

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

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

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

District Objective 3: Connect and engage our community

Initiatives	Performance Measures	Action Plan	Status
Expand marketing communications with the use of social media and outreach programs.	Have the Park Improvements Page updated as park improvements happen.	Monthly reports provided to C&M department on the on-goings to Parks and what is planned at facilities and parks.	C
1 st Quarter Comments:	Working with C&M department to keep the page updated with projects that the department is doing.		
2 nd Quarter Comments:	Continue to work with C&M on updating our page.		
3 rd Quarter Comments:	Continue to work with C&M on updating our page		
4th Quarter Comments:	Parks page was continually updated in order to keep the website up-to-date with current projects and timelines.		
Increase community involvement in District operations.	Conduct a tree seedling planting event in April at locations to be determined by February 28, 2019. The event will also showcase proper tree maintenance from planting to caring for fully grown trees.		C
	Hold a volunteer park clean up in May, where residence have the opportunity to help beautify their neighborhood parks through weed removal, garbage pick, edging landscape beds, cleaning park structures and painting.	Hold the event at five parks in 2019. Locations will be determined by March 1, 2019.	C
	A volunteer Queen Anne's Lace removal will be scheduled for July based on the quantity of Queen Anne's Lace and locations.	Location will be selected during prior to June 1 st for C&M department to advertise the event.	C

	Combine our Seed Collection at Charlemagne Park with a Parks Department run educational event of shoreline management and why HEPD maintains the shorelines with native buffer zones.		C
	Adopt a Park Program. Provide HEPD residents with a clear understanding of the Adopt a Park program.	Have C&M assist in promoting the program through social media and marketing plans.	C
	Work with local boy scouts/girl scouts/local schools to hold three events per year. Events consist of bird house building projects, nature walks, school horticulture field trips and etc.	Contact local leaders during the first and second quarter to setup events.	C
1 st Quarter Comments:	Tree sapling planting is scheduled for April 26 th along with a tree planting event. Volunteer park cleanup day is schedule for May 18 th at Black Bear, Huntington and Victoria. One boy scout event took place in February with another schedule for April 11 th and the final event on May 15 th .		
2 nd Quarter Comments:	Sapling planting took place at Black Bear along with a volunteer tree planting on at Vogelei. Park Cleanup took place on May 18 th during kids to park day. Boy scout dens completed the seed bombing at Charlemagne and garden planting at Vogelei. Queen Annes Lace removal is set for July 18 th at Black Bear Park.		
3 rd Quarter Comments:	Volunteer Queen Anne's Lace was changed to an invasive plant removal schedule for November 9 th . The event will take place at Black Bear Park. The seed collection event is scheduled for October 19 th .		
4 th Quarter Comments:	Invasive plant removal took place on 11/9/2019 at Black Bear Park and the seed collections were held on 10/19/2019.		
Hold public meetings for park improvements at park locations.	To hold public meetings regarding the new playground designs at the park location to receive more input from residents that use these parks.(conference concept)	Hold the Princeton Park renovation meeting at Princeton Park to get resident input on park usage and needs.	C
1 st Quarter Comments:	These are the meeting for new playground designs for 2020 and will occur in late summer to early fall.		
2 nd Quarter Comments	Public meeting for Highland Park was held at highland Park and had good attendance from six neighboring homes.		

3 rd Quarter Comments	Princeton Park public meeting was held on September 17 th with 15-20 residents in attendance.		
4 th Quarter Comments:	Princeton Park public meeting was held on September 17 with 15-20 residents in attendance.		
New Programs to combo with fall seed collection.	Using the seeds collected at the fall seed collecting event, Parks department will create “seed balls”. The balls will be made of clay, fertilizer and seeds, and volunteers just throw them into native areas.	Complete the program in the spring of 2019.	C
1 st Quarter Comments:	Event is scheduled for Thursday evening the 11 th of April. We have a boy scout troop completing the project.		
2 nd Quarter Comments:	Event was completed with around boy scouts that made the seed bombs with seeds they had collected from the fall, mixing them with clay and forming seed bombs to throw back into the shoreline at Charlemagne.		
3 rd Quarter Comments:	Event was completed with around boy scouts that made the seed bombs with seeds they had collected from the fall, mixing them with clay and forming seed bombs to throw back into the shoreline at Charlemagne.		
4 th Quarter Comments:	Event was completed by boy scouts that made the seed bombs with seeds they had collected from the fall, mixing them with clay and forming seed bombs to throw back into the shoreline at Charlemagne.		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Initiatives	Performance Measures	Action Plan	Status
Provide stability amongst employees (proper compensation) where skill sets are applied to benefit the district. Determine proper timelines and procedures for daily operational Activity.	Monitor the parks division payroll and operational budgets.	Meet 100% of the timelines established by the finance division.	C

1 st Quarter Comments:	Compensation for employees is complete and monitoring the budget is ongoing.
2 nd Quarter Comments:	Staff meets bi-weekly to discuss budget and forecast.
3 rd Quarter Comments:	Monitoring payroll and budgets is ongoing process.
4 th Quarter Comments:	Budgets and payroll were monitored all year long to be financially responsible.

District Objective 3: Utilize our resources effectively and efficiently

Initiatives	Performance Measures	Action Plan	Status
Utilize best practices to maximize capital expenses.	VOG Outdoor Unit #2	Quotes in 1 st quarter for 2 nd quarter install	C
	Seascape Hot Water Heater	Installed prior to 5/17/2019	C
	Resurface Body Slide at Seascape	Complete prior to 5/17/2019	C
	Resurface Tube Slide at Seascape	Complete prior to 5/17/2019	C
	Seascape Pool Joints and Wall Repairs	Complete prior to 5/17/2019	C
	Willow Park Playground	Complete prior to 4 th Quarter	C
	Willow Park Passive Area	Complete prior to 4 th Quarter	C
	Willow wall and door repairs	Complete by end of third quarter	C
	Ice – Repairs to underfloor heat system and structures	Complete by 9/15/2019	C
	Community Park Splash Pad	Complete by 7/1/2019	C
	Community Park Playground	Complete by 7/1/2019	C
	Community Park Asphalt Games Area	Complete by 7/1/2019	C
	Triphahn Center North Roof Replacement	Complete by 4 th quarter	C
South Ridge Community Park & Splash Pad	Complete in 2019	IP	
1 st Quarter Comments:	All IP items are in the planning stage except for the ice project, roof project and Seascape Hot Water which are all in the construction phase.		
2 nd Quarter Comments:	VOG outdoor unit #2 has been quoted but not yet installed as unit is still working. Lead time on unit is very minimal so we are pushing the current unit to its life's end so the new unit can get us more years as well. The projects at Willow and Community are in progress, the weather has set these projects back about a month. We anticipate Willow to be finished by Mid-July and Community Playground and asphalt area for Mid-August. The splash pad at community has an expected start date of July 3 rd .		

3 rd Quarter Comments	Willow walls and door replacements are in process of being completed. The ice rink is set to open on November 1 st and the North Side Roof is waiting on the production of the kalwalls, with an anticipated finish date of December 4 th .		
4th Quarter Comments:	The Ice Rink opened on 11/1/2019. The TC north roof project has been completed. South Ridge is a two year project that will finish in 2020.		
Internally evaluate park structures and landscape beds.	Park playgrounds inspections will be completed by different staff members every 30-60 days based on environmental conditions and repairing structures as needed. Update landscape beds to provide beautification with perennials plants that require low maintenance to maintain. (Well-maintained turf provides a great look and very cost effective).		C
1 st Quarter Comments:	Completed for the January, February and March.		
2 nd Quarter Comments:	Completed for April, May and in progress for June.		
3 rd Quarter Comments:	Completed for June, July, August and September.		
4th Quarter Comments:	Completed for October, November and December		
Preventative maintenance plan for building structures and mechanicals.	Buildings and all mechanicals will go through preventative checks. Checks will be evaluations completed by staff that will allow staff to stay ahead of failures and more adequately budget for repairs or changes.	Checks will be completed monthly.	C
1 st Quarter Comments:	Completed for January, February and March.		
2 nd Quarter Comments:	Completed in April and May.		
3 rd Quarter Comments:	Completed in June, July, August and September.		
4th Quarter Comments:	Completed in October, November and December.		

Implement Mobile Maintrac.	Use mobile maintrac to track work orders, park and building inspections, and preventive maintenance checks. Produce quarterly reports showing inspections results/work performed through mobile maintrac.	Work with business department and maintrac to use it to its optimum ability. Be functional by 4 th quarter.	C
1 st Quarter Comments:	Parks staff has had two trainings with the vendor and has one more to schedule with vendor for parks staff and a representative from the business department. After this we will work together to implement.		
2 nd Quarter Comments:	Final training is set for July 9 th with Parks and Business departments.		
3 rd Quarter Comments:	Working with Business Department and expect to be using the system by 11/1/2019.		
4 th Quarter Comments:	System is in place and being used. Actively working with vendor on possible upgrades.		
Develop the planning and development plans for 2020.	Continue planning the roof assessments and upcoming structure replacements. Through GIS data base evaluate assets and replacement years.	Provide 2020 plans by 9/1/2019	C
1 st Quarter Comments:			
2 nd Quarter Comments:	We are set to meet with our current consultants (WJE) on upcoming projects and timeline in July.		
3 rd Quarter Comments:	No roofs will be completed in 2020, The Club will have sections of the building completed in 2021. A roof consultant will be chosen in 2020 to aid in bid specs and overall completion of the new roof section at The Club.		
4 th Quarter Comments:	No roofs will be completed in 2020. The Club will have sections of the building completed in 2021. A roof consultant will be chosen in 2020 to aid in bid specs and overall completion of the new roof section at The Club.		
GIS to serve as an overall assets management tool.	All assets within the district will be entered into the system. Quarterly checks will be completed with department heads to assure assets are up to date	Quarterly checks will be completed with department heads to assure assets are up to date.	C
1 st Quarter Comments:	Kyle Wozny is working with staff to make sure items are current and up to date.		
2 nd Quarter Comment:	Updated assets list have been sent to staff for updating all assets and are due back to parks department by July 1 st for budgeting process.		
3 rd Quarter Comments:	Staff have updated individual list for the budget process and will have one more update to complete prior to year's end.		

4th Quarter Comments:	All updates for 2019 have been completed.		
Maximize efficiency between Parks maintenance, Golf maintenance and facilities custodial staff.	Utilize equipment sharing, combining purchases, cross training staff as well as training custodial staff on day to day maintenance and upkeep at facilities.	Ongoing process of working with custodial leads and Golf Course Maintenance Staff.	C
1 st Quarter Comments:	In the first quarter, we have had parks staff serve as custodial to cover shifts, ice maintenance members work at Bridges to help with setups and bridges maintenance and parks have shared equipment on multiple occasions.		
2 nd Quarter Comments:	Parks department continue to share equipment with Bridges maintenance and using staff to cover shifts throughout the district.		
3 rd Quarter Comments:	Equipment sharing continues throughout the district, parks has taken advantage of the aerification equipment that the golf course has for our sports fields. In late October parks staff will be aiding in the improvements to the pond wall on hole #1 at Bridges.		
4th Quarter Comments:	The Parks Department staff worked with the golf course staff to complete the improvements to the wall on hole #1 at Bridges. Sprayer equipment and topdressing were shared between Parks and Bridges to accomplish winter preparation in a timely fashion.		

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Initiatives	Performance Measures	Action	Status
Enhance seeding practices into natural areas for expansion of plant life.	Enhance high visibility natural areas by adding additional wild flower seeds. Following burns wild flowers seeds will be planted. When changing any perennial plants in parks they will be transplanted to natural areas.	Natural areas to be burned by the end of the 2 nd quarter.	C
1 st Quarter Comments:	Burns are still ongoing as the weather has not been in our favor to accomplish as many burns as normal by this time of the year. We are going to work to get them all completed prior to the start of new growth in the native areas.		

2 nd Quarter Comments:	Due to weather restriction staff had to create a priority list of park land to be burned. All of the parks on the adjusted list were completed.		
3 rd Quarter Comments:	Burn permits for the late fall 2019 and winter of 2019-2020 have been secured.		
4 th Quarter Comments:	All burns for 2019 were completed and permits for 2020 were secured.		
Begin using new technologies and formulations to when dealing with integrated pest management issues.	Continue the quality of turf in parks by using fertilizers that contain controlled release technology that provides a longer release of nutrients, which will allow us to make one application to parks in May 2018 weather permitting.	Complete by 7/1/2019	C
	Apply Specticle Total (non-selective herbicide) to all landscape beds and tree rings to stop weed growth prior to applying mulch.		C
1 st Quarter Comments:	Process will start once soil temperatures reach at least 55 degrees.		
2 nd Quarter Comments:	Fertilization to park land is complete and herbicide applications to landscapes beds will be ongoing through the fall.		
3 rd Quarter Comments:	Herbicide applications are still in progress at landscape beds. The last herbicide application for pre-emergence of dandelions will take place in late October.		
4 th Quarter Comments:	All herbicide applications were made to landscape beds and late fall application to control spring dandelions were completed.		

