July 18 th . The second is scheduled for the first week of November. A team building event was completed in December 2018.
Evaluate and update succession plan including assuming responsibilities for current Planning and Development Division. Begin to prepare employees for advancement and the organization for personnel changes.	Complete by the end of the third quarter.	C	New Parks structure is in place.
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 2018.	C	Planning staff attended the ICLA conference.
	Attend IPRA Conference by January 2018.	C	Planning staff attended the IPRA conference.

**HOFFMAN ESTATES PARK DISTRICT
2018 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	(REC) Create a baseline test for each sport to show the fundamental growth of each player from the beginning of each season to the end. Complete for all sports by the end of Q3.	C	Planning to do baseline testing for summer basketball league, this will create a template for future leagues (fall basketball and soccer). 4/5 T-Ball and summer basketball completed this goal in August 2018. We will adjust the testing for Fall Soccer and Winter basketball based on the results our coaches gave us. After assessing the evaluation process from previous seasons/sports, it was determined that it is best to evaluate the players at the end of each season (not at the beginning). This was completed for Fall Soccer & Winter Basketball.
Educate parents regarding the child development benefits in our programs and services	(REC) Host a Preschool Sports Information night in Q1 to inform parents of athletic opportunities for their preschoolers.	NA	In the planning stages of offering an informative workshop for Preschool and ELC parents at the end of May. Did not offer with the changes happening in ELC. Putting together an informational email to let parents know when and how to sign up for each youth sports league. This goal has been moved to 2019 and is in progress for Early in Q1.
Increase cooperative efforts with neighborhoods and community associations on health related issues	(REC/FAC/C&M) Implement a Community/staff Garden Club and/or plot that plans and manages a staff community garden plot at TC; food from the garden will go to local food banks. Complete by Q3.	NA	Garden plots are in works via Parks. Raised beds to be built in Q2. Community Garden is in its final stages. Closing date is October 31 st . Staff garden plot did not come to fruition this year due to lack of staff resources to implement it.
Develop plans to meet increased program needs of 50+ population	(REC) Increase 50+ fee-based classes by offering 4 new day classes and 1 new	C	Day time yoga class was added to the schedule in Q1. Working on additional fee-based

	evening class by Q2.		classes for remainder of the year. Added 50+ 3v3 Basketball League for the fall (did not run) and Zumba Gold, which began in the summer. A daytime Tai Chi and Forever Strong class, and evening Zumba Gold class were offered and ran in Q4; while other daytime and evening classes were offered (yoga, basketball), they did not run. We are continuing to try new classes and come up with new ideas for 2019.
	(REC) Enhance day trip program for 50+ community by offering a wider variety and 3-4 trips per month, beginning in Q1. Baseline for the year 30 trips.	SC	Offered 11 trips in Q1; 5 trips ran with an average of 15 people per trip. Offered 10 trips in Q2; 7 trips ran with an average of 15 people per trip. Offered 16 trips in Q3; 7 trips ran with an average of 15 participants. 46 total trips were offered in 2018 with 25 running with an average 15 participants per trip.
	(REC) Work with C & M to increase recruitment efforts for dance company. Add an additional 5 participants by end of Q3, baseline Q3, 2017.	NA	Offered a Dance Company Open House on March 19 th . 10 interested girls attended this event. Another one is being held in May to increase interest before tryouts in June. Tryouts were held on June 2 nd with 5 new participants; another tryout is being held in July. Tryouts in July were canceled due to lack of participation. Season will run with 14 on the team, 1 less than Q3 2017. Unable to recruit 5 additional participants in 2018, however, efforts are underway to restructure dance company, implement new ideas, and heavily market it in order to increase participation in 2019.
Develop plans to renovate Chino park to meet community needs.	(REC) Continue with the planning and development of Chino Park Community Garden; implement community garden plot program by Q2.	C	Garden plots will be ready for implementation on May 1 st . So far, 8 people are registered. Garden Plots opened on May 1 st with 16 plots reserved. The 4 ADA plots remain unreserved at this time. Garden Plots will be closing on October 31 st .

Improve the overall health outcomes of programs offered.	(REC) Create 2 off season programs in soccer and basketball to continue the development of our players' skills in between seasons. Complete by the end of Q3.	C	Two programs have been offered in Q1 to support this goal: the indoor soccer program and a free open basketball program sponsored by USA Basketball. In addition, a number of sports camps are being offered in the summer for all ages to begin and enhance players' skills. These were completed in Q2.
	(REC) Implement 3 health, fitness or nutrition workshops for STAR sites each month utilizing the Power Play Grant funds. Complete by Q4.	C	The Power Play program has been implemented at all STAR sites; packets of information and resource information were created for each site, which included worksheets, activities, and other resources. Healthy snacks were also purchased for participants as part of the program. Nutrition component was called "My Plate", Fitness program was adding more game play. Officer Jennings from the HE police department came out and lead a discussion on Bully Prevention.
	(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.	SC	We are offering a Workout in the Park fitness program in Q2. Workout in the Park was offered but did not run due to 0 enrollment. Offered Indian Dance. 1 st session ran with 2 participants. Workout in the Park did not run, Indian Dance ran 2 sessions with very low numbers. New group fitness classes were added in Fall (Forever Strong & Tai Chi that did run.) New Fitness Challenge & Family Fit Day coming in 2019.
Expand facility based special events that promote greater facility usage	(REC) Develop an outdoor sports/adventure program, with a fishing clinic in Q2, one 4-week class in Q3 and partner with Chamber for fishing derby to complete by Q4.	C	A free Fishing Clinic was held on Saturday, May 12. 36 people participated in this clinic. On June 9, staff had a table at the chamber fishing clinic to promote our new program. Fishing class held on June 6-30 had 5 participants. Class held from July 5-28 had 3 participants. Class held from August - September 1 had 4 participants. September 6-29 had 8 participants. On August 4 a fishing derby was held at P.I.P with 7 total

			participants.
	(REC) Add 2 new adult/family events by Q4.	NA	Ideas have been discussed for a few different family events to be held in the fall. Extended time of Pumpkin Fest and will add more features to this event. Looking at adding 1 early Winter adult event at Bridges. While we did not offer two new adult/family events this year, we did greatly enhance the activities at existing events, including Pumpkin Fest (added hayride, inflatable haunted house, stilt walker), Winter Fest (ice rink), and the All Aboard Train Ride (Santa's elf). which received very positive feedback. Efforts are underway to implement new family and adult events in 2019, including Adult Trivia night and Family Bingo Nights.
	(REC) Add 3 new programs that create diversity and variety in our offerings, such as Chess, Theater, and Mah Jong. Implement by the end of Q2.	C	Five adult, youth, and mom/dad and tot are classes are being offered through Harper Community College. Offering 19 new programs in the Fall, which include, Indian Dance, Flight of Feathers, Raptors in Your Neighborhood, Dissecting Owl Pellets, Adult Corn League, 50+ 3v3 Basketball League, Lacrosse Clinic, Disc Golf Clinic, Zumba Gold, AKC Canine Good Citizen, Can I Pet That Dog, Tricks Dog Class, Beginner Obedience Class, an additional Zumba Class, P90x Class, Friday Yoga, Sunday Yoga, Acting Up – Intro to Theatre and Class Act – Youth Theatre. (9 of the new programs listed did not run due to low interest. Staff will continue to assess trends and interests when planning new programs for 2019.)
	(REC) Add 2 teen programs by end of Q4.	C	Ideas are being discussed for new teen programs and trips to be implemented in the fall. In addition, a Power Play grant has been awarded to the park district for enhanced programming at the Vogelei teen center, which

			<p>will begin in the summer.</p> <p>Offering new workshops and healthy activities at the teen center starting this summer, as well as potential field trips when the weather gets cooler.</p> <p>Working with teen center staff to plan one trip for the fall.</p> <p>Offered a teen movie night in November and December in addition to the healthy snacks and activities. A field trip to The Club is schedule for January 2019.</p>
	(REC) Offer a one-time early childhood special interest class or event; once per month, beginning in Q1.	C	<p>A number of special interest events were held in Q1 for the ELC and Preschool programs, including the Bubble Guy in January, police officer and dentist visits in February, a performance by children’s entertainer Chris Fascione in March, and planned wild animal shows in April. The Pop Up Library from the Schaumburg Library came out 2 times for the ELC and Preschool age book rentals.</p>
	(REC) Continue to offer small scale athletic tournaments at events, including the 3 on 3 outdoor basketball tournament at Party in the Park and a new 3 on 3 soccer tournament at Pumpkin Fest. Complete by of the end of Q4.	SC	<p>Offered 3 v 3 basketball tournament at Party in the Park, had 11 total teams register; still discussing options for 3 v 3 soccer.</p> <p>It was determined that a 3v3 soccer tournament would not be the best fit at Pumpkin Fest due to field space constraints.</p> <p>Remaining fall events were not conducive to hosting these tournaments, however, an athletic promo booth was set up at Halloween Bash to increase exposure and market to the families attending this event.</p>
	(REC) Increase initial enrollment and revenue by 10% in the STAR program by planning for more staff earlier in the year, and increasing fees to align with other rates in the market, by Q2.	SC	<p>Staff hosted a job fair in March, and is currently attending area job fairs to start recruiting now for STAR in September.</p> <p>Letters being sent out in May to solicit returning STAR counselors. Fees have been increased and are being implemented now during enrollment, which in turn will reflect an increase in revenue for 2018-19 school year.</p> <p>Recruitment efforts are currently being made</p>

			<p>for staff, and interviews are being held in the month of July and August. STAR is currently looking for at least 4 more counselors and has availability for enrollment at Lincoln Prairie, Muir, Lakeview, MacArthur, Willow Rec and Armstrong.</p> <p>2018 year ended with 439 compared to 421 at this time in 2017 – a 4% increase in enrollment; net revenue reflected a 6% increase.</p>
Evaluate facility space utilization to accommodate growing programming needs.	(REC) Plan and implement 2 new dance classes by the end of Q2, in turn increasing revenue by 20%.	C	<p>One new class is being offered in the summer; Fall class planning and reformatting will take place after May recital.</p> <p>Restructured fall class schedule to encourage more enrollment, added a Creative Movement class, 4 Levels of Ballet now open to all participants, and added levels to other classes to differentiate skills.</p>
	(REC) Offer at least 2 nights of classes on the north side (10 classes in all) by the end of Q1.	C	<p>50+ Yoga is offered on Mondays and Wednesdays on the north side; youth art classes and Dance Company is held on Thursdays. Working on offering more classes to fill Tuesdays.</p> <p>50+ Tai Chi is being offered on Tuesdays; Magic Class and Young Rembrandts art classes on Thursdays are also held on the North side.</p>
	(REC) Increase ELC participation to an average of 13 children per classroom by end of Q4, in turn increasing revenue and expense ratio by 15%.	C	<p>We currently have 41 kids enrolled, which is an average of 13 per classroom; 3 new kids are starting in April.</p> <p>We currently have 40 kids enrolled, averaging 13 per classroom – 6 new kids started in June. These numbers are very good for the summer, and we anticipate more enrollments in the fall.</p> <p>During Q2 staff has been averaging 2 new student tours a week. We currently have 35 students enrolled, averaging 11-12 per classroom – decrease is due to a number of children moving on to Kindergarten in August. However, we are averaging 1-2 tours a week and a new student every 2 weeks since</p>

			September. Q4 ended with 40 children enrolled in ELC – an average of 13.3 per classroom. Fees will be increasing in August 2019.
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	(FAC) Research a new fitness program in the south meeting space in Q1. Implement at least 1 new program by end of Q2.	C	Staff is currently talking with an instructor to begin offering new programs in room 114 in Q3 (HITT &/or Pound). In Fall in the south meeting space, Zumba Gold and regular Zumba will be offered. In the Fall the dance room will have a new class P90x which will be offered on Monday and Wednesday mornings. As well on Friday and Sunday mornings in the dance room two new Yoga classes will be offered. Zumba Gold, Yoga, P90X were all added in the fall after the guide was published; Zumba Gold was the only class that went of these three.
	(REC) Add 1-2 special interest programs to each camp site once during the summer. Complete by end of Q3.	C	At the onset of camp, we plan to bring in NWSRA for ability awareness workshops, HE fire and police departments will be visiting, AMITA will be offering their I AM KIND and I AM STRONG programs, and teen camp will be involved in service projects on certain weeks as well. Aside from the above activities, we have also done service projects, such as “Cards for Phil” (cards for cancer patients) with the Teen and Explorers Camps.
	(REC) Plan and run 2 Science, Technology, Engineering and Math (STEM) classes by end of Q3.	NA	Researching some other forms of STEM programming, as what has been offered in the past was not very successful. Looking into other trending areas for youth programming. Looking into LEGO programs and classes with Computer Explorers. Did not implement STEM classes in 2018, however, efforts are being made to offer them in 2019.

	(REC) Partner with Wings and Talons to offer 1-2 programs each season, beginning in Q1. Offer a total of 4 new programs, services and/or events.	C	Wings and Talons are scheduled to come out to our youth concerts and Party in the Park again this year. Still working on offering classes through them. Offering 3 new programs with Wings & Talons in the Fall.
	(REC) Continue to partner with disc golf leagues in the area to offer at least 1 disc golf tournament at Black Bear Park in 2018. Complete by Q4.	C	Staff has contacted area disc golf associations to discuss future tournaments at Black Bear. Two free Disc Golf Clinics are being held in the fall; planning for classes for Spring 2019. Regular play and competition continue to be held at Black Bear Park through Birdbrain Disc Golf League.
	(FAC) Continue to work with Harper College to offer 2 additional programs to residents that will be held at Harper, increasing variety of classes being offered. Complete by Q4. Offer 2 Park District programs in the Harper brochure beginning Q2.	SC	A cooking class and a Genealogy class were offered in Q1. Staff is offering 2 theatre classes in conjunction with the Palatine Park District. Harper continues to offer fitness classes and fencing. Additional classes have not been added by Harper.
	(REC) Increase revenue by 30% and offer variety in the area of Early Childhood Programming by offering 2 new contractual sports classes by Q1.	SC	All early childhood and youth contractual sports classes have been moved under Athletics; 6 new camps are being offered in the summer, along with 2-3 classes. 4 contractual sports camps ran in the summer. While a variety of new contractual athletic programs were offered, the revenue increase goal was not met due to lower enrollment in classes.
Expand multi-cultural awareness for facility rental availability	(FAC) Work with C&M to promote facility rentals utilizing the guide, social media, website and in house flyers written in another language (Spanish). Complete in house flyer by end of Q2.	NA	Staff is working with C&M to develop an in house flyer in both Spanish & English. Staff have identified a staff member to translate the flyer it will be developed in Q4. Will work with the newly established C&M department in 2019 to design bilingual marketing materials.
Evaluate options and create conceptual plan for the former Safety Village site at WRC.	(REC) Research options for a north side community garden in this space. Make a recommendation by the end of Q3.	NA	Staff is researching the possibility of offering something at the old Safety Town near Willow Rec Center. They would also like to see how

			successful the Chino Garden Plots are this season in order to assess the need for plots at an additional location. Plans for this area have gone in another direction.
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District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand Marketing communications with the use of social media and mobile applications	(C&M) Increase fan base by 10% for each Facebook Park District page as compared to fan base at end of Q4, 2017. As of 12/31/17 Facebook (all pages) – 7362 Twitter @heparks-836 Instagram @heparks– 122	C	As of 9/30/18: Facebook (all pages) – 8121 – currently 10.1% increase from 2017 Twitter @heparks- 904 – currently 8% Instagram @heparks– 143 – currently 17% Many unused Facebook pages were eliminated in Fall 2018 to allow focus on the main pages. As of 12/31/18: Facebook (all pages): 5747 Twitter: 1091 Instagram: 464
	(C&M) Create a survey committee to develop and implement a consistent use of surveys, with standard questions asked for each survey. Include customized questions for related programs and events. Track the results throughout the year. Create a calendar for the release of the surveys. Develop survey in Q1; release in Q2.	C	Survey Committee completed in 2017. Survey schedule is in place. Surveys completed as of Q1: Youth Basketball, Figure Skating, Hockey, STAR, TC/WRC Staff, Communications, ELC, and Preschool. Q2: Adding event survey to begin with PIP, PSSWC, Dance, ELC, Dog Parks. Q3: PIP event survey implemented. Soccer, swimming, baseball. Q4: Surveys completed for: Pumpkin Fest, Winter Fest, All Aboard Train Ride, 50+ Holiday Dinner
Promote brand identification and tagline to increase community awareness of District parks, programs, facilities and services	(C&M) Implement an easy, quick, but quality online survey to measure customer satisfaction for special events and programming. Complete development by Q1 and release in Q2.	C	Survey Committee completed in 2017. Survey schedule is in place. Surveys completed as of Q1: Youth Basketball, Figure Skating, Hockey, STAR, TC/WRC Staff, Communications, ELC, and Preschool. Q2: Created an event survey to use for Party In the Park on August 4. Q3: PIP survey complete with nearly 100 responses. Q4: Surveys completed for: Pumpkin Fest,

			Winter Fest, All Aboard Train Ride, 50+ Holiday Dinner. Will continue to develop program evaluations in 2019.
	(C&M) Expand social media usage with the use of contests, Snapchat geofilters, etc. by 15%. Complete by Q4.	C	Snapchat filters used in Q1: 6. National Puppy Day social media contest Q1. Q2: WRC/TC Fitness check in contest ran in June. Staff also completed Snapchat Geofilters at Easter Events. Q3: Our most successful Snapchat geofilter was at PIP with 103 swipes, 63 people used it for 2.5K views. Sm engagement, we used the Unplug Couch, checkin, FB Live and video interviews at events. Q4: FB Live event at Winter Fest, Snap Chat filter for Winter Fest, continual social media updates.
Develop plans to meet increased program needs of 50+ population	(C&M) Develop 1 survey for 50+ to better understand the needs of the population. Develop a marketing brand from this feedback. Complete by Q4.	C	Staff is meeting during the week of July 16 th to discuss planning and implementation. Survey to be completed in Q4. Q4: 50+ Member & Non-Member Survey completed.
	(REC) Enhance 50+ membership offerings to include a minimum of 8 new drop-in programs, services, screenings, and events, by Q4.	C	In Q1, new 50+ offerings include Painting classes sponsored by Visiting Angels, Mexican Train, Baggio, and the addition of a day for Pickleball play. An Open House/Member Appreciation Week was also held the week of January 22 nd . Staff offered AARP class in June, working on monthly screenings with AMITA, and held the first “Color Your Summer” Luncheon in June. Additional drop-in offerings for 2018 included: Bunco & Canasta.
Expand Pickle ball opportunities and evaluate need for additional courts.	(REC) Evaluate the current inventory of courts within the community and determine if it is possible to offer additional surfaces for this program, by Q2. Develop recommendations by Q2.	NA	While we have not evaluated the need for creating additional space for this program, we have continued to work with the pickleball club in town to offer space at TC and PSSWC, as well as opening another day for Pickleball for the 50+ Club. Evlauation of inventory and additional pickleball program needs will take place during the CMP process in 2019.
Utilize best practices to maximize operational efficiencies as a District.	(ICE) Support growth of local amateur hockey clubs (PREP, Lake Zurich, and	C	Staff is in talks with RM park district about bringing in 2 high schools for District 211 that

	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.		are looking to expand their league. D2 Chiefs have been added to our ice rink schedule. Prep hockey has also purchased 12 slots for their new teams. Two RMHS teams and Prep Hockey rent ice.
	(FAC) Purchase Fitness Equipment for TC & WRC. Complete by Q2.	NB	This was not added to 2018 budget.
	(SEA) Purchase and install a new diving board by Q2, prior to the start of the Seascape season for 2018.	NB	This was not added to 2018 budget. Maintenance resurfaced the diving board better than it has been in years. The surface has proven so far to be
	(SEA) purchase 20 new lounge chairs by Q2, prior to the start of the Seascape season for 2018.	C	Chairs have been purchased.
	(FAC) Hold quarterly staff meetings to inform staff of all upcoming events, park district information and provide customer service focused topics (going above and beyond). Offer 4 by end of Q4.	SC	TC & WRC combined service desk staff meetings were held on Feb. 5 th & 7 th . Meetings held at TC & WRC 10/15 and 10/17.
	(FAC) Offer at least 4 internal training sessions by end of Q4.	NA	Reviewed Current Armed Intruder Procedures. Training sessions were suspended due to staff turnover in 2018. Regular training topics were discussed at staff meetings. 2019 trainings will include quarterly Emergency Code trainings.

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) Partner with 2 new community organizations that serve the 50+ population by Q3.	C	Staff have met with and plan to partner with the following organizations for services in Q2 and Q3: AARP – driving programs; AMITA Health – screenings and lunch ‘n’ learn presentations; Home Instead – lunch ‘n’ learn presentations; Schaumburg Park District – Fall Senior Olympic Games. 50+ staff regularly participates in Brookdale hosted Senior round table meetings, sharing programming ideas and happenings in the area. 50+ also added the Seniors Out Social Group.

	(REC) Continue partnership with the Village on the Vogelei Teen Center to expand its offerings. Include monthly trips, dodgeball and other activities, and updated furniture and equipment. Complete 4 new enhancements by end of Q4.	C	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. In addition, a Power Play grant has been awarded to the park district for enhanced programming at the teen center, which will begin in the summer. Gradually updating the center, replacing equipment and furniture, and painting, as well as offering new workshops and healthy activities, and potential field trips when the weather gets cooler. Flooring was replaced in Sept. Teen movie nights were implemented in November and December.
Expand facility based special events that promote greater facility usage.	(C&M) Utilizing the new digital media associate, create quarterly events and contests that will be promoted through social media at TC/WRC. Complete by end of Q4.	SC	National Puppy Day social media contest Q1. Q2: TC/WRC check-in FB contest in June and completed the Snapchat Geofilter initiative for the Easter events. Q3: Our most successful Snapchat geofilter was at PIP with 103 swipes, 63 people used it for 2.5K views.
	(REC) Create a new format for Preschool/ELC Family Fun Fair that will satisfy attendees and allow for enhanced family, teacher and student interaction by Q2.	C	On March 15 th , children's entertainer Chris Fascione came out for a Family Night with Preschool and ELC families. Over 150 were in attendance and enjoyed their time with the performer, teachers, and other families. All 4 year old Preschool classes held recognition ceremonies or end of the year picnics for the children and their families in Q2, a total of 8 events took place. Q3 had an ELC family pool party at Seascapes on August 2 nd . More than half of the ELC families attended.
	(REC) Draw more people to events by enhancing current special events. Add 2 new aspects to each special event.	C	A number of new activities and ideas are being planned for Party in the Park, as well as enhanced offerings for our Halloween events. Adding a double dutch and hula hoop contest to Party in the Park as well as a roaming reptile entertainer; extended hours of Pumpkin Fest and adding a stilt walker/roaming magician, inflatable maze. Winter Fest included the

			synthetic ice rink.
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 totals by end of Q4.	SC	Q1-4: (10) Hoffman Happenings, (26) Tips from a Trainer, July Parks & Rec Month (4), Meet Eric McBride (1). Year-end videos were postponed due to restructuring of C&M dept.
	(C&M) Promote the “bookmark” for our website on mobile phones to customers in lieu of district mobile app. Promote the TC/WRC mobile audio app. Complete by Q3.	SC	TC/WRC mobile app is promoted in facilities. MyAudio application is being promoted via posters in the fitness centers as well as on the digital screens within the lobbies at TC and WRC.
	(REC/C&M) Gain greater visibility for the new 50+ Active Adults Center by utilizing social media and encouraging its usage with incentives, video interviews, and profiles, conduct monthly video messages for social media outlets. Complete 12 new district wide social media videos by end of Q4.	SC	Q2: Staff have worked together to create videos, social media posts and photo montages to promote various 50+ events. Q3: 50+ One Year Anniversary Ice Cream Social event, Open House . Year-end videos were postponed due to restructuring of C&M dept. 50+ Facebook usage is increasing with more posts.
Increase volunteer involvement in District operations	(REC) Host coaching clinics for each sport for each season. Complete by the end of Q4. Host at least 2 clinics by Q3.	C	Baseball coaches attended a coaching clinic in Palatine prior to the start of the baseball season; coaches attended an online certification for the free USA Basketball workshops that are currently being held on Sundays; partnered with HUSC to host a coaches clinic for our fall youth soccer coaches on August 3 rd .
Develop performance measurement system to evaluate value in programming structure	(REC, FAC & ICE) 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.	C	Working with C&M to create a survey of participants during Party in the Park that may assist in capturing attendance, as well as demographic information, new ideas and valuable feedback. If this work for PIP, we may implement for other events. Q3: Our most successful Snapchat geofilter was at PIP with

			103 swipes, 63 people used it for 2.5K views. Q4: Surveys distributed for Pumpkin Fest, Winter Fest & All Aboard Story time Train.
	(C&M) Develop marketing personas for major programs and facilities to better understand the needs of the customers. Complete all business/marketing plans by Q1.	C	Q1: Business mktg plans complete. Q2: PSSWC marketing persona was completed at the end of Q1. Q4: 50+, Ice, ELC, Seascap.

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) Meet or exceed 02 financial goals. Complete by Q4.	NA	
	(REC) Increase program participation by 1% overall from 2017 to 2018. Complete by Q4.	NA	
	(FAC) Increase the number of rentals at Seascap by 10%.	C	Started advertising on the marquees and eblasts in early February to start booking parties at Seascap. Rentals increased 85% from \$13,200 in 2017 to \$24,000 in 2018
	(FAC) Increase the number of groups at Seascap by 5%	C	Emails were sent out in early January to all day camp manager in the area to choose Seascap for their summer camp field trips. The emails sent out paid off as we increased group sales by 80%. 2017: \$5,939 2018: \$10,665. An increase of \$4,726.
	(ICE) Develop a marketing plan that would involve sponsorship of “Learn to Skate” and the ice show.	C	The spring show is an exhibition and encompasses 2 hours. Getting a sponsor for something with limited expense may not be the best use of resources. Staff will be conducting a Winter program so that may be a bitter fit with the holidays. Held an ice marketing meeting on 10/3 to discuss marketing options for hockey and figure skating. Will begin offering a weekly public skate on Sunday’s and promote through C&M. Distributing fliers for both programs at upcoming firehouse open

			house events in Hoffman. Lowered price of public skate as well as removed non resident rates to intice awareness of Sunday Family Skates. Sunday Family Skate was added to promote skating. Additional promotion was distributed at Pumpkin Skate, Winter Fest & Skate with Santa.Public skate has been marketed with great success. Attendance continues to increase and has brought new patrons to our facility. Ice Show was not implemented this year – will look into planning one for 2019.
Secure additional alternative sources of revenue to support financial goals	(REC) Increase revenue for Creative Arts Camp by 25% by re-formatting the camp to more attractive, convenient one-week sessions (instead of two-week sessions), by Q3.	C	Creative Arts camp has been restructured to reflect this format; registration is currently taking place. Most sessions for this camp were maxed out (at 18-35 children) per session, so we are on par for meeting this goal. Enrollment is up 72 participants from this year to last year.
	(REC) Increase Counselor-in-Training revenue by 75% by offering this opportunity to participants at another 4 day camp.	C	Counselor-In-Training offerings were increased from 16 spots in 4 classes to 24 spots in 6 classes this summer; all 24 spots are almost full. All 24 spots have filled for this program, except for two camps that did not run and/or did not meet the minimum to run.

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. Have 2 new groups by end of Q3.	SC	Outside summer hockey programs are using the area as well as Glen Ellyn Speed Skating Club and the NIHL Wolf Pack program. Developed a lacrosse program to run during non hockey season. Unsuccessful during fall 2018 season, will refocus in spring summer 2019. In-house teams use off ice area. Reorganized training area to promote 2019 additional of Floorball.Will have Chicago Wolves players involved in training video

			and promotion of the many benefits for children.
	(REC) Increase Explorers Camp fees to reflect an 8% increase in revenue and align with other rates in the market, by Q3.	C	Fees have been increased and registration is underway. These fees were increased by 6.9% to help reflect the increase in revenue for camp. The revenue budget has been met for this camp.
	(REC) Increase participation and revenue by 15% in Mini Day Camps by increasing fees and planning for more staff earlier in the year, by Q3.	SC	Registration is currently underway; staff is taking participation maximums and staffing into consideration in order to accommodate as many participants as possible. Many of these camps are full or close to being full. These camps will run in Q3. All mini camps ran at full capacity. However, due to additional bussing rental needs, net revenue does not reflect the goal of a 15% increase.
	(REC) Increase General Preschool Program fees to reflect a 6% increase in revenue and align with other rates in the market, by Q3.	C	Fees have been increased and the 2018-19 registration is currently in progress. Most preschool classes are full; all 3 year old classes are filled. Currently constraints involved physical space for additional participants; registration is still in progress. Revenue increased by 6%.
	(ICE) Modify Summer camps in skating and hockey that involve more day to day options for parents outside of the week to week basis options.	C	Staff is working on program options that fit a limited teaching staff during the week. Held both figure skating and hockey summer camps in summer of 2018. Hockey was successful; figure skating only ran 25% of the scheduled time due to low enrollment. Will work with C&M to focus advertisement for upcoming summer season. Staff has created a schedule that will allow all programs to continue running while we are down to one sheet of ice beginning in March.
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 the business department and Foundation to promote the purpose of Friends of HE Parks to increase event participation and donations to the Foundation. Increase registration by 3% from 2017. Complete by Q4.	SC	Q1: Promoted GNO Q2: Promoted SRT Golf outing Q3: Promoted wine event Q4 : Giving Tuesday

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 2018 than in 2017; obtain 2 additional grants more than in 2017, complete by Q4.	C	Q1: Staff applied for Power Play Grant in February and received notification of its receipt (\$1000 for the Teen Center) in March. Q2: Applied for Chino Park Comm Garden Q3:OSLAD
	(REC) Continue to work with Advertising & Sponsorships Dept. to identify corporate sponsors for the 50+ Center. Partner with 2 new sponsors by the end of Q4.	C	Staff worked with the Advertising and Sponsorships Department to secure six sponsors (3 new – Wholesome Pharmacy, H & R Block, and Synergy Home Care) for the 50+ Open House/Member Appreciation events in January. They are also working together to solicit new sponsorship opportunities for the annual Open House in August. Recently developed new relationship with Bruce Mancherian of Mutual of Omaha for Pub Quiz and other 50+ events; working with Advertising and Sponsorship for the Open House August 29 th , currently this event has 14 sponsors/participants.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance District signage to inform and educate guests.	(C&M) Obtain interstate highway brown facility directional signs by Q4.	NA	Q3 Staff is researching the process for the state application. Will apply in 2019.
Utilize best practices to maximize operational efficiencies as a District.	(ICE) Work with Parks department to train additional team members on ice operations as it relates to maintenance equipment.	C	Dustin is beginning to bring in more parks staff to learn ice operations and Zamboni basics to help with staffing the rinks. All ice operation managers will also be trained. Q4Parks department and ice arena Zamboni drivers have worked together to provide smooth operations.

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	(REC) Evaluate STAR parent/teacher communication process and implement a more streamlined system by end of Q2.	C	Staff continues to communicate with parents through a monthly newsletter, welcome emails for new families, and active engagement through meetings, phone calls, and emails.
	(REC) Restructure day camp locations and transportation. Streamline transportation by reducing the number of sites from 8 sites to 6 sites, while accommodating more kids. Reduce the number of trips and bus expenses by 30% from actual financials in 2017.	C	Camp locations and transportation have been restructured, which resulted in reducing the number of site locations to 6 and lessened the number of daily bus trips. New locations and transportation schedule has been implemented and was very successful. Bus trips are down; staff eliminated 6-8 stops in the morning and afternoon. We had 6 bus routes and last year we had 12 bus routes so staff is down 50% from this time last year, thus reducing bus fees.
	(ICE) Work with Parks Dept. to allow Ice Maintenance to be involved and assist in overall maintenance of facility and its equipment.	C	Parks Dept as meet with Ice Operations numerous times to start to get a better understanding of the equipment and how the system operates. Parks Dept and Ice Staff have combined to maintain facility.
	(REC) Create a championship field at Cannon Crossings on field 1 with new foul poles, bat racks, and bullpen.	C	Recreation and Parks staff are working together to implement the championship field at Cannon Crossings by installing foul poles, a bullpen, and a bat rack at Field 1. Field has been completed with foul poles, bat racks and bullpen; we've gotten a lot of great feedback from players and tournament directors on this improvement.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District	(FAC) Continue to work with all facilities to streamline maintenance supplies to take advantage of lower pricing. Complete 10%	C	Staff is working on getting pricing from multiple companies for custodial and maintenance supplies.

	more of additional district-wide maintenance supply purchase by end of Q2.		Staff will work with the Director of Parks, who is now overseeing custodial operations at TC, to mainstream the purchase of custodial supplies.
Maintain early childhood program standards to ensure accreditation	(REC) Prepare and complete ExceleRate trainings, application, and processes to maintain Silver certification by end of Q2.	NA	Staff is working on obtaining and evaluating teacher credentials and assuring educational and environmental standards are being met. Continuing to work getting all teachers trained and updated in the system. Due to staff transitions, the ExceleRate accreditation was not renewed. Efforts are in progress to become re-accredited in 2019.
	(REC) Ensure all ELC staff has Illinois Department of Health Services (IDHS) training completed by end of Q3.	C	Staff is in the process of evaluating all teachers training and ensuring they are completed by the September 20, 2018 deadline. All staff have met this training deadline.

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	2018 Schedule of training dates has been established and distributed to staff. The first training was held on Feb. 24 th . AED/CPR trainings were held April 25 th & 26 th , June 2 nd Sept. 8 th . The final training for 2018 is scheduled for Nov. 3 rd . 5 AED classes were conducted in 2018.
	(FAC) 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	All recertification classes have been held. New Lifeguard class starts May 6 th .
	(REC) Implement a more efficient process to account for kids on busses and at camps using a wristband system. Have a plan in	NA	Staff is in the planning stages for this process. Due to the reduced amount of transportation and amount of kids coming

	place by end of Q2.		and going, staff has deemed this unnecessary, based on the 50% reduction in pick sites.
	(REC) Implement one safety drill per month at each STAR location, to include fire, tornado and armed intruder drills. Complete 12 drills by end of Q4.	C	This will be implemented at the STAR sites at the start of the 2018-19 school year.
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. Complete 4 total drills at each facility by the end of Q4.	NA	The first drill administered will be the Code Blue drill training, to take place at all facilities in the month of April. Quarterly drill trainings will continue throughout FY18. 2019 will include quarterly Emergency Code trainings – a schedule has already been developed.
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 Q4.	C	Parks department ComEd come out and evaluate the rinks and their components for better economical options.
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. Complete by end of Q4.	SC	Q1-4 Videos: (10) Hoffman Happenings, (26) Tips from a Trainer, July Parks & Rec Month (4), Meet Eric McBride (1). Q1-4 Articles: Parks blog, butterfly garden, volunteers, foundation. Q3: Playground renovations article, water safety, 50+ center, foundation/wine event
Maintain and develop operational processes required to achieve accreditation status for CAPRA	Recreation and Facilities Division to achieve 100% score CAPRA accreditation.	C	Staff received a 100% score for CAPRA accreditation.

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 University training curriculum to enhance workforce knowledge and readiness.	(REC) Recreation staff will prepare and present one Hoffman U topic by the end of Q4.	NA	An idea has been presented for a fall Hoffman U. Waiting on approval and scheduling. Would like to present a communication/motivation Hoffman U in Q4 (LS). Lisa's HU is planned for Q1 in 2019 due to other projects taking priority in Q4.

	(REC) Plan and implement a job fair in the early Spring to promote all available jobs District-wide. Complete by the end of Q2.	C	Staff planned and implemented a job fair for seasonal and part time staff on Saturday, March 3, 2018. All departments that hire part time staff participated, and approximately 35 candidates attended.
	(REC) Add a total of 5 PT1 counselors to the STAR and Camp programs to encourage retention and ensure consistent, quality instruction and care for participants.	C	Three staff has been submitted for PT1 status in Q1; STAR and camp staffing are being evaluated to determine the other 2 PT1 counselors. Conducting interviews for 2018-19 school year and determining those who will qualify for PT1 status. All PTI staff necessary for STAR and Camp have been hired.
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.	NA	Will revisit in 2019 now that new leadership team has been in place.
	(C&M) Develop a new communication tool district wide to help foster internal communications. Develop new tool by Q3.	NA	Q3: Staff has created a proposal for an intranet for review by Admin Team for implementation, if applicable in 2019. Staff will be evaluating new communication tools in 2019 include all-staff monthly eblasts, newsletters, etc.

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) Modify CHEER presentation to be able to be viewed by all newly hired team members within initial orientation time frame. Modify within Q1 & coordinate with HR to place on new employee orientation check-list by end of Q2.	NA	To take place within Q2. Did not take place in Q2, will work to complete in Q3. Due to staff turnover, the CHEER training has been paused.
Continue to foster openness in communication District-wide	(REC) Organize and implement one teambuilding event across all divisions by the end of Q3.	C	Staff is planning to send 5 teams to IPRA's Park Pursuit Scavenger Hunt event in Batavia on May 3 rd . 5 teams from HEPD competed in the May 3rd IPRA Park Pursuit event.
Promote healthy lifestyles through work environment best practices	(DIVISION) Conduct 4 internal customer service based trainings in monthly division FTE meetings. Complete by Q4.	NA	

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. Attend 2 by end of Q4.	C	Training seminars for 2018 does not come out until April. Facility and ice operations manager Gary Fong, will be attending a level 3 CEP class in October with USA Hockey. Q4 AGM Randy Jordan attended the AHAI Symposium on Sept 29. Currently in talks with STAR to hold training at TC for barter of entry fee's for TC staff. Randy & Stan attended Finnish Hockey Symposium in Q4.
	(DIVISION) Send 5 managers to the IPRA/IAPD Annual Conference (Q1); 1 manager to Supervisor Symposium (Q2); 1 manager to Leadership Academy (Q3); and 2 managers to Professional Development School (Q4), in addition to various webinars and one-day workshops.	C	Several staff attended the IPRA Conference in Q1. Kyle Goddard is attending Supervisor Symposium on April 13 th , and two other Recreation staff is applying for PDS and Leadership Academy for Q3 & Q4. Q3: C&M staff attended AMA Brandsmart and IPRA ProConnect. Supt & Directors attended NRPA.
	(DIVISION) Evaluate and update succession plans. Prepare employees for advancement and prepare organization for personal changes complete by the end of 3Q.	NB	

**HOFFMAN ESTATES PARK DISTRICT
2018 GOALS & OBJECTIVES
The Club at Prairie Stone**

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	Develop wellness and fitness opportunities, services to engage customers and build rapport. Develop 1 new retention program in Q1 for the PT coordinator to promote the sale of personal training.	C	PT coordinator made calls to all new members to welcome and promote the PT department's opportunities, events and specials. Staff used the complimentary events and workshops offered from the wellness calendar each month.
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, HE Chamber, and the HEC 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	Working collaboratively with HEC to offer fitness class for community. The Hoffman Estates Village began offering monthly health check/screenings at PSS&WC within Q1, which will continue to be offered throughout Q2. Village has added a flu shot option to the monthly health clinic that started in Sept and will continue into Q4. Hosted two flu shot and health clinics along with educational awareness booths at open house.
	Host 1 annual 'open house' event to showcase benefits of membership to various target markets.	C	Planning for Q4 event to begin in Q2. The PSS&WC team has met and will continue to plan the event in Q3. The open house is scheduled for Oct 20, 2018, with multiple events and vendors. Hosting Open house on Oct 20th and was very well attending with vendors and potential members.
	Actively promote Optimal Wellness program to local hospitals and medical offices (Establish total of 6 new relationships in FY 18).	NA	Working with Athletico on securing a list of affiliated medical offices/physicians to contact about referral program to promote Optimal Wellness. Currently reviewing the Optimal Wellness Program to determine if it is a cost effective

			<p>way to transition therapy/rehab clients into a full membership. Have not sold an OW Membership in more than a year.</p> <p>We have discontinued this program and are currently focusing on new rate structure along with corporate memberships.</p>
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District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage	Add 1 new class format and implement 4 retention events. Complete by Q4.	C	<p>Fitness department ran a 30 day ab challenge throughout the month of April(Q1). Group Fitness department has an Outdoor Spin scheduled for 8/18.</p> <p>Fitness coordinator has been planning a “Tread and Tone” class onto the group fitness calendar to begin in Nov.</p> <p>Introduced Tread and Tone which was very successful and we have expanded to 3 time slots.</p>
	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.	NA	<p>Research to begin in Q2 following launch of new club app.</p> <p>Currently evaluating program. With research and analyzing for 2019 with new staff.</p>
	Enhance current Member Rewards program securing a minimum of 15 referrals per month in FY18.	SC	<p>Member Services team averaged 15 referrals per month in Q1;</p> <p>Held a Member Rewards contest for members in Q3; member with most referrals won a gift basket (provided by Sponsorship Coordinator)</p> <p>Continued offering referral programs in the 4th qtr. Will be creating a new structure for 2019.</p>
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 assess customer satisfaction. Complete in Q2 and Q4 for a total of 2 surveys.	SC	<p>Swim lesson satisfaction survey is in draft mode and will be sent in Q3.</p> <p>Survey is completed and staff will meet regarding the results and a plan to increase participation in the swim program.</p>

			Staff has reviewed survey and has made some updates to classes and programs for 2019.
	Develop and incorporate new online member survey to assess member needs and initiate targeted responsiveness. Initiate 1 survey in early Q2. Develop & administer PSS&WC facility survey using the district template. Evaluate results and implement modifications that may be feasible to improve customer satisfaction. Completed within Q1&Q3.	NA	Membership survey completed May 8. Facility Survey in progress for Q4. Focus for staff shifted to rebranding and new price structure of the Club. Will update survey and complete in 2019.
	Develop and incorporate online new member survey distributed within first 90 days of membership (or following first 12 workouts/visits) via Retention Management to evaluate workout patterns, program interest, etc. by Q2.	NA	On target for completion in Q3. With change in staffing, this will be moved to Q4 for completion. Focus for staff shifted to rebranding and new price structure of the Club. Will update survey and complete in 2019
	Install additional filtered water bottle filler station in Kids Korner hallway. Complete by Q4.	C	New water filling station installation completed in Sept 2018
	Update the facility audio system to enhance quality of audio throughout center. Complete by Q2.	NA	We will begin this research in Q4. Staff has researched and come up with a few options. We will continue to evaluate and work with fitness equipment providers to incorporate a total technology fitness experience.
	Add mirror in Pilate's room to enhance client workout experience by Q2.	NA	Will price out mirrors to install in this room in Q4. Will work with Parks department to purchase and install in 4 th qtr. Mirrors and new club logos will be looked at and reevaluated in 2019.
	Replace 1 gymnasium curtain divider as part of operating capital plan by Q2.	C	Currently have received two quotes, waiting on final quote. Installation will be scheduled for 4 th Qtr. Curtain was reevaluated in 4th qtr and moved to be replaced in 2020.
	Enhance participant experience within the tennis area by tinting exterior windows and	NA	With Parks department assistance we will be evaluating a plan to increase visibility in the

	painting the south wall a neutral color. Completed within Q2.		tennis courts by addressing the back wall and exterior windows. Staff is evaluating the use of the 3rd court with the possibility of adding a cricket batting cage and will complete in 2019.
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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.	NA	Currently evaluating the volunteer program.
Improve overall health outcomes of programs offered	Create 12 month wellness calendars based on monthly activities and events within the club and in Kids Korner to engage, educate, and enlighten members. Plan quarterly 2 initiatives with input from front line team members beginning in Q1. Complete 8 initiatives by Q4.	C	Monthly wellness calendars published throughout Q1. Working with Member Service team to develop a list of leads from program participants who are not PSSWC members, to implement in Q3. Wellness calendars are completed for the year. We will continue to run contests for raffles through the remainder of the year.
	Enhance the wellness calendar with more personal trainer based events and promotions. Maintain an average of 2+ types of fitness and personal training promotions per month.	C	PT department has held 9 free workshops within Q1PT department held 10 free workshops within Q2. Offered a discount on the 10 pack of PT in Q3. Offered multiple events and promotions during the season.
	Increase personal training gross revenue by 20%. Methods include increasing member contact hours and increasing presence/promotions on fitness floor by PT Coordinator in conjunction with monthly wellness calendar events.	C	PT department has been working with C&M developing “Tips from a trainer Tuesdays” and promoting wellness calendar events on Facebook. C & M help with an Instagram marketing effort, engaging those who tagged our facility to submit quotes on their experience here. These quotes and photos were used in some of our internal marketing pieces.

			Social Media along with PT Promotions at time of joining are the main focus of advertisement for PT.
	Research and implement an educational based gardening program within Kids Korner that will include container gardens within outdoor activity area by Q2.	NA	This will be moved into 2019 As changes to Kids Korner structure we will look at adding this as program or special event in 2019.
	Expand opportunities within the climbing wall area by offering 3 additional climbing wall programs, including adult fitness orientated classes. Wages will reflect additional classes. Programs to be developed in Q1, offered within Q2.	C	We have adult, parent child, and youth class offerings in Q3/Q4. Both the parent child and youth classes are running. We have received positive feedback from after class surveys we have distributed.
	Increase participation and revenue generation by +50% within specialty training programs with the addition of yoga private training and enhanced marketing of the Pilates and Yoga specialty training programs. Enhanced marketing in coordination with the C&M Department within Q1, with anticipated revenue growth to begin to be actualized within Q2.	NA	We have offered a Parent/Child climbing program along with expanding the number of classes for the youth and adult climbing classes. Developed and implemented a new specialty training class. Fit Together has 2 sections running starting 7/14. We will offer a sample “Kids Yoga” class and see if it is something that we may be able to add as an option in Q4.
	Produce and communicate at least 1 message via social media each week. Measure results monthly through Google Analytics, complete by Q4.	C	Analytics for social media and digital initiatives published monthly in board report.
Expand marketing communications with the use of social media and mobile applications	Update and refresh/redesign PSS&WC website to improve responsiveness of site and to increase marketability of site as an extension of the new club app.	C	Club app testing ongoing in Q1 with pilot team – formal rollout planned for early Q2 (website redesign via Squarespace in progress with C&M in Q2/Q3). New site has been launched with The Club branding.

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 FY18 net membership goal total by end of Q4.	NA	Currently tracking over 100 members below YTD net goal. We finished 205 memberships below 2017.
	Meet and/or exceed departmental budgeted bottom line for fund 11.	NA	Currently working towards, continuing to track the fund. We did not exceed 2018 budget.
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition	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 Q3.	SC	Widespread contact made with 13 existing corporate accounts in Q1 to promote enrollment options; one interactive onsite visit at Cabela's; new corporate promotional banners created for future visits. Established a "Lunch and Learn" program with corporate client Leopardo Held 3 recruitment events in 2018.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop strategies to attract additional sponsors and new partnerships.	Increase annual aquatic pass fees by 5% from 2017 price. Implement in Q1.	NA	Aquatic pass program is currently being evaluated. New fee structure has been developed and we look forward to increase in memberships across the board.
	Evaluate tennis membership in favor of a fee-based by Q2 and recommend a direction by start of budget process FY19.	C	Tennis program is currently being evaluated for the 2019 budget. Tennis Memberships have been changed to a \$20 add on and we have increase memberships by 39 in the month of December alone.
	Work with Sponsorship Manager to secure a sponsor for the Climbing Wall. Secure a sponsor by Q4.	NA	We did not secure a Climbing Wall sponsorship in 2018.
	Work with Sponsorship Manager to secure a potential sponsor for the indoor tennis court area. Anticipate securing a sponsor by Q4.	NA	We did not secure a Tennis Court sponsorship in 2018.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition <i>(annually)</i>	Secret shop 1 fitness center or health club competitor per quarter.	C	Visit sites determined for Q2. Fitness Supervisor Secret Shopped Orangetheory Fitness in HE. C& M department shopped area clubs and generated a comparison report for reference.

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	Log and follow up on 100% of all member comment cards (if requested) as it relates to facility concerns. Complete by Q4.	C	Weekly tracking and follow up ongoing (64 comment cards in Q1) Continuing to retrieve and follow-up on all comment cards. Comment cards were received all year long and followed up with customers based on the responses.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
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 climbing wall organization. Schedule within Q2, complete inspection by Q3.	C	Inspection was held on February 15 and all sections were passed.
	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	StarGuard recertification classes were held in March.

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	Q1 training has been offered, with Q2 trainings planned. Ongoing trainings scheduled in Q4. (November) Additional trainings were held and all current key staff are up to date.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities for staff by encouraging participation in workshops, conferences, and other educational opportunities.	Conduct 4 internal PSSWC trainings quarterly, complete by Q4.	C	Staff trainings were held with rectrac, credit card processing, new fee structure and upsale items for memberships.
	Attend the IPRA, PDRMA, Athletic Business, Club Industry and NRPA conferences. One FTE Maintenance team member to achieve CPO by end of Q3.	C	IPRA conference was attended by 2 FTE within Q1. PDRMA quarterly on-line training has been completed by all FTE. General manager will attend Club industry in Q4. GM attended the Club industry show and has several great concepts and customer service methods that will be evaluated with staff and possibly implemented in 2019.
	Offer sales and retention training via industry specific webinars/workshops (1 per month) for Member Services team.	NA	Test marketing Business Contact Manager CRM in Outlook for sales/lead management in Q1. Staff has been focusing on new fee structure and promotion for the Club. Working with Bridges staff on CRM tool to track all sales leads.
	Conduct quarterly PT staff trainings for fitness floor, service desk and Kids Korner areas by Q4.	C	Fitness staff (personal trainers and fitness floor) meeting was held on 6/21. All Staff meeting was held in August, Service Desk staff meeting was held in Sept. Qtr meetings were held with all departments updating them on the exciting changes at the facility.

Incorporate incentive programs for healthy habits for employees	Obtain 75% of all FT team members participating in the PDRMA Path Program incentive by the end of Q4.	C	FT staff changes will affect this goal, but we do have at least 50% of the FT team participating in this program currently. All FT staff that worked at The Club for the entire season participated. New FT staff will be participating in 2019.
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District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote healthy lifestyles through work environment best practices	Engage team members at PSS&WC using the CHEER customer service initiative. Forming “teams” of PT team members to carry out the CHEER culture, rewarding those that do. Implement by Q2.	NA	Cheer program is currently being evaluated. The district will be working on creating new customer service initiatives in 2019.
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness	Have 100% of all PSS&WC new hires trained in the CHEER program prior to the first 3 months of employment. Modify CHEER format as a Prezi presentation available to all District employees at time of orientation; accomplish by Q2.	NA	Cheer program is currently being evaluated. Staff currently is receiving standard training on customer service along with job duties. The district will be working on creating new customer service initiatives in 2019. Staff is still receiving job specific training and job specific customer service training.

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.	Evaluate and update succession plans. Prepare employees for advancement and prepare organization for personnel changes complete by the end of 3Q.	C	As some of the key team members have left PSS&WC, staff has started to restructure the departments; this will continue throughout Q3. Staff evaluations and reorganization is currently ongoing at the Club. We look to continue staff professional development.
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness	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 for Q1, Public Safety provided by the Hoffman Estates Police Department, was attended by the majority of the FTE. All FT team members will attend the benefits Hoffman U in Q4. Staff attended 3 Hoffman U in the 4th qtr.

**HOFFMAN ESTATES PARK DISTRICT
2018 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 4,090 Outing Rounds (3,922 Outing rounds in 2017).	SC	Outing Rounds will begin in 2 nd qtr. We have hosted 1309 outing rounds thru 2 nd qtr. We hosted 3,453 outing rounds thru 3 rd qtr. <i>We hosted 3,547 outing rounds in 2018</i>
	Provide 30 Preferred Tee Times Groups (30 Groups in 2017).	SC	<i>We currently have 27 groups for 2018.</i>
	Provide 3,019 League Rounds. (2,427 League rounds in 2017).	SC	League rounds will begin in 2 nd qtr. We have hosted 1429 league rounds thru 2 nd qtr. We hosted 2,669 league rounds thru 3 rd qtr. <i>We hosted 2,680 league rounds in 2018.</i>
	Discount & Annual Golf Pass Sales: Resident 250 Passes; Non Resident 199 Passes (Resident 236 Passes; Non Resident 182 Passes in 2017)	SC	Pass sales have begun and currently we have 310 passes sold thru 2 nd qtr. Pass sales have begun and currently we have 339 passes sold thru 3 rd qtr. <i>We sold 339 passes in 2018</i>
	Provide Jr. Program Classes in Spring, Summer & Fall to 135 participants. (104 participants in 2017).	SC	Jr Program classes begin in 2 nd qtr. We have had 45 students thru 2 nd qtr. We have had 112 students thru 3 rd qtr. <i>We have had 112 students in 2018.</i>
	Provide 3 sessions of Group Lessons to include 18 students for all ages in Spring, Summer & Fall. (24 Students in 2017).	NA	Group lessons begin in 2 nd qtr. We have had 8 students thru 2 nd qtr. We have had 13 students thru 3 rd qtr. <i>We have had 13 students in 2018</i>
	Provide specialized 1 day golf clinics to cover all areas of the game for 32 students. (New for 2018)	SC	Clinics begin in 2 nd qtr. We have had 20 students thru 2 nd qtr. We have had 25 students thru 3 rd qtr. <i>We have had 25 students in 2018</i>
	Host 4 outside wedding ceremony only events. (5 in 2017).	SC	Weddings begin in 2 nd qtr. Currently we have 2 ceremony only events contracted thru 2 nd qtr.

			Currently we have 2 ceremony only events contracted thru 3rd. <i>We had 2 ceremony events in 2018</i>
	Host 6 Wedding Receptions. (5 in 2017).	SC	Weddings begin in 2 nd qtr. Currently we have 5 contracted out. Currently we have 3 Receptions contracted thru 2 nd qtr. Currently we have 3 Receptions contracted thru 3rd. <i>We had 3 wedding receptions in 2018</i>
	Host 18 Ceremony & Reception Weddings (15 in 2017).	SC	Weddings begin in 2 nd qtr. Currently we have 13 contracted out. Currently we have 16 Ceremony & Receptions contracted thru 2 nd qtr. Currently we have 16 Ceremony & Receptions contracted thru 3 rd qtr.(Had 2 Cancel this season which would have been 18) <i>We hosted 16 Ceremony and Receptions in 2018.</i>

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	Launch new redesigned website to improve our search engine optimization results. New site will also contain video and drone overview video of the event area. Site will also offer custom lead sheets with tracking software to ensure operation efficiency. Site to be launched 1 st qtr.	C	Final stages of the website are in process. We will be launching in Mid to late April. <i>New website is launched and is getting some great feedback.</i>
	Receive 10 Five Star Reviews on the Knott and Wedding Wire for Weddings. Goal is 10 Reviews receiving 5 Stars (8 in 2017).	C	Wedding season begins in 2 nd qtr. Reviews will begin being received in 3 rd qtr. now that weddings are taking place. We currently have 2 Five Star reviews posted on Wedding Wire and The Knot. <i>We had a total of 12 five star reviews in 2018.</i>

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action		
Expand facility based special events that promote greater facility usage	Provide 7 Special Golf Events with 391 participants. (We had 277 event players in 2017)	C	We hosted our 1 st event of the season with March Madness with 77 players. We hosted 2 events thru 2 nd qtr. with 102 guests We have 3 remaining events in the 4 th qtr. 2 events were cancelled due to inclement weather.

			<i>We hosted 5 Special golf events with 315 players in 2018.</i>
	Provide a new format to March Madness. Event will be 4 Person Spring Scramble. With new price structure of \$65 per player and pass holders receiving \$10 Off. New participation goal is 100 Players. (2 Person Team event in previous years).	C	<i>The new format was a huge success. Lots of positive comments from guest. We had 77 players participate in the event.</i>
	Provide 2 Holiday Event Brunches with 675 guests (371 Guests for Easter Brunch & Breakfast with Santa is in December).	C	First event of the season will be Easter Brunch in the 2 nd qtr. Currently have 360 guests registered. Next holiday event will be in the 4 th qtr. <i>Breakfast with Santa had 540 guests attend bringing our 2018 total to 900 guests.</i>
	Host 6 Special Event Nights. (2 events in 2017. We had 3 music nights cancelled due to inclement weather).	SC	First event was Breakfast with the Easter Bunny and we had 194 guests participate in this new event. We hosted our first music night in the 2 nd qtr. servicing over 120 guests. We have had 2 events with 314 guests attending. We hosted all 3 music nights this season with 1 of them being rained out mid concert in the 3 rd qtr. The music nights brought us to a total of 5 events. Breakfast with Santa is the last remaining event in the 4 th Qtr. <i>We hosted 5 special events nights I 2018.</i>

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.	C	Golf budget is being monitored weekly and payroll expenses are being closely monitored daily based on weather and play. With the challenging weather payroll has been monitored very closely and is under plan thru 2 nd qtr. The weather didn't improve in the 3 rd qtr. and we continue to adjust accordingly and are reflected by being under budget on payroll in both golf operations and golf maintenance. <i>With 37 less playable days in 2018 vs the average for</i>

			<i>the last 5 years we pushed for every last savings in the 2018 budget. We finished below budget in expenses to help offset the below budgeted revenue.</i>
	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	F&B budget is being monitored weekly and payroll expenses are being closely monitored daily based on events. All menus are being evaluated for costs as well as we prepare for the busy summer season. Event staffing has been closely monitored and constantly being adjusted based on events. We currently are below plan in expenses thru 2 nd qtr. Staffing has been closely monitored in the kitchen and service area. We currently are under budget thru 3 rd qtr. <i>F&B finished below budget in expenses for 2018.</i>
	Monitor Golf Maintenance expense and monitor to ensure expenses do not exceed budget and are in line with revenue projections. Meet or exceed Golf Maintenance Department Budget bottom line.	C	Golf Maintenance budget is being monitored weekly and payroll expenses are being closely monitored daily based on weather and play. We have pushed back start date of some seasonal staff due to early inclement weather. With the challenging weather, payroll has been monitored very closely and is under plan thru 2 nd qtr. The weather didn't improve in the 3 rd qtr. and we continue to adjust accordingly and are reflected by being under budget on payroll in both golf operations and golf maintenance. <i>Golf Maintenance finished below budget in 2018.</i>
	Provide 29,102 Rounds. (31,323 in 2017).	C	We currently have 1,017 rounds thru 1 st Qtr. We currently have 10,965 rounds thru 2 nd Qtr. We currently have 24,117 rounds thru 3 rd Qtr. <i>We had 26,195 rounds in 2018.</i>
	Evaluate all Proshop items and liquidate all out of date products. Work with vendors on returning hard goods from last season and discount products over 2 years old. Complete by the end of the 2018 Season.	C	Staff has begun liquidating old product and has worked with several vendors to exchange old versions into new 2018 version clubs. <i>All products available to be returned have been returned and exchanged for newer versions.</i>

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 (2,414 in 2017)	C	We had 120 participants in 1 st qtr. We had 1023 participants thru 2 nd qtr. We had 1 ,811 participants thru 3 rd qtr. <i>We had 1,891 participants in 2018</i>
	Add additional promotion golf day with Tap Inn Wednesdays Each 18 hole round will receive a \$5 F&B Credit in the Tap Inn Bar & Grill. This credit will be able to apply to all food items and non-alcoholic beverages.	SC	Will begin this promotion in 2 nd qtr. Tap Inn Wednesdays promotion is in full swing. We are seeing great traction to the Tap Inn. We have seen a nice spike in revenue on Weds and overall sales in bar & grill. Even with the challenging weather and decrease in rounds Tap Inn revenue remains similar to last season thru 2 nd qtr. This promotion has helped us maintain the Tap Inn Bar & Grill revenue despite having 3,370 less rounds than 2017 thru 3 rd qtr. <i>We did finish short of the 108 budget in the Tap Inn Bar and Grill.</i>
	Increase the marketing and updating web specials on Bridges website along with specials posted on golfnow.com to increase golf now rounds to produce additional revenue during slow periods. Increase online Specials rounds and golfnow.com rounds by 2%. Approximately 8,450 rounds.	IP	Staff is working on monitoring tee sheet and dynamic pricing on a daily basis. We have specials being promoted both on Tee Off .com and Golf Now.com. Fees are adjusted based on tee sheet utilization along with weather predictions. Staff is adjusting rates and online specials daily based on weather patterns and number of rounds. Specials have been monitored on a weekly basis and adjust accordingly with tee sheet utilization. <i>We had 6,732 online reservations thru Golf Now, EZLinks and Bridges Website.</i>

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 Poplar Room Floor replacement by March 1 st . Bid documents to go out in December and awarded in early January.	C	<i>The floor was completed in Feb. Staff has received great comments on the new look to the room. We look forward to the new enhancement increase our special events bookings.</i>

	Evaluate the use of LED lighting for the driving range and event area. Event area lights would be a new addition to have a dimmable light directly on the area. Range lights will be converted to LED lights providing the district will see significant savings in electricity costs.	NA	Staff is currently working with the Parks Department and has received a few quotes. We will continue to investigate and develop a replacement plan as part of our capital improvement plan. Staff continues to evaluate lighting options and has received multiple quotes for the area. <i>Staff has decided to hold off on additional lighting at this time due to the challenging weather season.</i>
	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment. Use parks department machines 5 different times for the season to minimize renting equipment.	C	Staff has had Parks department assist in tree and stump removal and two separate burns in the 1 st qtr. Staff has been able to use a variety of equipment for the golf course on several occasions. In addition Parks has used some of the course equipment for fields and other parks. Staff continues to partner with the Parks department for various projects and tasks throughout the district. <i>Parks staff assisted with tree removal, 5k Set up, controlled burns, 13 green rehab and few other small projects in the 4th qtr.</i>
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 being monitored closely on a daily basis and adjusted based on events and weather. Staff has been constantly adjusting staffing based on events and rounds. We will continue to monitor as we head into the fall golfing season. <i>Payroll was below budget for 2018.</i>
	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	C	Expenses are monitored each month to ensure we are on plan or under plan and adjusted based on revenue and weather. Expenses are being closely monitored. We have continued to hold off on projects and improvement items based on revenue. Will continue to monitor as we head into 3 rd qtr. <i>Expenses were significantly lower than the budgeted amount for 2018.</i>
Perform internal control audits	Monthly budget monitoring and proper costing out on menus to maintain a 33% food cost and 27% beverage cost.	SC	Monthly inventory is being completed and menus are currently being evaluated to ensure our cost of goods remains in line with budget. Inventory is being conducted on a monthly basis and is currently running slightly high due to low volume. We will continue to monitor and evaluate fees to work back

			<p>to our budgeted amounts. We are currently running at 35% food cost and 28% beverage cost. The food cost is slightly higher due to a higher quality product being purchased. We will continue to analyze our pricing structure. <i>Food Cost finished at 34% and beverage cost finished at 27% for 2018.</i></p>
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DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District	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	<p>Daily checklists are being completed. Staff has also completed some deep winter cleaning during the off months. Daily checklists are being completed and general cleaning is taking place during the peak months in 2nd qtr. Daily checklists are being completed and are adjusted based on events. Staff has done a great job at completing all tasks and keeping the building clean thru 3rd qtr. <i>Staff worked very efficiently in 2018 and finished all checklist with limited labor hours.</i></p>
	Implement Advanced Scoreboard tracking system for golf course maintenance team. TaskTracker replaces our current hand written job board with an E-work board. Entering employee tasks are easier and can be done remotely. TaskTracker saves all of tasks on the job boards to the Cloud and then uses that information to generate detailed and useful reports on which areas and which tasks received the most labor dollars. TaskTracker will help us budget in the future and then help on labor expenses. Implement by end of 1 st quarter.	C	<p>Advanced scoreboard has been set up and is fully operational. Staff is excited to put it in action when seasonal staff begins work in 2nd qtr. <i>Advanced scoreboard is in place and has begun to provide us with great analysis of our maintenance operation. We will continue to evaluate and will use this data during the budget process for 2019.</i></p>
	Provide better quality turf conditions for our rough areas. New for 2018 we will be applying 2 fertilizer applications to all the rough areas on the golf course.	C	<p>First fertilizer application has been applied. We will start to see the affects as temperatures start to rise. The rough responded to the fertilizer and has been thicker than previous seasons without the application. <i>2nd and final application was applied to the rough in</i></p>

			<i>the 3rd qtr. It provided a thicker and greener rough all season long. Will continue this practice in 2019.</i>
	Provide a well-manicured golf course consistent with adopted 2018 maintenance goals. Weekly inspection with golf course superintendent, identify deficiencies and remedy as necessary. 90% Completion Rate.	C	Spring cleaning and maintenance has begun on the course. Weekly checklist will begin in 2 nd qtr. The golf course has been in great shape this season. With the help of the new job board staff is completing tasks more efficiently and our completing more tasks. Staff has done a great job with the challenging weather season. We will continue with weekly inspections into the 4 th qtr. <i>Golf Course was maintained at a high level all season and all winter preparations have been completed for 2018.</i>
	Purchase and replace both air handler units for the Kitchen and Bar & Grill as a part of the 2018 CAMP plan. Complete by 2 nd Qtr.	C	Bids are set to go out in 2 nd qtr. Bids have been received. Installation will take place in 4 th qtr. We are still on track for a late October early November install. <i>Project was completed in 4th qtr.</i>

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.	C	<i>Staff has sprayed and burned all areas of fescue and native areas.</i> <i>Staff has completed all controlled burns along with mowing down all fescue areas and is prepared for the winter months. Additional burns may be added in 4th qtr. if weather permits.</i>

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.	C	Will complete report in 4 th qtr. 96% Received on Environmental Report card for the Golf course.

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.	C	As all seasonal staff comes on board early in 2 nd qtr. each department will be hosting their opening season training meetings. All current staff has been trained and new staff are trained in the first 15 days of employment. <i>All staff was trained in 2018</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 nd Qtr.	C	All key staff that are up for recertification have the CPR & AED training schedules and are in process of registering for classes. All key personal are AED trained at this time. <i>All key personal were certified in 2018.</i>

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.	C	Weekly event meetings are taking place and will continue during the season. Weekly meeting and event sheets are being completed and reviewed with staff. <i>Event update meetings were completed all season in 2018.</i>

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.	C	All current staff are up to date with certification. All new staff are required to complete the online course within the first 15 days of employment. <i>All staff in F&B obtained BASSET Cert in 2018.</i>
	Evaluate and update succession plan and continue to prepare employees for advancement and prepare organization for personal changes. Complete by 3 rd Qtr.	C	Staff has begun evaluating succession plans with current staff. Will continue to modify and finalize by 3 rd qtr. Staff will continue to evaluate and update succession plans based on recent district staffing changes. Will continue to work with current staff and discuss professional development plans. <i>Plans continue to be discussed on an annual basis during midseason and annual reviews.</i>

**HOFFMAN ESTATES PARK DISTRICT
2018 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 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 2018 for Spring issue.	C	Achieved Q1.
	Maintain FOIA compliance and transparency aspects of the District to ensure Illinois Transparency Institute guidelines.	C	All year-end financial documents are viewable at heparks.org in the FOIA & Transparency Center.

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 2018.	C	Quarterly analysis prepared and reviewed with directors and committee.
	Create 2019 annual balanced budget. Achieve by November 2018.	C	First draft completed and reviewed with managers/superintendents/directors. Adjustments being integrated into document. Budget approved.
	Conduct budget preparation Hoffman U session for all staff. Achieve by July 2018.	C	Budget presentation conducted by Dir. Of Finance and Administration.

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.	SC	Provided American Express with 2017 vendor listing to increase vendors who accept American Express as payment option to increase spend and point submission. April point submission equaled \$1,000 donation. Staff recommending switching to Capital One's One Card program due to AMEX program difficulties and limitations. Staff is still coordinating receiving payment of points accumulated.
	Sponsorship Manager to assist Friends of HE Parks and achieve \$5,000 in donations.	C	\$ 850 Q1- \$ 850 YTD \$7,050 Q2 - \$7,900 YTD \$ 0 Q3 - \$7,900 YTD \$ 0 Q4 - \$7,900 YTD
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue of \$195,000 through advertising/sponsorship/marquee revenue.	C	\$34,848 Earned Q1, \$34,848 YTD \$56,735 Earned Q2, \$91,583 YTD \$50,750 Earned Q3, \$142,333 YTD \$42,871 Earned Q4, \$185,304 YTD \$76,479 - 2019 Contracted Unearned
	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	C	Meetings/events attended include Village of HE, School District 211, Schaumburg Township, and HE Chamber.

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.	C	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.	C	Random program audits being conducted monthly with no discrepancies worth noting.
	Conduct ledger audits to ensure financial integrity. Conduct quarterly.	C	Complete ledger audit conducted through Feb 18 in connection with annual audit.

			Quarterly audits are being conducted with no discrepancies worth noting.
	Conduct trial balance audits to reduce District receivable exposure. Conduct monthly by providing statements to program managers.	C	Statements provided monthly to program managers, superintendents and directors to reduce District AR. Balances deemed uncollectable were written off per facility/recreation request.
	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery. Conduct twice monthly.	C	Program below minimum reports run weekly and distributed to applicable staff. Programs below minimum forwarded to C&M for additional marketing efforts as warranted.
	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 bi-weekly basis for email mailbox sizes as well as network S: drive file/folder sizes. Working individually with staff members as necessary. Successfully cleaned up 29.66GB from mail server and 21.6GB from shared drive.
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.

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.	C	

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.	Ensure all training practices are continued post PDRMA accreditation. Achieve monthly.	C	Supt HR & Supt Rec attended PDRMA workshop: certificates of insurance. On site visit scheduled for August 9 th with management consultant. On site visit with

			aquatics went well. Parks visit scheduled for November. Attended focus group regarding changes to next review. Attended PDRMA HELP II class.
Ensure operational compliance with legal mandates.	Monitor state and federal legal mandates and implement policies as needed. Recommend policies within 45 days of any legal mandates.	C	Safety manual updated/board approved. IMRF resolution approved to include PDRMA PATH incentives as non-cash wages. New expense reimbursement policy adopted in December in advance of the January 2019 law change.
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Generate monthly/quarterly reports from BS&A software to help program managers track PT employee hours worked.	C	Seasonal staff scheduled to come back beginning March/April. All PT hours on track through Q2. All PT hours on track through Q3. All PT hours on track through Q4.
Maintain and develop operational processes required to achieve accreditation status for CAPRA.	DD to serve as staff liaison on Friends of HE Parks committee to ensure all legal compliance.	C	New ED is serving on Friends of HE Parks.
	Administrative and finance division to achieve 100% score for CAPRA accreditation.	C	CAPRA on site review completed in June, A&F division received score of 100%.
	Manage and serve as District lead for CAPRA onsite evaluation scheduled for June.	C	ED serving as District lead. CAPRA on site review completed in June, District received score of 100%. Award presented at NRPA.
Maintain PRORAGIS database to ensure compliance with CAPRA and National Gold Medal standards.	Ensure required input for CAPRA. Achieve 100% score by 2 nd qtr.	C	All necessary documentation provided, score of 100% received.
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year. Achieve by June 2018.	C	CAFR completed and presented to the board.
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Parking lot video security camera upgrades District wide part 2 (WRC/PSSWC/Maint). Achieve by 3 rd qtr.	SC	Installed six (6) new outdoor security cameras at TC. Installed one (1) Sled Hill camera at SEA. Installed four (4) outdoor parking lot cameras at BPC. WRC/PSSWC/PARKS is scheduled for 2019.
	Purchase and implement new SAN. Repurpose old SAN along with HEPD-VH04 as part of Disaster Recovery. Achieve by 2 nd	SC	Purchased & Installed new SAN at TC. Old SAN will be moved to PARKS as part of disaster recovery.

	qtr.		
	Renew Comcast Ethernet contract + upgrade facilities to Fiber and to a Mesh network that can sustain a Disaster. Identify facility for Disaster Recovery (DR) i.e. PARKS or WRC. Achieve by 2 nd qtr.	C	Renewed Comcast contract with an upgrade to fiber at all locations with the exception of PSSWC. PARKS was chosen as our DR location. Currently running on the new Comcast ENS fiber network. Inter net access is being load balanced between TC and PARKS.
	Retire Windows 2003 server (hepd-apps01). Achieve by 4 th qtr.	NA	FinTrac and MSI still reside on the server. Will be completed in 2019.
	Purchase, image and deploy replacement desktop computers. Achieve by 4 th qtr.	C	Purchased twelve (12) new HP Win10 Pro desktops. In the process of configuring and deploying. All have been deployed.
	Purchase and replace (10) computer monitors District wide. Achieve by 3 rd qtr.	C	By using points accumulated through VISA, obtained 5 monitors. Purchased ten (10) new HP monitors, all have been deployed.
	Achieve PCI certification by completing PCI self-assessment. Achieve by 4 th qtr.	C	Completed during transition to new processor CardConnect.
	Complete electronic systems operating scans with Trust Keeper to be alerted for potential vulnerabilities. Achieve a “pass” rating monthly.	C	PCI vulnerability scans completed with a success rating for Q1, Q2, Q3, Q4 In conjunction with CardConnect the new scanning company will be Sysnet Global Solutions.
	Train delegated staff on verbal credit card processing. Training certification must be renewed annually.	C	Developing new training process with roll out of Card Connect chip hardware. Emphasis will be for customers to make payment on-line. Verbal situations do still arise at the admin location and The Club, CardConnect devices are in place to accommodate those situations.
	PSSWC video security- upgrade server. Achieve by 3 rd qtr.	C	New Windows-based Exacqvision server was purchased and installed.
Further develop District disaster recovery plan by adding a second replication server at BPC.	Implement replication server. Repurpose HEPD-VH04. Achieve by 2 nd qtr.	NA	Server rack installed at Parks Maintenance, working with Sterling to configure old VH04 server. Completion scheduled for 2019.
Further develop network and cyber security.	Review local administrator access at desktop level, including generic accounts. Remove as necessary. Achieve by 1 st qtr.	C	Removed admin access for ALL users utilizing RDS01. Reviewing generic accounts & mailboxes on a case by case basis. Most have been disabled. Local desktop admin access removed from a majority of users.

	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance. Conduct quarterly. Goal of getting everyone's mailbox size to 5GB or less. Setting limits to mailbox size. Auditing who owns what folders on the S: drive and finding duplicates as well as cleaning out regularly. Achieve monthly.	C	Working individually with staff members that have the largest sized mailbox and/or files/folders on the S: drive. Currently 6 users are above the 5GB limit in email size. In the process of auditing folders on the S: Drive. Saved 21.6GB of desk space on the shared drive.
	Audit and remove unauthorized software installs and train staff on best practices of internet surfing and email. Achieve monthly.	C	Regularly monitoring reports of any unauthorized software installs.

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.	Promote ACH payment to vendors and independent contractors to further green initiatives. Achieve by 4 th qtr.	C	Communicating with new vendors about ACH payment.
	DD to chair Green Team and further energy efficient solutions.	C	Green team has held two meetings in 2018. Decision has been made to use green team budget to purchase water bottle fillers at all facilities.

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.	C	Hoffman U presented on: Updated policies/procedures Jan 10th RecTrac Jun 5 th – 7 th Independent Contractors Jul 25 th Budget Entry Aug 2nd Open Enrollment Nov 7th AFLAC Dec 5th
Continue emphasis on cross-training and ensure workforce readiness.	DD to cross train with ED to ensure work force readiness for CAPRA accreditations.	C	Training complete, new ED served as District lead.
	Provide cross training within division to ensure work force readiness. Achieve continually by performing tasks and having a	C	Q1 staff has been focused on reeducating 1 st level backup with new software and new staff in place. Q2 thru end of year will continue that

	bi-annually touch base to ensure any changes in processing are learned.		process.
	Continue training and integration of alternate PDRMA safety coordinator. Achieve by 2 nd qtr.	C	Training in progress. Alternate has participated in all on-site visits.
	Hire FT IT Assistant Position. Achieve by 1 st qtr.	C	Successfully on-boarded Brett Lonergan as FT IT Associate.
	Evaluate and update division succession plan to prepare employees for advancement and prepare organization for personnel changes.	C	
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. Response and resolution percentages are consistently being achieved.

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	
Promote healthy lifestyles through work environment best practices.	Promote PDRMA PATH program. Achieve annually with 75% participation of all FT staff.	C	PATH onsite screening occurred in March, over 40 FT staff participated. Various PATH opportunities for participation occur throughout the year. 70% of FT employees earned an incentive from PATH for 2018.

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 2018.	C	One commissioner attended.
	Attend legal symposium. Achieve by November 2018.	C	Three staff attended.
	Attend IPRA/IAPD conference. Achieve by 1 st qtr.	C	Three staff attended conference.
	Attend NRPA Congress. Achieve by 3 rd qtr.	C	Two staff attended congress.
	Attend PDRMA risk management institute. Achieve by November 2018.	C	Three staff attended.