



1685 West Higgins Road, Hoffman Estates, Illinois 60169

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The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences for our residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

**AGENDA  
RECREATION COMMITTEE MEETING  
TUESDAY, OCTOBER 15, 2019  
8:00 p.m.**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF COMMITTEE MINUTES
  - September 10, 2019
4. COMMENTS FROM THE AUDIENCE
5. OLD BUSINESS
6. NEW BUSINESS
  - A. Program Guide Print Bid Results / M19-101
  - B. Teen & Senior Programs / M19-103
  - C. Fabbrini Pickle Ball Expansion / M19-100
  - D. TC Ice Rink 2 Renovation / M19-102
  - E. Recreation Board Report and 3Q Goals / M19-094
  - F. Bridges of Poplar Creek & The Club Board Report and 3Q Goals / M19-096
7. COMMITTEE MEMBER COMMENTS
8. ADJOURNMENT

All meetings are held in the boardroom of the Scott R. Triphahn Community Center & Ice Arena at 1685 W. Higgins Road in Hoffman Estates unless otherwise specified. If an accommodation or modification is required to attend this public meeting please call 847-885-7500 with at least 48 hours' notice.



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**MINUTES  
RECREATION COMMITTEE  
September 10, 2019**

**1. Roll Call:**

A regular meeting of the Hoffman Estates Park District Recreation Committee was held on September 10, 2019 at 7:26 p.m. at the Triphahn Center in Hoffman Estates, IL.

Present: Chairman K. Evans, Commissioner Chhatwani, Comm Rep Macdonald, Wittkamp

Absent: Comm Rep Dressler, Henderson, Neel

Also Present: Executive Director Talsma, Director of Finance and Administration Hopkins, Director of Recreation Kapusinski, Director of Parks, Planning and Maintenance Hugen

Audience: President Kaplan, Commissioners R. Evans, McGinn, Kinnane, Kilbridge, Comm Rep Aguilar and Wilson

**2. Approval of Agenda:**

Commissioner Chhatwani made a motion, seconded by Comm Rep Wittkamp to approve the agenda as presented. The motion carried by voice vote.

**3. Approval of the Minutes:**

Commissioner Chhatwani made a motion, seconded by Comm Rep Macdonald to approve the minutes of the August 13, 2019 meeting as presented. The motion carried by voice vote.

**4. Comments from the Audience:**

None

5. **Old Business:**

None

6. **New Business:**

A. 2020-2024 CMP Finalized / M19-089:

Executive Director Talsma reviewed the report encouraging everyone to view it online. He also gave credit to C&M Manager Burgess for the excellent job on the graphics and presentation of the report. He noted that it would go to the board for final approval and then on line for all to view.

Comm Rep Macdonald made a motion, seconded by Commissioner Chhatwani to recommend the board approve the 2020-2024 CMP as presented and outlined in M19-089. The motion carried by voice vote.

B. Balanced Scorecard/M19-090:

Executive Director Talsma reviewed the scorecard noting that the graphics had been provided by Director Hopkins and that the report was a snap shot of the district.

Commissioner Chhatwani made a motion, seconded by Comm Rep Macdonald to recommend the board approve the Balanced Scorecard 2019 2<sup>nd</sup> quarter. The motion carried by voice vote.

C. Recreation Board Report/19-091:

Director Kapusinski reviewed the report noting that August was a wrap up of summer and that Party in the Park had been very successful with over 2500 participants.

She also thanked everyone that participated in the Volunteer Appreciation Night. Chairman K. Evans asked about the fitness court usage and Executive Director Talsma noted that many families had the opportunity to experience the new court.

Director Kapusinski also noted that the district launched 31 new free memberships for which the district received payment. She noted that they would continue to promote the program.

Chairman K. Evans asked if there was any follow up on this program for those that stopped participating. Director Kapusinski noted that she viewed the rosters and would continue to do so. Executive Director Talsma noted that that staff would look at a retention management program for this.

Commissioner McGinn asked about the +33 memberships at TC and the -35 memberships from WRC. Executive Director Talsma explained that they had Orange Theory open on the north side as well as another fitness center next to First Place Sports Bar also on the north side. Discussion ensued regarding tracking those memberships and if they left WRC to participate at another park district fitness center. Director Kapusinski noted that each cancellation for WRC and TC was reviewed by the facility manager.

Commissioner Kinnane asked if the free memberships were all new participants and Director Kapusinski noted that most were but some were transfers.

Chairman K. Evans asked about removing a racquetball court and Executive Director Talsma noted that was an option and discussed in the CMP.

Director Kapusinski noted that 50+ had held a successful Open House; that EC had started the end of August; Soccer was up 70 participants and Hockey was doing well, especially with the edition of the Prime hockey program.

She noted that Seascape had extended their hours to include Labor Day and that they had submitted and won an IAPD award for their partnership with the National Outdoor Fitness Campaign for the installation at Fabbrini Park.

President Kaplan asked if the district was promoting the new fitness court and Director Kapusinski noted that they were.

Commissioner Chhatwani asked for details on the Village's 60<sup>th</sup> and it was noted to be from 11:30 – 4 inside the Sears Center.

Commissioner Chhatwani made a motion, seconded by Comm Rep Wittkamp to send the Rec Report M19-091 to the board as presented. The motion carried by voice vote.

D. BPC and The Club Report/M19-087:

Executive Director Talsma reviewed the report noting that rounds were down at BPC but revenue up from outings and FEB.

He also noted that The Club began the process of sending bids for The Club renovation project though it is only to obtain preliminary numbers. It was noted that they had finalized the interviews for the Fitness Manager.

Comm Rep Macdonald made a motion, seconded by Commissioner Chhatwani to send the BPC and The Club Report M19-087 to the board as presented. The motion carried by voice vote.

7. **Committee Member Comments:**

Commissioner Chhatwani congratulated staff on the Best of the Best IAPD award.

Comm Rep Macdonald noted that he thought the Balanced Scorecard information great.

Chairman K. Evans said the new fitness court seemed to be popular, even with the kids.

8. **Adjournment:**

Commissioner Chhatwani made a motion, seconded by Comm Rep Macdonald to adjourn the meeting at 7:50 p.m. The motion carried by voice vote.

Respectfully submitted,

Craig Talsma  
Secretary

Peg Kusmierski  
Recording Secretary

**MEMORANDUM NO. M19-101**

TO: Recreation Committee  
 FROM: Craig Talsma, Executive Director  
 Brian Bechtold, Director of Golf and Facilities  
 Alisa Kapusinski, Director of Recreation  
 Katie Burgess, Communications & Marketing Manager  
 RE: Program Guide Print Bid Results  
 DATE: October 15, 2019

**Background**

HEParks staff produces and delivers 27,000 program guides seasonally. The guide is a 48-56 page booklet printed on recycled paper plus a cover. The size of the guide is dependent on the season and number of programs/events to promote.

The Program Guide Bid Packet requested pricing for four seasonal guides beginning with the Spring 2020 guide.

The Bid Packet was posted online on Friday, September 13, 2019.

Links were emailed to a list of printers on September 13, 2019.

The Daily Herald published the public notice on September 13, 2019.

**Implications**

Staff opened bids on Wednesday, October 2 at 11:00 AM with the following results:

	<b>Kelvyn</b>		<b>Paulson Press</b>	<b>Creekside Printing</b>		<b>Hagg Press</b>
Spring Guide 56 pg plus cover	\$	14,430.00	\$ 13,000.00	\$	14,264.00	\$ 14,341.00
Summer Guide 56 pg plus cover	\$	14,430.00	\$ 13,000.00	\$	14,264.00	\$ 14,341.00
Fall Guide 48 pg plus cover	\$	12,338.00	\$ 11,000.00	\$	12,161.00	\$ 12,360.00
Winter Guide 48 pg plus cover	\$	12,338.00	\$ 11,000.00	\$	12,161.00	\$ 12,360.00
<b>GRAND TOTAL</b>	<b>\$</b>	<b>53,536.00</b>	<b>\$ 48,000.00</b>	<b>\$</b>	<b>52,850.00</b>	<b>\$ 53,402.00</b>
		For 48 Pages For 56 Pages		For 48 Pages For 56 Pages		
Cost per additional 4 pages	\$	1,082.00 \$ 1,084.00	\$ 1,500.00	\$ 1,462.00 \$ 1,354.00	\$	736.00
Cost per additional 8 pages	\$	1,843.00 \$ 1,546.00	\$ 2,000.00	\$ 2,103.00 \$ 1,405.00	\$	1,290.00
Cost per additional 12 pages	\$	2,927.00 \$ 2,613.00	\$ 3,500.00	\$ 3,457.00 \$ 3,015.00	\$	2,582.00
Cost per additional 14 pages	\$	3,389.00 \$ 3,377.00	No Bid	\$ 3,508.00 \$ 3,657.00	\$	3,473.00
Removal of 4 pages	\$	388.00 \$ 761.00	\$ 500.00	\$ 148.00 \$ 641.00	\$	796.00
Removal of 8 pages	\$	1,488.00 \$ 1,843.00	\$ 1,000.00	\$ 1,722.00 \$ 2,751.00	\$	1,981.00
		For 48 Pages For 56 Pages		For 48 Pages For 56 Pages		
Cost per 500 additional programs	\$	190.00 \$ 217.00	\$ 200.00	\$ 182.00 \$ 216.00	\$	223.00
Cost per 1,000 additional programs	\$	380.00 \$ 434.00	\$ 400.00	\$ 364.00 \$ 432.00	\$	444.00
Alteration cost per hour		\$75.00 per hour	\$75.00 per hour	\$45.00 per hour		\$85.00 per hour

Paulson Press presented the lowest bid. Paulson Press has won the bid for the past four years. Staff is pleased with the quality and service level of the provider.

**Staff Recommendation**

Staff recommends that the Recreation Committee recommend that the Board award the 2020 bid for the printing of the seasonal program guide to Paulson Press as outlined above.

## MEMORANDUM M19-103

**TO:** Recreation Committee  
**FROM:** Craig Talsma, Executive Director  
Alisa Kapusinski, Director of Recreation  
**RE:** Teen & Senior Programs  
**DATE:** October 15, 2019

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### **Background:**

HE Parks recreation programs traditionally budget to generate a net profit of 40%. The expenses budgeted for each program cover all the direct expenses. Then, indirect expenses such as full time manager salaries, facility fees, and maintenance are paid out of the net.

The teen program and senior program are two areas that generate profits less than the 40% guideline.

#### TEEN PROGRAMS:

For teens, the Teen Center has provided a free drop-in program every Tuesday for junior high and high school students. HE Parks provides one staff member and the Village provides one social worker. On average, eight teens attend each week. The Village provides pizza for dinner. The teens have the options to play billiards and/or video games, and/or participate in other social activities within the Teen Center. This fiscal year, four field trips were budgeted for the teens to attend at no cost to them.

#### SENIOR PROGRAMS:

After the senior center facility renovation was completed in 2017, a new membership structure was introduced for the seniors. A fee of \$5/month was implemented. This membership fee covers coffee and light refreshments, as well as all free, daily events scheduled within the senior center. The following is a list of the free, daily events offered: ping-pong, pickle ball, craft club, chess club, mah jongg, wii bowling, volleyball, chair volleyball, pinochle, baggo, canasta, bunco, disc golf, card games, Mexican train (dominos) and book club. A schedule of daily events is provided each month.

Also, members receive discounted rates on senior programs including fitness classes and tours.

### **Implications:**

While creating the 2020 budget, staff evaluated the bottom-line of the teen and senior programs.

#### TEEN PROGRAMS:

First, in fall, the Village met with Alisa Kapusinski & Pat Bodame regarding the future of the Teen Center operations. With the attendance of the teen center decreasing and the children attending the Teen Center not needing the mental health support that the Village social workers are there to provide, the Village feels that staffing the Teen Center no longer meets their vision.



The Village would like to stay involved in teen center programming through health workshops, but not through weekly staffing. Second, a free field trip to Main Event was held in August and 24 teens attended. This was great attendance and it demonstrated teens are interested in participating in activities beyond the offerings of the Teen Center. Staff have developed a plan to revamp teen programs and expand their reach to more teens in the community.