District Objective 2: Utilize best practices

Initiatives	Performance Measures	Action	Status
Enhance overall quality of natural areas, parks, ballfields and facilities.	Enhance natural areas by controlling invasive plants to 20% or less. Maintain/monitor on quarterly basis for compliance.	Maintain/monitor on quarterly basis for compliance.	C
	Proper fertilizer and herbicide application in parks/ballfields based on high priority areas to low priority areas.	All fertilizer and first round herbicides application will be made by July 1 st	C

	Continue installing new-engineered mulch in playgrounds; add an additional three parks to our yearly schedule of eight parks.	Complete by end of second quarter.	C
1 st Quarter Comments:	Natural burns and mowing shorelines is part of the process for controlling invasive weeds and this has been ongoing since the beginning of March.		
2 nd Quarter Comments:	Natural area management is a yearlong process of identifying invasive species and removals and will be ongoing through the fall. All ballfields have been fertilized for the year along with first round of herbicide applications. EWF is currently being installed into parks throughout the district and will be finished by July 3 rd . The parks that receive mulch is based on our park inspections.		
3 rd Quarter Comments:	Seed collection is scheduled for October 19 th . Seed collection is part of our natural area management. Mowing and burning of natural areas will also start in late fall and continue into winter.		
4 th Quarter Comments:	All natural area maintenance plans were completed in 2019. Fertilizer applications to parks and sports fields were completed with weather and activities in mind. Playground mulch was added to the appropriate parks and the mulch was maintained for the duration of the season.		
Preventative maintenance checks at Seascope Family Aquatic Center prior to opening dates.	Continue practices of checking piping and water flow at Seascope.	Complete prior to 5/15/2019	C
1 st Quarter Comments:	With the leaks this winter at seascope we actually had to blow the lines again and were able to confirm that the lines are clear. Process will start again in May.		
2 nd Quarter Comments:	All piping was tested for leaks at seascope prior to opening. All lines were filled with water using city pressure and left in the lines for two days. After two days the lines were all still completely full, after this process that water was drained through all the lines and complete cleaning process started before filling the pool.		
3 rd Quarter Comments:	All piping was tested for leaks prior to opening at Seascope. A leak develop during the year and will be investigated.		
4 th Quarter Comments:	A leak in a two inch pipe was detected under the pool, concrete was cut, removed and leak was repaired. Leak Detection company will be back in 2020		
Continue the new shutdown procedure at Seascope Family Aquatic Center.	When the pool season has ended, all water lines inside the pool deck will be blown out from the pool pit and capped on the surface. This will prevent freezing and possible rain water entering the lines.	Complete by 10/1/2019	C
1 st Quarter Comments:			

2 nd Quarter Comments:	Shut down process will take place in September.		
3 rd Quarter Comments:	The pool at seascape has been drained and cleaned. American Leak Detection has been scheduled for 10/1/2019, to test all piping and see where possible leaks are located.		
4 th Quarter Comments:	A leak in a two inch pipe was detected under the pool, concrete was cut, removed and leak was repaired. Leak Detection company will be back in 2020		
Enhance Parking Lot Islands at TC	Begin with TC, replacing mulch in the islands with decorative/washed stone or approved plant material. Cost will be more upfront then mulch but save over the long run in mulch and maintenance.	Complete TC in 2019.	C
1 st Quarter Comments:	Unwanted plants have been removed from landscapes, islands have been mulched and new ground cover plants have been purchased.		
2 nd Quarter Comments:	At TC the north entrance island have been planted with lily turf (material that will completely fill the island in two years allowing us to remove the mulch. The main entrance island was planted with a variety of plants that are hardy to salt damage and will fill that island as well. TC is being used our test site to begin the process of removing mulch areas in parking lots. This is to avoid runoff of mulch into drains lines.		
3 rd Quarter Comments:	The lily turf that was planted at TC, has been on a watering cycle all year long as is growing nicely. We anticipate a complete coverage of the island within two years of establishment.		
4 th Quarter Comments:	The lily turf that was planted at TC, has been on a watering cycle all year long, and it is growing nicely. We anticipate a complete coverage of the island within two years of establishment.		
Gain Arboretum Status at designated parks.	Through ArbNet locate and tag all the different species of trees at Vogelei Park to gain Arboretum status. Gain knowledge of what species need to be added to further our accreditation.	Be enrolled in the program by 4 th quarter.	C
1 st Quarter Comments:			
2 nd Quarter Comments:	ID has begun and once completed a list of new species needed will be compiled prior to submittal.		
3 rd Quarter Comments:	Tree ID is complete and submittal plan is in process.		

4th Quarter Comments:	We are currently enrolled in the program and working towards accreditation.
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District Objective 3: Advance environmental and safety awareness

Initiatives	Performance Measures	Action	
Provide Environment Awareness opportunities.	Working with Illinois Audubon Society to provide three posting of events or newsletters via Park District website.	Complete by end of 4 th quarter.	C
1 st Quarter Comments:			
2 nd Quarter Comments:	We are looking at working with them on our queen annes lace and seed collection events.		
3 rd Quarter Comments:	We have posted our Seed Collection event and two Hoffman Walks events with Audubon Society.		
4th Quarter Comments:	We have posted our Seed Collection event and two Hoffman Walks events with Audubon Society.		
Employee Training	All employees will be trained on specific job related task.	Complete within 30 days of employment.	C
1 st Quarter Comments:	A program for seasonal staff members has been develop and training is going to take place on April 10th.		
2 nd Quarter Comments:	All staff has been trained.		
3 rd Quarter Comments:	All staff has been trained.		
4th Quarter Comments:	All staff have been trained.		
Safety Meetings	The Parks and Facilities department will hold 12 safety meetings throughout the year that correspond to work being completed at that time of year.	Monthly safety meetings	C
1 st Quarter Comments:	Safety meetings are ongoing all year long.		
2 nd Quarter Comments:	Safety meetings are ongoing all year long.		
3 rd Quarter Comments:	Safety meetings are ongoing all year long.		
4th Quarter Comments:	Safety meetings have been completed.		

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Initiatives	Performance Measures	Action	Status
Provide clear direction/training to all employees that fit with that employee's job description.	Document all training procedures that outline job descriptions along with expectations.		C
1 st Quarter Comments:	This is a constant task of keeping employees up to speed on new equipment and techniques within their jobs. Employees have attended specialized classes and will continue to receive training. Outside education and internal training is being documented.		
2 nd Quarter Comments:	This is a constant task of keeping employees up to speed on new equipment and techniques within their jobs. Employees have attended specialized classes and will continue to receive training. Outside education and internal training is being documented.		
3 rd Quarter Comments:	This is a constant task of keeping employees up to speed on new equipment and techniques within their jobs. Employees have attended specialized classes and will continue to receive training. Outside education and internal training is being documented.		
4th Quarter Comments:	Employees were trained on all new equipment and attended numerous continuing education events within their respective fields.		
Hold employees to a higher standard; understanding that all employees are district employees working toward one goal.	Learn goals of individual employees and departments and use those goals to achieve our standard of service.	Quarterly meetings with full time staff to evaluate failures and success of the quarter and discuss department goals for the next quarter.	C
1 st Quarter Comments:	We have had two full time staff meetings within the department so far in 2019 to discuss upcoming projects and how everyone plays a part. The TC upgrades to the fitness center were completed by four departments from the Parks Division.		
2 nd Quarter Comments:	Staff held their third full time staff meeting. Complete department goals are being meet with cooperation from all departments to achieve task. All departments have played a role in playground removals and the community park splash pad.		
3 rd Quarter Comments:	Staff has held our 4 th and 5 th full time staff meetings to discuss project being completed and time frames of work to be completed through the fall.		

4th Quarter Comments:	Staff held our final meeting of the 2019 year, plus we held a planning meeting for the 2020 year.
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District Objective 3: Promote continuous learning and encourage innovative thinking

Initiatives	Performance Measures	Action	Status
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Provide full time staff members with educational opportunities in their fields that will directly benefit the district and personal work related efficiency.	Supervisors and Lead staff will attend two outside education event per year.	C
1 st Quarter Comments:	Staff has attending the following events through the first quarter: IAPD, Epply Institute, Great Lakes Park Maintenance, Illinois Landscape Conference, Bids and Contracts Seminar, GIS seminar, and Energy Savings. Staff is ahead of the pace for attending the goal of two outside events.		
2 nd Quarter Comments:	Staff has attended two MIPE meetings in this past quarter.		
3 rd Quarter Comments:	Staff have attended MIPE meetings, ComED programs, Turf Education and equipment open houses at vendor locations.		
4th Quarter Comments:	Staff attended MIPE meetings as well as vendor lead educational opportunities.		
Build a strong working culture to allow innovative thinking.	Conduct two Parks Division team building events.	Complete by end of 2 nd and 4 th quarters.	C
1 st Quarter Comments:			
2 nd Quarter Comments:	Dates are set for Parks division team building events in late June and early Fall.		
3 rd Quarter Comments:	Team building events were held in June and the second one was held on 9/25/2019.		
4th Quarter Comments:	Team building events were held in June and another one was held on 9/25/2019.		

Evaluate and update succession plan.	Plan out upcoming retirements and possible promotions.	Complete by fourth quarter.	C
1 st Quarter Comments:	Mark Schwartz recently retired. We have three full time staff members that are looking to retire in 2020 and are currently working with them on planning for their retirements.		
2 nd Quarter Comments:	Mark Schwartz was replaced by Steve Bessette and we are currently accepting applications for Steve's old position of Turf Manager.		
3 rd Quarter Comments:	Laco Casillas will be retiring from the parks department on November 15, 2019; his position will not be replaced until 1/1/2020.		
4 th Quarter Comments:	Laco Casillas is being replaced by Luis Marron. Mike Huthmann retired from his lead custodian position at TC and is being replaced by John Anderson. John Anderson is being replaced as the Aquatic Technician by Bryant Espinoza, the night custodian at The Club.		

**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

Initiative	Performance Measure	Action Plan	Status
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"> • Work with C&M and Kyle to design flyer and distribute to classrooms and send via email • Partner with ELC to present at their open house night to give parents info on how to get their children started in athletics 	C
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.		
2nd 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.		
3rd Quarter comments:	Kyle Goddard attended the Parent orientation at TC to hand out flyers about youth athletics.		
4th Quarter comments:	Athletic staff promoted youth athletic programs to the preschool parents in Q3.		
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"> • Add Piano Lessons • Add day-time Tai Chi classes • Add 3 trips in Q1 & 2 trips by Q3 	C
1st 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.		
2nd 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.		
3rd 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.		

4 th Quarter comments:	<p>Piano teacher no longer able to instruct private lessons. Tai Chi Day class currently at 12 enrolled in Q3, Walking Warriors offered in Q3. Weekend and evening trips offered in Q3 and Q4, such as German Fest, Cougars Game, Halloween Light Tour, & Sun City Holiday Concert.</p> <p>For 2019: 33 new trips were offered (of which 17 ran and 244 people participated). 5 new weekend and evening programs with 124 enrolled were offered along with 5 weekend trips in 2019.</p>		
Expand facility based special events that promote greater facility usage	Add 4 new unique family special events by Q4.	<ul style="list-style-type: none"> • Family story time & craft • Host a family night at PSSWC • Host a grandparents/child ice cream social with entertainment • Family bingo and pizza 	C
1 st Quarter comments:	Family Bingo night being held on March 22 nd ; Family Fit Day being held on April 27 th . Sports & Field Day being offered in July; Jody and Mindi collaborating on a grandparents event in the fall		
2 nd Quarter comments:	Grandparents Event scheduled for 9/7, Trunk or Treat schedule for 10/19.		
3 rd Quarter comments:	Holiday Craft Fair scheduled for 11/16. Family Bingo on 9/20 and 11/22.		
4 th Quarter comments:	<p>6 new family events were offered in 2019: Family Bingo (averaging 70 at each event), Family Fit Day (with over 100 in attendance even after it was moved indoors to a late spring snowstorm), Sports & Field Day (with approx. 50 in attendance), Trunk or Treat (1500 in attendance) & Holiday Craft Fair (with over 300 in attendance). Grandparents Day was offered, but did not run.</p>		
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"> • Reference notes from 2018 programming roundtable to review trends • Offer programs such as paint nights, trivia nights, holiday craft fair, fitness challenge 	C
1 st 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 nd Quarter comments:	Holiday craft fair scheduled for 11/16. Adult Art/nature classes added to Fall brochure (6 in total)		
3 rd Quarter comments:	Paint night is scheduled for January. Trivia night scheduled for 11/9.		

4 th Quarter comments:	In 2019, 5 new adult programs were offered: Trivia Night (ran 3 times with an average 20 attendees), two fitness challenges – Fitness Land & Fitting (with approx. 100 members participating), and Holiday Craft Fair (with over 300 in attendance). Six nature art workshops were offered, but were cancelled due to low enrollment. 18 new adult fitness classes were offered, of which 7 ran. A painting party is scheduled for January 2020.		
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"> • 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 • Work with the Village and teen center staff to implement some of these programs at the teen center 	C
1 st 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 Seascope for teens ages 11-15 years.		
2 nd Quarter comments:	Teen trip to e-sports café offered in June. Teen field trips planned for Seascope & Main Event in summer.		
3 rd Quarter comments:	Public speaking class held on 9/14. Teen life coaching scheduled for 11/15. Jr. Lifeguard class was held for teens 11-15 at Seascope. We had 11 participants this first year. Teen trips to Poplar Creek Bowl and esports café in Q4.		
4 th Quarter comments:	Teen trips to bowling & e-sports café took place in Q4. Both trips were full with 20 teens. Village offers wellness workshops on the second Tuesday of each month at Teen Center. Safe Sitter program scheduled for 2020. 2019 saw an increased participation in teen programs due to the new teen program schedule including no-cost field trips and themed parties at the Teen Center. Attendance for field trips has been consistently full with 20 and teen center attendance averages 8 kids per week.		
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"> • Promote to currently enrolled figure skaters 	NA
1 st Quarter comments:	The original date for the spring ice show fell through with rink 1 renovation. Will plan a December show.		

2 nd Quarter comments:	Looking to plan a January 2020 show.		
3 rd Quarter comments:	Not possible due to limited ice time.		
4th Quarter comments:	Ice show scheduled for February 1, 2020.		
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"> • Move event timeframe from a late afternoon/evening event to a mid-day/late afternoon event • Provide all children’s activities at no cost • Secure a children’s performer for event 	C
1 st 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 nd 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.		
3 rd Quarter comments:	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.		
4th Quarter comments:	PIP 2019 was one of the largest attended Party in the Park events. All events were offered for free this year. The event included a ribbon cutting for the outdoor fitness court and additional family-centered performances were scheduled. 3v3 basketball tournament had 40 players and the synthetic ice rink was a new addition to the event as well giving attendees a chance to “ice” skate in the middle of summer.		
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"> • Host at TC to combine with current Halloween Bash • Use parking lot for trunk or treat and outdoor area for pumpkin patch 	C
1 st 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 nd Quarter comments:	Haunted House has been put on hold. Trunk or Treat planned for 10/19 at Seascapes Parking lot.		
3 rd Quarter comments:	Marketing for Trunk or Treat has begun.		
4th Quarter comments:	A new Trunk or Treat event was held on 10/19 in the Seascapes parking lot with approximately 1500 attendees and over 30 “trunks” (cars) themed for the families to		

	enjoy as they walked through the path. Each park district department provided a car to market their area, in addition to local businesses and community groups.		
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"> • Barnes & Noble Night • Family Dance Party • PSSWC game night • Entertainer 	C
1 st 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 nd Quarter comments:	Bingo night held for ELC families on 4/9; next event will be held in August.		
3 rd Quarter comments:	Pool Party at Seascapes held for ELC families on 8/8; next event will be held in November.		
4th Quarter comments:	Carnival night held for ELC Families on 11/16; next event will be in January. These new quarterly family nights are a great way to bring the families together. Many/all of these families are working families so evening events allow the parents to connect and children to enjoy time outside of the classroom with their friends. An average of 100 people attend each event.		
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"> • Evaluate and identify events conducive to athletic features • Work with Special Events Program Manager to integrate these features into event • Communicate new aspect to C & M to properly advertise new addition 	C
1 st 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 nd Quarter comments:	3 on 3 basketball tournament at PIP 8/3. Sports Field Day (free sports event) will be held on July 28 th at Cannon Crossing		
3 rd Quarter comments:	Athletics will be at Trunk or Treat to promote the new lacrosse program.		
4th Quarter comments:	For 2019, the athletics department participated in 3 district-wide events to promote programs & leagues: Party in the Park, Sports & Field Day and Trunk or Treat.		
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	<ul style="list-style-type: none"> • Work with C&M to promote home school programming 	C

	opportunities to in Q1 &2. Implement 2 programs by Q4.	<ul style="list-style-type: none"> Reach out to local home school organizations 	
1 st Quarter comments:	Staff has reached out to a home school group that currently uses the ice arena. Meeting scheduled for early April.		
2 nd 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.		
3 rd Quarter comments:	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.		
4th Quarter comments:	Staff has created a good relationship with the local homeschool group. The group expanded use to the Teen Center weekly in addition to private ice time. Staff will also be discussing other active play opportunities for 2020 such as gym sports & games.		
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"> Hire new teacher for open nights at TC Develop events to bring new dancers into the site: Bring a Friend week, Shadow a Company dancer, Free Dance Workshop Hold multiple tryout dates, 1 before recital and 1 after 	SC
1 st 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 nd 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.		
3 rd Quarter comments:	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.		
4th Quarter comments:	Dance Company added a new Senior Level bringing in five additional dancers. The dance lesson program had 472 dancers in 2019 compared to 510 in 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"> Target new coaches & youth hockey parents 	C
1 st Quarter comments:	Developing an adult clinic for summer.		

2 nd Quarter comments:	Adult Skate has been added to the ice schedule and is running successfully with approximately 20 participants per week.		
3 rd Quarter comments:			
4th Quarter comments:	Adult drop-in hockey clinics take place on Sunday nights with an average 40 players.		
Create recreational programs and opportunities to target underserved demographic populations	Offer weekend open skate	<ul style="list-style-type: none"> Secure a minimum of one hour open skate time on weekends 	C
1 st Quarter comments:	Family Skate is offered on Sundays from 1245p-2pm for the month of April 2019		
2 nd Quarter comments:	Began offering stick & puck clinics in the spring and summer. Family Skate continues on Sundays as well.		
3 rd Quarter comments:			
4th Quarter comments:	Sunday Family Skate was added in 2019. 4840 people participated in public skate in 2019 compared to 2362 in 2018.		
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 st Quarter comments:	Try Hockey & Try Figure Skating for Free were held in March and June for the promo for spring and summer session.		
2 nd Quarter comments:	Numbers were good for March and a little lower for June. Next events will be held in late August.		
3 rd Quarter comments:	Try Hockey & Try Figure Skating were held on 8/25.		
4th Quarter comments:	Try Hockey used to be an event run through USA Hockey. For 2019, staff implemented internal Try Hockey for Free and Try Figure Skating for Free events quarterly before the start of each season to promote lessons. Hockey averaged 40 skaters at each event. Figure Skating was full with 60 skaters at each event. The success of these events is shown in the increased enrollment in both hockey & figure skating lesson enrollment.		
Create recreational programs and opportunities to target underserved demographic populations	Develop Cricket program and expand Cricket field rentals.	<ul style="list-style-type: none"> Build partnership with local Cricket associations Develop cricket programming Promote cricket fields for local league play 	C
1 st 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 nd Quarter comments:	Outdoor cricket classes are running for summer: beginner, intermediate & advanced. Fall classes are scheduled for September-October.		
3 rd Quarter comments:	Fall cricket classes are running. All three levels will be running.		
4 th Quarter comments:	Cricket instructional lessons were offered for the first time in 2019. Lessons were offered outdoors at Canterbury Park in summer and fall. Enrollment was 48 for 2019. A new cricket pitch cage was installed at Canterbury this year. Groups used this for lessons and rentals. Rental revenue was \$3,476 for 2019.		
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"> • Offer option for 2019-20 school yr • Add to 2019 guides • Work with Business Dept for pricing and logistics • Work with teachers to provide them the support they need to implement this new option 	C
1 st 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 nd 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.)		
3 rd Quarter comments:	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.		
4 th Quarter comments:	For the 19/20 school year, students could choose a 4 day or 5 day option. 6 attend the 5-day option at TC and 8 attend at WRC. For 20/21, the 5 day option will be offered to replace the 4 day program.		
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"> • Research trends in fitness programming (i.e., NRPA, IPRA, other rec agencies and fitness centers, etc.) • Add Rise& Shine Cardio class • Add Muscle Conditioning Class 	C
1 st Quarter comments:	HIIT classes being held on Saturday mornings; early morning outdoor fitness classes being offered in the summer.		
2 nd Quarter comments:	Rise & Shine is being held in the fall, Forever Strong (muscle conditioning class) has been successfully running since Q1.		
3 rd Quarter comments:	All completed		

4th Quarter comments:	In 2019, HIIT class, outdoor park workout, Rise & Shine, Forever strong, Bolly X and Bolly Jolly Fitness were all added. HIIT, Outdoor Fitness and Rise and Shine were the 3 early morning classes offered in 2019. HIIT was the class that ran and 12 participants were enrolled in the two sessions.		
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"> • Continue to offer quality curriculum and care • Expand marketing efforts to local businesses and hospital employees • Increase presence at community events with separate ELC promotional tables 	SC
1 st Quarter comments:	Currently our average is 15 kids per classroom (45 total); this will fluctuate throughout the year, but we are on par to meet our budget at our current enrollment.		
2 nd Quarter comments:	Currently there are 46 students enrolled in the program. This will continue to fluctuate throughout the year.		
3 rd Quarter comments:	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.		
4th Quarter comments:	In Q4, there are 41 students enrolled in the program. The ELC revenue exceeded budget ending at \$464,964 (budgeted at \$430,000). Staff is looking to rebrand the ELC and create more marketing options for 2020 to keep enrollment high.		
Evaluate facility space utilization to accommodate growing programming needs.	Increase two NWHL teams by Q4.	<ul style="list-style-type: none"> • Promote children from developmental program into league play • Market the price & value in comparison to competition • Create prime team at sq, and peewee level • Develop starter tot hockey program 	C
1 st Quarter comments:			
2 nd Quarter comments:	Enrollment for Fall league opens early July.		
3 rd Quarter comments:			

4th Quarter comments:	There are 3 less fall teams than last year due to girls program decline. A new Wolf Pack Prime program was created for advanced players to participate in more games. Three prime teams with 53 players ran this Fall.		
Evaluate facility space utilization to accommodate growing programming needs.	Increase revenue for hockey & figure skating by 10% (48 participants).		C
1 st Quarter comments:	Working with C&M on marketing campaigns.		
2 nd Quarter comments:	New WolfPack Prime program launching in July.		
3 rd Quarter comments:			
4th Quarter comments:	All ice programs: figure skating, hockey camp, hockey lessons and hockey leagues have exceeded revenue budgeted for 2019.		
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"> • Offer family incentives & holiday specials • Theme skate nights • Promote the social aspect of open skate • Promote field trips from external child care centers / park districts / camps 	C
1 st Quarter comments:	Will schedule some themed open skate nights for summer.		
2 nd Quarter comments:	Limited ice time due to rink construction.		
3 rd Quarter comments:			
4th Quarter comments:	Sunday Family Skate offered for all of 2019. Additional winter break public skate times offered along with Stick & Puck drop-in play time. Public Skate revenue for 2019 was \$21,011 (budgeted at \$16,000).		
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"> • Offer programs such as animal and nature classes and art (fine motor skills) classes 	C
1 st 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 nd Quarter comments:	Rising Stars and Artists at Play will be offered in the fall for 3-6 year olds.		
3 rd Quarter comments:			

4th Quarter comments:	In 2019, four new classes: Nature through the Seasons, Move it Saturdays, Rising Stars and Artists at Play all were added and ran with a total of 81 participants.		
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"> • Connect with Dan Schlitter (BirdBrain Disc Golf) and set up spring dates and fees • Add classes and clinic to Spring guide • Classes added to fall guide 	C
1 st Quarter comments:	Classes being offered in the Spring and Summer; demo being held at the Kids to Parks Day event on May 18 th		
2 nd Quarter comments:	Disc Golf classes offered in Summer & Fall.		
3 rd Quarter comments:			
4th Quarter comments:	Disc Golf classes and clinics were offered in 2019, but did not run due to low enrollment.		
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"> • Call LL Bean to discuss goals and options for classes and instructors • Set up classes and fees, and add to guide 	C
1 st Quarter comments:	Fly Fishing, Kayaking and Wilderness Survival classes on being offered in the Spring		
2 nd Quarter comments:			
3 rd Quarter comments:	Fly fishing, kayaking and wilderness survival classes were offered this fall. 1 day clinics are being looked into with LL Bean for the future.		
4th Quarter comments:	Classes offered by LL Bean: Fly Fishing at Fabrinni Park, Kayaking at Busse Woods and Wilderness Survival at Black Bear were offered, but did not run. Staff has created a new partnership with the Cook County Forest Preserve for 2020 programming. The forest preserve offers classes at no cost. Already our first class in 2020 with the Forest Preserve will run.		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Offer 2 nature classes/workshops by Q3.	<ul style="list-style-type: none"> • Offer one class outdoors at Vogelei and one workshop or event at another park 	C
1 st Quarter comments:	Kyle G will be leading nature walks at the Village Green on Wednesdays in the summer		
2 nd Quarter comments:	6 new Nature/Art classes added to the Fall brochure.		
3 rd Quarter comments:	Nature Walks were scheduled in partnership with Village Green in summer.		

4th Quarter comments:	Nature Walks at Village Green were held three nights (one was cancelled due to rain). An average 10 participants attended each event. Six nature/art workshops were offered, but did not run due to low enrollment.		
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"> Staff will meet with A Closer Bond in Q1 to offer additional classes in 2019 	C
1 st 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 nd 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.		
3 rd Quarter comments:			
4th Quarter comments:	Dog classes were offered in fall brochure, but did not run. Partnerships continue with A Closer Bond, however, through sponsorship of events.		
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"> Add Festival Trips in Wisconsin Add Trips to Indiana Rent motor coach transportation for longer or out of state trips 	SC
1 st 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 nd Quarter comments:	6 trips ran in Q2. Average attendance is 14.		
3 rd Quarter comments:	5 trips ran in Q3. Average attendance is 14, though a few trips were higher than 14, 23 being our highest attended during this quarter.		
4th Quarter comments:	3 trips ran in Q4. Average attendance is 15. For 2019, 17 trips ran with an overall average attendance of 14 people.		
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"> Survey 50+ members to assess active interests Offer programs such as Disc Golf and Bocce Ball 	C
1 st 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 nd Quarter comments:	Walking Warriors class ran but weather wasn't in our favor. Class ran with 4 participants.		
3 rd Quarter comments:	Offered Baggo on Wednesdays		
4 th Quarter comments:	Expanded Volleyball to include a third day of drop-in (Monday mornings) with an average 15 attendees. Volleyball and pickleball continue to be the two most popular active activities for the 50+ members. Volleyball on Tuesday and Fridays averages 20 people and Pickleball also averages 20 people on Monday, Tuesday, Wednesday and Fridays.		
Develop performance measurement system to evaluate value in programming structure	Expand use of surveys to evaluate events & programs.	<ul style="list-style-type: none"> • Create surveys in constant contact (and paper) to distribute at district-wide special events • Create surveys in constant contact to email to program participants for district programs at end of each session 	C
1 st 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 nd 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.		
3 rd Quarter comments:	Summer surveys were distributed to full-day summer camp and baseball programs.		
4 th Quarter comments:	Fall surveys distributed to: Fall soccer, fall baseball, Fishing Derby, 50+ Holiday Party, mid-year preschool, ELC and STAR.		
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"> • Starting with youth basketball leagues in the winter of 2019, we will add these 4 must have to each youth league 	C

1 st Quarter comments:	All four “must-haves” are being implemented or planned for the in-house basketball, soccer and baseball leagues		
2 nd Quarter comments:			
3 rd Quarter comments:	All four “must haves” have been impletened for fall soccer. The four must haves are being scheduled for winter basketball.		
4th Quarter comments:	All “must haves” have been implemented to each of the youth leagues.		
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"> Hold open house events that will offer free demo fitness classes, ask the trainer and samples of youth programming in each facility (WRC & TC) 	C
1 st Quarter comments:	A Fitness Open House was held on February 16 th at TC & WRC.		
2 nd Quarter comments:	Staff is planning the Q3 Open House for Sept.		
3 rd Quarter comments:	An Open House will be held in November in conjunction with the Fitness Challenge.		
4th Quarter comments:	Fitsgiving was held in November along with Free fitness demo classes and ask the trainer sessions. Staff will be evaluating some free community workout days for 2020 as another way to attract usage. Open Houses have had less attendance.		
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"> Member Appreciation Event New Member Open House 	C
1 st 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 nd Quarter comments:	Still in progress. See comments from Q1.		
3 rd Quarter comments:	1 st Member Appreciation Week completed the last week in August, the second one the second week in November (11/11-11/15)		
4th Quarter comments:	50+ Member appreciation events were held the last week of August & second week of November. August Member Appreciation Week included class demos, informational and wellness sessions and a dinner kick off at Chandlers. The week ended with the annual 50+ Open House with over 150 attendees and 20+ vendors. The member appreciation in November included an ice cream social, lunch and learn, Thanksgiving potluck and a pub quiz night.		
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"> Purchase a branded 10x10 tent Purchase a branded tablecloth 	C

		<ul style="list-style-type: none"> • Purchase giveaways for patrons who visit the booth 	
1 st 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 nd Quarter comments:	Giveaways and tableing supplies purchased. Event schedule developed for increased public presence.		
3 rd Quarter comments:	Participation in Fourth Fest, Party in the Park, Village's 60 th anniversary. Fall events scheduled as well.		
4 th Quarter comments:	Fall participation in Forest Preserve Back to School Event, National Night Out, Village Health Fair, D54 event, Pumpkin Fest, Trunk or Treat, Halloween Bash & Winter Fest. For 2019, community involvement was met through internal events and external events throughout the community. Over 20 events in our community had HEParks representation.		
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"> • Picture back-drops • Social media uploads at events • Social media interactive campaigns: share post, hashtag phrases 	C
1 st 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 nd 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.		
3 rd Quarter comments:	Social media live and post engagement photos increased for new events to drive engagement to new fall events.		
4 th Quarter comments:	After attempting to use using picture back-drops and interactive social media posts this year with our community. We found that our customers do not interact with photo back drops or engage with social media posts calling for interactions. Our customers show highest interaction with posts regarding their parks and amenities.		
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"> • Review website and contact Retention Management company to learn more about the facets of the service 	C

		<ul style="list-style-type: none"> • Work with C&M and Retention Management program to better utilize the program 	
1 st Quarter comments:	Plans are being made to explore the options that the retention management software provides and utilize it more effectively		
2 nd Quarter comments:	Reviewing strategies for using the software and strategies for discontinuing the service		
3 rd Quarter comments:	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.		
4th Quarter comments:	Monthly welcome emails are sent via Constant Contact to fitness members. These emails are sent by the TC & WRC Facility Manager to all new members highlighting the facility amenities and hours.		
Expand marketing communication via email communication	Expand email marketing campaigns with drill down targeting	<ul style="list-style-type: none"> • Track open & click-throughs • Update contact lists • Implement resend options • Simplify email campaigns – less words, more graphics 	C
1 st 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 nd 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.		
3 rd Quarter comments:			
4th Quarter comments:	Staff continued to adjust the email based on information heirarchy and user interaction with the email. Also adjusted for the addition of paid sponsorship in emails. Focus on simplification of graphics and information with the goal of driving readers back to our website.		
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"> • Establish lesson expectations for parents • Reconfigure report cards • Enhance instructor training 	SC

1 st 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 nd Quarter comments:	Parents were given Instructor evaluations for both winter and spring indoor sessions to try and gain feedback to our strengths and weaknesses.		
3 rd Quarter comments:	Indoor lessons have increased by 35 participants for the first session of fall lessons which is a 15% increase from 2018 fall session 1.		
4 th Quarter comments:	<p>Fall session 1 and 2 had an increase of 15 participants (382 in 2019 vs 267 in 2018). Total for 2019 is 1533 participants (1254 indoor & 279 outdoor) compared to 1649 in 2018 (1364 indoor & 285 outdoor).</p> <p>Additional swim lesson curriculum being developed in Winter 2020. Winter 2020 enrollment is the highest in seven years.</p>		
Utilize best practices to maximize operational efficiencies as a District.	Retain front desk staff by limiting turnover.	<ul style="list-style-type: none"> Evaluate pay rates to establish a competitive hourly wage to retain employment 	C
1 st Quarter comments:	All front desk staff wages were increased.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4 th Quarter comments:	Desk staff wages were increased to \$10 starting wage in 2019. For 2020, wages were increased to starting \$12/hour to be more competitive with our PT jobs.		
District Objective 3: Connect & engage our community			
Initiative	Performance Measure	Action Plan	Status
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"> Ads Blood Pressure Screenings Add Lifeline Screenings Add Bone Density Screenings 	C
1 st 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 nd Quarter comments:	see comments from Q1.		
3 rd Quarter comments:	Offering Flu Vaccinations in October. Offered blood pressure screenings in August along with Bone Density Screenings in August.		

4th Quarter comments:	Partnerships in 2019 included: Amita Health, Village Hall, and Athletico . Services included: Blood pressure screenings, bone density screenings, and Lunch & Learn presentations all centered around medical topics for our 50+ members.		
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"> • Work with Officer Bending on building relationships with teens • Meet with Village staff regularly to plan and implement new offerings • Offer one special event by Q2 & one special event by Q4 	C
1 st Quarter comments:	Offering monthly movie nights and field trips; a field trip to the Club was held on March 5 th ; another field trip to the bowling alley planned for May; working on staffing an additional night in the teen center		
2 nd 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.		
3 rd Quarter comments:	A revised fall schedule of events has been created to include a routine each month, such as: 1 st Tuesday is movie night, 2 nd Tuesday is wellness workshops with the village, 3 rd Tuesday is a free field trip and 4 th Tuesday is game night.		
4th Quarter comments:	A new fall schedule was launched to give structure to the Teen Center and activities provided. 1st Tuesday is movie night, 2nd Tuesday is wellness workshops with the village, 3rd Tuesday is a free field trip and 4th Tuesday is game night. Field Trips are the most popular filling up with 20 teens each month. The onsite events average 8 attendees.		
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"> • Offer challenges in winter, summer, fall 	C
1 st 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 nd 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		
3 rd Quarter comments:	The final fitness challenge for 2019 will be held in November at TC & WRC.		
4th Quarter comments:	Fitsgiving fitness challenge was held in November to approximately 100 fitness members at TC & WRC. The two fitness challenges held in 2019 provided additional		

	opportunities for the fitness members to do workouts that may be “outside their normal routine”, visit a different facility and try new programs. Tshirt prizes were awarded for both challenges.		
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"> Discover your Parks Passport. Visit x out of x events and get a prize at Party in the Park Encourage the community to try new events and clinics 	C
1 st Quarter comments:	Passport design and plan is almost complete – passport events will be on April 27 th		
2 nd quarter comments:	1000 Passports were ordered and distributed by middle of June. Community enthusiastic about the guide, handiness, small size and the prize aspect.		
3 rd Quarter comments:	Summer passport program successful as a tool for special events distribution.		
4th Quarter comments:	Passport to Fun was distributed in spring at all community events. The passport provided our residents a small booklet to promote our summer schedule of events, concerts, seascape hours, golf promo. An interactive game was added to the passport for residents to win a HEParks swag bag by getting stamps in their passport and submitting the passport at PIP. The stamp portion of the booklet was not as successful as intended, but the booklet was a great marketing tool for everything summer!		
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"> Submit a minimum of one press release per month Expand print ads into specialized sections (camp section, golf section) Create digital ads 	C
1 st 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 nd 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.		
3 rd Quarter comments:	Fall events, and Texas hold-em used print ads. Took advantage of digital ads through daily herald to promote swimming lessons, hockey and The Club. Media coverage for new renovation project at The Club.		

4th Quarter comments:	Staff completed media contract with Daily Herald. Digital ads for winter fitness promos and black Friday sale were promoted. Discounted print ads were published for job fair, hockey and ice programs. In 2019, press releases for special events were submitted (with a selected amount printed). All events with added into their calendar of events. Additional promotion was printed in special sections for: summer fun, golf, seniors, fall section, & holiday section.		
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"> • Increase posts to be more present on news feeds • Promote social media outlets via contests • Live feed promotions 	C
1 st 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 inteaction is included in the summer passport to fun as a way to receive prizes.		
2 nd 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.		
3 rd Quarter comments:	Changed the event posting schedule to allow for greater time before events. Events are now posted at the time of the guide launch.		
4th Quarter comments:	Facebook followers increased 23% with over 1000 since March 2019, totaling 4400. Twitter increased 10% to 1000. Instagram increased 54% up to 400.		
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"> • Paid ads will appear on filtered newsfeeds 	C
1 st 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 nd Quarter comments:	Paid advertising used to promote some of the new Spring and Summer programs as well as boost sales into surrounding communities.		
3 rd Quarter comments:	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.		
4th Quarter comments:	2019 was our first year of paying for ads through Facebook. Boosted (paid) marketing expands the promotion to non-followers news feed pages leading to a higher reach count.		

	All district special events had higher attendance than previous years and could be related to the increased marketing efforts through social media.		
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"> • Coupon codes • Trackable links 	C
1 st 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 nd 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.		
3 rd Quarter comments:	Alternated direct call to actions in social media postings with soft sell marketing strategies including informing, and awareness.		
4th Quarter comments:	Added coupon codes to swap ad with other park districts who receive resident rates. Trackable links used in paid digital advertising show that ads are driving members into facility and to website and webtrack. Expanded general park district awareness into community wide publication as well as a new mover packet.		
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"> • Partner with “Feed our Starving Children” and involve youth league parents to volunteer their time on two separate dates in 2019 • Youth baseball partnered with stepping stones to run a clothing drive for children in Uganada 	C
1 st Quarter comments:	First outing to “Feed My Starving Children” is May 15 th		
2 nd Quarter comments:	Clothing Drive for youth baseball on May 4 th		
3 rd Quarter comments:	Visiting “Feed My Starving Children” on 11/23		
4th Quarter comments:	Three give-back opportunities were provided in 2019 with two outings to Feed My Starving Children and one used clothing drive.		
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"> • Plan themes for each walk • Partner with community to enhance the walk – story-walk with library 	SC

1 st Quarter comments:	Themed Hoffman Walks events have been successful so far this year; one was held on February 17 th in conjunction with the Fitness Open House and another was held on March 16 th with a St. Patrick's Day theme and 19 in attendance.		
2 nd Quarter comments:	Working alongside Parks Dept, monthly walks with nature themes are offered through summer. Walkers average around 10-15 people.		
3 rd Quarter comments:	Monthly Hoffman Walks continued through Q3. A new branding campaign and kickoff will be planned for spring 2020.		
4th Quarter comments:	Participation in Hoffman Walks averaged 10 walkers for each event. Using the "GO" campaign that Lake County Park Districts implemented, a new Hoffman Walks will launch in spring to promote outdoor walking.		
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"> Plan an event in Q2 	C
1 st Quarter comments:	Family Fit Day is scheduled to be held on April 27 th at Pine Park. All facilities & sections of the Rec Dept. will be in attendance coordinating family activities.		
2 nd Quarter comments:	Family Fit Day was held on April 27 th 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.		
3 rd Quarter comments:			
4th Quarter comments:	Family Fit Day was held on April 27th 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.		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual & Long range financial plans

Initiative	Performance Measure	Action Plan	Status
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"> Reach out to new members, guests, and repeat training customers to offer specials on personal training 	NA
1 st Quarter comments:	Specials are being offered on personal training packages.		

2 nd Quarter comments:	Pricing and packages have been adjusted at both WRC & TC in an attempt to increase personal training sales.		
3 rd Quarter comments:			
4th Quarter comments:	TC & WRC personal training revenue did not exceed that of 2018. Staff will re-evaluate packages and promotions.		
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"> Reach out to local corporations and other outlets for new membership Contact new members and guests to promote benefits of membership 	SC
1 st Quarter comments:	Fitness membership campaign planned for Q2.		
2 nd 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.		
3 rd Quarter comments:			
4th Quarter comments:	TC fitness center exceeded 2018 revenue while WRC fitness center was slightly down from 2018.		
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"> Offer Membership Drive by Q4 Continue to expand offerings and services each quarter 	SC
1 st Quarter comments:	50+ membership has been steady in Q1, but has not yet reached the average of 10 per month		
2 nd 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.		
3 rd Quarter comments:			
4th Quarter comments:	New members averaged 10 per month with only 2 months not achieving at least 10 members in 2019. Membership growth did decline, however, with an increased amount of cancellations or auto-cancels (due to no payment) throughout the year. A new membership campaign and pricing structure will launch in spring 2020.		
Achieve District annual budget to maintain fund balance reserves	Increase ice rental revenue by 10%	<ul style="list-style-type: none"> Target early afternoon hours to high school hockey programs 	NA
1 st 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 nd Quarter comments:			

3 rd Quarter comments:			
4 th Quarter comments:	Ice rental revenue did not meet budget. Limited ice time was available due to Rink 1 renovation.		
Achieve District annual budget to maintain fund balance reserves	Increase TC room rental revenue by 15%	<ul style="list-style-type: none"> Promote to local businesses to use TC room 112/113 for business meetings 	SC
1 st Quarter comments:	Working with C&M to develop new marketing promotions.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4 th Quarter comments:	TC room rental budget of \$70,000 was not met. Projecting year end at \$67,500.		
District Objective 2: Generate alternative revenue			
Initiative	Performance Measure	Action Plan	Status
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	C
1 st Quarter comments:	First adult softball tournament planned for April 6 th		
2 nd Quarter comments:	Other tournament scheduled for Q4.		
3 rd Quarter comments:	Advertising for Fall Softball tournament		
4 th Quarter comments:	Two tournaments were offered in 2019: one in spring & one in Fall. Both did not run due to low enrollment.		
Secure additional alternative sources of revenue to support financial goals	Create a Seascape POS to accommodate basic needs of pool patrons.	<ul style="list-style-type: none"> Provide swim diapers, goggles, sunscreen, sunglasses Setup POS and inventory 	C
1 st Quarter comments:	Putting together costs of items to be sold to present to the business department		
2 nd Quarter comments:	Set up and created Seascape Merchandise sales for commonly asked for products: puddle jumpers, goggles, swim diapers.		
3 rd Quarter comments:			

4th Quarter comments:	Puddle Jumpers (water wings), goggles and swim diapers were available for sale at the cashiers window. Sales were not great, but the products were available for those who needed them. An expanded marketing effort will be included in 2020 to increase sales.		
Secure additional alternative sources of revenue to support financial goals	Sell marquee space for special life events	<ul style="list-style-type: none"> • One flip on one rotation – only sell one at a time • Example: Birthday wishes, Prom proposals, retirement messages • Encourage people to come take pictures in front 	C
1 st Quarter comments:	Developing feasibility and strategies for slides sales and rotation.		
2 nd Quarter comments:	Art work created. Sales not begun.		
3 rd Quarter comments:	The service will be unveiled the first week in November. Included in the Winter program guide.		
4th Quarter comments:	Marquee ads and promotion in the Fall brochure was launched. There were no sales in 2019, but staff is working on expanded promotion.		
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 st Quarter comments:	Kraft Hockeyville grant and IAPD Power Play grant were submitted in Q1.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4th Quarter comments:	Kraft Hockeyville grant was not awarded. Power Play grant for \$1000 was awarded for the STAR program. Staff used the grant money to expand health and wellness initiatives into the STAR curriculum. “Wellness Wednesday” and “Fitness Friday” activities were added to each site’s weekly curriculum.		
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"> • Add in sponsored Moonlight and Music Event by Q4 • Add in sponsored luncheon/entertainment by Q3 	C
1 st 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 nd Quarter comments:	see Q1 response.		
3 rd Quarter comments:	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.		
4th Quarter comments:	Lutheran Home & Friendship Village sponsorship was secured in 2019 to support the 50+ Center.		
Promote greater facility usage.	Increase facility rentals using the TC ice rink party room.	<ul style="list-style-type: none"> Develop birthday party package using ice rink party room and TC public skate 	C
1 st Quarter comments:	We have opened up Ice Birthday parties and the use of the party room downstairs.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4th Quarter comments:	2019: 15 parties were booked in the ice party room. Parties who paid for private ice received the party room for free.		
District Objective 3: Utilize our resources effectively and efficiently			
Initiative	Performance Measure	Action Plan	Status
	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"> Gather pricing information from various fitness companies on equipment leasing programs and compare to outright purchasing of equipment Submit findings in Q2 to Division Director Purchase or lease new equip by Q3 	C
1 st Quarter comments:	In the process of gathering quotes and information on leasing v. purchasing new equipment for TC and WRC.		
2 nd 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 rd Quarter comments:	Four bikes were purchased for TC and one stepmill for WRC.		

4th Quarter comments:	After gathering information on leasing v. purchasing it was determined that at this time the district will continue to purchase equipment. Four bikes (two recumbent & two upright) were purchased for TC & one stepmill was purchased for WRC. Additional equipment will be purchased for 2020 to continued enhancements for both fitness facilities.
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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"> Coordinate with Parks Department to schedule mid-summer bus maintenance Budget for additional bus rentals during internal bus down time 	NA
1 st Quarter comments:	Working with the Parks Department on a plan for bus maintenance that will minimally disrupt camp operations		
2 nd Quarter comments:	Parks mechanics have determined that the work is not needed.		
3 rd Quarter comments:			
4th Quarter comments:	Parks mechanics have determined that the work is not needed.		
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"> Work with the Hoffman United Soccer Club to plan and implement trainings for in-house soccer teams 	C
1 st 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 nd Quarter comments:	Youth Summer basketball leagues will be working with Options basketball for the first week of practice		
3 rd Quarter comments:	Fall Coaches clinics are being held for Soccer. For or new Hoffman Elite Soccer team Coaches get their Coaching license/ certification.		
4th Quarter comments:	Bradley Reibel, Varsity Women's Coach at Hoffman High ran a coaches clinic on Dec. 22 for all of the girls teams.		

	For 2019, trainings were offered for 22 soccer coaches per season, 20 baseball coaches per season and 33 basketball coaches.		
District Objective 2: Utilize best practices			
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"> Will hold combined TC & WRC staff meetings each quarter in 2019 	C
1 st Quarter comments:	The 1 st quarter staff meeting was held on Feb.18 &20.		
2 nd Quarter comments:	The 2 nd quarter staff meeting was held on April 8 & 10. Upcoming 6/17 & 6/19		
3 rd Quarter comments:	3 rd quarter staff meetings were held on June 19 & 19. Next meetings are scheduled for 11/4 & 11/6.		
4th Quarter comments:	4th quarter staff meetings were held 11/4/19 & 11/6/19		
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"> Review requirements for staff trainings and classroom processes Complete application for renewal Work with IL Action for Children to plan and review Create checklist for classrooms 	SC
1 st 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 nd 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.		
3 rd Quarter comments:	Application will be submitted mid October after meeting with new advisor on 8/10.		
4th Quarter comments:	Staff have worked diligently to ensure all classroom standards are being implemented and followed for application. Final application will be submitted in February and approval should arrive by April 2020.		
Utilize best practices to maximize operational efficiencies as a District	Use gorilla-style marketing tactics through signage & stickers	<ul style="list-style-type: none"> Cling-on stickers on doorways Messages on locker room mirrors 	C
1 st Quarter comments:	Added marketing to mirrors in TC locker rooms for fitness promotion		

2 nd Quarter comments:	Messaging added to ice area for events and clinics to target parents waiting for programs. Signage clean up around buildings reduced available space for promotions outside of display areas.		
3 rd Quarter comments:	Changed gorilla tactics to be out of building messaging for greater exposure. Including creation of community area specific signage for employment and special events as well as use of flyers in community businesses.		
4th Quarter comments:	Continued use of community/neighborhood based signage for special events and programs.		
District Objective 3: Advance environmental and safety awareness			
Initiative	Performance Measure	Action Plan	Status
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"> Instructors will meet in Q4 of 2018 to develop the 2019 AED/CPR course schedule Add one AED/CPR instructor for 2019 	C
1 st 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 nd 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.		
3 rd Quarter comments:	AED certification class was held on August 24 th with 13 participants.		
4th Quarter comments:	4th quarter certification class held in November.		
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Ensure STAR safety procedures align with School District 15 & 54 and are practiced by end of Q4.	<ul style="list-style-type: none"> Contact STAR site principals to discuss alignment and review of safety and armed intruder procedures Implement quarterly drills at each site 	SC
1 st 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 nd Quarter comments:	Martha will meet with SD54 in Q3 before school starts to review procedures.		
3 rd Quarter comments:	Met with SD54 and conducted crisis training for all STAR staff on September 17 th at Muir.		
4th Quarter comments:	Staff is in the process of meeting with each principal to ensure safety procedures align.		

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"> • Sync ePact software with STAR retrace registration • Upload ePact app onto all STAR site cell phones • Educate parents of new emergency contact data collection procedures 	C
1 st 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 nd 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.		
3 rd Quarter comments:	ePact launched in Fall 2019 for all STAR families to use to store their emergency contact info.		
4 th Quarter comments:	ePact launched in Fall 2019 for all STAR families to use to store their emergency contact info. Staff access the emergency contact info through the STAR site smart phone and a secure login. Having all information digital and secure is a safer way to manage the emergency information from the old version of paperwork in binders.		
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"> • For ELC & PS: write lockdown procedure using age appropriate guidelines • Meet with staff • Conduct drill 	NC
1 st Quarter comments:	Code Blue will be conducted in all facilities in early April.		
2 nd Quarter comments:	Code Blue was conducted during April at all facilities. Severe weather warnings were conducted at WRC and TC.		
3 rd Quarter comments:			
4 th Quarter comments:	Code Red & Code Pink took place successfully at TC. Code Blue safety drill was practiced at each facility. Training on all codes took place at a quarterly all-staff meeting.		
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"> • Provide education programs in seasonal brochure • Provide in-house field trip for preschool program • Attend Pumpkin Fest 	C
1 st Quarter comments:	Wings & Talons offered 3 programs in the winter session. They are offering 2 programs in spring and summer.		

2 nd Quarter comments:	Wings and Talons continue to offer programming. There were 4 participants in the May session.
3 rd Quarter comments:	The Sept. class was cancelled due to low enrollment.
4 th Quarter comments:	11 classes were offered in 2019 with 4 classes running with a total of 26 participants. Wings & Talons also attended Kids to Parks Day, Pumpkin Fest & Winter Fest.

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"> Complete by Q3 	C
1 st Quarter comments:	Lisa Swan presented a Hoffman U in Q1.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4 th Quarter comments:	Lisa Swan presented a topic on communication and positivity in the workplace in Q1.		

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"> Complete each quarter 	C
1 st Quarter comments:			
2 nd Quarter comments:	Dustin & Nicole each attended one meeting in Q2.		
3 rd Quarter comments:			
4 th Quarter comments:	Brian attended a meeting in Q4. All division directors attended a rec staff meeting in 2019.		

District Objective 3: Promote continuous learning and encourage innovative thinking

Promote furthering educational opportunities of staff by encouraging participation in	Conduct quarterly internal service desk trainings.	<ul style="list-style-type: none"> Will hold combined TC & WRC staff meetings each quarter in 2019 	C
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workshops, conferences and other educational opportunities.			
1 st Quarter comments:	The 1 st quarter staff meeting was held on Feb.18 &20.		
2 nd Quarter comments:	The 2 nd quarter staff meeting was held on April 8 & 10.		
3 rd Quarter comments:	The 3 rd quarter staff meeting was held on June 17 & 19.		
4th Quarter comments:	The 4th quarter staff meetings were held Nov. 4 & 6.		
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"> Complete the training program 	C
1 st 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 Seascape.		
2 nd 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.		
3 rd Quarter comments:			
4th Quarter comments:	All 7 managers have been trained as instructors and have been conducting certification courses as well as in-service trainings.		
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"> Pass the CPRP exam 	C
1 st 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 nd Quarter comments:	Staff will be taking the exam by Fall.		
3 rd Quarter comments:			
4th Quarter comments:	Jody Dodson, Kyle Thomas & Mindi Schwartz passed their CPRP exams in Q4 and Alisa Kapusinski passed the CPRE exam.		

**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 st Quarter Comments	Outing rounds will begin in 2 nd qtr.		
2 nd Quarter Comments	We have hosting 997 outing rounds thru 2 nd Qtr.		
3 rd Quarter Comments	We hosted 2,672 outing rounds thru 3 rd Qtr. With the revenue projected to be close to budget as the Green Fee per round is higher than budgeted amount.		
4th Quarter Comments	We hosted 46 outing rounds in Q4; finishing just shy of budget in outing sales.		
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 st Quarter Comments	We currently have 22 Groups. Official season will start in 2 nd Qtr.		
2 nd Quarter Comments	We have 26 Preferred Tee Time Groups for the 2019 Season.		
3 rd Quarter Comments	We have 26 Preferred Tee Time Groups for the 2019 Season.		
4th Quarter Comments	We have 26 Preferred Tee Time Groups for the 2019 Season.		
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 st Quarter Comments	League rounds will begin in 2 nd qtr.		
2 nd Quarter Comments	We have hosting 1,046 league rounds thru 2 nd Qtr.		
3 rd Quarter Comments	We hosted 2,242 league rounds thru 3 rd Qtr.		
4th Quarter Comments	We hosted a total of 2,248 league rounds in 2019. Overall, league numbers remained constant but, unfortunately, we had several rain out days that lowered participation.		
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 st Quarter Comments	Pass sales have begun. Will be area of focus in early 2 nd qtr.		
2 nd Quarter Comments	Total Resident Passes Sold 83, Total Non-Resident Passes Sold YTD 144 Thru 2 nd Qtr.		
3 rd Quarter Comments	Total Resident Passes Sold 100, Total Non-Resident Passes Sold YTD 146 Thru 3 rd Qtr. Along with the 104 Preferred tee time member passes.		
4th Quarter Comments	Total Resident Passes Sold 100, Total Non-Resident Passes Sold 146 in 2019. Along with the 104 Preferred tee time member passes. Pass sales were slightly down due to poor weather in the spring.		
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 st Quarter Comments	Classes will begin in 2 nd qtr.		
2 nd Quarter Comments	2 Sessions have started and we had 38 students thru 2 nd qtr. We have 4 additional classes in 3 rd qtr.		
3 rd Quarter Comments	We had 128 students in 2019		
4th Quarter Comments	We had a total of 128 students in 2019 exceeding our goal of 110.		
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 st Quarter Comments	Group lessons will begin in 2 nd qtr.		
2 nd Quarter Comments	Group Lessons had 1 class with 7 students.		
3 rd Quarter Comments	We had 1 group class run in the 2019 season with 7 students		
4th Quarter Comments	We had one group class that ran in the 2019 season.		

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 st Quarter Comments	Lesson Clinics will begin in 2 nd qtr.		
2 nd Quarter Comments	First clinic was cancelled due to rain in 2 nd qtr.		
3 rd Quarter Comments	We had 3 sessions cancelled due to inclement weather.		
4th Quarter Comments	We had all three sessions cancelled due to inclement weather.		

Expand facility based special events that promote greater facility usage	Develop a sales add on program for POS desks to promote events, programs, passes and merchandise.	Create a daily add on promotion that all Proshop staff recommends to all customers checking in for golf. Will have different focus items throughout the season.	C
1 st Quarter Comments	Add on Sales program is currently being developed. March is focused on Pass Sales.		
2 nd Quarter Comments	Add on sales program is in place for Proshop. Focus items change weekly.		
3 rd Quarter Comments	Monthly sales program has been installed in golf shop.		
4th Quarter Comments	Monthly sales program was introduced and applied during the 2019 season.		
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 st Quarter Comments	We currently have 1 outside ceremony only event booked in 2019.		
2 nd Quarter Comments	We have hosted 1 ceremony only event this season.		
3 rd Quarter Comments	We have hosted 1 ceremony only event this season.		
4th Quarter Comments	We hosted one outside ceremony in 2019		
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 st Quarter Comments	We currently have 3 wedding receptions only events booked in 2019.		
2 nd Quarter Comments	We currently have 3 wedding receptions only events booked in 2019.		
3 rd Quarter Comments	We currently have 3 wedding receptions only events booked in 2019.		
4th Quarter Comments	We hosted three reception only events in 2019.		

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 st Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
2 nd Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
3 rd Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
4th Quarter Comments	We hosted 16 ceremony and receptions events in 2019.		

District Objective 2: Achieve customer satisfaction and loyalty

Initiative	Performance Measures	Action Plan	Status
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.	C
1 st Quarter Comments	We currently have sent out 11 email blasts in the 1 st qtr.		
2 nd Quarter Comments	We have currently sent out 17 email blasts in the 2 nd qtr.		
3 rd Quarter Comments	We have currently sent out 20 email blasts in the 3 rd qtr.		
4th Quarter Comments	We sent out 56 email blasts in 2019.		
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 st qtr. Implement campaign in March.	C
1 st 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	<p>Facebook: 59 Posts – 12,380 impressions – 880 engagements 6 event posts – 1,858 impressions – 48 responses</p> <p>Twitter: 19 Tweets – 5,597 impressions – 76 engagements</p> <p>Instagram: 4 posts – 244 impressions – 43 likes</p>		
3 rd Quarter Comments	<p>Facebook: <input type="checkbox"/> 76 posts , 15,658 Impressions 383 engagements <input type="checkbox"/> 4 Events, 4034 impressions 141 responses</p> <p>Twitter: <input type="checkbox"/> 5 tweets. – 946 impressions – 8 engagement</p> <p>Instagram: <input type="checkbox"/> 14 posts – 946 impressions – 91 likes</p>		
4th Quarter Comments	<p>Facebook 19 Posts –1,818 Reach, 290 engagements with posts 6 events, 23,892, impressions, 202 responses</p> <p>Twitter 6 tweets – 2172 Impressions – 22 engagements</p> <p>Instagram 15 Posts – 51impressions – 51 Likes</p>		
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.	C
1 st Quarter Comments	The first wedding will take place in 2 nd qtr.		
2nd Quarter Comments	We currently have 3 Five Star Review posted for 2019. Looking forward to more as we enter into wedding season.		
3 rd Quarter Comments	We currently have 3 Five Star Reviews within the Knot and Wedding Wire		

4th Quarter Comments	We had a total of 17 Five Star Reviews within the Knot and Wedding Wire earning us another Knot Venue of the Year Award!
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District Objective 3: Connect and engage our community

Initiative	Performance Measures	Action Plan	Status
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.	SC
1 st Quarter Comments	We hosted one golf event in 1 st qtr with 124 golfers.		
2nd Quarter Comments	Remaining events will take place towards end of 3 rd qtr and beginning of 4 th qtr.		
3 rd Quarter Comments	We have 4 events planned for 4 qtr. Par 3 Challenge, Cross County, Big Bucket and 9&Stein have been canceled this season due to weather or low enrollment.		
4th Quarter Comments	We hosted the Pro Am Scramble event with 108 golfers. The 5k, Turkey Shoot, & Final Challenge were all cancelled due to inclement weather.		
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	C
1 st 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.		
3 rd Quarter Comments	Ladies league continued play in September.		
4th Quarter Comments	We had 16 players in our inarguably Ladies league in 2019.		
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.	C
1 st Quarter Comments	Easter Brunch will be the first Holiday Event of the season in 2 nd qtr.		
2nd Quarter Comments	We hosted 365 guests for Easter Brunch.		

3 rd Quarter Comments	Breakfast With Santa is set for December 14 th .		
4th Quarter Comments	We hosted 515 guests for Breakfast with Santa. There was a total of 880 guests for Holiday events.		
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.	NA
1 st Quarter Comments	Breakfast with the Bunny will be our first Special Event of the season on April 13.		
2 nd Quarter Comments	We hosted 205 guests in our first Special event of the season. Music nights will begin in 3 rd qtr.		
3 rd Quarter Comments	We had 3 music nights cancelled due to inclement weather in 3 rd qtr.		
4th Quarter Comments	We hosted one event servicing 205 guests in 2019.		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Initiative	Performance Measures	Action Plan	Status
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)	C
1 st Quarter Comments	We are currently on track for expenses thru 1 st qtr.		
2 nd Quarter Comments	We are currently below budget with expenses thru 2 nd qtr.		
3 rd Quarter Comments	We are currently below budget with expense thru 3 rd qtr. With F&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.		
4th Quarter Comments	Budgets were monitored all year. Even with the extremely challenging weather season, we exceeded budget in 2019.		

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.	NA
1 st Quarter Comments	The golf course was able to open in March. We had 481 rounds in the 1 st qtr.		
2 nd Quarter Comments	We had 9,264 rounds in 2 nd qtr. With a YTD total of 9,745.		
3 rd Quarter Comments	We had 12,485 rounds in 3 rd qtr. With a YTD total of 22,230.		
4th Quarter Comments	We had a total of 2,120 rounds in Q4. For a TYD total of 24,350.		
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	C
1 st Quarter Comments	We currently are evaluating which show will be most beneficial to our facility. Most likely will attend in the 3 rd or 4 th qtr.		
2 nd Quarter Comments	Staff has researched Bridal shows and have it narrowed down to two shows. One in late August and one early September.		
3 rd Quarter Comments	Staff has registered for the Bridal Show at the Marriott Northwest with Bridal Expo of Chicago. The show will be November 17 th .		
4th Quarter Comments	Staff attended Bridal Show at the Marriott. We received a few leads and continued to brand our facility.		

District Objective 2: Generate alternative revenue

Initiative	Performance Measures	Action Plan	Status
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.	C
1 st Quarter Comments	We have started Hole In One contest upsell and sold 25 in 1 st qtr.		
2 nd Quarter Comments	We have had 819 Hole In One Contestants in 2 nd qtr. YTD Total of 844.		
3 rd Quarter Comments	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 rd qtr. YTD Total of 2,195.		

4th Quarter Comments	We had a total of 50 Hole in One contests in October. For a total of 2,245 contestants in 2019.		
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 st 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!		
2 nd Quarter Comments	Ladies league and Couples league has begun. We have 16 participants in Ladies League and 18 players in the couples league.		
3 rd Quarter Comments	Ladies league and Couples leagues are complete. We had a total of 34 players.		
4th Quarter Comments	Ladies league and Couples leagues are complete. We had a total of 34 players.		

District Objective 3: Utilize our resources effectively and efficiently

Initiative	Performance Measures	Action Plan	Status
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.	C
1 st Quarter Comments	In the 1 st qtr we have worked with Parks Department on annual burns and tree stump removal.		
2 nd Quarter Comments	Staff has used a variety of equipment from the parks department through 2 nd qr. Parks department has also used a few items from the golf course.		
3 rd Quarter Comments	Golf Maintenance and Parks Maintenance have continued to share specialty equipment between departments.		
4th Quarter Comments	Equipment was shared all season long; a great benefit to both departments.		
Utilize best practices to maximize operational efficiencies as a District	Work with Parks department to get preferred pricing on joint maintenance purchases for the facility.	Collaborate with Parks department on purchasing key items to get bulk discounts district wide.	C
1 st Quarter Comments	Fertilizer and Pesticides were purchased in the 1 st qtr as a joint purchase.		
2 nd Quarter Comments	No additional joint purchase took place in 2 nd qtr. But multiple shared equipment has taken place to save funds on renting specialized equipment.		
3 rd Quarter Comments	No additional joint purchases took place in 3 rd qtr.		

4th Quarter Comments	No additional joint purchases took place.		
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.	C
1 st 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 nd qtr.		
3 rd Quarter Comments	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&4.		
4th Quarter Comments	Greens were prepped for the winter season with a solid topdressing and verticut in 4th qtr.		
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.	C
1 st Quarter Comments	Early practices have begun in 1 st 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.		
3 rd Quarter Comments	Playing surfaces have made it through the majority of the summer and they are in great shape.		
4th Quarter Comments	Staff provided great playing surfaces all season long in a very challenging weather season.		
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 st qtr.	C
1 st Quarter Comments	New heaters have been installed in the maintenance department in 1 st qtr.		
2nd Quarter Comments	Completed in 1 st qtr.		
3 rd Quarter Comments	Completed in 1 st qtr.		
4th Quarter Comments	Completed in Q1		
Utilize best practices to maximize operational efficiencies as a District	Replace all existing greenside bunker rakes with new larger rakes.	Purchase in 1 st qtr and replace rakes in 2 nd qtr.	C
1 st 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.		
3 rd Quarter Comments	Completed in 2 st qtr.		
4th Quarter Comments	Completed in Q2		

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.	C
1 st Quarter Comments	Payroll is on plan thru 1 st qtr.		
2 nd Quarter Comments	Payroll is below plan thru 2 nd qtr.		
3 rd Quarter Comments	Payroll is below plan thru 3 rd qtr.		
4th Quarter Comments	Payroll finished below plan in 2019.		
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.	C
1 st Quarter Comments	Currently we are on plan for expenses for Bridges thru 1 st qtr.		
2 nd Quarter Comments	Expenses are currently below plan thru 2 nd qtr.		
3 rd Quarter Comments	Expenses are currently below plan thru 3 rd qtr.		
4th Quarter Comments	Expenses finished below plan for 2019.		

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Initiative	Performance Measures	Action Plan	Status
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 st qtr. Then provide different merchandising displays and daily Proshop cleaning.	C
1 st 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 nd Quarter Comments	Additional outerwear has been purchased for the golf shop along with a few golf ball reorders in the 2 nd qtr.		
3 rd Quarter Comments	Golf shop is up to date with product and fall sales will begin to lower inventory levels.		
4th Quarter Comments	The golf shop was maintained all season long with all the latest fashions.		
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 nd qtr.	C
1 st Quarter Comments	Cart has been purchased with delivery date set for early April.		

2nd Quarter Comments	Toro MDX cart has been delivered and in use.
3 rd Quarter Comments	Completed in 2 nd qtr.
4th Quarter Comments	Completed in Q2

District Objective 2: Utilize best practices

Initiative	Performance Measures	Action Plan	Status
Enhance overall quality of natural areas	Maintain a portion of the natural areas	Complete burns and alternate chemical applications.	C
1 st Quarter Comments	Staff completed a Spring burn in 1 st qtr. Will evaluate conditions in 4 th qtr for additional burns.		
2nd Quarter Comments	Staff is monitoring all native areas for fall schedule.		
3 rd Quarter Comments	Staff is monitoring all native areas for fall schedule.		
4th Quarter Comments	Burns were performed Q4		

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Initiative	Performance Measures	Action Plan	Status
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.	C
1 st 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.		
2nd Quarter Comments	All staff is currently being trained and 15 day evaluations have been completed.		
3 rd Quarter Comments	All staff is currently being trained and 15 day evaluations have been completed.		
4th Quarter Comments	All staff completed the 15 day orientation and all staff were trained in 2019.		

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.	C
1 st 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 nd Quarter Comments	We have 2 additional staff certified in 2 nd qtr bringing total to 16.		
3 rd Quarter Comments	We have total of 16 staff members AED & CPR certified.		
4th Quarter Comments	All key staff maintained or received AED & CPR certification in 2019.		

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

Initiative	Measures/Action	Action Plan	Status
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.	C
1 st Quarter Comments	Seasonal Staff will begin working in 2 nd qtr. Will select 2 part time staff members in 2 nd qtr and 2 in 3 rd qtr.		
2 nd Quarter Comments	Staff has selected Jacob Dietrich for seasonal employee of the quarter.		
3 rd Quarter Comments	Staff has selected Jenny Jones for I-2 Care 3 rd qtr employee.		
4th Quarter Comments	Staff selected Sharon Smith for I-2 Care Q4 employee		

District Objective 3: Promote continuous learning and encourage innovative thinking

Initiative	Measures/Action	Action Plan	Status
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.	C
1 st Quarter Comments	Brian Bechtold (Director of Golf & Facilities) & David Krzepicki (Golf Operations Manager) attended the National PGA Conference in 1 st qtr.		
2 nd Quarter Comments	Director of Golf and Facilities is scheduled to attend NRPA in 3 rd qtr. Golf Operations Manager will be completing Class A Certification coursework in 3 rd qtr.		

3 rd Quarter Comments	Director of Golf & Facilities attended NRPA in September. Attended classes on golf industry topics, customer service, ESports, marketing & management.		
4th Quarter Comments	Staff did not attend any educational events in Q4, but staff had attended multiple education events throughout 2019.		
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.	C
1 st Quarter Comments	Golf Operations Manager has completed online training for PGA.COACH, Callaway Golf, and Titleist in 1 st qtr.		
2nd Quarter Comments	Assistant Golf Professional Brad Farinosi has completed online training for Tour Edge and Callaway Golf.		
3 rd Quarter Comments	Staff is up to date on online product training for Callaway, Titleist, Tour Edge and Taylor Made.		
4th Quarter Comments	Staff did not complete any new trainings in Q4.		
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 st Quarter Comments	Staff is schedule to attend in 3 rd 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.		
3 rd Quarter Comments	PJ Bugay and Steve Bessette attend tree certification and have completed level one and are certified for basic climbing and pruning.		
4th Quarter Comments	PJ Bugay and Steve Bessette attended tree certification and have completed level one; both are certified for basic climbing and pruning.		
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 st Quarter Comments	The golf course mechanic will be attending EZ-GO workshop in the 3 rd qtr.		

2nd Quarter Comments	The golf course mechanic will be attending EZ-GO workshop in the 3 rd qtr.		
3 rd Quarter Comments	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.		
4th Quarter Comments	This was pushed back until 2020; we have one year remaining of warranty of EZ-Go carts. The mechanic will be prepared for 2021 management of the fleet.		
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.	C
1 st Quarter Comments	The Bill Meyer (Golf Course Superintendent) & PJ Bugay (Assistant Golf Course Superintendent) attending the Golf Industry Show in 1 st Qtr. Will continue attending local meetings during the season.		
2nd Quarter Comments	Staff has attended ITF education event in 2 nd qtr.		
3 rd Quarter Comments	Staff has attended MAGCS education event in 3 rd qtr.		
4th Quarter Comments	Staff did not attend additional training events in Q4		
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.	C
1 st 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.		
3 rd Quarter Comments	All current staff have BASSET certifications.		
4th Quarter Comments	All staff were certified in BASSET training in 2019.		

**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.	C
1 st 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 nd 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 th .		
3 rd Quarter Comments:	Launched the first Monthly Member Newsletter in July 2019; sent to members via email blast each month.		
4th Quarter Comments:	Highlighting a “muscle of the month” each month, where the muscle and exercises for it are shown to members via print photos and video on social media.		
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.	C
1 st 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 nd 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.		
3 rd Quarter Comments:	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		

4th Quarter Comments:	For National Diabetes Month in November, we arranged for AMITA to come to our facility to offer free blood glucose screening for our members.		
Increase cooperative efforts with neighborhoods and community associations on health related issues	Host the 3rd annual ‘open house’ event to showcase benefits of membership to various target markets.	Plan an Open House event for 4 th qtr to promote membership sales.	NA
1 st Quarter Comments:	Tentative date for 2019 open house – October 19th		
2nd Quarter Comments:	Preliminary planning begun, working on setting a 4 th quarter date		
3 rd Quarter Comments:	Staffing levels and possibly renovation has put open house plans on hold.		
4th Quarter Comments:	Staff postponed holding an open house until the grand opening of The Club renovation space.		

District Initiative 2: Achieve customer satisfaction and loyalty

Initiative	Performance Measures	Action Plan	Status
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.	C
1 st 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.		
3 rd Quarter Comments:	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.		
4th Quarter Comments:	We are currently working with C&M to video record our personal trainers in different capacities with the goal being to create a library of content. Once this library of content is established, we intend to create video clips to be added to future social media posts in order to increase engagement.		

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.	NA
1 st 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.		
3 rd Quarter Comments:	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 with how they work.		
4th Quarter Comments:	MyZone will be launched in conjunction with the new space in 2020. Currently, staff members are testing the units and mobile app with their personal workouts to become familiar with the system.		
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.	C
1 st 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.		
3 rd Quarter Comments:	Aquatic participant surveys continue to be done (manually) at the end of each swim session.		
4th Quarter Comments:	Surveys were completed on several programs in 2019. Staff is currently evaluating a standard evaluation for 2020.		
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 nd qtr. Send out an additional survey in 4 th qtr to all new members that joined in 2 nd & 3 rd quarters.	C

1 st 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.		
3 rd Quarter Comments:	We will send out second survey in Q4		
4 th Quarter Comments:	Comprehensive survey plans were delayed because of the need to distribute and analyze the results of a very specific, time-sensitive survey regarding the renovation proposal. A one-question survey was created and sent to all members. To encourage participation, we provided tablets at our service desk for members to complete the survey while at our facility.		
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.	C
1 st Quarter Comments:	Survey questions are being finalized and will be sent out in 2 nd 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.		
3 rd Quarter Comments:	All letters from new member letter series sent to all new members in first 8 weeks of membership		
4 th Quarter Comments:	Continuing with the Retention Management new member series of letters as well as a bi-weekly “Healthy Habits” email to all members. We are researching other options for this type of member engagement for 2020.		

District Initiative 3: Connect and engage our community

Initiative	Performance Measures	Action Plan	Status
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.	C
1 st 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.		
3rd Quarter Comments:	Two students from NSSEO school have started their volunteering work at The Club in September 2019. They will begin working 2 days/week.		
4th Quarter Comments:	Our student/work program in partnership with the NSSEO students has been working well. The students help with towel folding as well as light cleaning in the facility.		
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.	C
1st 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.		
3rd Quarter Comments:	Additional Youth Basketball programs have been created with Options Basketball		
4th Quarter Comments:	Additional winter programs have been created with Options Basketball		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Initiative 1: Achieve annual and long range financial plans

Initiative	Performance Measures	Action Plan	Status
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.	NA
1st Quarter Comments:	Currently developing new marketing materials for all items to reflect name change along with new marketing efforts.		
2nd Quarter Comments:	Marketing plan developed by C&M Manager, and industry consultant from CSM hired in Q2.		
3rd Quarter Comments:	Currently on track with net 34 memberships.		
4th Quarter Comments:	Year ended negative 44 memberships. Decline in memberships have been a trend the last few years. New renovation being done to mitigate this and increase membership.		
	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	NA

		designating a member sales associate to provide offsite corporate sales.	
1 st Quarter Comments:	Corporate Structure has been set and marketing materials are being finalized. This will be 2 nd qtr push as summer approaches to generate additional members.		
2nd Quarter Comments:	Corporate structure is under review pending consultant feedback.		
3 rd Quarter Comments:	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		
4th Quarter Comments:	The hiring of an additional full-time sales manager will allow staff to focus efforts on recruiting and soliciting corporate memberships		

District Initiative 2: Generate alternative revenue

Initiative	Performance Measures	Action Plan	Status
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.	NA
1 st Quarter Comments:	We currently have 107 members after 1 st qtr.		
2nd Quarter Comments:	We currently have 95 tennis members after Q2. It is typical for tennis membership to drop in warmer months.		
3 rd Quarter Comments:	Future plans for tennis court space has put a hold on the active promotion of the tennis member up sell.		
4th Quarter Comments:	The approval of the 2020 renovation has changed the outcome of this goal as the new plan has resulted in loss of tennis memberships, as expected.		

District Initiative 3: Utilize our resources effectively and efficiently

Initiative	Performance Measures	Action Plan	Status
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.	C
1 st Quarter Comments:	Payroll accounts are all being monitored and are on plan thru 1 st qtr.		
2nd Quarter Comments:	Payroll accounts are all being monitored and are on plan thru Q2.		
3 rd Quarter Comments:	Payroll accounts are all being monitored and are on plan thru Q3.		
4th Quarter Comments:	Payroll accounts are all being monitored and are on plan thru Q4.		

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Initiative	Performance Measures	Action Plan	Status
	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.	C
1 st Quarter Comments:	Comment cards are being evaluated and addressed. C&M Manager is also created a survey to receive member feedback on the facility.		
2 nd Quarter Comments:	Comment cards are continually reviewed and addressed.		
3 rd Quarter Comments:	Comment cards are continually reviewed and addressed.		
4th Quarter Comments:	Comment cards are continually reviewed and addressed.		

District Initiative 2: Utilize best practices

Initiative	Performance Measures	Action Plan	Status
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 rd qtr.	C
1 st Quarter Comments:	Wall is currently up to date and next inspection will be on May 7 th .		
2 nd Quarter Comments:	Wall inspection was completed in Q2. Equipment was serviced and replaced as needed.		
3 rd Quarter Comments:	Wall inspection completed in Q2.		
4th Quarter Comments:	Wall inspection completed in Q2.		
Utilize best practices to maximize operational efficiencies as a District	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of The Club and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of all Starguard audits by Q4.	Aquatic Manager will schedule and manage this training and evaluation.	C

1 st 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 rd Quarter Comments:	Three audits were performed by Starguard in Q3 with a passing score of 4/5 5/5 and 5/5. (audit date 8/13)
4th Quarter Comments:	Starguard performed an audit in October in which we received another 4/5 rating.

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.	C
1 st 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 nd and 3 rd 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 rd Quarter Comments:	Medic AED/CPR classes are continuing to be held according to annual schedule.		
4th Quarter Comments:	Medic AED/CPR classes are continuing to be held according to annual schedule.		

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.	C
1 st 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.		
3 rd Quarter Comments:	All new hires have been trained to date within first 15 days of employment.		
4th Quarter Comments:	To-date, all new hires have been trained within first 15 days of employment.		

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.	C
1 st Quarter Comments:	Departmental meetings will continue each qtr.		
2 nd Quarter Comments:	Departmental meetings are ongoing.		
3 rd Quarter Comments:	Departmental meetings are ongoing.		
4th Quarter Comments:	Departmental meetings are ongoing, last meeting held on Dec 1		
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.	C
1 st Quarter Comments:	FT employees attended the wellness screening event in Q1.		
2 nd Quarter Comments:	FT employees are continuing to participate in the on-line options in the PATH program.		
3 rd Quarter Comments:	FT employees are continuing to participate in the on-line options in the PATH program.		
4th Quarter Comments:	FT employees are continuing to participate in the on-line options in the PATH program.		

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.	C
1 st Quarter Comments:	Working with the C&M Manager on creating newsletter/information tool.		
2 nd 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.		
3 rd Quarter Comments:	“5050” webpage continues to be an effective form of communication with the staff.		
4th Quarter Comments:	“5050” webpage continues to be an effective form of communication with the staff.		

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.	C

1 st 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.		
3 rd Quarter Comments:	GM and Fitness Manager are registered to attend the Club Industry conference.		
4th Quarter Comments:	GM and Fitness Manager attended Club Industry conference in October.		
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.	C
1 st Quarter Comments:	Staff has attended multiple Hoffman U's in the 1 st qtr.		
2nd Quarter Comments:	Staff attended the Annual Staff Training in Q2 on May 2 nd		
3 rd Quarter Comments:	Staff attended the Hoffman U staff training on IC agreements in Q3		
4th Quarter Comments:	Staff attended the Hoffman U staff training on benefits and PATH program in Nov and December.		

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

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

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

District Objective 3: Connect and engage our community

Division Objectives	Performance Measures	Action Plan	Status
Educate residents regarding District financial stewardship and transparency.	Provide financial information to C&M for highlight video/slideshow.	<ul style="list-style-type: none"> Achieve 2nd qtr. 	C
1 st Quarter Comments:	Provided statistical information as well as charts for the video/slideshow.		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:			
Educate residents regarding District financial stewardship and transparency.	Work with C&M to develop infographics to provide registration statistical and financial information in a highly accessible format for both the Guide and FOIA section of HE Parks.	<ul style="list-style-type: none"> Achieve 4th qtr. 	C
1 st Quarter Comments:	To be completed Q4		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:			

Educate residents regarding District financial stewardship and transparency.	Maintain FOIA compliance and transparency aspects of the District to ensure Illinois Transparency Institute guidelines.	<ul style="list-style-type: none"> • Process all FOIA requests timely. • Publish documents as required on HEparks.org. 	C
1 st Quarter Comments:	Two FOIA requests completed and three documents placed on the HE Parks transparency page. Additional documents to be placed once audit completed.		
2 nd Quarter Comments:	Three additional FOIA requests completed (five YTD) and remaining audit documents placed on the transparency page.		
3 rd Quarter Comments:	One additional FOIA requests completed (six YTD) and TIF documents placed on the transparency page.		
4 th Quarter Comments:	Three additional FOIA requests completed (nine YTD) and transparency page documents are current.		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Performance Measures	Action Plan	Status
Achieve District annual budget to maintain fund balance reserves.	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves.	<ul style="list-style-type: none"> • Using software monitor revenue and expenses. • Meet with division directors quarterly to review. 	C
1 st Quarter Comments:	1 st quarter financial review will be completed and reviewed with division directors in early April.		
2 nd Quarter Comments:	2 nd quarter financial review will be completed and reviewed with division directors in early July.		
3 rd Quarter Comments:	3 rd quarter financial review will be completed and reviewed with division directors in early October.		
4 th Quarter Comments:	4th quarter financial review will be completed and reviewed with division directors in early January. YE 2019 financial numbers are preliminary as business staff complete internal audit.		

Achieve District annual budget to maintain fund balance reserves.	Create 2020 annual balanced budget. Achieve by November 2019.	<ul style="list-style-type: none"> • Using data analytics develop recommendation. • Meet with department managers to review. • Review recommended budget with board, achieve by November 2019. 	C
1 st Quarter Comments:	To be started Q3		
2 nd Quarter Comments:			
3 rd Quarter Comments:	Preliminary 2019 projections have been entered. Working with staff on managerial level development of budget. Working with admin team to finalize 2020 capital projects.		
4th Quarter Comments:			
Achieve District annual budget to maintain fund balance reserves.	Conduct budget preparation Hoffman U session for all staff.	<ul style="list-style-type: none"> • Achieve by July 2019. 	C
1 st Quarter Comments:	To be completed Q3		
2 nd Quarter Comments:	Meeting presentation scheduled for August 7 th .		
3 rd Quarter Comments:			
4th Quarter Comments:			

District Objective 2: Generate alternative revenue

Division Objectives	Performance Measures	Action Plan	Status
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue through advertising/sponsorship/marquee revenue.	<ul style="list-style-type: none"> • Achieve by December 2019. 	C
1 st Quarter Comments:	Q1 Revenue - \$31,050 Q1 YTD Revenue - \$31,050 2019 Contracted Yet To Be Earned - \$68,349		
2 nd Quarter Comments:	Q2 Revenue - \$49,544 Q2 YTD Revenue - \$80,594 2019 Contracted Yet To Be Earned - \$46,997		
3 rd Quarter Comments:	Q3 Revenue - \$54,338 Q3 YTD Revenue - \$134,932 2019 Contracted Yet To Be Earned - \$31,949		
4th Quarter Comments:	Q4 Revenue - \$50,448 Q4 YTD Revenue - \$185,380 2020 Contracted Yet To Be Earned - \$57,202		

Develop strategies to attract additional sponsors and new partnerships.	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	<ul style="list-style-type: none"> Achieve by December 2019. 	C
1 st Quarter Comments:	Attended: Q1 Chamber (3), Bon Appetit (4), Celebration of Excellence, Mayors Breakfast, Ribbon Cuttings (2), After Hours (3), Chit n Chats (2), SBA (2)		
2 nd Quarter Comments:	Attended: Q2 Chamber (5), Chit n Chat (1), Hanover Township (1), NW Fourth Fest (3), HE Village 60 th Anniversary (2)		
3 rd Quarter Comments:	Reported by Recreation Division		
4th Quarter Comments:			

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Performance Measures	Action Plan	Status
Perform internal control audits.	Conduct random cash audits at all facilities.	<ul style="list-style-type: none"> Utilize RecTrac reporting and video as necessary. Conduct monthly, selecting random days and times at all service desks. 	C
1 st Quarter Comments:	Random cash audits being conducted monthly with no discrepancies worth noting.		
2 nd Quarter Comments:	Random cash audits being conducted monthly with no discrepancies worth noting.		
3 rd Quarter Comments:	Random cash audits being conducted monthly with no discrepancies worth noting.		
4th Quarter Comments:	Random cash audits being conducted monthly with no discrepancies worth noting.		
Perform internal control audits.	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers.	<ul style="list-style-type: none"> Utilize RecTrac reporting and video as necessary. Conduct monthly, selecting random programs, days and times based on seasonality. 	C
1 st Quarter Comments:	Random program audits being conducted monthly with no discrepancies worth noting.		
2 nd Quarter Comments:	Random program audits being conducted monthly with no discrepancies worth noting.		
3 rd Quarter Comments:	Random program audits being conducted monthly with no discrepancies worth noting.		
4th Quarter Comments:	Random program audits being conducted monthly with no discrepancies worth noting.		

Perform internal control audits.	Conduct ledger audits to ensure financial integrity.	<ul style="list-style-type: none"> • Conduct quarterly by reviewing trial balance including accrual and expenditure process. 	C
1 st Quarter Comments:	Complete ledger audit conducted through February 2019 in conjunction with the annual audit.		
2 nd Quarter Comments:	Trail balance account audits completed, any adjustments if necessary have been completed.		
3 rd Quarter Comments:	Trail balance account audits completed, any adjustments if necessary have been completed.		
4th Quarter Comments:	Trail balance account audits completed, any adjustments if necessary have been completed.		
Perform internal control audits.	Conduct trial balance audits to reduce District receivable exposure.	<ul style="list-style-type: none"> • Conduct monthly by printing statements on account, distributing to managers and participants. 	C
1 st Quarter Comments:	Statements provided monthly to program managers, superintendents, and directors to reduce District AR.		
2 nd Quarter Comments:	Statements provided monthly to superintendents and directors to reduce District AR.		
3 rd Quarter Comments:	Statements provided monthly to superintendents and directors to reduce District AR.		
4th Quarter Comments:	Statements provided monthly to superintendents and directors to reduce District AR.		
Perform internal control audits.	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery.	<ul style="list-style-type: none"> • Utilize RecTrac reporting to monitor. • Conduct bi-weekly dependent on program starting date and distribute to managers. • 	C
1 st Quarter Comments:	Program below minimum reports generated weekly and distributed to applicable staff. Programs below minimum are targeted for additional marketing efforts by C&M as warranted.		
2 nd Quarter Comments:	Program below minimum reports generated weekly and distributed to applicable staff. Programs below minimum are targeted for additional marketing efforts by C&M as warranted.		
3 rd Quarter Comments:	Program below minimum reports generated weekly and distributed to applicable staff. Programs below minimum are targeted for additional marketing efforts by C&M as warranted.		
4th Quarter Comments:	Program below minimum reports generated weekly and distributed to applicable staff. Programs below minimum are targeted for additional marketing efforts by C&M as warranted.		

Perform internal control audits.	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery.	<ul style="list-style-type: none"> • Utilize RecTrac reporting to monitor. • Conduct monthly and distribute findings to managers. 	C
1 st Quarter Comments:	Membership stats and visit reports are reviewed monthly and distributed to applicable staff for monitoring.		
2 nd Quarter Comments:	Membership stats and visit reports are reviewed monthly and distributed to applicable staff for monitoring.		
3 rd Quarter Comments:	Membership stats and visit reports are reviewed monthly and distributed to applicable staff for monitoring.		
4th Quarter Comments:	Membership stats and visit reports are reviewed monthly and distributed to applicable staff for monitoring.		
Perform internal control audits.	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance.	<ul style="list-style-type: none"> • Conduct quarterly. 	C
1 st Quarter Comments:	Monthly report generated to review mailboxes and shared drive folders by size. Work with staff whose mailboxes/folders are in excess of 5GB to reduce as well as educate on housekeeping maintenance.		
2 nd Quarter Comments:	Monthly report generated to review mailboxes and shared drive folders by size. Working with staff whose mailboxes are in excess of 5GB. Monitoring Shared drive and working with staff to archive files/folders. We reduced 8.1GB of data from email cleanup.		
3 rd Quarter Comments:	Monthly report generated to review mailboxes and shared drive folders by size. Working with staff whose mailboxes are in excess of 5GB. Monitoring Shared drive and working with staff to archive files/folders.		
4th Quarter Comments:	Monthly report generated to review mailboxes and shared drive folders by size. Working with staff who have mailboxes in excess of 5GB. Monitoring Shared drive and working with staff to archive files/folders.		
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Maintain offline audit control of all utility billing to monitor abnormalities.	<ul style="list-style-type: none"> • Record utility bills on spreadsheet to watch for abnormalities in usage or fees. 	C
1 st Quarter Comments:	Offline control updated monthly as utility invoices are available.		
2 nd Quarter Comments:	Offline control updated monthly as utility invoices are available.		
3 rd Quarter Comments:	Offline control updated monthly as utility invoices are available.		
4th Quarter Comments:	Offline control updated monthly as utility invoices are available.		

Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Renew electrical contract.	• Achieve 4 th qtr.	NB
1 st Quarter Comments:			
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:	Current electrical contract is through September 2020.		

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 2: Utilize best practices

Division Objectives	Performance Measures	Action Plan	Status
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	Ensure all training practices are continued post PDRMA accreditation.	• Monitor and achieve monthly.	C
1 st Quarter Comments:	HR scheduled to attend Armed Intruder course April 2019.		
2 nd Quarter Comments:	PDRMA checklist for rental camps at SEA has been implemented. Mowing assessments including slope angles has been implemented at Parks and BPC.		
3 rd Quarter Comments:	Coordinating with PDRMA for Pilot B form, all action plans have been implemented.		
4th Quarter Comments:			
Ensure safety for all customers.	Assess District security system/alarm monitoring facility wide, create an RFP.	• Achieve 4 th qtr.	C
1 st Quarter Comments:	Participated in safety team discussions regarding security. Scheduling walkthroughs of each facility to audit current structure.		
2 nd Quarter Comments:	Completed the walkthrough of all facilities. Alarm zones have been identified and each sensor or monitor was tested. Working with ADS Alarm to rename zones, audit hardware, & inspect/repair certain sensors at each facility.		
3 rd Quarter Comments:	ADS has fixed and added missing door and pump locations. Drafting RFP for 2020.		
4th Quarter Comments:	RFP created and published. FSS Technologies awarded three year contract to take over as our security alarm system vendor.		

Ensure operational compliance with legal mandates.	Monitor state and federal legal mandates and implement policies as needed.	<ul style="list-style-type: none"> Draft recommended policies within 45 days of any legal mandates. 	C
1 st Quarter Comments:	No legal mandates have required policy changes.		
2 nd Quarter Comments:	No legal mandates have required policy changes.		
3 rd Quarter Comments:	No legal mandates have required policy changes.		
4th Quarter Comments:	Policy and Personnel Manuals updated December 2019 – Cannabis, Service Animals, Travel & Expenses		
Ensure operational compliance with legal mandates.	FD to serve as staff liaison on Friends of HE Parks committee for financial reporting.	<ul style="list-style-type: none"> Achieve continually. 	C
1 st Quarter Comments:	Reports generated and distributed monthly.		
2 nd Quarter Comments:	Reports generated and distributed monthly.		
3 rd Quarter Comments:	Reports generated and distributed monthly.		
4th Quarter Comments:	Reports generated and distributed monthly.		
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Track PT employee hours worked.	<ul style="list-style-type: none"> Utilize BSA & FinTrac reporting to monitor. Conduct monthly/quarterly and distribute findings to managers. 	C
1 st Quarter Comments:	Q1 report will be finalized after the April 19 th payroll.		
2 nd Quarter Comments:	Q2 report has been finalized and distributed to division directors with no variances to note.		
3 rd Quarter Comments:	Q3 report will be updated after October 4 th payroll and distributed to division directors.		
4th Quarter Comments:	Q4 report distributed January 2020 – all PT1 employees below 1,500 hours.		
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year.	<ul style="list-style-type: none"> Utilize system reporting to prepare YE financial statements. Present CAFR to auditors for review. File board approved document. Achieve by June 2019. 	C
1 st Quarter Comments:	Auditors completed on-site fieldwork during Q1.		
2 nd Quarter Comments:	The 2018 Comprehensive Annual Financial Report was presented to the Board in draft form which was approved. The final document was filed with all applicable required and governmental agencies. Anticipate receiving notification on accreditation in November.		
3 rd Quarter Comments:	Completed		
4th Quarter Comments:			

Maintain operations through software updates and enhancements for desktop and network infrastructure.	Complete electronic systems operating scans with Trust Keeper to be alerted to potential vulnerabilities.	<ul style="list-style-type: none"> Achieve a “pass” rating monthly. 	C
1 st Quarter Comments:	PCI vulnerability scans completed with a success rating for Q1.		
2 nd Quarter Comments:	PCI vulnerability scans completed with a success rating for Q2.		
3 rd Quarter Comments:	PCI vulnerability scans completed with a success rating for Q3.		
4th Quarter Comments:	PCI vulnerability scans completed with a success rating for Q4.		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Upgrade and migrate HEPD-EXCH02 mailboxes to version 2016/2019 from version 2013.	<ul style="list-style-type: none"> Achieve 2nd qtr. 	NB
1 st Quarter Comments:	To be completed Q2		
2 nd Quarter Comments:	Working with multiple vendors, anticipate upgrade being completed Q4.		
3 rd Quarter Comments:	Project delayed until 2020 due to change in project scope.		
4th Quarter Comments:			
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Purchase Microsoft Office 2016/2019 licenses. Install Office 2016 on all new Windows 10 computers.	<ul style="list-style-type: none"> Achieve 2nd qtr. 	C
1 st Quarter Comments:	Licenses purchased in conjunction with desktop deployment.		
2 nd Quarter Comments:	Office 2016/2019 licenses have been purchased. Licenses will be implemented annually as new desktops are deployed.		
3 rd Quarter Comments:			
4th Quarter Comments:			
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Purchase, image, and deploy 20 replacement Windows 10 desktop computers.	<ul style="list-style-type: none"> Achieve 2nd qtr. 	C
1 st Quarter Comments:	New image created, 1 out of 20 deployed.		
2 nd Quarter Comments:	Completed the deployment of 20 Windows 10 desktops.		
3 rd Quarter Comments:			
4th Quarter Comments:			

Maintain operations through software updates and enhancements for desktop and network infrastructure.	Purchase and replace (10) computer monitors District wide.	• Achieve 2 nd qtr.	C
1 st Quarter Comments:	Monitors purchased, 7 out of 12 deployed.		
2 nd Quarter Comments:	Completed the deployment of all monitors.		
3 rd Quarter Comments:			
4th Quarter Comments:			
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Outdoor Security camera upgrades – continue upgrading with new IP cameras at WRC, PSSWC, and PARKS.	• Achieve 3 rd qtr.	SC
1 st Quarter Comments:	Reviewing project with vendor(s).		
2 nd Quarter Comments:	Quotes have been received, working with vendors to finalize hardware recommended purchase and installation.		
3 rd Quarter Comments:	Vendor delays have pushed project to Q4 completion.		
4th Quarter Comments:	WRC & PSSWC completed. PARKS scheduled for 2020.		
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Upgrade Exacvision Video Security Windows servers WRC and PARKS.	• Achieve 3 rd qtr.	C
1 st Quarter Comments:	To be completed Q3		
2 nd Quarter Comments:	Received quotes, reviewing required hardware and vendor recommendations.		
3 rd Quarter Comments:	WRC has been completed. The Club was also completed this year with Parks on the schedule for 2020.		
4th Quarter Comments:			
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Shoretel, the District phone system equipment provider, has merged with Mitel. Assess current Shoretel server and software to new offerings.	• Achieve 3 rd qtr.	IP
1 st Quarter Comments:	To be completed Q3		
2 nd Quarter Comments:	Working with Gregg Communications to review current Shoretel server.		
3 rd Quarter Comments:	Research revealed that upgrade didn't offer any added features, but did pose potential conflicts with Windows 7. Waiting on the conversion of all equipment to Windows 10.		
4th Quarter Comments:	In the process of upgrading all equipment to Windows 10. Once this is complete, we will re-engage with Gregg Communications to upgrade our Shoretel server.		

Maintain operations through software updates and enhancements for desktop and network infrastructure.	Assess and/or retire HEPD-VC01 which acts as District Virtual management server.	<ul style="list-style-type: none"> • Achieve 4th qtr. 	C
1 st Quarter Comments:	To be completed Q4		
2 nd Quarter Comments:			
3 rd Quarter Comments:	Assessed and determined which appliance can be purchased to replace, project will be budgeted for 2020.		
4th Quarter Comments:			
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Achieve PCI certification by completing PCI self-assessment.	<ul style="list-style-type: none"> • Achieve 4th qtr. 	C
1 st Quarter Comments:	To be completed Q4		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:			
Utilize software enhancements to develop food/beverage inventory process.	Review receiving and depletion process for BPC food & beverage inventory.	<ul style="list-style-type: none"> • Utilizing software develop streamlined process. • Develop staff access. • Achieve by 2nd qtr. • 	C
1 st Quarter Comments:	Monthly inventory count sheet have been redesigned. Reviewing event depletion process.		
2 nd Quarter Comments:	Staff utilizing software to invoice all F&B events.		
3 rd Quarter Comments:	Completed		
4th Quarter Comments:			
Further develop District disaster recovery plan by adding a second replication server at BPC.	Implement replication server as part of Disaster Recovery. Repurpose HEPD-VH04 to PARKS.	<ul style="list-style-type: none"> • Achieve 1st qtr. 	C
1 st Quarter Comments:	VH04 physically moved to Parks, reconfiguring server. Anticipate completion Q2.		
2 nd Quarter Comments:	VH04 was re-configured as VH03 and is currently running as our replication server.		
3 rd Quarter Comments:	Completed		
4th Quarter Comments:			

Further develop District disaster recovery plan by adding a second replication server at BPC.	Retire and replace HEPD-DC02 (old domain controller server). A new secondary domain server will be built at PARKS as part of Disaster Recovery.	• Achieve 1 st qtr.	C
1 st Quarter Comments:	DC-02 has been retired. Secondary server yet to be built. