

**HOFFMAN ESTATES PARK DISTRICT  
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 3: Connect and engage our community**

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand marketing communications with the use of social media and outreach programs.	Have the Park Improvements Page updated as park improvements happen.	Monthly reports provided to C&M department on the on-goings to Parks and what is planned at facilities and parks.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	Working with C&M department to keep the page updated with projects that the department is doing.		
Increase community involvement in District operations.	Conduct a tree seedling planting event in April at locations to be determined by February 28, 2019. The event will also showcase proper tree maintenance from planting to caring for fully grown trees.		IP
	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 2019. Locations will be determined by March 1, 2019.	IP
	A volunteer Queen Anne's Lace removal will be scheduled for July based on the quantity of Queen Anne's Lace and locations.	Location will be selected during prior to June 1 <sup>st</sup> for C&M department to advertise the event.	<b>NB</b>
	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.		<b>NB</b>

	Adopt a Park Program. Provide HEPD residents with a clear understanding of the Adopt a Park program.	Have C&M assist in promoting the program through social media and marketing plans.	IP
	Work with local boy scouts/girl scouts/local schools to hold three events per year. Events consist of bird house building projects, nature walks, school horticulture field trips and etc.	Contact local leaders during the first and second quarter to setup events.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	Tree sapling planting is scheduled for April 26 <sup>th</sup> along with a tree planting event. Volunteer park cleanup day is schedule for May 18 <sup>th</sup> at Black Bear, Huntington and Victoria. One boy scout event took place in February with another schedule for April 11 <sup>th</sup> and the final event on May 15 <sup>th</sup> .		
Hold public meetings for park improvements at park locations.	To hold public meetings regarding the new playground designs at the park location to receive more input from residents that use these parks.(conference concept)	Hold the Princeton Park renovation meeting at Princeton Park to get resident input on park usage and needs.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	These are the meeting for new playground designs for 2020 and will occur in late summer to early fall.		
New Programs to combo with fall seed collection.	Using the seeds collected at the fall seed collecting event, Parks department will create “seed balls”. The balls will be made of clay, fertilizer and seeds, and volunteers just throw them into native areas.	Complete the program in the spring of 2019.	C
<b>1<sup>st</sup> Quarter Comments:</b>	Event is scheduled for Thursday evening the 11 <sup>th</sup> of April. We have a boy scout troop completing the project.		

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

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

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
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.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	Compensation for employees is complete and monitoring the budget is ongoing.		

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

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize capital expenses.	VOG Outdoor Unit #2	Quotes in 1 <sup>st</sup> quarter for 2 <sup>nd</sup> quarter install	IP
	Seascape Hot Water Heater	Installed prior to 5/17/2019	IP
	Resurface Body Slide at Seascape	Complete prior to 5/17/2019	IP
	Resurface Tube Slide at Seascape	Complete prior to 5/17/2019	IP
	Seascape Pool Joints and Wall Repairs	Complete prior to 5/17/2019	<b>NB</b>
	Willow Park Playground	Complete prior to 4 <sup>th</sup> Quarter	IP
	Willow Park Passive Area	Complete prior to 4 <sup>th</sup> Quarter	IP
	Willow wall and door repairs	Complete by end of third quarter	<b>NB</b>
	Ice – Repairs to underfloor heat system and structures	Complete by 9/15/2019	IP
	Community Park Splash Pad	Complete by 7/1/2019	IP
	Community Park Playground	Complete by 7/1/2019	IP
	Community Park Asphalt Games Area	Complete by 7/1/2019	<b>NB</b>
	Triphahn Center North Roof Replacement	Complete by 4 <sup>th</sup> quarter	IP
South Ridge Community Park & Splash Pad	Complete in 2019	IP	

<b>1<sup>st</sup> Quarter Comments:</b>	All IP items are in the planning stage except for the ice project, roof project and Seascape Hot Water which are all in the construction phase.		
Internally evaluate park structures and landscape beds.	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 require low maintenance to maintain. (Well-maintained turf provides a great look and very cost effective).		IP
<b>1<sup>st</sup> Quarter Comments:</b>	Completed for the January, February and March.		
Preventative maintenance plan for building structures and mechanicals.	Buildings and all mechanicals will go through preventative checks. Checks will be evaluations completed by staff that will allow staff to stay ahead of failures and more adequately budget for repairs or changes.	Checks will be completed monthly.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	Completed for January, February and March.		
Implement 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.	Work with business department and maintrac to use it to its optimum ability. Be functional by 4 <sup>th</sup> quarter.	IP

<b>1<sup>st</sup> Quarter Comments:</b>	Parks staff has had two trainings with the vendor and has one more to schedule with vendor for parks staff and a representative from the business department. After this we will work together to implement.		
Develop the planning and development plans for 2020.	Continue planning the roof assessments and upcoming structure replacements. Through GIS data base evaluate assets and replacement years.	Provide 2020 plans by 9/1/2019	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>			
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.	Quarterly checks will be completed with department heads to assure assets are up to date.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	Kyle Wozny is working with staff to make sure items are current and up to date.		
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.	Ongoing process of working with custodial leads and Golf Course Maintenance Staff.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	In the first quarter, we have had parks staff serve as custodial to cover shifts, ice maintenance members work at Bridges to help with setups and bridges maintenance and parks have shared equipment on multiple occasions.		

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

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

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Enhance seeding practices into natural areas for expansion of plant life.	Enhance high visibility natural areas by adding additional wild flower seeds. Following burns wild flowers seeds will be planted. When changing any perennial plants in parks they will be transplanted to natural areas.	Natural areas to be burned by the end of the 2 <sup>nd</sup> quarter.	<b>IP</b>

<b>1<sup>st</sup> Quarter Comments:</b>	Burns are still ongoing as the weather has not been in our favor to accomplish as many burns as normal by this time of the year. We are going to work to get them all completed prior to the start of new growth in the native areas.		
Begin using new technologies and formulations to when dealing with integrated pest management issues.	Continue the quality of turf in parks by using fertilizers that contain controlled release technology that provides a longer release of nutrients, which will allow us to make one application to parks in May 2018 weather permitting.	Complete by 7/1/2019	<b>NB</b>
	Apply Specticle Total (non-selective herbicide) to all landscape beds and tree rings to stop weed growth prior to applying mulch.		<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	Process will start once soil temperatures reach at least 55 degrees.		

**District Objective 2: Utilize best practices**

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
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.	Maintain/monitor on quarterly basis for compliance.	IP
	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 <sup>st</sup>	<b>NB</b>
	Continue installing new-engineered mulch in playgrounds; add an additional three parks to our yearly schedule of eight parks.	Complete by end of second quarter.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	Natural burns and mowing shorelines is part of the process for controlling invasive weeds and this has been ongoing since the beginning of March.		
Preventative maintenance checks at Seascape Family Aquatic Center prior to opening dates.	Continue practices of checking piping and water flow at Seascape.	Complete prior to 5/15/2019	IP
<b>1<sup>st</sup> Quarter Comments:</b>	With the leaks this winter at seascape we actually had to blow the lines again and were able to confirm that the lines are clear. Process will start again in May.		

Continue the new shutdown procedure at Seascape 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. This will prevent freezing and possible rain water entering the lines.	Complete by 10/1/2019	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>			
Enhance Parking Lot Islands at TC	Begin with TC, replacing mulch in the islands with decorative/washed stone or approved plant material. Cost will be more upfront then mulch but save over the long run in mulch and maintenance.	Complete TC in 2019.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	Unwanted plants have been removed from landscapes, islands have been mulched and new ground cover plants have been purchased.		
Gain Arboretum Status at designated parks.	Through ArbNet locate and tag all the different species of trees at Voegelei Park to gain Arboretum status. Gain knowledge of what species need to be added to further our accreditation.	Be enrolled in the program by 4 <sup>th</sup> quarter.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>			

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

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action</b>	
Provide Environment Awareness opportunities.	Working with Illinois Audubon Society to provide three posting of events or newsletters via Park District website.	Complete by end of 4 <sup>th</sup> quarter.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>			

Employee Training	All employees will be trained on specific job related task.	Complete within 30 days of employment.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	A program for seasonal staff members has been develop and training is going to take place on April 10th.		
Safety Meetings	The Parks and Facilities department will hold 12 safety meetings throughout the year that correspond to work being completed at that time of year.	Monthly safety meetings	IP
<b>1<sup>st</sup> Quarter Comments:</b>	Safety meetings are ongoing all year long.		

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

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

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
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.		IP
<b>1<sup>st</sup> Quarter Comments:</b>	This is a constant task of keeping employees up to speed on new equipment and techniques within their jobs. Employees have attended specialized classes and will continue to receive training. Outside education and internal training is being documented.		
Hold employees to a higher standard; understanding that all employees are district employees working toward one goal.	Learn goals of individual employees and departments and use those goals to achieve our standard of service.	Quarterly meetings with full time staff to evaluate failures and success of the quarter and discuss department goals for the next quarter.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	We have had two full time staff meetings within the department so far in 2019 to discuss upcoming projects and how everyone plays a part. The TC upgrades to the fitness center were completing by four departments from the Parks Division.		



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

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Provide full time staff members with 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.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	Staff has attending the following events through the first quarter: IAPD, Epply Institute, Great Lakes Park Maintenance, Illinois Landscape Conference, Bids and Contracts Seminar, GIS seminar, and Energy Savings. Staff is ahead of the pace for attending the goal of two outside events.		
Build a strong working culture to allow innovative thinking.	Conduct two Parks Division team building events.	Complete by end of 2 <sup>nd</sup> and 4 <sup>th</sup> quarters.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>			
Evaluate and update succession plan.	Plan out upcoming retirements and possible promotions.	Complete by fourth quarter.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	Mark Schwatz recently retired. We have three full time staff members that are looking to retire in 2020 and are currently working with them on planning for their retirements.		

**HOFFMAN ESTATES PARK DISTRICT  
GOALS & OBJECTIVES  
RECREATION DIVISION**

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

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

<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
Educate parents regarding the child development benefits in our programs and services	Create and distribute an informational piece for Preschool and ELC parents to inform them of athletic opportunities for their preschoolers and beyond. Implement in Q1, Q2, and a presentation at Preschool Orientation in Q3.	<ul style="list-style-type: none"> <li>• Work with C&amp;M and Kyle to design flyer and distribute to classrooms and send via email</li> <li>• Partner with ELC to present at their open house night to give parents info on how to get their children started in athletics</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Athletics flyers sent out to all classes; working on a design template for a youth athletics timeline to distribute to ELC and PS classes.</b>		
Develop plans to meet increased program needs of 50+ population	Add 5 new 50+ trips and 5 new 50+ programs including weekend and evening programs.	<ul style="list-style-type: none"> <li>• Add Piano Lessons</li> <li>• Add day-time Tai Chi classes</li> <li>• Add 3 trips in Q1 &amp; 2 trips by Q3</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Added day time Tai Chi class and one weekend trip in Q1; more weekend and evening trips schedule for Q2-4; new Walking Warriors class to begin in Q2.</b>		
Expand facility based special events that promote greater facility usage	Add 4 new unique family special events by Q4.	<ul style="list-style-type: none"> <li>• Family story time &amp; craft</li> <li>• Host a family night at PSSWC</li> <li>• Host a grandparents/child ice cream social with entertainment</li> <li>• Family bingo and pizza</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Bingo night being held on March 22<sup>nd</sup>; Family Fit Day being held on April 27<sup>th</sup>. Athletics field day being offered in July; Jody and Mindi collaborating on a grandparents event in the fall</b>		

Expand facility based special events that promote greater facility usage	Add 4 new programs or special events that promote adult recreation and involvement by Q3.	<ul style="list-style-type: none"> <li>• Reference notes from 2018 programming roundtable to review trends</li> <li>• Offer programs such as paint nights, trivia nights, holiday craft fair, fitness challenge</li> </ul>	<b>C</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Trivia Night held in January had 27 attendees. Next trivia night is in April and 2 others scheduled in September and November. Fitness Land fitness challenge was offered in Winter; next challenge being held in May. Holiday craft show being held in fall.</b>		
Expand facility based special events that promote greater facility usage	Offer 5 new programs promoting teen health, fitness, and recreation by Q4.	<ul style="list-style-type: none"> <li>• Offer programs such as babysitting classes through American Red Cross or Safe Sitter, trivia nights, trips, an Ugly Sweater party at the teen center, and self-defense classes</li> <li>• Work with the Village and teen center staff to implement some of these programs at the teen center</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Teen life skills class being offered in Q3; teen field trip to the Club held on 3/5; other teen trips offered in June. Trivia night being offered at the teen center in the summer. Jr. Lifeguard classes are being offered at Seascapes for teens ages 11-15 years.</b>		
Expand facility based special events that promote greater facility usage	Create ice skating performance shows for both spring & winter sessions.	<ul style="list-style-type: none"> <li>• Promote to currently enrolled figure skaters</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>The original date for the spring ice show fell through with rink 1 renovation. Will plan a December show.</b>		

Expand facility based special events that promote greater facility usage	Revamp Party in the Park to promote the family-friendly event.	<ul style="list-style-type: none"> <li>• Move event timeframe from a late afternoon/evening event to a mid-day/late afternoon event</li> <li>• Provide all children's activities at no cost</li> <li>• Secure a children's performer for event</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>In the planning stages of PIP – all events are free with the exception of food; start time has been moved up to 2pm; band feature has been removed and new children's entertainment will be in its place</b>		
Expand facility based special events that promote greater facility usage	Expand Halloween event that adds a variety of new aspects, including a trunk or treat, outdoor activities. Implement in Q4.	<ul style="list-style-type: none"> <li>• Host at TC to combine with current Halloween Bash</li> <li>• Use parking lot for trunk or treat and outdoor area for pumpkin patch</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Rebranding Halloween Bash to focus on younger kids on 10/19, and adding a Haunted House the weekend of 10/25 for the older kids</b>		
Expand facility based special events that promote greater facility usage	Offer a family event for early childhood families once per quarter.	<ul style="list-style-type: none"> <li>• Barnes &amp; Noble Night</li> <li>• Family Dance Party</li> <li>• PSSWC game night</li> <li>• Entertainer</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Winter Gala held for ELC families on 1/9; next event will be held in April and then 2 more in the fall.</b>		
Expand facility based special events that promote greater facility usage	Implement an athletic feature to 3 district-wide events in an effort to promote athletics and add value to each event.	<ul style="list-style-type: none"> <li>• Evaluate and identify events conducive to athletic features</li> <li>• Work with Special Events Program Manager to integrate these features into event</li> <li>• Communicate new aspect to C &amp; M to properly advertise new addition</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Working with Special Events Program Manager to identify how athletics can play a role in existing events; so far, they will be at all Friday Fundays in the summer and are hosting their own field day event to promote athletics in July</b>		

Create recreational programs and opportunities to target underserved demographic populations	Develop programming for home schooled participants. Secure contacts with home schooled groups to market fitness program opportunities to in Q1 &2. Implement 2 programs by Q4.	<ul style="list-style-type: none"> <li>• Work with C&amp;M to promote home school programming</li> <li>• Reach out to local home school organizations</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Staff has reached out to a home school group that currently uses the ice arena. Meeting scheduled for early April.</b>		
Create recreational programs and opportunities to target underserved demographic populations	Increase dance class participation by 5% by Q4, and increase company participation by 5 participants by end of Q3.	<ul style="list-style-type: none"> <li>• Hire new teacher for open nights at TC</li> <li>• Develop events to bring new dancers into the site: Bring a Friend week, Shadow a Company dancer, Free Dance Workshop</li> <li>• Hold multiple tryout dates, 1 before recital and 1 after</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Offering a “Try a company class for free” day in the Winter and Spring; added a Senior Company for 2019; added new classes on Saturdays and a week-long camp in the summer to continue to grow interest.</b>		
Create recreational programs and opportunities to target underserved demographic populations	Create a learn-to-skate hockey program for adults	<ul style="list-style-type: none"> <li>• Target new coaches &amp; youth hockey parents</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Developing an adult clinic for summer.</b>		
Create recreational programs and opportunities to target underserved demographic populations	Offer weekend open skate	<ul style="list-style-type: none"> <li>• Secure a minimum of one hour open skate time on weekends</li> </ul>	<b>C</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Family Skate is offered on Sundays from 1245p-2pm for the month of April 2019</b>		
Create recreational programs and opportunities to target underserved demographic populations	Increase participation in “Give Hockey or Ice Skating a Try” programs by offering one program each quarter.	<ul style="list-style-type: none"> <li>• Expand marketing efforts</li> <li>• Develop “bring a friend” for current participants</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Try Hockey &amp; Try Figure Skating for Free were held in March for the promo for spring session.</b>		

Create recreational programs and opportunities to target underserved demographic populations	Develop Cricket program and expand Cricket field rentals.	<ul style="list-style-type: none"> <li>• Build partnership with local Cricket associations</li> <li>• Develop cricket programming</li> <li>• Promote cricket fields for local league play</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Offering Cricket Fundamentals class in the summer; working with Bolingbrook Premier Cricket League to secure rentals starting in May. Also working with existing cricket leagues and rentals for field usage.</b>		
Evaluate facility space utilization to accommodate growing programming needs.	Offer a 5-Day option for Preschool at Willow and Triphahn Center	<ul style="list-style-type: none"> <li>• Offer option for 2019-20 school yr</li> <li>• Add to 2019 guides</li> <li>• Work with Business Dept for pricing and logistics</li> <li>• Work with teachers to provide them the support they need to implement this new option</li> </ul>	<b>C</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Offered a 5-day Preschool option for 4 year olds at Willow and Triphahn Center for 2019-20. Enrollment is currently underway.</b>		
Evaluate facility space utilization to accommodate growing programming needs.	Plan and implement 2 early morning group fitness classes at Triphahn Center. Implement by Q3.	<ul style="list-style-type: none"> <li>• Research trends in fitness programming (i.e., NRPA, IPRA, other rec agencies and fitness centers, etc.)</li> <li>• Add Rise&amp; Shine Cardio class</li> <li>• Add Muscle Conditioning Class</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>HIIT classes being held on Saturday mornings; early morning outdoor fitness classes being offered in the summer.</b>		
Evaluate facility space utilization to accommodate growing programming needs.	Achieve ELC participation to a minimum of 45 students by end of Q4.	<ul style="list-style-type: none"> <li>• Continue to offer quality curriculum and care</li> <li>• Expand marketing efforts to local businesses and hospital employees</li> <li>• Increase presence at community events with separate ELC promotional tables</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Currently our average is 15 kids per classroom; this will fluctuate throughout the year, but we are on par to meet our budget at our current enrollment.</b>		

Evaluate facility space utilization to accommodate growing programming needs.	Increase two NWHL teams by Q4.	<ul style="list-style-type: none"> <li>Promote children from developmental program into league play</li> <li>Market the price &amp; value in comparison to competition</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter comments:</b>			
Evaluate facility space utilization to accommodate growing programming needs.	Increase revenue for hockey & figure skating by 10% (48 participants).	<ul style="list-style-type: none"> <li>Target advertising</li> <li>Enhanced social media marketing</li> <li>Create parent-tot class</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>			
<b>Working with C&amp;M on marketing campaigns.</b>			
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Enhance public skate opportunities and increase public skate revenue by 20%.	<ul style="list-style-type: none"> <li>Offer family incentives &amp; holiday specials</li> <li>Theme skate nights</li> <li>Promote the social aspect of open skate</li> <li>Promote field trips from external child care centers / park districts / camps</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>			
<b>Will schedule some themed open skate nights for summer.</b>			
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Plan and implement 3 new, innovative youth and early childhood programs (each) by the end of Q4.	<ul style="list-style-type: none"> <li>Offer programs such as animal and nature classes and art (fine motor skills) classes</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>			
<b>Nature through the Seasons was new class offered in the Winter with maximum enrollment; Move It Saturdays is being offered in the Spring and is currently full.</b>			
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Partner with BirdBrain Golf to offer disc golf classes and continue clinics by end of Q2.	<ul style="list-style-type: none"> <li>Connect with Dan Schlitter (BirdBrain Disc Golf) and set up spring dates and fees</li> <li>Add classes and clinic to Spring guide</li> </ul>	<b>C</b>
<b>1<sup>st</sup> Quarter comments:</b>			
<b>Classes being offered in the Spring and Summer; demo being held at the Kids to Parks Day event on May 18<sup>th</sup></b>			

Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Renew partnership with LL Bean to offer outdoor programming opportunities at various locations in the community. Offer 3 new programs by end of Q3.	<ul style="list-style-type: none"> <li>• Call LL Bean to discuss goals and options for classes and instructors</li> <li>• Set up classes and fees, and add to guide</li> </ul>	C
<b>1<sup>st</sup> Quarter comments:</b>	<b>Fly Fishing, Kayaking and Wilderness Survival classes on being offered in the Spring</b>		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Offer 2 nature classes/workshops by Q3.	<ul style="list-style-type: none"> <li>• Offer one class outdoors at Vogelei and one workshop or event at another park</li> </ul>	IP
<b>1<sup>st</sup> Quarter comments:</b>	<b>Kyle G will be leading nature walks at the Village Green on Wednesdays in the summer</b>		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Continue working with A Closer Bond to develop additional canine programming.	<ul style="list-style-type: none"> <li>• Staff will meet with A Closer Bond in Q1 to offer additional classes in 2019</li> </ul>	IP
<b>1<sup>st</sup> Quarter comments:</b>	<b>Staff has talked with A Closer Bond. They are restructuring their classes and may have classes to offer in the fall. Staff also met with Golf Rose Animal Hospital. They do not do any training classes but may be interested in conducting a “Ask the Vet” type of program in the fall.</b>		
Develop plans to meet increased program needs of 50+ population	Continue to offer a variety of trips, and enhance the quality of transportation on non-local trips. Run an average of 6 trips per quarter with an average of 20 participants per trip.	<ul style="list-style-type: none"> <li>• Add Festival Trips in Wisconsin</li> <li>• Add Trips to Indiana</li> <li>• Rent motor coach transportation for longer or out of state trips</li> </ul>	IP
<b>1<sup>st</sup> Quarter comments:</b>	<b>A trip to Indiana and a festival trip to Wisconsin is planned for Q2 and Q3; motor coach transportation is being used for these out of state trips, as well as some other offering in the spring</b>		
Develop plans to meet increased program needs of 50+ population	Focus on active 50+ members by offering active programs such as indoor disc golf, bocce ball, and more by Q2.	<ul style="list-style-type: none"> <li>• Survey 50+ members to assess active interests</li> <li>• Offer programs such as Disc Golf and Bocce Ball</li> </ul>	SC
<b>1<sup>st</sup> Quarter comments:</b>	<b>A Walking Warriors class is being offered in the Spring; indoor disc golf is currently being offered; a 50+ interest survey was conducted in the Winter</b>		



Develop performance measurement system to evaluate value in programming structure	Expand use of surveys to evaluate events & programs.	<ul style="list-style-type: none"> <li>• Create surveys in constant contact (and paper) to distribute at district-wide special events</li> <li>• Create surveys in constant contact to email to program participants for district programs at end of each session</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Winter participation surveys were distributed to Figure Skating lessons, Hockey Lessons, Hockey League, Early Childhood programs, Youth Basketball &amp; Indoor Soccer programs. Responses will be tabulated and reviewed to develop program improvement plans.</b>		
<b>District Objective 2: Achieve satisfaction and loyalty</b>			
<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
Improve the overall health outcomes of programs offered	Implement 4 “must-haves” into all HE Parks youth athletic leagues to include: coaches clinics, league outings, all-star game, and post-season evaluations.	<ul style="list-style-type: none"> <li>• Starting with youth basketball leagues in the winter of 2019, we will add these 4 must have to each youth league</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>All four “must-haves” are being implemented or planned for the in-house basketball, soccer and baseball leagues</b>		
Expand facility based special events that promote facility usage	Hold 2 open house events (Q1 & Q3) at WRC & TC to promote fitness memberships, fitness programs, personal training, and youth programs.	<ul style="list-style-type: none"> <li>• Hold open house events that will offer free demo fitness classes, ask the trainer and samples of youth programming in each facility (WRC &amp; TC)</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>A Fitness Open House was held on February 16<sup>th</sup> at TC &amp; WRC.</b>		
Expand facility based special events that promote facility usage	Offer two 50+ membership appreciation event in 2019. Implement by Q4.	<ul style="list-style-type: none"> <li>• Member Appreciation Event</li> <li>• New Member Open House</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>A member appreciation week is being planned in conjunction with the August Open House; another member appreciation event is being planned for November.</b>		

Expand facility based special events that promote facility usage	Provide a branded community booth to bring to events and community events to promote the district.	<ul style="list-style-type: none"> <li>• Purchase a branded 10x10 tent</li> <li>• Purchase a branded tablecloth</li> <li>• Purchase giveaways for patrons who visit the booth</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Tent, tablecloth and giveaways were purchased in Q1. C&amp;M will be present on upcoming large events such as Family Fit Day, Kids to Parks Day, all concerts and Friday Fundays as a start.</b>		
Expand facility based special events that promote facility usage	Develop community engagement pieces in-person and via social media to connect patrons with the district	<ul style="list-style-type: none"> <li>• Picture back-drops</li> <li>• Social media uploads at events</li> <li>• Social media interactive campaigns: share post, hashtag phrases</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Increased social media presence at special events. Social media share and post campaigns are an integral part of the summer special events season.</b>		
Expand Marketing communications with the use of social media and mobile marketing	Better utilize retention management software and practices to promote and retain participants by end of Q4.	<ul style="list-style-type: none"> <li>• Review website and contact Retention Management company to learn more about the facets of the service</li> <li>• Work with C&amp;M and Retention Management program to better utilize the program</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Plans are being made to explore the options that the retention management software provides and utilize it more effectively</b>		
Expand marketing communication via email communication	Expand email marketing campaigns with drill down targeting	<ul style="list-style-type: none"> <li>• Track open &amp; click-throughs</li> <li>• Update contact lists</li> <li>• Implement resend options</li> <li>• Simplify email campaigns – less words, more graphics</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Email contact lists have been created and set to update on a monthly basis. Email newsletters for park district and seniors have been simplified and drive the readers to the website for more information and purchases. There has been a 5% increase in clicks in the emails since simplification.</b>		

Utilize best practices to maximize operational efficiencies as a District.	Redesign swim lesson program to increase participation by 15%.	<ul style="list-style-type: none"> <li>Establish lesson expectations for parents</li> <li>Reconfigure report cards</li> <li>Enhance instructor training</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Report cards have been reconfigured to emphasize the exit skills of each level. Instructor trainings were held prior to the winter session. Welcome letter has been created to give to parents at the start of the session to establish lesson expectations.</b>		
Utilize best practices to maximize operational efficiencies as a District.	Retain front desk staff by limiting turnover.	<ul style="list-style-type: none"> <li>Evaluate pay rates to establish a competitive hourly wage to retain employment</li> </ul>	<b>C</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>All front desk staff wages were increased.</b>		
<b>District Objective 3: Connect &amp; engage our community</b>			
<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
Expand specialized programming opportunities that utilize partnerships and contractual agreements	Partner with medical organizations and practices in the community to offer more variety and consistent services for 50+ members by Q1.	<ul style="list-style-type: none"> <li>Ads Blood Pressure Screenings</li> <li>Add Lifeline Screenings</li> <li>Add Bone Density Screenings</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>We are working with AMITA Health to provide regular screenings to our 50+ membership as well as lunch n learn presentation on various Fridays throughout the year.</b>		
Expand specialized programming opportunities that utilize partnerships and contractual agreements	Maintain partnership with the Village on the Vogelei Teen Center by continuing to expand offerings, activities, and hours. Open one more night during the week, and offer two special events on site.	<ul style="list-style-type: none"> <li>Work with Officer Bending on building relationships with teens</li> <li>Meet with Village staff regularly to plan and implement new offerings</li> <li>Offer one special event by Q2 &amp; one special event by Q4</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Offering monthly movie nights and field trips; a field trip to the Club was held on March 5<sup>th</sup>; another field trip to the bowling alley planned for May; working on staffing an additional night in the teen center</b>		

Expand facility based special events that promote greater facility usage.	Implement three fitness member challenges to promote usage and interaction between staff and members of fitness facilities at TC & WRC.	<ul style="list-style-type: none"> <li>• Offer challenges in winter, summer, fall</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>A very successful “Fitness Land” member challenge was held in the Winter with over 180 members participating; another challenge is planned for May</b>		
Expand facility based special events that promote greater facility usage.	Implement a Passport program to encourage community residents to visit multiple events/parks throughout the spring & summer.	<ul style="list-style-type: none"> <li>• Discover your Parks Passport. Visit x out of x events and get a prize at Party in the Park</li> <li>• Encourage the community to try new events and clinics</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Passport design and plan is almost complete – passport events will being on April 27<sup>th</sup></b>		
Expand Marketing communications with the use of digital & print media.	Increase exposure in Daily Herald via press releases, print ads, digital ads.	<ul style="list-style-type: none"> <li>• Submit a minimum of one press release per month</li> <li>• Expand print ads into specialized sections (camp section, golf section)</li> <li>• Create digital ads</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Press release frequency has increased to the Daily Herald. Print ads for the specialized sections have been determined and are to run in the summer. Daily Herald Digital ads have included Camp, Seascape, Fish Fry, Hockey, Family Skate Days.</b>		
Expand Marketing communications with the use of digital & print media.	Increase followers/friends on social media outlets – Facebook, Twitter, Instagram by 20% in each outlet	<ul style="list-style-type: none"> <li>• Increase posts to be more present on news feeds</li> <li>• Promote social media outlets via contests</li> <li>• Live feed promotions</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Posting has increased across all social platforms. Strategic tagging and mentions have increased the reach of media into surrounding areas. Added more events to FB to increase reach of one day programs and events into community feeds. Live feeds at special events. Social media inteaction is included in the summer passport to fun as a way to receive prizes.</b>		

Expand Marketing communications with the use of digital & print media.	Utilize Facebook boost marketing for select events and programs	<ul style="list-style-type: none"> <li>• Paid ads will appear on filtered newsfeeds</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Facebook paid advertising has been used to promote special events and programs that lead to more registration. Paid advertising was also used for the job fair.</b>		
Expand Marketing communications with the use of digital & print media.	Use call-to-action strategies to track effectiveness of marketing channels	<ul style="list-style-type: none"> <li>• Coupon codes</li> <li>• Trackable links</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Changed wording in emails and social communication to include call-to-actions. Showing increased interaction from patrons and registration. Tracked links show marketing efforts are driving patrons to registration platform.</b>		
Increase volunteer involvement in District operations	Create an event for our youth sports leagues and families to give back to the community in Q2 and Q4.	<ul style="list-style-type: none"> <li>• Partner with “Feed our Starving Children” and involve youth league parents to volunteer their time on two separate dates in 2019</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>First outing to “Feed My Starving Children” is May 15<sup>th</sup></b>		
Expand programming to enhance the health benefits to the community	Revamp Hoffman Walks to increase participation to 20 walkers per event.	<ul style="list-style-type: none"> <li>• Plan themes for each walk</li> <li>• Partner with community to enhance the walk – story-walk with library</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Themed Hoffman Walks events have been successful so far this year; one was held on February 17<sup>th</sup> in conjunction with the Fitness Open House and another was held on March 16<sup>th</sup> with a St. Patrick’s Day theme and 19 in attendance.</b>		
Expand programming to enhance the health benefits to the community	Develop a Family Fit Day to promote district programs, memberships and healthy lifestyles.	<ul style="list-style-type: none"> <li>• Plan an event in Q2</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Family Fit Day is scheduled to be held on April 27<sup>th</sup> at Pine Park. All facilities &amp; sections of the Rec Dept. will be in attendance coordinating family activities.</b>		

## **DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

### **District Objective 1: Achieve annual & Long range financial plans**

<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	Increase personal training revenue by a minimum of 10% over the 2018 actual revenue.	<ul style="list-style-type: none"> <li>Reach out to new members, guests, and repeat training customers to offer specials on personal training</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Specials are being offered on personal training packages.</b>		
Achieve District annual budget to maintain fund balance reserves	Increase TC & WRC fitness membership revenue by 5% (\$650) by Q4.	<ul style="list-style-type: none"> <li>Reach out to local corporations and other outlets for new membership</li> <li>Contact new members and guests to promote benefits of membership</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Fitness membership campaign planned for Q2.</b>		
Achieve District annual budget to maintain fund balance reserves	Maintain an increase of 50+ memberships by an average of 10 memberships per month. Complete by Q4.	<ul style="list-style-type: none"> <li>Offer Membership Drive by Q4</li> <li>Continue to expand offerings and services each quarter</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>50+ membership has been steady in Q1, but has not yet reached the average of 10 per month</b>		
Achieve District annual budget to maintain fund balance reserves	Increase ice rental revenue by 10%	<ul style="list-style-type: none"> <li>Target early afternoon hours to high school hockey programs</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Down due to the loss of men's league. Working with RMAHL to bring teams back to TC once rink 1 project is complete.</b>		
Achieve District annual budget to maintain fund balance reserves	Increase TC room rental revenue by 15%	<ul style="list-style-type: none"> <li>Promote to local businesses to use TC room 112/113 for business meetings</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Working with C&amp;M to develop new marketing promotions.</b>		

<b>District Objective 2: Generate alternative revenue</b>			
<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>First adult softball tournament planned for April 6<sup>th</sup></b>		
Secure additional alternative sources of revenue to support financial goals	Create a Seascape POS to accommodate basic needs of pool patrons.	<ul style="list-style-type: none"> <li>• Provide swim diapers, goggles, sunscreen, sunglasses</li> <li>• Setup POS and inventory</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Putting together costs of items to be sold to present to the business department</b>		
Secure additional alternative sources of revenue to support financial goals	Sell marquee space for special life events	<ul style="list-style-type: none"> <li>• One flip on one rotation – only sell one at a time</li> <li>• Example: Birthday wishes, Prom proposals, retirement messages</li> <li>• Encourage people to come take pictures in front</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Developing feasibility and strategies for slides sales and rotation.</b>		
Continue to evaluate and apply for grant revenues to support District's operations and capital projects	Seek out and apply for 2 additional grant opportunities.		<b>C</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Kraft Hockeyville grant and IAPD Power Play grant were submitted in Q1.</b>		
Develop strategies to attract additional sponsors and new partnerships	Work with Advertising and Sponsorship Department to identify sponsors for 50+ programs and trips, in turn reducing costs for 50+ participants. Partner with two new sponsors by end of Q4.	<ul style="list-style-type: none"> <li>• Add in sponsored Moonlight and Music Event by Q4</li> <li>• Add in sponsored luncheon/entertainment by Q3</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Lutheran Home has become a substantial sponsor of our 50+ activities and events, sponsoring coffee and snacks for the year, a May Magic event at their location, the Sock Hop in June, lunch n learns throughout the year, and the Holiday Dinner. Also working on getting a sponsor for the 50+ pool party in the summer.</b>		

Promote greater facility usage.	Increase facility rentals using the TC ice rink party room.	<ul style="list-style-type: none"> <li>Develop birthday party package using ice rink party room and TC public skate</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>We have opened up Ice Birthday parties and the use of the party room downstairs.</b>		
<b>District Objective 3: Utilize our resources effectively and efficiently</b>			
<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
	Research and evaluate the feasibility of leasing fitness equipment to restructure, refresh and better serve the fitness members at TC & WRC.	<ul style="list-style-type: none"> <li>Gather pricing information from various fitness companies on equipment leasing programs and compare to outright purchasing of equipment</li> <li>Submit findings in Q2 to Division Director</li> <li>Purchase or lease new equip by Q3</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>In the process of gathering quotes and information on leasing v. purchasing new equipment for TC and WRC.</b>		

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

**District Objective 1: Utilize our resources effectively and efficiently**

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	Complete preventative maintenance on our park district busses. Plan by Q1; implement in Q3.	<ul style="list-style-type: none"> <li>Coordinate with Parks Department to schedule mid-summer bus maintenance</li> <li>Budget for additional bus rentals during internal bus down time</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Working with the Parks Department on a plan for bus maintenance that will minimally disrupt camp operations</b>		
Utilize best practices to maximize operational efficiencies as a	Increase training and coaches' education throughout the in-house soccer season;	<ul style="list-style-type: none"> <li>Work with the Hoffman United Soccer Club to plan and</li> </ul>	<b>IP</b>



District	offer 2 coaches clinics and 1 training per team per season.	implement trainings for in-house soccer teams	
<b>1<sup>st</sup> Quarter comments:</b>	<b>Coaches clinics are being held for basketball, baseball and soccer; outdoor soccer teams will have guest trainers at one of their practices this spring</b>		
<b>District Objective 2: Utilize best practices</b>			
<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	Hold quarterly staff meeting to keep staff informed of all upcoming events, park district information and customer service topics.	<ul style="list-style-type: none"> <li>Will hold combined TC &amp; WRC staff meetings each quarter in 2019</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>The 1<sup>st</sup> quarter staff meeting was held on Feb.18 &amp;20.</b>		
Utilize best practices to maximize operational efficiencies as a District	Prepare and complete ExceleRate trainings, application, and processes to maintain Silver certification by end of Q2.	<ul style="list-style-type: none"> <li>Review requirements for staff trainings and classroom processes</li> <li>Complete application for renewal</li> <li>Work with IL Action for Children to plan and review</li> <li>Create checklist for classrooms</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>All paperwork is complete; final teacher trainings are underway – once these are finished, paperwork will be submitted for evaluation and review by ExceleRate</b>		
Utilize best practices to maximize operational efficiencies as a District	Use gorilla-style marketing tactics through signage & stickers	<ul style="list-style-type: none"> <li>Cling-on stickers on doorways</li> <li>Messages on locker room mirrors</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter comments:</b>			

<b>District Objective 3: Advance environmental and safety awareness</b>			
<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Continue offering quarterly trainings for all district team members to become Medic AED/CPR certified. Complete 4 classes by the end of Q4.	<ul style="list-style-type: none"> <li>Instructors will meet in Q4 of 2018 to develop the 2019 AED/CPR course schedule</li> <li>Add one AED/CPR instructor for 2019</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Lisa Swan became a certified instructor. The 2019 schedule for CPR/AED trainings has been established and sent to all full time staff.</b>		
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Ensure STAR safety procedures align with School District 15 & 54 and are practiced by end of Q4.	<ul style="list-style-type: none"> <li>Contact STAR site principals to discuss alignment and review of safety and armed intruder procedures</li> <li>Implement quarterly drills at each site</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Attended District 54's Safe Schools Training in February; a joint safety training being planned for the Spring and Fall in our STAR program</b>		
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Launch ePact emergency management software for STAR program to store all participant emergency contact information on a secure website/app by Q2.	<ul style="list-style-type: none"> <li>Sync ePact software with STAR retrace registration</li> <li>Upload ePact app onto all STAR site cell phones</li> <li>Educate parents of new emergency contact data collection procedures</li> </ul>	<b>SC</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Staff training, parent education, and software coordination is almost complete; parents will be able to input information for the 2019-20 school year in the next week or so</b>		
Strengthen emergency response training by implementing drill trainings.	Conduct quarterly emergency response training drills at each facility. Schedules to be developed in Q1 and implemented quarterly.	<ul style="list-style-type: none"> <li>For ELC &amp; PS: write lockdown procedure using age appropriate guidelines</li> <li>Meet with staff</li> <li>Conduct drill</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Code Blue will be conducted in all facilities in early April.</b>		

Provide educational programs and opportunities on environmental best practices	Continue partnership with Wings & Talons to offer 3 programs per season, along with one educational event and at least one new special event appearance.	<ul style="list-style-type: none"> <li>• Provide education programs in seasonal brochure</li> <li>• Provide in-house field trip for preschool program</li> <li>• Attend Pumpkin Fest</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Wings &amp; Talons offered 3 programs in the winter session. They are offering 2 programs in spring and summer.</b>		

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

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

<b>Initiatives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Provide Hoffman University training curriculum to enhance workforce knowledge and readiness.	Lead a minimum of one Hoffman University training.	<ul style="list-style-type: none"> <li>• Complete by Q3</li> </ul>	<b>C</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Lisa Swan presented a Hoffman U in Q1.</b>		

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

Continue to foster openness in communication District-wide	Invite division directors to recreation all-staff meetings quarterly for division updates.	<ul style="list-style-type: none"> <li>• Complete each quarter</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter comments:</b>			

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

Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Conduct quarterly internal service desk trainings.	<ul style="list-style-type: none"> <li>• Will hold combined TC &amp; WRC staff meetings each quarter in 2019</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>The 1<sup>st</sup> quarter staff meeting was held on Feb.18 &amp;20.</b>		

Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Managers complete Star Guard Instructor training program.	<ul style="list-style-type: none"> <li>Complete the training program</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>So far 4 managers have completed the course 3 are to take the course scheduled in April. Will be complete by the opening of Seascape.</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Obtain CPRP certification by a minimum of 50% of full-time recreation division staff by Q4. Remaining 50% will obtain by 2020 (in relation to the requirements to obtain/apply).	<ul style="list-style-type: none"> <li>Pass the CPRP exam</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter comments:</b>	<b>Four rec staff are required to take the exam; currently three of the four have applied for the exam; no one has taken it yet</b>		

**HOFFMAN ESTATES PARK DISTRICT  
GOALS & OBJECTIVES  
GOLF**

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

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

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

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand facility based special events that promote greater facility usage	Host 3,890 Outing Rounds (3,547 Outing Rounds in 2018).	Create golf outing specific marketing piece and email out to all past and current outing contracts.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Outing rounds will begin in 2<sup>nd</sup> qtr.</b>		
Expand facility based special events that promote greater facility usage	Provide 25 Preferred Tee Times Groups (25 Groups in 2018).	Hold preferred tee time meeting social prior to first week of preferred times to discuss 2019 course improvements and events to secure all groups return in 2019. For new groups we will send out email blast highlighting preferred tee time program and early sign up discount offer as well as advertise on marquee.	SC
<b>1<sup>st</sup> Quarter Comments</b>	<b>We currently have 22 Groups. Official season will start in 2<sup>nd</sup> Qtr.</b>		
Expand facility based special events that promote greater facility usage	Provide 2,680 League Rounds. (2,680 League rounds in 2018).	Work with current leagues and assist them in growing their league memberships. All leagues will be advertised on the Bridges website along with a league specific email blast promoting all leagues.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>League rounds will begin in 2<sup>nd</sup> qtr.</b>		
Expand facility based special events that promote greater facility usage	Discount & Annual Golf Pass Sales: Resident 200 Passes; Non Resident 175 Passes (Resident 189 Passes; Non Resident 150 Passes in 2018)	Direct email blast to current pass holders offering them early bird sign up in Jan. Along with poster size sign in Proshop. Will be feature add on item in March & April for all golfers when they check in for their rounds.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Pass sales have begun. Will be area of focus in early 2<sup>nd</sup> qtr.</b>		
Expand facility based special events that promote greater facility usage	Provide Jr. Program Classes in Spring, Summer & Fall to 110 participants. (114 participants in 2018).	Direct email blast to past participants. Submit marketing flyer to District 54 virtual back pack.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Pass sales have begun. Will be area of focus in early 2<sup>nd</sup> qtr.</b>		

Expand facility based special events that promote greater facility usage	Provide 3 sessions of Group Lessons to include 12 students for all ages in Spring, Summer & Fall. (13 Students in 2018).	Create new signage at driving range promoting all player development programs.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Group lessons will begin in 2<sup>nd</sup> qtr.</b>		
Expand facility based special events that promote greater facility usage	Provide specialized 1 day golf clinics to cover all areas of the game for 28 students. (20 students in 2018)	Create new signage at driving range promoting all player development programs.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Lesson Clinics will begin in 2<sup>nd</sup> qtr.</b>		

Expand facility based special events that promote greater facility usage	Develop a sales add on program for POS desks to promote events, programs, passes and merchandise.	Create a daily add on promotion that all Proshop staff recommends to all customers checking in for golf. Will have different focus items throughout the season.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Add on Sales program is currently being developed. March is focused on Pass Sales.</b>		
Expand facility based special events that promote greater facility usage	Host 2 outside wedding ceremony only events. (2 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>We currently have 1 outside ceremony only event booked in 2019.</b>		
Expand facility based special events that promote greater facility usage	Host 4 Wedding Receptions. (3 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>We currently have 3 wedding receptions only events booked in 2019.</b>		
Expand facility based special events that promote greater facility usage	Host 17 Ceremony & Reception Weddings (16 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>We currently have 16 ceremony and wedding receptions booked for 2019.</b>		

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

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand marketing communications with the use of social media and mobile applications	During peak season provide a monthly email newsletter to our guests highlighting upcoming events, pro tips, banquet ideas and meal ideas from the Chef. Send at least two email blasts a week in season to promote upcoming events, promotions, etc.	Send out 9 monthly recap emails to entire database marketing entire facility.	IP

<b>1<sup>st</sup> Quarter Comments</b>	<b>We currently have sent out 11 email blasts in the 1<sup>st</sup> qtr.</b>		
Expand marketing communications with the use of social media and mobile applications	Highlight special events with 32 posts on Twitter, Facebook & Instagram to encourage participation in events.	Increase social media posts about special events and develop campaign outline in 1 <sup>st</sup> qtr. Implement campaign in March.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Facebook:</b> 20 Posts – 6,180 impressions – 260 engagements 5 event posts – 2,113 impressions – 48 responses <b>Twitter:</b> 21 Tweets – 7,952 impressions – 383 engagements <b>Instagram: Im</b> 3 posts – 183 impressions – 26 likes		
Expand marketing communications with the use of social media and mobile applications	Receive 10 Five Star Reviews on the Knott and Wedding Wire for Weddings. Goal is 10 Reviews receiving 5 Stars	Provide detailed training to staff and hold weekly event meetings to ensure all details are outlined to event staff.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>The first wedding will take place in 2<sup>nd</sup> qtr.</b>		

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

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand facility based special events that promote greater facility usage	Provide 8 Special Golf/Course Events with 390 participants. (384 Participants in 2018)	Promote golf events via email blast, social media and also signage in golf shop. Each event will be key POS add on 2 weeks prior to event.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>We hosted one golf event in 1<sup>st</sup> qtr with 124 golfers.</b>		
Expand facility based special events that promote greater facility usage	Provide Ladies Preferred Golf Time and Promotion Period 4 times per month from April to October to engage women golfers in the community.	Advertise to local ladies golf organizations thru email blasts as well as our standard database. Also have it be a feature key add on at POS to all ladies	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Ladies' league has been created for the 2019 season along with a couple's league. Marketing materials will go out in Mid to Late April!</b>		
Expand facility based special events that promote greater facility usage	Provide 2 Holiday Event Brunches with 750 guests (900 Guests in 2018)	Staff will contact all past participants one month out reminding them of special event. Start email campaign minimum one month prior to events.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Easter Brunch will be the first Holiday Event of the season in 2<sup>nd</sup> qtr.</b>		
Expand facility based special events that promote greater facility usage	Host 4 Special Event Nights Music/Theme	Create and email campaign specifically for our special event music nights highlighting all concerts and dates. Along with handing out	NB

		flyers at the concert promoting the next event.	
<b>1<sup>st</sup> Quarter Comments</b>	<b>Breakfast with the Bunny will be our first Special Event of the season on April 13.</b>		

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

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

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	Monitor budgets 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 bottom line.	Monitor budgets on a monthly basis paying close attention to our KPI. (Rounds, # of Events, COGS, Etc)	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>We are currently on track for expenses thru 1<sup>st</sup> qtr.</b>		
Achieve District annual budget to maintain fund balance reserves	Provide 29,778 Rounds. (26,195 in 2018)	Continue to push online booking and monitor tee sheet utilization to adjust specials and promotions with Golf Now and Ezlinks during non-peak times. Along with adding back in the Golf Scene TV Show promotion.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>The golf course was able to open in March. We had 481 rounds in the 1<sup>st</sup> qtr.</b>		
Achieve District annual budget to maintain fund balance reserves	Increase the marketing for Weddings and Events.	Secure a booth in a local Bridal Show for additional exposers and increase advertising in Bridal Magazines	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>We currently are evaluating which show will be most beneficial to our facility. Most likely will attend in the 3<sup>rd</sup> or 4<sup>th</sup> qtr.</b>		

**District Objective 2: Generate alternative revenue**

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Secure additional alternative sources of revenue to support financial goals	Provide 2,000 Hole In One Challenge Participants (1,891 in 2018)	Work with Swing King for more on course sales events. Have as key add promotion on at POS.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>We have started Hole In One contest upsell and sold 25 in 1<sup>st</sup> qtr.</b>		
Secure additional alternative sources of revenue to support financial goals	Maximizing “down times” during the week from 12pm – 3pm by starting Foursome Specials, Ladies & Junior Promotions to encourage growth of the game and revenue optimization.	Provide specials focused on Ladies & Juniors from April to October.	IP



1 <sup>st</sup> Quarter Comments	<b>Ladies league has been created for the 2019 season along with a couple's league. JR Development times have been expanded to everyday after 6pm. Marketing materials will go out in Mid to Late April!</b>
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**District Objective 3: Utilize our resources effectively and efficiently**

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment.	Use parks department machines 5 different times for the season to minimize renting equipment.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>In the 1<sup>st</sup> qtr we have worked with Parks Department on annual burns and tree stump removal.</b>		
Utilize best practices to maximize operational efficiencies as a District	Work with Parks department to get preferred pricing on joint maintenance purchases for the facility.	Collaborate with Parks department on purchasing key items to get bulk discounts district wide.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Fertilizer and Pesticides were purchased in the 1<sup>st</sup> qtr as a joint purchase.</b>		
Utilize best practices to maximize operational efficiencies as a District	Provide smooth/firm greens surfaces by sand topdressing regularly.	Using 46 tons for a total of 10 applications during season. An additional 46 tons will be used with both spring and fall aerification and winter covering, bring yearly total to 184 tons.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Spring aerification and topdressing is scheduled for mid- April</b>		
Utilize best practices to maximize operational efficiencies as a District	Provide the best conditions by focusing on overall plant health of playing surfaces. Using the best products to promote healthy and happy turf.	Follow horticultural plan and monitor turf conditions on a daily basis and adjust accordingly.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Early practices have begun in 1<sup>st</sup> qtr with the weather improving.</b>		
Utilize best practices to maximize operational efficiencies as a District	Work with Parks Department to replace one of the furnaces in the equipment manager's bay with a new efficient unit	Purchase and install in 1 <sup>st</sup> qtr.	C
<b>1<sup>st</sup> Quarter Comments</b>	<b>New heaters have been installed in the maintenance department in 1<sup>st</sup> qtr.</b>		
Utilize best practices to maximize operational efficiencies as a District	Replace all existing greenside bunker rakes with new larger rakes.	Purchase in 1 <sup>st</sup> qtr and replace rakes in 2 <sup>nd</sup> qtr.	SC
<b>1<sup>st</sup> Quarter Comments</b>	<b>New rakes have been purchased and will be placed out in early April.</b>		
Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.	Monitor payroll on a bi-weekly basis. And adjust staffing levels on a daily basis based on weather and facility usage.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Payroll is on plan thru 1<sup>st</sup> qtr.</b>		
Achieve District annual budget to maintain fund balance reserves	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	Follow districts policies and procedures for purchasing items.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Currently we are on plan for expenses for Bridges thru 1<sup>st</sup> qtr.</b>		

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

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

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	Provide a clean and well maintained Pro Shop and Clubhouse area. The Pro Shop shall be stocked with up to date merchandise and modern amenities.	Purchase 2019 inventory items in 1 <sup>st</sup> qtr. Then provide different merchandising displays and daily Proshop cleaning.	SC
<b>1<sup>st</sup> Quarter Comments</b>	<b>All the latest clubs and fashions have been purchased for the upcoming season. Will have continues fill in orders and new products throughout the season.</b>		
Utilize best practices to maximize operational efficiencies as a District	Purchase workhorse cart for the maintenance fleet to replace existing workhorse.	Purchase by end of 2 <sup>nd</sup> qtr.	SC
<b>1<sup>st</sup> Quarter Comments</b>	<b>Cart has been purchased with delivery date set for early April.</b>		

**District Objective 2: Utilize best practices**

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Enhance overall quality of natural areas	Maintain a portion of the natural areas	Complete burns and alternate chemical applications.	SC
<b>1<sup>st</sup> Quarter Comments</b>	<b>Staff completed a Spring burn in 1<sup>st</sup> qtr. Will evaluate conditions in 4<sup>th</sup> qtr for additional burns.</b>		

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

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

<b>Initiative</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Develop a new hire training program that addresses District policies and procedures.	Train 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.	SC
<b>1<sup>st</sup> Quarter Comments</b>	<b>On boarding training has been completed for both Golf &amp; F&amp;B staff. Golf Maintenance will be completed in when staff begins in early April. All new staff will complete new hire orientation within first 15 days of hire.</b>		
Incorporate incentive programs for healthy habits for employees	Have key staff attend HEPD AED & CPR training. Have at least 18 key staff members maintain certification.	Have at least 18 key staff members maintain certification.	SC
<b>1<sup>st</sup> Quarter Comments</b>	<b>We currently have 12 staff members recertified this season and still have 2 in good standing certifications. For a total of 14 certified staff.</b>		

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

<b>Initiative</b>	<b>Measures/Action</b>	<b>Action Plan</b>	<b>Status</b>
Continue to foster openness in communication District-wide	I-2 Care Employee of the Quarter. Award the PT Staff member who best exhibits our I-2 Care values in their respective quarter.	Select 4 part time staff members who excel in our I-2 Care Values.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Seasonal Staff will begin working in 2<sup>nd</sup> qtr. Will select 2 part time staff members in 2<sup>nd</sup> qtr and 2 in 3<sup>rd</sup> qtr.</b>		

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

<b>Initiative</b>	<b>Measures/Action</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Golf Professional Staff to attend National PGA Conference, Illinois PGA Section meetings, training sessions and learning opportunities to grow professionally and keep up with the latest trends and industry standards.	Golf Professional Staff will attend National and Local meetings and workshops.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Brian Bechtold (Director of Golf &amp; Facilities) &amp; David Krzepicki (Golf Operations Manager) attended the National PGA Conference in 1<sup>st</sup> qtr.</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Ensure Pro Shop staff takes training courses by the leading manufacturers of hard goods and soft goods in order to provide excellent service to the customer.	Golf Professional staff will complete online training provided by major club manufactures.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>Golf Operations Manager has completed online training for PGA.COACH, Callaway Golf, and Titleist in 1<sup>st</sup> qtr.</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Golf Course Superintendent and Assistant will receive training in proper tree climbing and pruning techniques.	Staff will attend tree certification course by 3rd qtr.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>Staff is schedule to attend in 3<sup>rd</sup> qtr.</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Equipment Manager will attend classes hosted by EZ-GO to learn specifics about maintaining golf cart fleet.	Equipment Manager will attend workshop provided by EZGO by 3rd qtr.	NB
<b>1<sup>st</sup> Quarter Comments</b>	<b>The golf course mechanic will be attending EZ-GO workshop in the 3<sup>rd</sup> qtr.</b>		

Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Golf Course Superintendent and Assistant will attend the annual GCSAA educational conference and Golf Industry Show.	Golf Course Superintendent and Assistant will attend National and Local meetings and workshops.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>The Bill Meyer (Golf Course Superintendent) &amp; PJ Bugay (Assistant Golf Course Superintendent) attending the Golf Industry Show in 1<sup>st</sup> Qtr. Will continue attending local meetings during the season.</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	All F&B Employees become BASSET Certified & Food Serve Safe.	F&B Staff will complete Basset online training.	IP
<b>1<sup>st</sup> Quarter Comments</b>	<b>All current F&amp;B employees are certified. New staff will be required to obtain in first two weeks of employment.</b>		

**HOFFMAN ESTATES PARK DISTRICT  
2019 BUDGET GOALS & OBJECTIVES  
The Club at Prairie Stone**

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

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand facility based special events that promote greater facility usage	Develop wellness and fitness opportunities and services to engage customers and increase community engagement. Provide four member retention programs that engages membership.	Provide 4 member retention programs.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Partnered with Daily Herald's Fittest Loser at work contest where we have offered related events in Q1 at the facility introducing The Club to area contestants.</b>		
Increase cooperative efforts with neighborhoods and community associations on health related issues	Strengthen partnership opportunities with organizations, such as AMITA Health, AthletiCo, The Windy City Bulls, HE Chamber to provide community based fitness programs and/or educational services.	Schedule 4 educational/awareness activities with the assistance from Sponsorship Coordinator to use the District's relationship with current partners of HE Parks.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Director of Golf and Facilities met with the AthletiCo Facility Manager in Q1 to speak about ways to strengthen the partnership through offering transition specials to their clients to motivate them to become members at the end of their treatment.</b>		
Increase cooperative efforts with neighborhoods and community associations on health related issues	Host the 3rd annual 'open house' event to showcase benefits of membership to various target markets.	Plan an Open House event for 4 <sup>th</sup> qtr to promote membership sales.	NB
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Tentative date for 2019 open house – October 19th</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand marketing communications with the use of social media and mobile applications	Work with the C&M Manager – Facilities to create a campaign on Instagram to engage members and encourage more followers. Increase "follows" by 25% by Q4.	Create a weekly / monthly Instagram marketing plan along with creating contests for members to encourage engagement and increase followers.	IP

<b>1<sup>st</sup> Quarter Comments:</b>	<b>In Q1 as the C&amp;M Manager became acclimated to the District and the new position, this initiative was started in Q1 with increased posting frequency on The Club social media account.</b>		
Expand marketing communications with the use of social media and mobile applications	Introduce MyZone group heart rate tracking system to the club. MyZone will use wearable technology and track members progress through their guided workout (in Group Fitness classes or small group training) while in the club.	Purchase a starter kit of two MyZone drives and 60 heart rate monitors in Q1, and integrate this system into our group fitness classes.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>We have received a demo unit of the MyZone heart rate monitor and we are currently testing it to determine if this is something we want to introduce to the Club.</b>		
Expand marketing communications with the use of social media and mobile applications	Utilize current system (Constant Contact) to distribute evaluations to participants or potential participants in the youth programming (fitness and arts) offerings at the facility. This will assess customer satisfaction and needs.	Utilize our current available system (Constant Contact) to complete evaluations for the youth programming (fitness and arts) to assess customer satisfaction and needs. Complete 2 surveys in 2019.	NB
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Surveys will be done in Q2 and Q4</b>		
Develop performance measurement system to evaluate value in programming structure	Create an online member survey to assess member needs and initiate targeted responsiveness.	With the use of constant contact send out member survey in 2 <sup>nd</sup> qtr. Send out an additional survey in 4 <sup>th</sup> qtr to all new members that joined in 2 <sup>nd</sup> & 3 <sup>rd</sup> quarters.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>On track to send out member survey in Q2. We have been collecting/recording the emails of all new members since January 2019 so we have an accurate list of new members.</b>		
Develop performance measurement system to evaluate value in programming structure	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.	Work with C&M department to create survey and our service provider Retention Management to create distribution list. Implement by Q2, create a plan for ongoing distribution.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Survey questions are being finalized and will be sent out in 2<sup>nd</sup> qtr.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Increase volunteer involvement in District operations	Recruit 2 volunteers within Q1-Q4 for special events, rentals, or Kids Korner.	Reach out to area high schools to recruit volunteers.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Staff is currently working on securing volunteers.</b>		
Improve overall health outcomes of programs offered	Create additional youth programming at The Club, including music and art programs and gym and swim programs.	Create 3 new youth programs in 2019.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>We have begun a new independent contract with Options Basketball, a youth basketball training provider in Q1.</b>		

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	Achieve net membership goal total by end of Q4.	Work with C&M Manager to create promotional materials to advertise the brand change and lower rates.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Currently developing new marketing materials for all items to reflect name change along with new marketing efforts.</b>		
	Increase Corporate Memberships by 5%	Host and attend 4 recruitment events for existing or new corporate accounts to introduce new corporate pricing structure and generate growth. Along with designating a member sales associate to provide offsite corporate sales.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Corporate Structure has been set and marketing materials are being finalized. This will be 2<sup>nd</sup> qtr push as summer approaches to generate additional members.</b>		

**District Initiative 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Secure additional alternative sources of revenue to support financial goals	Increase Tennis Memberships by 10%	Promote \$20 add on Tennis Membership at time of member enrolment.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>We currently have 107 members after 1<sup>st</sup> qtr.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximum operational efficiency. Meet or exceed payroll budget.	Ensure all managers and supervisors know their budget, and get regular updates on the facility budget and payroll so they can adjust accordingly throughout the year.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Payroll accounts are all being monitored and are on plan thru 1<sup>st</sup> qtr.</b>		

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

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
	Log and follow up on 100% of all member comment cards (if requested) as it relates to facility concerns. Complete by Q4.	Operations Supervisor will manage and distribute all follow-up for facility comment cards.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Comment cards are being evaluated and addressed. C&amp;M Manager is also created a survey to receive member feedback on the facility.</b>		

**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	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.	Aquatics and Program Manager, who oversees the climbing wall operations, will schedule inspections by 3 <sup>rd</sup> qtr.	NB
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Wall is currently up to date and next inspection will be on May 7<sup>th</sup>.</b>		
Utilize best practices to maximize operational efficiencies as a District	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 The Club and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of	Aquatic Manager will schedule and manage this training and evaluation.	IP



	all Starguard audits by Q4.		
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Recertification classes have begun and staff is currently completing the required courses for the upcoming season.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
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.	Using out in-house MECIC CPR/AED trainers, offer a total of 4-5 trainings by end of Q4.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Classes are ongoing throughout the year and available each qtr for full time and part time staff. Additional weekday classes are going to be added in 2<sup>nd</sup> and 3<sup>rd</sup> qtr to accommodate more students.</b>		

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

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continue new hire training program that addresses District policies and procedures.	Train Part Time employees in all departments on service plan.	Train all new hires within 15 days of hire.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>All new hires have been trained to date within first 15 days of employment.</b>		
Continue new hire training program that addresses District policies and procedures.	Conduct quarterly staff meetings with all PT team members.	Department supervisors and managers will schedule quarterly meetings.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Departmental meetings will continue each qtr.</b>		
Incorporate incentive programs for healthy habits for employees	Achieve 75% participation in the PDRMA PATH program by all FT staff by end of Q4.	Have 7 FT staff members participate in the PDRMA My Path program.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>FT employees attended the wellness screening event in Q1.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote healthy lifestyles through	Create and send a quarterly The Club	C&M Manager – Facilities and Fitness	IP

work environment best practices	employee newsletter to all PT staff. Newsletter will include information on goals and numbers updates, as well as sharing input and articles from the employees.	Supervisor create an employee quarterly newsletter.	
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Working with the C&amp;M Manager on creating newsletter/information tool.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend IPRA, PDRMA, Club Industry, conferences, workshops, and online educational opportunities.	Have key staff attend/complete industry workshops or conventions.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>GM attended IPRA conference in January; GM is currently studying for the CPRP exam. Aquatics Manager attended PDRMA Aquatics Risk Management Day in Q1.</b>		
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness	Maintain or increase staff participation in Hoffman University trainings offer throughout the year.	Have all Club FT team members attend 3 Hoffman U trainings by Q4.	IP
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Staff has attended multiple Hoffman U's in the 1<sup>st</sup> qtr.</b>		

**HOFFMAN ESTATES PARK DISTRICT  
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**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Educate residents regarding District financial stewardship and transparency.	Provide financial information to C&M for highlight video/slideshow.	<ul style="list-style-type: none"> <li>Achieve 2<sup>nd</sup> qtr.</li> </ul>	<b>C</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Provided statistical information as well as charts for the video/slideshow.</b>		
Educate residents regarding District financial stewardship and transparency.	Work with C&M to develop infographics to provide registration statistical and financial information in a highly accessible format for both the Guide and FOIA section of HE Parks.	<ul style="list-style-type: none"> <li>Achieve 4<sup>th</sup> qtr.</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q4</b>		
Educate residents regarding District financial stewardship and transparency.	Maintain FOIA compliance and transparency aspects of the District to ensure Illinois Transparency Institute guidelines.	<ul style="list-style-type: none"> <li>Process all FOIA requests timely.</li> <li>Publish documents as required on HEparks.org.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Two FOIA requests completed and three documents placed on the HE Parks transparency page. Additional documents to be placed once audit completed.</b>		

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves.	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves.	<ul style="list-style-type: none"> <li>Using software monitor revenue and expenses.</li> <li>Meet with division directors quarterly to review.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>1<sup>st</sup> quarter financial review will be completed and reviewed with division directors in early April.</b>		
Achieve District annual budget to maintain fund balance reserves.	Create 2020 annual balanced budget. Achieve by November 2019.	<ul style="list-style-type: none"> <li>Using data analytics develop recommendation.</li> <li>Meet with department managers to review.</li> <li>Review recommended budget with board, achieve by November 2019.</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be started Q3</b>		
Achieve District annual budget to maintain fund balance reserves.	Conduct budget preparation Hoffman U session for all staff.	<ul style="list-style-type: none"> <li>Achieve by July 2019.</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q3</b>		

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue through advertising/sponsorship/marquee revenue.	<ul style="list-style-type: none"> <li>Achieve by December 2019.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Q1 Revenue - \$31,050    Q1 YTD Revenue - \$31,050 2019 Contracted Yet To Be Earned - \$68,349</b>		
Develop strategies to attract additional sponsors and new partnerships.	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	<ul style="list-style-type: none"> <li>Achieve by December 2019.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Attended: Q1 Chamber (3), Bon Appetit (4), Celebration of Excellence, Mayors Breakfast, Ribbon Cuttings (2), After Hours (3), Chit n Chats (2), SBA (2)</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Perform internal control audits.	Conduct random cash audits at all facilities.	<ul style="list-style-type: none"> <li>• Utilize RecTrac reporting and video as necessary.</li> <li>• Conduct monthly, selecting random days and times at all service desks.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Random cash audits being conducted monthly with no discrepancies worth noting.</b>		
Perform internal control audits.	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers.	<ul style="list-style-type: none"> <li>• Utilize RecTrac reporting and video as necessary.</li> <li>• Conduct monthly, selecting random programs, days and times based on seasonality.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Random program audits being conducted monthly with no discrepancies worth noting.</b>		
Perform internal control audits.	Conduct ledger audits to ensure financial integrity.	<ul style="list-style-type: none"> <li>• Conduct quarterly by reviewing trial balance including accrual and expenditure process.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Complete ledger audit conducted through February 2019 in conjunction with the annual audit.</b>		
Perform internal control audits.	Conduct trial balance audits to reduce District receivable exposure.	<ul style="list-style-type: none"> <li>• Conduct monthly by printing statements on account, distributing to managers and participants.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Statements provided monthly to program managers, superintendents, and directors to reduce District AR.</b>		
Perform internal control audits.	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery.	<ul style="list-style-type: none"> <li>• Utilize RecTrac reporting to monitor.</li> <li>• Conduct bi-weekly dependent on program starting date and distribute to managers.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Program below minimum reports generated weekly and distributed to applicable staff. Programs below minimum are targeted for additional marketing efforts by C&amp;M as warranted.</b>		