A new schedule was created, effective October, for the Teen Center. Each week a different opportunity will be provided for our community teens. The first week of the month will be movie night, the second week of the month will be a wellness workshop presented by Village staff, the third week of the month will be a free field trip, and the fourth week of the month will be game night. Also, we will be marketing the teen calendar as “Teen Programs at Vogelei Barn” instead of “Teen Center”, which could deter those teens who may feel there is a bad connotation with the term “teen center”. This new format will remain free in hopes to attract more interest within this age group, which is not highly served in our community. For the 2020 proposed budget, the teen center programs budget proposal is \$4,000 in expenses and \$6,000 in wages for a total loss of \$10,000.

#### **SENIOR PROGRAMS:**

In 2019, in addition to the daily drop-in activities offered within the Senior Center, a variety of programs are offered that required a registration (fee-based). These programs include: Basic Exercise, Tai Chi (new in 2019), Forever Strong (new), Mah Jongg instructions (new), Painting Workshops (new), tours, and special events such as the Holiday Dinner Party, Mystery Dinner, St. Pats Luncheon, and Grandparents Day (new). All senior programs profit an average 20% net with the exception of the special event dinners & luncheons. These special events rely on sponsorship to cover the entertainment costs and lose money without the sponsorship.

After reviewing the 2019 year-end projections and the 2020 proposed budget, the senior programs will net approximately \$25,000 for 2019 (which excludes donations and contributions from Friends of HE Parks) and \$30,000 (for 2020).

The teen and senior program net does not cover the full time salary of the Program Manager of \$50,000 plus benefits as well as facility costs, construction payback, maintenance and administrative costs.

#### **Budget Implications:**

In summary, both the teen program area and the senior program area are operating at a loss for the Recreation Fund.

#### **TEEN PROGRAMS:**

By offering programs at no cost to the participant, staff hope to see increased use of the teen center through the events and activities planned. Supporting the teen population in our community is imperative. Our programs and services give our local teens a positive, safe outlet for socialization and fun. Supplementing this program will allow the teens to participate without a financial burden.

## SENIOR PROGRAMS:

Staff continue to do comparisons with other senior center operations. Half of the centers reviewed have membership rates while the other half offer free entry to all users. Many of the centers offer lower priced programs for the seniors than regular recreation program pricing. All of the centers offer a daily schedule of drop-in activities.

Currently there are 377 members. There were 597 members prior to the membership fee structure change. Membership initially declined with the new member structure, but then increased up to 409 members in October 2018. It has gradually declined to 377 members since last fall. To date, 88 members have visited the center more than 38 times (once a week) in 2019. This year, there have been 241 participants in the fee-based classes (of which 105 are senior center members).

Staff is seeking input from the Recreation Committee and Board to discuss if the membership fee is still the appropriate direction for our senior operations. Staff is evaluating the elimination of the membership fee (with a direct \$20,000 financial loss impact) to see if it will be beneficial in the long-run to the growth of the senior program through increased program and trip revenue.

With the aging population of our community, having a senior center to provide programs that support the social and health benefits of our seniors is vital. Our seniors come to us for many reasons; some may be looking for a new social network, some may be recently retired and looking for something to fill their days, while others may have been prescribed to increase activity. The HE Parks senior center provides a socially engaging environment that “makes life fun” for our community members while living out their golden years.

### **Staff Recommendation:**

Staff is recommending to the Recreation Committee that the teen programs and the senior programs operate at a financial loss for the 2020 proposed budget.

By offering programs to our teen and senior populations, we are reaching user groups that can be supplemented through tax dollars and/or profit from other recreation program areas.

**MEMORANDUM NO. M19-100**

**TO: Recreation Committee**  
**FROM: Craig Talsma, Executive Director**  
**Alisa Kapusinski, Director of Recreation**  
**Dustin Hugen, Director Parks, Planning & Maintenance Services**  
**RE: Fabbrini Pickle Ball Expansion**  
**Date: October 15, 2019**

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**Background:**

At the September 10, 2019 Building and Grounds Board Meeting, members of the Hoffman Estates Pickle Ball Club and 50+ members expressed interest in increasing the number of pickle ball courts at Fabbrini Park. Currently there are six pickle ball courts at Fabbrini; the players would like to utilize the existing tennis courts as pickle ball courts in order to reduce wait times between games. After exploring different options, staff have developed a plan for pickle ball expansion.

**Implications:**

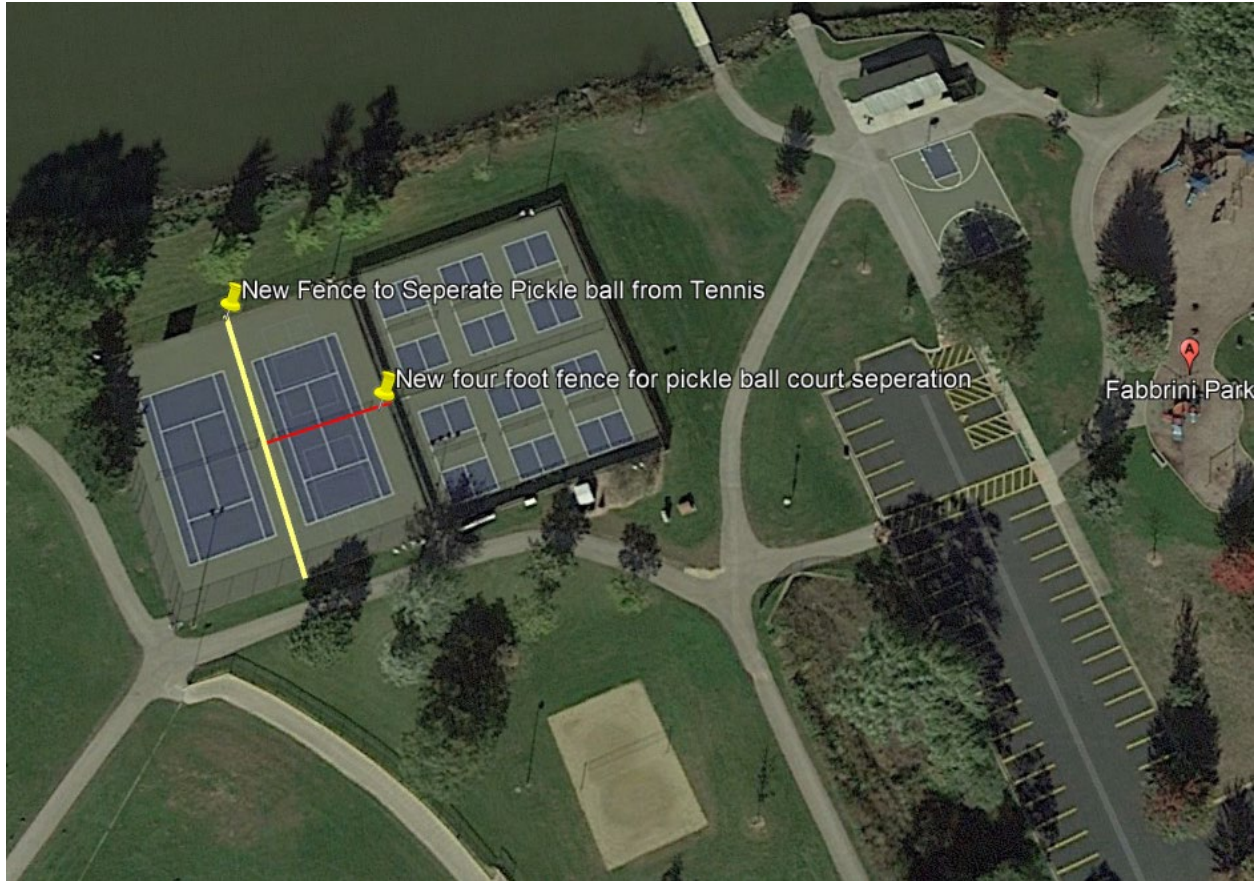
Staff investigated multiple options for pickle ball expansion and have found that the idea presented by the pickle ball club is the most feasible option. Staff developed the following plan and estimated cost:

1. Remove 10-foot fence between pickle ball courts and tennis courts.
2. Add new 4-foot fence between new pickle ball courts and tennis courts.
3. Have tennis courts and pickle ball courts resurfaced.
4. Add support poles to existing fence to support proper windscreens.
5. Add 4-foot fence to separate pickle ball courts.
6. Install new posts and nets to pickle ball courts.
7. Install new 8-foot tall windscreens.

Cost breakdown:

- |                       |                 |
|-----------------------|-----------------|
| • Court Surface -     | \$22,000        |
| • Fencing/windscreens | \$ 6,000        |
| • Post/nets           | <u>\$ 2,000</u> |
| • <b>Total</b>        | <b>\$30,000</b> |

These extra courts will allow the pickle ball club to grow and all players the ability to play with minimal down time. Staff will be presenting this item as part of the 2020 budget.



**Staff Recommendation:**

Staff recommends that the Recreation Committee recommend that the Board budgets for a \$30,000 renovation of the pickle ball courts at Fabbrini Park.

## MEMORANDUM M19-102

**TO:** Recreation Committee  
**FROM:** Craig Talsma, Executive Director  
Alisa Kapusinski, Director of Recreation  
Dustin Hugen, Director of Parks, Planning & Maintenance  
**RE:** TC Ice Rink 2 Renovation  
**DATE:** October 15, 2019

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### **Background:**

As part of the Rink 1 renovation project, the existing heat pipe from the mechanical room was repaired going to Rink 2 to allow for the pipes under the rink to be pressure tested. Rink 2 is experiencing the same failures as Rink 1, and staff was hoping the heat system could be repaired to potentially save the rink. Currently the pipes do not hold pressure. The new test after the repair still failed to hold pressure in the pipes for more than two minutes, indicating numerous areas of damaged pipe.

During the Rink 1 renovation staff has located multiple areas where sub floor drainage did not have the correct pitch for water flow, and there are areas where drainage was installed above, instead of below the heat pipes. These errors forced water to raise above the pipes and pool before getting to the drainage. Over an extended period of time, the pooling water caused the pipes to rust from the outside in and corrode and leak.

### **Implications:**

Currently Rink 2 has approximately six inches of heaving and has expanded well above the outer concrete at the gate entrance areas. As with Rink 1, continued heaving will cause unevenness and potential cracks in the rink and make it unplayable. Knowing that there are multiple leaks in the heat system and what takes place when the ground freezes well below our rink, staff believes the only way to correct the underfloor heat system on Rink 2 and make the rink safe to utilize is to complete the same renovation that is taking place on Rink 1.

The proposed renovation will begin if the project is approved for the 2020 budget. For bid specifications, we will be using the same consultant firm used on Rink 1, as they have a vast knowledge of the issues we face under this similar rink. Based on our numbers from Rink 1, Staff is proposing a \$1,500,000 budget for the renovation of Rink 2 in 2020.

### **Staff Recommendation:**

Staff recommends that the Recreation Committee recommend to the Board the approval of adding the Rink 2 renovation as part of the 2020 budget for an amount of \$1,500,000.

**MEMORANDUM NO. M19-094**

**TO:** Recreation Committee  
**FROM:** Craig Talsma, Executive Director  
 Alisa Kapusinski, Director of Recreation  
**RE:** September Recreation & Communications/Marketing Division Board Report  
**DATE:** October 15, 2019

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*Recreation Division*



**Upcoming Events**

- Oct 12 – Pumpkin Fest
- Oct 19 – Hoffman Walks – Wildflower Seed Collection
- Oct 19 – Trunk or Treat
- Oct 26 – Preschool Halloween Bash
- Oct 27 – Pumpkin Skate
- Nov 9 – Trivia Night – Disney theme

*Administration*

HE Parks supported the Village of Hoffman Estates in a variety of events this month:

- Rec and C&M staff had a table at three of the Village’s Fire Department Open Houses.
- HE Parks, The Club and the rock wall were part of the Village’s Platzkonzert German Fest this month.
- The Village celebrated their 60<sup>th</sup> Anniversary at Sears Centre on September 21. Rec and C&M staff worked the HE Parks table, craft table and rock wall for the event. Pat Bodame & Katie Burgess attended the planning committee for this event as well.



*Triphahn Center*



*Willow Recreation Center*

**Triphahn Center Fitness**

<u>Membership</u>	<u>9/30/18</u>	<u>1/1/19</u>	<u>9/30/19</u>	<u>YTD Var. +/-</u>
<b>Total</b>	<b>827</b>	<b>809</b>	<b>838</b>	<b>+29</b>

**Willow Rec Center Fitness & Racquetball**

<u>Membership</u>	<u>9/30/18</u>	<u>1/1/19</u>	<u>9/30/19</u>	<u>YTD Var. +/-</u>
<b>Total</b>	<b>335</b>	<b>329</b>	<b>289</b>	<b>-40</b>

Membership numbers above do not include the free health insurance fitness memberships: Total members = 41 (up 10 from last month)

- Total members for each category for this month, include:
  - o Renew Active = 7 (up 2 from last month)
  - o Silver Sneakers = 4 at WRC (up 1 from last month) & 24 at TC (up 5 from last month)
  - o Prime = 4 at TC (no change from last month) & 2 at WRC (up 2 from last month)

There are 37 participants enrolled in fall group fitness classes compared to 58 last year.

There are 6 enrolled in Racquetball lessons compared to 3 last fall. There are also 25 enrolled in racquetball leagues compared to 30 last fall.

**Facility Rental Summary**

	Triphahn	Willow
# of full gym rentals	6	2
# of half gym or Mini gym rentals	15	9
# of room rentals	34	4
# of court rentals		71
# of birthday parties		2



*Dog Off-Leash Areas*

<u>Dog Park Passes</u>	<u>9/30/18</u>	<u>1/1/19</u>	<u>9/30/19</u>	<u>YTD Var. +/-</u>
<b>Total</b>	<b>674</b>	<b>683</b>	<b>659</b>	<b>-24</b>

Doggie Carnival was held on September 14. 65 dogs attended and played a variety of games at Fabbri Park. This was the first year that a small per dog fee was charged; we believe this caused a decrease in attendance from previous years. Staff will be re-evaluating the fee.



*General Programs*

Family Bingo was held on Friday, 9/20. There were 66 registered, with drop ins attending. Everyone had a nice time and all left with candy as their winnings. The next event will take place at Willow on November 22.

Stars Dance Company: Currently there are 19 members of the Company (compared to 13 last year). This month, the company members had a photo shoot on September 8. Photos will be hung in the display case outside the dance room. Costumes will be ordered next week to be used for competitions starting in February.

Fall program enrollment summary:

Dance		Gymnastics		Karate	
2018	2019	2018	2019	2018	2019
191	191	108	109	183	183

HE Parks is sponsoring/partnering with the Healthy Kids Running Series. This program brings families out to Pine Park for a run/walk course every Sunday evening. The program runs for 5 weeks. There are 50 children participating in this program.



50+ Club

<u>50+ Membership</u>	<u>9/30/18</u>	<u>1/1/19</u>	<u>9/30/19</u>	<u>YTD Var. +/-</u>
<b>Total Members</b>	<b>422</b>	<b>397</b>	<b>377</b>	<b>-20</b>

**September Drop-In Activity Attendance**

Drop in Activities	Attendance
Wii Bowling	<b>70</b>
Mah Johng	<b>16</b>
Cards	<b>32</b>
Games	<b>25</b>
Meet and Mingle	<b>Varies</b>
Bunco	<b>14</b>
Mexican Train	<b>40</b>
Canasta- <b>NEW</b>	<b>16</b>
Mini Disc Golf- <b>NEW</b>	<b>6</b>
Chess	<b>12</b>

Athletic Activities	Attendance
Billiards	<b>120</b>
Pickleball	<b>216</b>
Ping Pong	<b>25</b>
Volleyball	<b>84</b>
Baggo	<b>6</b>
Chair Volleyball	<b>36</b>

**Trips in September-** Three trips were offered in September. Apple Picking on 9/11 had 23 participants, Wondering Tree Estate on 9/19 had 12 participants, and a trip to see Newsies on 9/25 had 8 participants.



**50+ Group Fitness:** There are 93 participants in fall group fitness classes compared to 67 last year.

**50+ Clubs which met in September**

- Pinterest Crafting Club met twice in September and continues to be a very well received club with many hidden talents among those in the group.
- Book Club- 9/30, 15 in attendance

**Evening/Special Programs/Services in September**

- Pub Quiz Night (3<sup>rd</sup> Thursdays/5:30 pm) – 34 participants. We were up by 3 this month. Theme was NFL Night with a Chili Cook Off contest. Everyone had a great time! Lots of participation from NFL wear to making Chili.
- S.O. S (Seniors out Socializing) group met on 9/24 at the Olive Garden, in Schaumburg. 11 were in attendance. Great number for our S.O.S group.
- Chili Cook Off Tailgate Party, 9/6- We had 25 in attendance. Only one couple made Chili, so they won by default.
- Lake Barrington Woods Luncheon, 9/27- We took a group off 22 out to Lake Barrington Woods for a tour of their facility and then lunch in their dining room. LBW and 50+ has a partnership throughout the year and this was a way for our group to help support LBW partnership, as they are always coming to us for functions.
- AARP was on site offering their Safe Driving Course on Monday, 9/23 and Wednesday, 9/25. For the very first time, we had very low enrollment.

**50+ Lunch Bunch in September**

- This group met on Friday, September 13 at Franco’s. We had 4 in attendance.



*Early Childhood*

**Preschool & ELC enrollment:**

<b>Preschool/ELC:</b>	<b>8/2018</b>	<b>8/2019</b>	<b>Var. +/-</b>
3’s Playschool 19-20	14 TC 8 WRC	14 TC 12 WRC	+4
2’s Playschool 19-20	30 TC 24 WRC	29 TC 19 WRC	-6
Preschool 19-20	121 TC 58 WRC	121TC 61 WRC	+3
Early Learning Center	17 – 5 days 5 – 4 days 4 – 3 days 4 – 2 days 30 TOTAL	18 – 5 days 47– 4 days 8 – 3 days 2 – 2 days 1 – 1 day 36 TOTAL	+6



## School Age - STAR and Day Camps

STAR staff participated in District 54's crisis training on September 17.

STAR	18/19	19/20	Var +/-
B/A school (SD54 & D15)	373 – D54 62 – D15	377 – D54 68 – D15	+10
KSTAR District 15	19	21	+2
TOTAL	454	466	+12



## Youth Athletics

	2018	2019	Variance
Adult Softball	9 teams	11 teams	+2
Adult Basketball	0	6 teams	+6
Adult Football	6 teams	4 teams	-2

- Adult Football leagues started on Sunday, September 8
- Adult Softball leagues started on Monday, September 9
- Adult Basketball leagues start on Monday, September 9
- Boys and girls feeder basketball started their open gyms on Wednesday and Thursday. This is a great way to get players back in the gym to work on fundamentals before tryouts in October
- Mustang and Pinto Fall Baseball had their open days on Saturday, September 7 with games at South Ridge Park and Armstrong Park.
- The process of getting coaches set up for our youth basketball began by contacting all former coaches to see who is returning for the following season. We average 35 teams a season for youth basketball and each team needs a volunteer coach.

### Fall Youth Baseball Leagues

	Pinto	Mustang	Bronco	Pony	Colt	Plus/Minus
2018	10	10	20	21	8	
2019	26	11	24	20	8	+20

### Soccer

	Fall 2018	Fall 2019	+/-
HSL (Rec)	147	225	+78
HESL – Hoffman Elite	0	54	+54

- Games have began
- Volunteer outing and soccer outing is scheduled.
- All Star Night is scheduled and is changed to an all-star day.
  - Hoping to improve the involvement of kids who did not make all-star to still go to the games to support their teammates.
  - We will have games/competitions between all-star games to get the teammates involved.

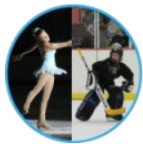
### Fishing

	Fall 2018	Fall 2019	+/-
Fishing	10	5	-5

\*Overall still up 3 kids in the fishing program compared to 2018

### Coming up!

- Colt baseball game at Boomers Stadium on October 13 at 1pm.
- Village Fire Fighters vs Police at Cannon Crossing on October 12.
- Free Basketball Camp at Sears Centre sponsored by Windy City Bulls on October 26 from 9-11am.



*Ice Operations*

### Hockey enrollment comparison:

	2018/19	2019/20
Mites – Coyotes	10	20
Mites – Travel Coyotes	26	25
Squirts – Wolf Pack	25	28
Pee Wees – Wolf Pack	43	32
Bantam – Wolf Pack	39	51

Midgets – Wolf Pack	20	20
Wolverines	53	12
<b>TOTAL</b>	<b>190</b>	<b>188</b>

Prime – Squirts NEW	n/a	13
Prime – Pee Wee NEW	n/a	20
Prime – Bantam NEW	n/a	20
<b>TOTAL</b>		<b>53</b>

Fall Ice Lessons: Due to ice renovation, all Monday classes were cancelled for September & October. Only Friday lessons are being offered for two months. Monday lessons will resume the first week of November allowing lessons to run both on Monday & Fridays. Even with not offering lessons on Mondays, enrollment is still very good.

	2018	2019	+/-
Tot Levels Figure Skating	64	51	-13
Basic & Free Skate Levels Figure Skating	124	133	+9
Adult Figure Skating	6	8	+2
Intro to Synchronized – New	n/a	3 (starts in November)	+3
<b>TOTAL FIGURE SKATING</b>	<b>194</b>	<b>195</b>	<b>+1</b>

Fall Hockey lessons: Due to ice renovation, all Thursday classes were cancelled for September & October.

	2018	2019	+/-
Hockey Lessons	88	104	+16
Floorball	n/a	5	+5
<b>TOTAL HOCKEY</b>	<b>88</b>	<b>109</b>	<b>+21</b>

The Chicago Wolves home opener was held October 5 at Allstate Arena. Over 400 HE Parks hockey families attended the game. The Mites & Squirts played during the game and the Wolverines participated in the National Anthem.



## *Communications and Marketing*

### **Department Projects:**

HE Parks won Best of the Best Award for IAPD Best Friend of Parks for Small Businesses for our partnership with National Fitness Campaign in creating the outdoor Fitness Court at Fabbrini Park.

Preliminary development of a new “Programs for All” program subsidy program.

### **Design Work:**

- New brochure design & layout
- Craft Fair
- Wedding promotions
- Wild Flower Seed Collection
- Foundation Poker Night

### **Marketing Campaigns / Promo:**

- Now Hiring: swim instructors & banquet servers
- Feeder Basketball tryout
- Teen Trips
- Swim Lessons
- Fall events & programs

### **On Site Promotions:**

- Fire Department Open Houses (3)
- Village’s 60<sup>th</sup> anniversary event
- Platzkonzert Fest
- Chamber of Commerce golf outing

### **Special Advertising:**

- Full page ice advertisement in Daily Herald Time Out section
- Fall special events promoted in Fall Event section of Daily Herald
- Chamber of Commerce new mover guide

**Eblasts:** 10 eblasts were sent this month & 3 eblasts sent to The Club members.

### **Press Releases:**

- Fall Events 9/4
- Golf Outings 9/19

- October Events 9/24

### **Social Media:**

- 33 posts in September
- Top interactive posts:
  - 1) Craft Vendors Wanted – 3173 reach, 73 reactions & 190 clicks
  - 2) Trunk or Treat – 2279 reach, 26 reactions & 73 clicks
  - 3) Doggie Carnival – 2149 reach, 26 reactions & 81 clicks
  - 4) Gymnastics – 1837 reach, 12 reactions & 72 clicks

### **# of Followers:**

HE Parks Facebook: 4234 (+42 from last month)  
HE Parks Twitter – 1004 (+8 from last month)  
HE Parks Instagram – 346 (+14 from last month)  
50+ Facebook- 94 (+1 from last month)  
Wolfpack Facebook- 101 (+7 from last month)  
Figure Skating Facebook – 62 (No change from last month)  
Bridges Facebook – 980 (+11 from last month)  
Bridges Instagram – 106 (+6 from last month)  
Bridges Twitter – 158 (no change from last month)  
The Club Facebook – 1472 (+7 from last month)  
The Club Instagram – 142 (-1 from last month)  
The Club Twitter – 25 (-1 from last month)

### **Website:**

Total page views: 23,618 - a decrease of -26%.

Increased traffic to these pages compared to August:

- Triphahn Center, Bid Information, Board Meetings, Health & Fitness

Highest visited pages in September: Home, Program Guide, Doggie Carnival, Hockey, STAR, Triphahn Center, Events, Public Skate

Highest visit days:

- 1451 September 3 – Ice Programs
- 1364 September 13 – Doggie Carnival
- 1316 on September 10 Homepage, program guide and Board Packets were the major draw to the site on this day.

## **Newly Acquired Advertising and Sponsorships**

Allstate – marquee and program guide

Andigo – program guide and e-blasts

Chuy’s – pumpkin fest vendor

Golf Rose – annual campaign renewal...dog parks, events, etc.

Homes 4 U – pumpkin fest vendor

NIU eSports—program guide

Rookies – foundation raffle tickets

Raising Canes – title sponsor of Winter Fest

### **Community outreach event presence:**

SBA – speed networking

SBA – after hours

HE Chamber – golf outing booth

HE Chamber – lunch chat

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

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

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

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

<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>C</b>
1st Quarter comments:	Athletics flyers sent out to all classes; working on a design template for a youth athletics timeline to distribute to ELC and PS classes.		
2 <sup>nd</sup> Quarter comments:	Athletic staff will be present at preschool parent orientations in Fall. Kyle Goddard attended a district 54 event with youth athletic information for parents.		
<b>3<sup>rd</sup> Quarter comments:</b>	Kyle Goddard attended the Parent orientation at TC to hand out flyers about youth athletics.		
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>SC</b>
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> quarter comments:	All but Piano Lessons have been completed. Piano teacher no longer able to instruct. Tai Chi Day class currently at 12 enrolled in Q3, Walking Warriors offered in Q3. Weekend and evening trips offered in Q3 and Q4.		
<b>3<sup>rd</sup> Quarter comments:</b>	All but Piano Lessons have been completed. Piano teacher no longer able to instruct. Tai Chi Day class currently at 12 enrolled in Q3, Walking Warriors offered in Q3. Weekend and evening trips offered in Q3 and Q4.		
Expand facility based special	Add 4 new unique family special events by	<ul style="list-style-type: none"> <li>• Family story time &amp; craft</li> </ul>	<b>C</b>



events that promote greater facility usage	Q4.	<ul style="list-style-type: none"> <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>	
1 <sup>st</sup> Quarter comments:	Family Bingo night being held on March 22 <sup>nd</sup> ; Family Fit Day being held on April 27 <sup>th</sup> . Sports & Field Day being offered in July; Jody and Mindi collaborating on a grandparents event in the fall		
2 <sup>nd</sup> Quarter comments:	Grandparents Event scheduled for 9/7, Trunk or Treat schedule for 10/19.		
<b>3<sup>rd</sup> Quarter comments:</b>	Holiday Craft Fair scheduled for 11/16. Family Bingo on 9/20 and 11/22.		
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>
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Holiday craft fair scheduled for 11/16. Adult Art/nature classes added to Fall brochure (6 in total)		
<b>3<sup>rd</sup> Quarter comments:</b>	Paint night is scheduled for January. Trivia night scheduled for 11/9.		
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>
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Teen trip to e-sports café offered in June. Teen field trips planned for Seascapes & Main Event		

	in summer.		
<b>3<sup>rd</sup> Quarter comments:</b>	Public speaking class held on 9/14. Teen life coaching scheduled for 11/15. Jr. Lifeguard class was held for teens 11-15 at Seascape. We had 11 participants this first year. Teen trips to Poplar Creek Bowl and esports café in Q4.		
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>
1 <sup>st</sup> Quarter comments:	The original date for the spring ice show fell through with rink 1 renovation. Will plan a December show.		
2 <sup>nd</sup> Quarter comments:	Looking to plan a January 2020 show.		
<b>3<sup>rd</sup> Quarter comments:</b>	Not possible due to limited ice time.		
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>C</b>
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:	Dance company/summer dance camp added to performance line up. Showcase line up being confirmed and attractions booked. Synthetic ice will be onsite for skating use.		
<b>3<sup>rd</sup> Quarter comments:</b>	PIP was held on 8/2. All events were provided at no cost. The high-cost band at the end was not offered. The event was family-focused with a children's performer at the end.		
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>C</b>
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:	Haunted House has been put on hold. Trunk or Treat planned for 10/19 at Seascape Parking lot.		

<b>3<sup>rd</sup> Quarter comments:</b>	Marketing for Trunk or Treat has begun.		
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>	SC
1 <sup>st</sup> Quarter comments:	Winter Gala held for ELC families on 1/9; next event will be held in April and then 2 more in the fall.		
2 <sup>nd</sup> Quarter comments:	Bingo night held for ELC families on 4/9; next event will be held in August.		
<b>3<sup>rd</sup> Quarter comments:</b>	Pool Party at Seascapes held for ELC families on 8/8; next event will be held in November.		
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>	SC
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:	3 on 3 basketball tournament at PIP 8/3. Sports Field Day (free sports event) will be held on July 28 <sup>th</sup> at Cannon Crossing		
<b>3<sup>rd</sup> Quarter comments:</b>	Athletics will be at Trunk or Treat to promote the new lacrosse program.		
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>	SC
1 <sup>st</sup> Quarter comments:	Staff has reached out to a home school group that currently uses the ice arena. Meeting scheduled for early April.		
2 <sup>nd</sup> Quarter comments:	The home school group began renting the teen center once a week for their teen group to meet. They have ended for the summer but will resume in the fall.		
<b>3<sup>rd</sup> Quarter comments:</b>	The home school group has expanded their program to their tweens in addition to the teen group. They have reserved the teen center & ice time for the fall of 2019.		

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>	SC
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	New dance teacher hired and will start teaching Fall 19. Tryouts for Stars Dance Company gave us 5 new dancers for the younger company and 6 new dancers for the NEW Senior Dance Company. Bringing company numbers up to 22. Fall registration for classes begins 7/24.		
<b>3<sup>rd</sup> Quarter comments:</b>	Dance company numbers are at 19, fall registration is at 191. This is in comparison to 14 in Dance Company & 191 in dance classes for Fall 2018.		
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>	C
1 <sup>st</sup> Quarter comments:	Developing an adult clinic for summer.		
2 <sup>nd</sup> Quarter comments:	Adult Skate has been added to the ice schedule and is running successfully with approximately 20 participants per week.		
<b>3<sup>rd</sup> Quarter comments:</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>	C
1 <sup>st</sup> Quarter comments:	Family Skate is offered on Sundays from 1245p-2pm for the month of April 2019		
2 <sup>nd</sup> Quarter comments:	Began offering stick & puck clinics in the spring and summer. Family Skate continues on Sundays as well.		
<b>3<sup>rd</sup> Quarter comments:</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.		C
1 <sup>st</sup> Quarter comments:	Try Hockey & Try Figure Skating for Free were held in March and June for the promo for		

	spring and summer session.		
2 <sup>nd</sup> Quarter comments:	Numbers were good for March and a little lower for June. Next events will be held in late August.		
<b>3<sup>rd</sup> Quarter comments:</b>	Try Hockey & Try Figure Skating were held on 8/25.		
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>	C
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Outdoor cricket classes are running for summer: beginner, intermediate & advanced. Fall classes are scheduled for September-October.		
<b>3<sup>rd</sup> Quarter comments:</b>	Fall cricket classes are running. All three levels will be running.		
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>	C
1 <sup>st</sup> Quarter comments:	Offered a 5-day Preschool option for 4 year olds at Willow and Triphahn Center for 2019-20. Enrollment is currently underway.		
2 <sup>nd</sup> Quarter comments:	5 day option currently has 4 enrolled at TC and 8 enrolled at WRC. (This 5day program is running simultaneously with the 4day class.)		
<b>3<sup>rd</sup> Quarter comments:</b>	5 day option currently has 6 enrolled at TC and 8 enrolled at WRC. Only a 5 day option (no 4 day) will be offered for the 2020-2021 preschool year.		
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>	C

1 <sup>st</sup> Quarter comments:	HIIT classes being held on Saturday mornings; early morning outdoor fitness classes being offered in the summer.		
2 <sup>nd</sup> Quarter comments:	Rise & Shine is being held in the fall, Forever Strong (muscle conditioning class) has been successfully running since Q1.		
<b>3<sup>rd</sup> Quarter comments:</b>	All completed		
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>	SC
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Currently there are 46 students enrolled in the program. This will continue to fluctuate throughout the year.		
<b>3<sup>rd</sup> Quarter comments:</b>	Currently there are 35 students enrolled in the program. This will continue to fluctuate through the rest of the year. Open house scheduled on 10/5 for more enrollment.		
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> <li>Create prime team at sq, and peewee level</li> <li>Develop starter tot hockey program</li> </ul>	C
1 <sup>st</sup> Quarter comments:			
2 <sup>nd</sup> Quarter comments:	Enrollment for Fall league opens early July.		
<b>3<sup>rd</sup> Quarter comments:</b>			
Evaluate facility space utilization to accommodate growing programming needs.	Increase revenue for hockey & figure skating by 10% (48 participants).		C
1 <sup>st</sup> Quarter comments:	Working with C&M on marketing campaigns.		

2 <sup>nd</sup> Quarter comments:	New WolfPack Prime program launching in July.		
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	Will schedule some themed open skate nights for summer.		
2 <sup>nd</sup> Quarter comments:	Limited ice time due to rink construction.		
<b>3<sup>rd</sup> Quarter comments:</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>C</b>
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Rising Stars and Artists at Play will be offered in the fall for 3-6 year olds.		
<b>3<sup>rd</sup> Quarter comments:</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> <li>• Classes added to fall guide</li> </ul>	<b>C</b>
1 <sup>st</sup> Quarter comments:	Classes being offered in the Spring and Summer; demo being held at the Kids to Parks Day event on May 18 <sup>th</sup>		
2 <sup>nd</sup> Quarter comments:	Disc Golf classes offered in Summer & Fall.		
<b>3<sup>rd</sup> Quarter comments:</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
1 <sup>st</sup> Quarter comments:	Fly Fishing, Kayaking and Wilderness Survival classes on being offered in the Spring		
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</sup> Quarter comments:</b>	Fly fishing, kayaking and wilderness survival classes were offered this fall. 1 day clinics are being looked into with LL Bean for the future.		
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>	C
1 <sup>st</sup> Quarter comments:	Kyle G will be leading nature walks at the Village Green on Wednesdays in the summer		
2 <sup>nd</sup> Quarter comments:	6 new Nature/Art classes added to the Fall brochure.		
<b>3<sup>rd</sup> Quarter comments:</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>	C
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	A Closer Bond has 2 dog classes in the fall guide. Dog Training Now is offering Puppy Preschool in the fall guide as well.		
<b>3<sup>rd</sup> Quarter comments:</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>	SC
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:	6 trips ran in Q2. Average attendance is 14.		
<b>3<sup>rd</sup> Quarter comments:</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>	<b>C</b>
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	Winter participation surveys were distributed to Figure Skating lessons, Hockey Lessons, Hockey League, Early Childhood programs, Youth Basketball & Indoor Soccer programs. Responses will be tabulated and reviewed to develop program improvement plans. Parents were given Instructor evaluations for both winter and spring indoor sessions to try and gain feedback to our strengths and weaknesses.		
2 <sup>nd</sup> Quarter comments:	Program Surveys are distributed at end of each program. Spring surveys were sent out to early childhood, preschool, ELC, spring soccer, baseball, & dance. Parents were given Instructor evaluations for both winter and spring indoor sessions to try and gain feedback to our strengths and weaknesses.		
<b>3<sup>rd</sup> Quarter comments:</b>	Summer surveys were distributed to full-day summer camp and baseball programs.		

## District Objective 2: Achieve satisfaction and loyalty

Initiative	Performance Measure	Action Plan	Status
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>	SC
1 <sup>st</sup> Quarter comments:	All four “must-haves” are being implemented or planned for the in-house basketball, soccer and baseball leagues		
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</sup> Quarter comments:</b>	All four “must have’s” have been impletened for fall soccer. The four must have’s are being scheduled for winter basketball.		
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>	IP
1 <sup>st</sup> Quarter comments:	A Fitness Open House was held on February 16 <sup>th</sup> at TC & WRC.		
2 <sup>nd</sup> Quarter comments:	Staff is planning the Q3 Open House for Sept.		
<b>3<sup>rd</sup> Quarter comments:</b>	An Open House will be held in November in conjunction with the Fitness Challenge.		
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>	IP
1 <sup>st</sup> Quarter comments:	A member appreciation week is being planned in conjunction with the August Open House; another member appreciation event is being planned for November.		
2 <sup>nd</sup> Quarter comments:	Still in progress. See comments from Q1.		
<b>3<sup>rd</sup> Quarter comments:</b>	1 <sup>st</sup> Member Appreciation Week completed last week in August, the second one the second week in November ( 11/11-11/15)		
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>	C
1 <sup>st</sup> Quarter comments:	Tent, tablecloth and giveaways were purchased in Q1. C&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.		
2 <sup>nd</sup> Quarter comments:	Giveaways and tableing supplies purchased. Event schedule developed for increased public presence.		
<b>3<sup>rd</sup> Quarter comments:</b>	Participation in Fourth Fest, Party in the Park, Village's 60 <sup>th</sup> anniversary. Fall events scheduled as well.		
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>	SC
1 <sup>st</sup> Quarter comments:	Increased social media presence at special events. Social media share and post campaigns are an integral part of the summer special events season.		
2 <sup>nd</sup> Quarter comments:	Developed a summer #makinglifefun hashtag photo and prize competition. Social media presence at events including live footage of events. Event based photo backdrop created for special event.		
<b>3<sup>rd</sup> Quarter comments:</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>	C
1 <sup>st</sup> Quarter comments:	Plans are being made to explore the options that the retention management software provides and utilize it more effectively		
2 <sup>nd</sup> Quarter comments:	Reviewing strategies for using the software and strategies for discontinuing the service		
<b>3<sup>rd</sup> Quarter comments:</b>	It was determined that the marketing dept. would be able to send the same notices and information to fitness members through constant contact so Retention Management was cancelled at the end of August.		
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>	SC

1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Continuing to adjust and change the format of emails to capture audiences. Targeted emails have been successful in driving registration and interest to website. Successful email campaign begun with summer programs letting patrons see a quick view of programs for each age group.		
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Parents were given Instructor evaluations for both winter and spring indoor sessions to try and gain feedback to our strengths and weaknesses.		
<b>3<sup>rd</sup> Quarter comments:</b>	Indoor lessons have increased by 35 participants for the first session of fall lessons which is a 15% increase from 2018 fall session 1.		
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>
1 <sup>st</sup> Quarter comments:	All front desk staff wages were increased.		
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</sup> Quarter comments:</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>C</b>
1 <sup>st</sup> Quarter comments:	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.		

2 <sup>nd</sup> Quarter comments:	see comments from Q1.		
<b>3<sup>rd</sup> Quarter comments:</b>	Offering Flu Vaccinations in October. Offered blood pressure screenings in August along with Bone Density Screenings in August.		
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>
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:	Monthly special events are offered between movie nights & field trips. Due to low attendance on the one night open, staff has not opened up the second night until enrollment/interest increases.		
<b>3<sup>rd</sup> Quarter comments:</b>	A revised fall schedule of events has been created to include a routine each month, such as: 1 <sup>st</sup> Tuesday is movie night, 2 <sup>nd</sup> Tuesday is wellness workshops with the village, 3 <sup>rd</sup> Tuesday is a free field trip and 4 <sup>th</sup> Tuesday is game night.		
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>SC</b>
1 <sup>st</sup> Quarter comments:	A very successful “Fitness Land” member challenge was held in the Winter with over 180 members participating; another challenge is planned for May		
2 <sup>nd</sup> Quarter comments:	The FITGO challenge was held the month of May at TC & WRC for fitness members. Participation was low. Staff is planning another challenge for Q4		
<b>3<sup>rd</sup> Quarter comments:</b>	The final fitness challenge for 2019 will be held in November at TC & WRC.		
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>C</b>
1 <sup>st</sup> Quarter comments:	Passport design and plan is almost complete – passport events will being on April 27 <sup>th</sup>		

2 <sup>nd</sup> quarter comments:	1000 Passports were ordered and distributed by middle of June. Community enthusiastic about the guide, handiness, small size and the prize aspect.		
<b>3<sup>rd</sup> Quarter comments:</b>	Summer passport program successful as a tool for special events distribution.		
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>	C
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Continued to increase presence of park district in the Daily Herald. Special sections created for Seniors and Summer fun. Expanding articles to include program offerings as well as special events and news.		
<b>3<sup>rd</sup> Quarter comments:</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>	SC
1 <sup>st</sup> Quarter comments:	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 interaction is included in the summer passport to fun as a way to receive prizes.		
2 <sup>nd</sup> Quarter comments:	Social media presence has increased across all platforms. Increase in followers has increased the amount of interaction on the pages. Reach is extending into surrounding areas.		
<b>3<sup>rd</sup> Quarter comments:</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>	C
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Paid advertising used to promote some of the new Spring and Summer programs as well as		

	boost sales into surrounding communities.		
<b>3<sup>rd</sup> Quarter comments:</b>	Paid advertising continues to expand the district’s reach into the community leading to an increased number of followers leading to a larger organic reach. Programs that receive paid advertising are showing larger attendance.		
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>SC</b>
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Changes to the email strategy have necessitated changes in the call to actions. The call to action strategies now include sales based, urgency centered and information centered calls to actions.		
<b>3<sup>rd</sup> Quarter comments:</b>	Alternated direct call to actions in social media postings with soft sell marketing strategies including informing, and awareness.		
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> <li>• Youth baseball partnered with stepping stones to run a clothing drive for children in Uganada</li> </ul>	<b>IP</b>
1 <sup>st</sup> Quarter comments:	First outing to “Feed My Starving Children” is May 15 <sup>th</sup>		
2 <sup>nd</sup> Quarter comments:	Clothing Drive for youth baseball on May 4 <sup>th</sup>		
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	Working alongside Parks Dept, monthly walks with nature themes are offered through summer. Walkers average around 10-15 people.		

<b>3<sup>rd</sup> Quarter comments:</b>	Monthly Hoffman Walks continued through Q3. A new branding campaign and kickoff will be planned for spring 2020.		
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>C</b>
1 <sup>st</sup> Quarter comments:	Family Fit Day is scheduled to be held on April 27 <sup>th</sup> at Pine Park. All facilities & sections of the Rec Dept. will be in attendance coordinating family activities.		
2 <sup>nd</sup> Quarter comments:	Family Fit Day was held on April 27 <sup>th</sup> at Willow Recreation Center (due to the weather the event needed to be moved indoors). It was attended by over 100 people and engaged all family members. Contests, games and give aways were enjoyed by all.		
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	Specials are being offered on personal training packages.		
2 <sup>nd</sup> Quarter comments:	Pricing and packages have been adjusted at both WRC & TC in an attempt to increase personal training sales.		
<b>3<sup>rd</sup> Quarter comments:</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>IP</b>
1 <sup>st</sup> Quarter comments:	Fitness membership campaign planned for Q2.		
2 <sup>nd</sup> Quarter comments:	Fitness pass types and pricing have been revamped. Now offering a Summer fitness pass at both facilities. Free health insurance membership packages launched in Q2.		
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	50+ membership has been steady in Q1, but has not yet reached the average of 10 per month		
2 <sup>nd</sup> Quarter comments:	50+ membership has dropped slightly in Q2. Working on ways to successfully reach out to those who have not renewed and welcome them back. Offerings and services continue to grow in Q2 with drop in activities, and AARP classes. Open House will be offered in August to get additional members.		
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	Down due to the loss of men's league. Working with RMAHL to bring teams back to TC once rink 1 project is complete.		
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	Working with C&M to develop new marketing promotions.		
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</sup> Quarter comments:</b>			
<b>District Objective 2: Generate alternative revenue</b>			
<b>Initiative</b>	<b>Performance Measure</b>	<b>Action Plan</b>	<b>Status</b>
Secure additional alternative sources of revenue to support financial goals	Host adult softball tournaments in an effort to expand adult softball program and provide alternative source of revenue. Host 1 in Q2 and 1 in Q4.	In spring of 2019, run our "Spring Training Tournament" before our summer leagues start at Cannon In fall of 2019, after our season concludes, run a "Winter Meetings" tournament at Cannon	<b>IP</b>
1 <sup>st</sup> Quarter comments:	First adult softball tournament planned for April 6 <sup>th</sup>		
2 <sup>nd</sup> Quarter comments:	Other tournament scheduled for Q4.		
<b>3<sup>rd</sup> Quarter comments:</b>	Advertising for Fall Softball tournament		
Secure additional alternative	Create a Seascape POS to accommodate	<ul style="list-style-type: none"> <li>• Provide swim diapers, goggles,</li> </ul>	<b>C</b>

sources of revenue to support financial goals	basic needs of pool patrons.	<ul style="list-style-type: none"> <li>sunscreen, sunglasses</li> <li>• Setup POS and inventory</li> </ul>	
1 <sup>st</sup> Quarter comments:	Putting together costs of items to be sold to present to the business department		
2 <sup>nd</sup> Quarter comments:	Set up and created Seascape Merchandise sales for commonly asked for products: puddle jumpers, goggles, swim diapers.		
<b>3<sup>rd</sup> Quarter comments:</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>	SC
1 <sup>st</sup> Quarter comments:	Developing feasibility and strategies for slides sales and rotation.		
2 <sup>nd</sup> Quarter comments:	Art work created. Sales not begun.		
<b>3<sup>rd</sup> Quarter comments:</b>	The service will be unveiled the first week in November. Included in the Winter program guide.		
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.		C
1 <sup>st</sup> Quarter comments:	Kraft Hockeyville grant and IAPD Power Play grant were submitted in Q1.		
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</sup> Quarter comments:</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>	C
1 <sup>st</sup> Quarter comments:	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.		
2 <sup>nd</sup> Quarter comments:	see Q1 response.		
<b>3<sup>rd</sup> Quarter comments:</b>	50+ just locked in another partnership with Friendship Village in Q3. They'll be an active		

	partnership for remaining part of 2019 and into 2020.		
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>	C
1 <sup>st</sup> Quarter comments:	We have opened up Ice Birthday parties and the use of the party room downstairs.		
2 <sup>nd</sup> Quarter comments:			
3 <sup>rd</sup> Quarter comments:			
<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>	C
1 <sup>st</sup> Quarter comments:	In the process of gathering quotes and information on leasing v. purchasing new equipment for TC and WRC.		
2 <sup>nd</sup> Quarter comments:	After gathering information on leasing v. purchasing it was determined that at this time the district will continue to purchase equipment. Staff is in the process of purchasing bikes for TC and one piece of equipment for WRC.		
3 <sup>rd</sup> Quarter comments:	Four bikes were purchased for TC and one stepmill for WRC.		

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

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

Initiatives	Performance Measures	Action Plan	Status
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>	NA
1 <sup>st</sup> Quarter comments:	Working with the Parks Department on a plan for bus maintenance that will minimally disrupt camp operations		
2 <sup>nd</sup> Quarter comments:	Parks mechanics have determined that the work is not needed.		
<b>3<sup>rd</sup> Quarter comments:</b>			
Utilize best practices to maximize operational efficiencies as a District	Increase training and coaches' education throughout the in-house soccer season; offer 2 coaches clinics and 1 training per team per season.	<ul style="list-style-type: none"> <li>Work with the Hoffman United Soccer Club to plan and implement trainings for in-house soccer teams</li> </ul>	IP
1 <sup>st</sup> Quarter comments:	Coaches clinics are being held for basketball, baseball and soccer; outdoor soccer teams will have guest trainers at one of their practices this spring		
2 <sup>nd</sup> Quarter comments:	Youth Summer basketball leagues will be working with Options basketball for the first week of practice		
<b>3<sup>rd</sup> Quarter comments:</b>	Fall Coaches clinics are being held for Soccer. For or new Hoffman Elite Soccer team Coaches get their Coaching license/ certification.		
<b>District Objective 2: Utilize best practices</b>			
Initiative	Performance Measure	Action Plan	Status
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>	IP
1 <sup>st</sup> Quarter comments:	The 1 <sup>st</sup> quarter staff meeting was held on Feb.18 &20.		
2 <sup>nd</sup> Quarter comments:	The 2 <sup>nd</sup> quarter staff meeting was held on April 8 & 10. Upcoming 6/17 & 6/19		
<b>3<sup>rd</sup> Quarter comments:</b>	3 <sup>rd</sup> quarter staff meetings were held on June 19 & 19. Next meetings are scheduled for 11/4 & 11/6.		

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>
1 <sup>st</sup> Quarter comments:	All paperwork is complete; final teacher trainings are underway – once these are finished, paperwork will be submitted for evaluation and review by ExceleRate		
2 <sup>nd</sup> Quarter comments:	Met with advisor in April to go through paperwork and make sure everything is complete. Preschool must be in session for classroom observations. Meeting in July with advisor to check improvements that have been made before submitting application early September.		
<b>3<sup>rd</sup> Quarter comments:</b>	Application will be submitted mid October after meeting with new advisor on 8/10.		
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>
1 <sup>st</sup> Quarter comments:			
2 <sup>nd</sup> Quarter comments:			
<b>3<sup>rd</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>
1 <sup>st</sup> Quarter comments:	Lisa Swan became a certified instructor. The 2019 schedule for CPR/AED trainings has been established and sent to all full time staff.		
2 <sup>nd</sup> Quarter comments:	AED classes held so far this year on Feb. 4, Feb. 16, April 17/18 & June 1. A total of 62 staff members have been certified (or recertified) to date.		
<b>3<sup>rd</sup> Quarter comments:</b>	AED certification class was held on August 24 <sup>th</sup> with 13 participants.		
Continue to promote operation safety excellence utilizing procedures and best practices to	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</li> </ul>	<b>IP</b>

maintain PDRMA accreditation		<ul style="list-style-type: none"> <li>procedures</li> <li>Implement quarterly drills at each site</li> </ul>	
1 <sup>st</sup> Quarter comments:	Attended District 54's Safe Schools Training in February; a joint safety training being planned for the Spring and Fall in our STAR program		
2 <sup>nd</sup> Quarter comments:	Martha will meet with SD54 in Q3 before school starts to review procedures.		
<b>3<sup>rd</sup> Quarter comments:</b>	Met with SD54 and conducted crisis training for all STAR staff on September 17 <sup>th</sup> at Muir.		
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 rectrac 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>C</b>
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:	STAR families enrolled in 19/20 STAR are creating online profiles once they register for the 19/20 STAR program. Staff will implement the ePact program when school starts in fall.		
<b>3<sup>rd</sup> Quarter comments:</b>	ePact launched in Fall 2019 for all STAR families to use to store their emergency contact info.		
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>
1 <sup>st</sup> Quarter comments:	Code Blue will be conducted in all facilities in early April.		
2 <sup>nd</sup> Quarter comments:	Code Blue was conducted during April at all facilities. Severe weather warnings were conducted at WRC and TC.		
<b>3<sup>rd</sup> Quarter comments:</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>SC</b>
1 <sup>st</sup> Quarter comments:	Wings & Talons offered 3 programs in the winter session. They are offering 2 programs in spring and summer.		

2 <sup>nd</sup> Quarter comments:	Wings and Talons continue to offer programming. There were 4 participants in the May session.
3 <sup>rd</sup> Quarter comments:	The Sept. class was cancelled due to low enrollment.

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

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

Initiatives	Performance Measures	Action Plan	Status
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>	C
1 <sup>st</sup> Quarter comments:	Lisa Swan presented a Hoffman U in Q1.		
2 <sup>nd</sup> Quarter comments:			
3 <sup>rd</sup> Quarter comments:			

**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>	IP
1 <sup>st</sup> Quarter comments:			
2 <sup>nd</sup> Quarter comments:	Dustin & Nicole each attended one meeting in Q2.		
3 <sup>rd</sup> Quarter comments:			

**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>	IP
1 <sup>st</sup> Quarter comments:	The 1 <sup>st</sup> quarter staff meeting was held on Feb.18 &20.		
2 <sup>nd</sup> Quarter comments:	The 2 <sup>nd</sup> quarter staff meeting was held on April 8 & 10.		

<b>3<sup>rd</sup> Quarter comments:</b>		The 3 <sup>rd</sup> quarter staff meeting was held on June 17 & 19.	
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>C</b>
1 <sup>st</sup> Quarter comments:	So far 4 managers have completed the course 3 are to take the course scheduled in April. Will be complete by the opening of Seascope.		
2 <sup>nd</sup> Quarter comments:	With 61 Lifeguards employed and a minimum of 12:1 Instructors to teachers we were required to have 5 StarGuard Instructors on staff. All 7 managers have been trained as instructors and have been conducting certification courses as well as in-service trainings.		
<b>3<sup>rd</sup> Quarter comments:</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>
1 <sup>st</sup> Quarter comments:	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		
2 <sup>nd</sup> Quarter comments:	Staff will be taking the exam by Fall.		
<b>3<sup>rd</sup> Quarter comments:</b>			





**MEMORANDUM NO. M19-096**

**TO:** Recreation Committee  
**FROM:** Craig Talsma, Executive Director  
 Brian Bechtold, Director of Golf & Facilities  
**RE:** Golf & Facilities Report  
**DATE:** October 15, 2019  
 Bridges of Poplar Creek & The Club Board Report

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**Bridges General Programs**

-  Upcoming Golf Events
  - Final Challenge 10/12, Pro Am Scramble 10/13, Turkey Shoot 11/2, Bridges 5k 11/2
-  Upcoming F&B Events
  - Winter Fest & Breakfast with Santa 12/14

**Golf Rounds**

MONTHLY ROUND TOTALS					
2015	2016	2017	2018	2019	5 Year Average
4,064	4,004	4,752	3,554	3,616	3,998
YTD ROUND TOTALS					
2015	2016	2017	2018	2019	5 Year Average
26,551	26,114	27,487	24,117	22,167	25,287

**Range Information**

MONTHLY RANGE BASKET SALES TOTALS					
2015	2016	2017	2018	2019	5 Year Average
2,499	2,067	2,431	2,344	2,653	2,399
YTD RANGE BASKET SALES TOTALS					
2015	2016	2017	2018	2019	5 Year Average
17,207	17,171	18,057	16,316	18,755	17,501

**Hole In One Contestant Update**

HOLE IN ONE MONTHLY SALES TOTALS			
2016	2017	2018	2019
120	293	212	111
YTD HOLE IN ONE SALES TOTALS			

2016	2017	2018	2019
120	2,086	1,811	2,065

## Communications & Marketing



4 Email blasts went out promoting Final Challenge, Pro Am Scramble, Bridges 5K, Labor Day Specials, Weekday Golf Promos, etc.

## Food & Beverage

For the month of September we had 21 (22 Events in 2018)

- 5 breakfast meetings servicing 100 guests
- 3 showers servicing 154 guests
- 1 birthday servicing 30 guests
- 4 ceremony/receptions servicing 697 guests
- 1 reception only servicing 95 guests
- 6 golf outings servicing 684 guests
- 1 fundraiser servicing 95 guests

For the month of October we have 13 events (23 Events in 2018)

- 5 breakfast meetings servicing 125 guests
- 1 showers servicing 52 guests
- 1 ceremony/receptions servicing 115 guests
- 1 reception only servicing 140 guests
- 2 golf outings servicing 87 guests
- 2 luncheons servicing 140 guests
- 1 dinner servicing 125 guests

## Wedding Count Update:

- 2020 = 6 ceremony and reception, 3 reception only
- 2019 = 16 ceremony and reception, 3 reception only, 1 ceremony only
- 2018 = 16 ceremony and reception and 3 reception only, 2 ceremony only (2 weddings cancelled in 2018)
- 2017 = 14 ceremony and reception, 5 reception only, 5 ceremony only
- 2016 = 21 ceremony and reception, 4 reception only, 1 ceremony only.
- 2015 = 18 ceremony and reception, 5 reception only, 4 ceremony only

## Golf Maintenance Summary

In September, our high averaged 75 degrees (1 degree above average) and low averaged 61 degrees (6 degree above average). Rainfall was substantial above average this month at 206% of our normal at 6.62" (3.21" average). We saw measurable rain 13 days in September, some of those with over 1" at a time. Looking around locally, we really lucked out with some of these storms though; places south of us received 4"-6" of rain in one storm when we only received 1.2". In September, we saw 23 total playable\* days (76%) and 3 (33%) weekends in September.

\*Playable is being defined as highs between 55-90 degrees and less than .05" rain.

Early September all greens at the course were aerified and heavily top-dressed. Unfortunately, mother nature did not cooperate much so the first day was delayed slightly. However the maintenance team was still able to complete all 18 holes within two days. This year

we used small tines that only pull a 3/8” core versus the larger 5/8-3/4” cores. With the smaller tines, we are able to have more tines closer together, which allow us to impact just as much area as a large tine would, while providing a better finished surface and I feel that they heal much quicker. Through the whole process the maintenance team punched about 5 million holes across our 3.1 acres of greens surfaces. Those 5 million holes were filled with approximately 45 tons of sand, which is two semis worth. Needless to say, it’s a lot of work; but the maintenance team worked quickly and efficiently to complete the task. Right about the same time, we were also able to aerify the tees and approaches with 1/2” solid tines. This is a minimally disruptive process and is barely noticeable on the higher heights of cut.

Here is a small list of some of the tasks the maintenance team has been working on in September:

- Applied preventative fungicide and fertilizer applications on greens, tees, and fairways.
- Applied herbicide applications to fescue and rough areas.
- Cultural practices; Verticut tees and approaches
- Repaired multiple leaks in the irrigation system.
- Worked on detail items; trimming trees, irrigation heads, and yardage plates.
- Filled divots on tees and fairways.
- Started to deal with the beginning of the leaf drop.
- Fixed bunker washouts after all the storms (about 60 hours of labor)



<b>September Membership Totals</b>	<b><u>9/30/2018</u></b>	<b><u>9/30/2019</u></b>	<b><u>1/01/2019</u></b>	<b><u>Var. +/-</u></b>
Totals	2948	2872	2881	-9

### **Member Services/Sales**

- With the \$7 enrollment offer in September, we continued to have good enrollment numbers in the month, surpassing our goal by 2 with 107 new members. We had a likely record enrollment day the last day of the month with 21 new members. This was likely a product of the low enrollment offer and some email blasts sent out mid and end of month to membership leads. However, as we predicted, our cancellations were high in September due to so many back-to-school cancellations by students and teachers. If we continue with strong enrollment through months Oct-Dec, we should be on track to match our goal numbers for 2019.
- Our Member Services Manager continued to reach out to corporate clients in September to set up passes for our potential corporate clients to come in and try the facility, and set up dates for us to visit and give information about the facility.
- Our Member Services Manager is beginning to train the part-time staff on membership sales so all staff is comfortable and able to assist with tours and the sales process.

## Operations and Fitness Departments:

- We are very excited to have hired a new Fitness Manager, Jeremy Dawkins. Jeremy brings a wealth of knowledge and experience to the role.
- We have tasked the Fitness Manager with three priorities to tackle in his first months. His priorities are to design the programming and space for the potential renovated tennis court area, analyze the group fitness class schedule and make any needed modifications of class formats and times, and assist with the redesign of the new member on-boarding process.
- Jeremy will also be hiring new personal trainers to support the facility's need for additional fitness staff.
- Personal Training sales for September was \$5,398.

## Aquatics: Lesson participant numbers at The Club (Fall 1 began Sept 9<sup>th</sup>)

	Winter I	Winter II	Spring I	Summer I	Summer II	Fall I	Fall II	Total Indoor Swim	Summer Seascape
2014	193	236	304	284	320	287	228	1852	597
2015	167	209	325	299	575	300	203	2078	457
2016	150	168	298	292	0	280	208	1396	542
2017	137	206	274	264	240	259	195	1575	352
2018	172	143	251	239	192	202	165	1364	285
2019	137	133	208	190	208	236			

\*CLOSED Lap Pool First week of lessons

**HOFFMAN ESTATES PARK DISTRICT  
2019 BUDGET 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**

Initiative	Performance Measures	Action Plan	Status
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.	SC
1 <sup>st</sup> Quarter Comments	Outing rounds will begin in 2 <sup>nd</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	We have hosting 997 outing rounds thru 2 <sup>nd</sup> Qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We hosted 2,672 outing rounds thru 3<sup>rd</sup> Qtr. With the revenue projected to be close to budget as the Green Fee per round is higher than budgeted amount.</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.	C
1 <sup>st</sup> Quarter Comments	We currently have 22 Groups. Official season will start in 2 <sup>nd</sup> Qtr.		
2 <sup>nd</sup> Quarter Comments	We have 26 Preferred Tee Time Groups for the 2019 Season.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We have 26 Preferred Tee Time Groups for the 2019 Season.</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.	SC
1 <sup>st</sup> Quarter Comments	League rounds will begin in 2 <sup>nd</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	We have hosting 1,046 league rounds thru 2 <sup>nd</sup> Qtr.		

<b>3<sup>rd</sup> Quarter Comments</b>	<b>We hosted 2,242 league rounds thru 3<sup>rd</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.	SC
1 <sup>st</sup> Quarter Comments	Pass sales have begun. Will be area of focus in early 2 <sup>nd</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	Total Resident Passes Sold 83, Total Non-Resident Passes Sold YTD 144 Thru 2 <sup>nd</sup> Qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b><i>Total Resident Passes Sold 100, Total Non-Resident Passes Sold YTD 146 Thru 3<sup>rd</sup> Qtr. Along with the 104 Preferred tee time member passes.</i></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.	C
1 <sup>st</sup> Quarter Comments	Classes will begin in 2 <sup>nd</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	2 Sessions have started and we had 38 students thru 2 <sup>nd</sup> qtr. We have 4 additional classes in 3 <sup>rd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We had 128 students in 2019</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.	NA
1 <sup>st</sup> Quarter Comments	Group lessons will begin in 2 <sup>nd</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	Group Lessons had 1 class with 7 students.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We had 1 group class run in the 2019 season with 7 students</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.	NA
1 <sup>st</sup> Quarter Comments	Lesson Clinics will begin in 2 <sup>nd</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	First clinic was cancelled due to rain in 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We had 3 sessions cancelled due to inclement weather.</b>		

Expand facility based special	Develop a sales add on program for POS	Create a daily add on promotion that all	SC
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events that promote greater facility usage	desks to promote events, programs, passes and merchandise.	Proshop staff recommends to all customers checking in for golf. Will have different focus items throughout the season.	
1 <sup>st</sup> Quarter Comments	Add on Sales program is currently being developed. March is focused on Pass Sales.		
2 <sup>nd</sup> Quarter Comments	Add on sales program is in place for Proshop. Focus items change weekly.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Monthly sales program has been installed in golf shop.</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.	SC
1 <sup>st</sup> Quarter Comments	We currently have 1 outside ceremony only event booked in 2019.		
2 <sup>nd</sup> Quarter Comments	We have hosted 1 ceremony only event this season.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We have hosted 1 ceremony only event this season.</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.	SC
1 <sup>st</sup> Quarter Comments	We currently have 3 wedding receptions only events booked in 2019.		
2 <sup>nd</sup> Quarter Comments	We currently have 3 wedding receptions only events booked in 2019.		
<b>3<sup>rd</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.	SC
1 <sup>st</sup> Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
2 <sup>nd</sup> Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
<b>3<sup>rd</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

1 <sup>st</sup> Quarter Comments	We currently have sent out 11 email blasts in the 1 <sup>st</sup> qtr.		
2nd Quarter Comments	We have currently sent out 17 email blasts in the 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b><i>We have currently sent out 20 email blasts in the 3<sup>rd</sup> qtr.</i></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
1 <sup>st</sup> Quarter Comments	Facebook: 20 Posts – 6,180 impressions – 260 engagements 5 event posts – 2,113 impressions – 48 responses Twitter: 21 Tweets – 7,952 impressions – 383 engagements Instagram: Im 3 posts – 183 impressions – 26 likes		
2nd Quarter Comments	Facebook: 59 Posts – 12,380 impressions – 880 engagements 6 event posts – 1,858 impressions – 48 responses Twitter: 19 Tweets – 5,597 impressions – 76 engagements Instagram: 4 posts – 244 impressions – 43 likes		
<b>3<sup>rd</sup> Quarter Comments</b>	Facebook: <input type="checkbox"/> 76 posts , 15,658 Impressions 383 engagements <input type="checkbox"/> 4 Events, 4034 impressions 141 responses Twitter: <input type="checkbox"/> 5 tweets. – 946 impressions – 8 engagement Instagram: <input type="checkbox"/> 14 posts – 946 impressions – 91 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



1 <sup>st</sup> Quarter Comments	The first wedding will take place in 2 <sup>nd</sup> qtr.
2nd Quarter Comments	We currently have 3 Five Star Review posted for 2019. Looking forward to more as we enter into wedding season.
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We currently have 3 Five Star Reviews within the Knot and Wedding Wire</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
1 <sup>st</sup> Quarter Comments	We hosted one golf event in 1 <sup>st</sup> qtr with 124 golfers.		
2nd Quarter Comments	Remaining events will take place towards end of 3 <sup>rd</sup> qtr and beginning of 4 <sup>th</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We have 4 events planned for 4 qtr. Par 3 Challenge, Cross County, Big Bucket and 9&amp;Stein have been canceled this season due to weather or low enrollment.</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	SC
1 <sup>st</sup> Quarter Comments	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!		
2nd Quarter Comments	Ladies league has begun and we have 16 participants.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Ladies league continued play in September.</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.	IP
1 <sup>st</sup> Quarter Comments	Easter Brunch will be the first Holiday Event of the season in 2 <sup>nd</sup> qtr.		
2nd Quarter Comments	We hosted 365 guests for Easter Brunch.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Breakfast With Santa is set for December 14<sup>th</sup>.</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 flyers at the concert promoting the next event.	IP
1 <sup>st</sup> Quarter Comments	Breakfast with the Bunny will be our first Special Event of the season on April 13.		
2nd Quarter Comments	We hosted 205 guests in our first Special event of the season. Music nights will begin in 3 <sup>rd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We had 3 music nights cancelled due to inclement weather in 3<sup>rd</sup> qtr.</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
1 <sup>st</sup> Quarter Comments	We are currently on track for expenses thru 1 <sup>st</sup> qtr.		
2nd Quarter Comments	We are currently below budget with expenses thru 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We are currently below budget with expense thru 3<sup>rd</sup> qtr. With F&amp;B being above budget in revenue along with learning center revenue being above budget. Overall all net budget is projected to be on plan or above the net budgeted amount.</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
1 <sup>st</sup> Quarter Comments	The golf course was able to open in March. We had 481 rounds in the 1 <sup>st</sup> qtr.		
2nd Quarter Comments	We had 9,264 rounds in 2 <sup>nd</sup> qtr. With a YTD total of 9,745.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b><i>We had 12,485 rounds in 3<sup>rd</sup> qtr. With a YTD total of 22,230.</i></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
1 <sup>st</sup> Quarter Comments	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.		
2nd Quarter Comments	Staff has researched Bridal shows and have it narrowed down to two shows. One in late August and one early September.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Staff has registered for the Bridal Show at the Marriott Northwest with Bridal Expo of Chicago. The show will be November 17<sup>th</sup>.</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
1 <sup>st</sup> Quarter Comments	We have started Hole In One contest upsell and sold 25 in 1 <sup>st</sup> qtr.		
2nd Quarter Comments	We have had 819 Hole In One Contestants in 2 <sup>nd</sup> qtr. YTD Total of 844.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We had 633 hole in one contests sold in the golf shop and 718 sold on the golf course for a total of 1,351 swings in 3<sup>rd</sup> qtr. YTD Total of 2,195.</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.	C
1 <sup>st</sup> Quarter Comments	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!		
2nd Quarter Comments	Ladies league and Couples league has begun. We have 16 participants in Ladies League and 18 players in the couples league.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Ladies league and Couples leagues are complete. We had a total of 34 players.</b>		

**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
1 <sup>st</sup> Quarter Comments	In the 1 <sup>st</sup> qtr we have worked with Parks Department on annual burns and tree stump removal.		
2nd Quarter Comments	Staff has used a variety of equipment from the parks department through 2 <sup>nd</sup> qr. Parks department has also used a few items from the golf course.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Golf Maintenance and Parks Maintenance have continued to share specialty equipment between departments.</b>		
Utilize best practices to maximize operational efficiencies as a	Work with Parks department to get preferred pricing on joint maintenance	Collaborate with Parks department on purchasing key items to get bulk discounts	IP

District	purchases for the facility.	district wide.	
1 <sup>st</sup> Quarter Comments	Fertilizer and Pesticides were purchased in the 1 <sup>st</sup> qtr as a joint purchase.		
2nd Quarter Comments	No additional joint purchase took place in 2 <sup>nd</sup> qtr. But multiple shared equipment has taken place to save funds on renting specialized equipment.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>No additional joint purchases took place in 3<sup>rd</sup> qtr.</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.	IP
1 <sup>st</sup> Quarter Comments	Spring aerification and topdressing is scheduled for mid- April		
2nd Quarter Comments	Aerification took place in Aril. Greens have been continuously monitored and are in healthy shape thru 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Greens have been topdressed 7 times bi-weekly since spring aerification; we are projecting 2-3 more before fall. Fall aerification is also approaching quickly; it is scheduled for 9/3&amp;4.</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
1 <sup>st</sup> Quarter Comments	Early practices have begun in 1 <sup>st</sup> qtr with the weather improving.		
2nd Quarter Comments	Golf Course is in great shape. Daily cultural practices have been challenging with the weather. Staff has adjusted daily and will continue to monitor moisture readings.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Playing surfaces have made it through the majority of the summer and they are in great shape.</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
1 <sup>st</sup> Quarter Comments	New heaters have been installed in the maintenance department in 1 <sup>st</sup> qtr.		
2nd Quarter Comments	Completed in 1 <sup>st</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Completed 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.	C
1 <sup>st</sup> Quarter Comments	New rakes have been purchased and will be placed out in early April.		
2nd Quarter Comments	New rakes are now in place on the golf course.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Completed in 2<sup>st</sup> qtr.</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
1 <sup>st</sup> Quarter Comments	Payroll is on plan thru 1 <sup>st</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	Payroll is below plan thru 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Payroll is below plan thru 3<sup>rd</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
1 <sup>st</sup> Quarter Comments	Currently we are on plan for expenses for Bridges thru 1 <sup>st</sup> qtr.		
2 <sup>nd</sup> Quarter Comments	Expenses are currently below plan thru 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Expenses are currently below plan thru 3<sup>rd</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
1 <sup>st</sup> Quarter Comments	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.		
2 <sup>nd</sup> Quarter Comments	Additional outerwear has been purchased for the golf shop along with a few golf ball reorders in the 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Golf shop is up to date with product and fall sales will begin to lower inventory levels.</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.	C
1 <sup>st</sup> Quarter Comments	Cart has been purchased with delivery date set for early April.		
2 <sup>nd</sup> Quarter Comments	Toro MDX cart has been delivered and in use.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Completed in 2<sup>nd</sup> qtr.</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
1 <sup>st</sup> Quarter Comments	Staff completed a Spring burn in 1 <sup>st</sup> qtr. Will evaluate conditions in 4 <sup>th</sup> qtr for additional burns.		
2 <sup>nd</sup> Quarter Comments	Staff is monitoring all native areas for fall schedule.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Staff is monitoring all native areas for fall schedule.</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
1 <sup>st</sup> Quarter Comments	On boarding training has been completed for both Golf & F&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.		
2 <sup>nd</sup> Quarter Comments	All staff is currently being trained and 15 day evaluations have been completed.		
<b>3<sup>rd</sup> Quarter Comments</b>	<i><b>All staff is currently being trained and 15 day evaluations have been completed.</b></i>		
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
1 <sup>st</sup> Quarter Comments	We currently have 12 staff members recertified this season and still have 2 in good standing certifications. For a total of 14 certified staff.		
2 <sup>nd</sup> Quarter Comments	We have 2 additional staff certified in 2 <sup>nd</sup> qtr bringing total to 16.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>We have total of 16 staff members AED &amp; CPR certified.</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>
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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
1 <sup>st</sup> Quarter Comments	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.		
2nd Quarter Comments	Staff has selected Jacob Dietrich for seasonal employee of the quarter.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Staff has selected Jenny Jones for I-2 Care 3<sup>rd</sup> qtr employee.</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
1 <sup>st</sup> Quarter Comments	Brian Bechtold (Director of Golf & Facilities) & David Krzepicki (Golf Operations Manager) attended the National PGA Conference in 1 <sup>st</sup> qtr.		
2nd Quarter Comments	Director of Golf and Facilities is scheduled to attend NRPA in 3 <sup>rd</sup> qtr. Golf Operations Manager will be completing Class A Certification coursework in 3 <sup>rd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Director of Golf &amp; Facilities attended NRPA in September. Attended classes on golf industry topics, customer service, ESports, marketing &amp; management.</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.	SC
1 <sup>st</sup> Quarter Comments	Golf Operations Manager has completed online training for PGA.COACH, Callaway Golf, and Titleist in 1 <sup>st</sup> qtr.		
2nd Quarter Comments	Assistant Golf Professional Brad Farinosi has completed online training for Tour Edge and Callaway Golf.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Staff is up to date on online product training for Callaway, Titleist, Tour Edge and Taylor Made.</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.	C
1 <sup>st</sup> Quarter Comments	Staff is schedule to attend in 3 <sup>rd</sup> qtr.		
2nd Quarter Comments	PJ Bugay and Steve Bessette attend tree certification and have completed level one and are certified for basic climbing and pruning.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>PJ Bugay and Steve Bessette attend tree certification and have completed level one and are certified for basic climbing and pruning.</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.	NA
1 <sup>st</sup> Quarter Comments	The golf course mechanic will be attending EZ-GO workshop in the 3 <sup>rd</sup> qtr.		
2nd Quarter Comments	The golf course mechanic will be attending EZ-GO workshop in the 3 <sup>rd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>This was pushed back til 2020 as we have 1 year remaining of warranty of EZ-Go carts. The mechanic will be prepared for 2021 management of the fleet.</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
1 <sup>st</sup> Quarter Comments	The Bill Meyer (Golf Course Superintendent) & 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.		
2nd Quarter Comments	Staff has attended ITF education event in 2 <sup>nd</sup> qtr.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>Staff has attended MAGCS education event in 3<sup>rd</sup> qtr.</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
1 <sup>st</sup> Quarter Comments	All current F&B employees are certified. New staff will be required to obtain in first two weeks of employment.		
2nd Quarter Comments	All current staff have BASSET certifications.		
<b>3<sup>rd</sup> Quarter Comments</b>	<b>All current staff have BASSET certifications.</b>		

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

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

Initiative	Performance Measures	Action Plan	Status
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
1 <sup>st</sup> Quarter Comments:	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.		
2 <sup>nd</sup> Quarter Comments:	Created the <i>Club Connections</i> member engagement/retention program. This program invites new and existing members to come and join the staff and learn all we have to make them successful in their fitness journey. Meetings will be held 1-2 times each quarter. First CC event held April 27, second event June 29 <sup>th</sup> .		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Launched the first Monthly Member Newsletter in July 2019; sent to members via email blast each month.</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
1 <sup>st</sup> Quarter Comments:	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.		
2 <sup>nd</sup> Quarter Comments:	Partnered with the Village of Hoffman Estates to provide an instructor for the <i>Yoga by the Lake</i> events held throughout the summer at the Village Green. May 18, June 15 events.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Represented HEParks and The Club by providing Club instructor led demonstrations and sample classes at the District’s new Fitness Court at Fabbrini Park at Party in The Park in August 2019</b>		
Increase cooperative efforts with	Host the 3 <sup>rd</sup> annual ‘open house’ event to	Plan an Open House event for 4 <sup>th</sup> qtr to	NB

neighborhoods and community associations on health related issues	showcase benefits of membership to various target markets.	promote membership sales.	
1 <sup>st</sup> Quarter Comments:	Tentative date for 2019 open house – October 19th		
2nd Quarter Comments:	Preliminary planning begun, working on setting a 4 <sup>th</sup> quarter date		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Staffing levels and possibly renovation has put open house plans on hold.</b>		

**District Initiative 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	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
1 <sup>st</sup> Quarter Comments:	In Q1 as the C&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.		
2nd Quarter Comments:	We have increased followers on Facebook by 3.5% since February 2019 and currently have 133 followers in Instagram. We have increased the frequency of social media posts in Q2.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>We continue to increase the frequency of social media posts as well as organize fitness related social media campaigns like September 2019’s “Slay the Day” campaign on FB.</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
1 <sup>st</sup> Quarter Comments:	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.		
2nd Quarter Comments:	MyZone fitness system is purchased. Waiting for consultant input prior to launching program.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>The current plan is to launch the MyZone system in conjunction with the renovated area. We will allow staff members to try and get familiar with a couple of the units to become familiar</b>		

	<b>with how they work.</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.	IP
1 <sup>st</sup> Quarter Comments:	Surveys will be done in Q2 and Q4		
2nd Quarter Comments:	Aquatic participant surveys are being done (manually) at the end of each swim session. Q2 surveys were done in May.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Aquatic participant surveys continue to be done (manually) at the end of each swim session.</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
1 <sup>st</sup> Quarter Comments:	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.		
2nd Quarter Comments:	Member survey (Survey Monkey) was emailed out in Q2 (April) with 167 responses. Another will be sent out in Q4 via Constant Contact.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>We will send out second survey in Q4</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
1 <sup>st</sup> Quarter Comments:	Survey questions are being finalized and will be sent out in 2 <sup>nd</sup> qtr.		
2nd Quarter Comments:	In Q2 we reviewed and modified all Retention management letters that are sent to new members. 90		

	day letter will be sent as part of this process and will contain a survey.
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>All letters from new member letter series sent to all new members in first 8 weeks of membership</b>

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

<b>Initiative</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>
1 <sup>st</sup> Quarter Comments:	Staff is currently working on securing volunteers.		
2nd Quarter Comments:	GM and Superintendent of HR met with NSSEO a public school that has a work program for their young adult students. We will begin to have volunteers from this school in Q3 to help with towels and laundry.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Two students from NSSEO school have started their volunteering work at The Club in September 2019. They will begin working 2 days/week.</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>
1 <sup>st</sup> Quarter Comments:	We have begun a new independent contract with Options Basketball, a youth basketball training provider in Q1.		
2nd Quarter Comments:	Aquatic and Program Manager will work on youth program development in Q3, after Seascape season is complete.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Additional Youth Basketball programs have been created with Options Basketball</b>		

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Initiative 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	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
1 <sup>st</sup> Quarter Comments:	Currently developing new marketing materials for all items to reflect name change along with new marketing efforts.		
2 <sup>nd</sup> Quarter Comments:	Marketing plan developed by C&M Manager, and industry consultant from CSM hired in Q2.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Currently on track with net 34 memberships.</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
1 <sup>st</sup> Quarter Comments:	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.		
2 <sup>nd</sup> Quarter Comments:	Corporate structure is under review pending consultant feedback.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Continuing with existing corporate structure. Signed one agreement with new corporation in Q3, <i>Vertias</i>, who will be subsidizing their employees monthly fees by contributing \$20/mo</b>		

**District Initiative 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	Increase Tennis Memberships by 10%	Promote \$20 add on Tennis Membership at time of member enrolment.	IP
1 <sup>st</sup> Quarter Comments:	We currently have 107 members after 1 <sup>st</sup> qtr.		
2 <sup>nd</sup> Quarter Comments:	We currently have 95 tennis members after Q2. It is typical for tennis membership to drop in warmer months.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Future plans for tennis court space has put a hold on the active promotion of the tennis member up sell.</b>		

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

<b>Initiative</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
1 <sup>st</sup> Quarter Comments:	Payroll accounts are all being monitored and are on plan thru 1 <sup>st</sup> qtr.		
2nd Quarter Comments:	Payroll accounts are all being monitored and are on plan thru Q2.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Payroll accounts are all being monitored and are on plan thru Q3.</b>		

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

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

<b>Initiative</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
1 <sup>st</sup> Quarter Comments:	Comment cards are being evaluated and addressed. C&M Manager is also created a survey to receive member feedback on the facility.		
2nd Quarter Comments:	Comment cards are continually reviewed and addressed.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Comment cards are continually reviewed and addressed.</b>		

**District Initiative 2: Utilize best practices**

<b>Initiative</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.	C
1 <sup>st</sup> Quarter Comments:	Wall is currently up to date and next inspection will be on May 7 <sup>th</sup> .		
2nd Quarter Comments:	Wall inspection was completed in Q2. Equipment was serviced and replaced as needed.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Wall inspection completed in Q2.</b>		
Utilize best practices to maximize operational efficiencies as a	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to	Aquatic Manager will schedule and manage this training and evaluation.	SC



District	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 all Starguard audits by Q4.		
1 <sup>st</sup> Quarter Comments:	Recertification classes have begun and staff is currently completing the required courses for the upcoming season.		
2nd Quarter Comments:	New lifeguard training was completed in Q2. One audit was performed by Starguard in Q2 with a passing score of 4/5.(audit date -April 6th )		
3 <sup>rd</sup> Quarter Comments:	<b>Three audits were performed by Starguard in Q3 with a passing score of 4/5 5/5 and 5/5. (audit date 8/13)</b>		

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

Initiative	Performance Measures	Action Plan	Status
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
1 <sup>st</sup> Quarter Comments:	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.		
2nd Quarter Comments:	A Medic AED/CPR certification class for staff was held in Q2 on April 17 & 18.		
3 <sup>rd</sup> Quarter Comments:	<b>Medic AED/CPR classes are continuing to be held according to annual schedule.</b>		

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

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

Initiative	Performance Measures	Action Plan	Status
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
1 <sup>st</sup> Quarter Comments:	All new hires have been trained to date within first 15 days of employment.		

2nd Quarter Comments:	All new hires have been trained to date within first 15 days of employment.		
<b>3rd 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
1 <sup>st</sup> Quarter Comments:	Departmental meetings will continue each qtr.		
2nd Quarter Comments:	Departmental meetings are ongoing.		
<b>3rd Quarter Comments:</b>	<b>Departmental meetings are ongoing.</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
1 <sup>st</sup> Quarter Comments:	FT employees attended the wellness screening event in Q1.		
2nd Quarter Comments:	FT employees are continuing to participate in the on-line options in the PATH program.		
<b>3rd Quarter Comments:</b>	<b>FT employees are continuing to participate in the on-line options in the PATH program.</b>		

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

Initiative	Performance Measures	Action Plan	Status
Promote healthy lifestyles through work environment best practices	Create and send a quarterly The Club 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.	C&M Manager – Facilities and Fitness Supervisor create an employee quarterly newsletter.	IP
1 <sup>st</sup> Quarter Comments:	Working with the C&M Manager on creating newsletter/information tool.		
2nd Quarter Comments:	Template has been created for member newsletter in Q2 for launch in Q3. Web page “5050” has been created for employee communication in Q2.		
<b>3rd Quarter Comments:</b>	<b>“5050” webpage continues to be an effective form of communication with the staff.</b>		

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

Initiative	Performance Measures	Action Plan	Status
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.	IP

1 <sup>st</sup> Quarter Comments:	GM attended IPRA conference in January; GM is currently studying for the CPRP exam. Aquatics Manager attended PDRMA Aquatics Risk Management Day in Q1.		
2nd Quarter Comments:	GM has registered for Club Industry Conference in Q2.		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>GM and Fitness Manager are registered to attend the Club Industry conference.</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
1 <sup>st</sup> Quarter Comments:	Staff has attended multiple Hoffman U's in the 1 <sup>st</sup> qtr.		
2nd Quarter Comments:	Staff attended the Annual Staff Training in Q2 on May 2 <sup>nd</sup>		
<b>3<sup>rd</sup> Quarter Comments:</b>	<b>Staff attended the Hoffman U staff training on IC agreements in Q3</b>		