Perform internal control audits.	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery.	<ul style="list-style-type: none"> <li>Utilize RecTrac reporting to monitor.</li> <li>Conduct monthly and distribute findings to managers.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Membership stats and visit reports are reviewed monthly and distributed to applicable staff for monitoring.</b>		
Perform internal control audits.	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance.	<ul style="list-style-type: none"> <li>Conduct quarterly.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Monthly report generated to review mailboxes and shared drive folders by size. Work with staff whose mailboxes/folders are in excess of 5GB to reduce as well as educate on housekeeping maintenance.</b>		
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Maintain offline audit control of all utility billing to monitor abnormalities.	<ul style="list-style-type: none"> <li>Record utility bills on spreadsheet to watch for abnormalities in usage or fees.</li> <li>Prepare monthly.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Offline control updated monthly as utility invoices are available.</b>		
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Renew electrical contract.	<ul style="list-style-type: none"> <li>Achieve 4<sup>th</sup> qtr.</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q4</b>		

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

**District Objective 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	Ensure all training practices are continued post PDRMA accreditation.	<ul style="list-style-type: none"> <li>Monitor and achieve monthly.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>HR scheduled to attend Armed Intruder course April 2019.</b>		

Ensure safety for all customers.	Assess District security system/alarm monitoring facility wide, create an RFP.	<ul style="list-style-type: none"> <li>• Achieve 4<sup>th</sup> qtr.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Participated in safety team discussions regarding security. Scheduling walkthroughs of each facility to audit current structure.</b>		
Ensure operational compliance with legal mandates.	Monitor state and federal legal mandates and implement policies as needed.	<ul style="list-style-type: none"> <li>• Draft recommended policies within 45 days of any legal mandates.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>No legal mandates have required policy changes.</b>		
Ensure operational compliance with legal mandates.	Finance Director to serve as staff liaison on Friends of HE Parks committee for financial reporting.	<ul style="list-style-type: none"> <li>• Achieve continually.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Reports generated and distributed monthly.</b>		
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Track PT employee hours worked.	<ul style="list-style-type: none"> <li>• Utilize BSA &amp; FinTrac reporting to monitor.</li> <li>• Conduct monthly/quarterly and distribute findings to managers.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Q1 report will be finalized after the April 19<sup>th</sup> payroll.</b>		
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year.	<ul style="list-style-type: none"> <li>• Utilize system reporting to prepare year-end financial statements.</li> <li>• Present CAFR to auditors for review.</li> <li>• File board approved document.</li> <li>• Achieve by June 2019.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Auditors completed on-site fieldwork during Q1.</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Complete electronic systems operating scans with Trust Keeper to be alerted to potential vulnerabilities.	<ul style="list-style-type: none"> <li>• Achieve a “pass” rating monthly.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>PCI vulnerability scans completed with a success rating for Q1.</b>		

Maintain operations through software updates and enhancements for desktop and network infrastructure.	Upgrade and migrate HEPD-EXCH02 mailboxes to version 2016/2019 from version 2013.	• Achieve 2 <sup>nd</sup> qtr.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q2</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Purchase Microsoft Office 2016/2019 licenses. Install Office 2016 on all new Windows 10 computers.	• Achieve 2 <sup>nd</sup> qtr.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Licenses purchased in conjunction with desktop deployment.</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Purchase, image, and deploy 20 replacement Windows 10 desktop computers.	• Achieve 2 <sup>nd</sup> qtr.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>New image created, 1 out of 20 deployed.</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Purchase and replace (10) computer monitors District wide.	• Achieve 2 <sup>nd</sup> qtr.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Monitors purchased, 7 out of 12 deployed.</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Outdoor Security camera upgrades – continue upgrading with new IP cameras at WRC, PSSWC, and PARKS.	• Achieve 3 <sup>rd</sup> qtr.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Reviewing project with vendor(s).</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Upgrade Exacqvision Video Security Windows servers WRC and PARKS.	• Achieve 3 <sup>rd</sup> qtr.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q3</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Shoretel, the District phone system equipment provider, has merged with Mitel. Assess current Shoretel server and software to new offerings.	• Achieve 3 <sup>rd</sup> qtr.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q3</b>		



Maintain operations through software updates and enhancements for desktop and network infrastructure.	Assess and/or retire HEPD-VC01 which acts as District Virtual management server.	<ul style="list-style-type: none"> <li>• Achieve 4<sup>th</sup> qtr.</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q4</b>		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Achieve PCI certification by completing PCI self-assessment.	<ul style="list-style-type: none"> <li>• Achieve 4<sup>th</sup> qtr.</li> </ul>	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q4</b>		
Utilize software enhancements to develop food/beverage inventory process.	Review receiving and depletion process for BPC food & beverage inventory.	<ul style="list-style-type: none"> <li>• Utilizing software develop streamlined process.</li> <li>• Develop staff access.</li> <li>• Achieve by 2<sup>nd</sup> qtr.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Monthly inventory count sheet have been redesigned. Reviewing event depletion process.</b>		
Further develop District disaster recovery plan by adding a second replication server at BPC.	Implement replication server as part of Disaster Recovery. Repurpose HEPD-VH04 to PARKS.	<ul style="list-style-type: none"> <li>• Achieve 1<sup>st</sup> qtr.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>VH04 physically moved to Parks, reconfiguring server. Anticipate completion Q2.</b>		
Further develop District disaster recovery plan by adding a second replication server at BPC.	Retire and replace HEPD-DC02 (old domain controller server). A new secondary domain server will be built at PARKS as part of Disaster Recovery.	<ul style="list-style-type: none"> <li>• Achieve 1<sup>st</sup> qtr.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>DC-02 has been retired. Secondary server yet to be built. Anticipate completion Q2.</b>		
Further develop District disaster recovery plan by adding a second replication server at BPC.	Repurpose old SAN to PARKS as part of Disaster Recovery.	<ul style="list-style-type: none"> <li>• Achieve 1<sup>st</sup> qtr.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>SAN physically moved, in the process of reconfiguring. Anticipate completion Q2.</b>		
Further develop network and cyber security.	Review local administrator access at desktop level, including generic accounts. Remove as necessary.	<ul style="list-style-type: none"> <li>• Conduct monthly.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Local administrator access reviewed monthly and removed as applicable, with no issues worth reporting.</b>		

Further develop network and cyber security.	Replace/upgrade AVG Business Anti-virus software District wide, current subscription expires 10/2019.	• Achieve 4 <sup>th</sup> qtr.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q4</b>		
Further develop network and cyber security.	Audit and remove unauthorized software installs and train staff on best practices of internet surfing and email.	• Conduct monthly.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>No unauthorized software detected to date. Best practices email and internet safety sent to all staff.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Develop additional programs and processes to support conservation and green initiatives.	Promote ACH payment to vendors and independent contractors to further green initiatives.	• Achieve continually as new vendor relationships are established.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Communicating ACH process with new vendors as relationship is established.</b>		
Develop additional programs and processes to support conservation and green initiatives.	Migrate personnel paper files to electronic storage within BSA.	<ul style="list-style-type: none"> <li>• FT employees achieve by 2<sup>nd</sup> qtr.</li> <li>• New hire PT in real time.</li> <li>• PT existing employees achieve 25% by 4<sup>th</sup> qtr.</li> </ul>	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>FT salary history and 2019 attendance completed. Personnel files being scanned in. PT new hires and seasonal rehires are being scanned in real time. PT current staff are being scanned in as merit increases are received.</b>		

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

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness.	Conduct and continually expand Hoffman U training curriculum with training in purchasing, IMRF, PDRMA, budget, IT, ROI in programming, registration and accounting software.	• Achieve annual with a minimum of 6 calendar offerings.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Hoffman U presentations include: I-9, New Hires, Tax Forms 03/07/19</b>		

Continue emphasis on cross-training and ensure workforce readiness.	Hire PT Cash Control Associate.	• Achieve 2 <sup>nd</sup> qtr.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Candidate selected with an April 2<sup>nd</sup> start date.</b>		
Continue emphasis on cross-training and ensure workforce readiness.	Provide cross training within division to ensure work force readiness.	• Achieve continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Staff has focused on BPC tasks as that position has been absorbed by business department personnel. In conjunction with pass type structure changes at the facilities, additional staff have been trained on pass maintenance.</b>		
Continue emphasis on cross-training and ensure workforce readiness.	Evaluate and update division succession plan to prepare employees for advancement and prepare organization for personnel changes.	• Achieve 3 <sup>rd</sup> qtr.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q3.</b>		
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.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Staff opened 235 support tickets, 201 were closed equaling an 85% resolution. Tickets outstanding equate to timing, staff departures, coordination with vendors, and/or additional peripherals needing to be ordered.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continue to foster openness in communication District-wide.	Divisionally, at minimum, one staff will sit on District Team Committee.	• Achieve continually.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Committee has met and has begun 2019 planning.</b>		
Promote healthy lifestyles through work environment best practices.	Promote PDRMA PATH program.	• Achieve annually with 75% FT staff participation.	<b>IP</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Onsite screening held March 2019 with 45 FT staff attending, additional staff attended screening at other districts.</b>		

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging	Attend legislative conference.	• Achieve May 2019.	<b>NB</b>

participation in workshops, conferences and other educational opportunities.			
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q2</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend legal symposium.	• Achieve November 2019.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q4</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend IPRA/IAPD conference.	• Achieve 1 <sup>st</sup> qtr.	<b>C</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>Completed Q1 with four administrative staff attending.</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend NRPA Congress.	• Achieve 3 <sup>rd</sup> qtr.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q3</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Supt HR to achieve CPRP accreditation.	• Achieve 4 <sup>th</sup> qtr.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed by Q4</b>		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend PDRMA risk management institute.	• Achieve November 2019.	<b>NB</b>
<b>1<sup>st</sup> Quarter Comments:</b>	<b>To be completed Q4</b>		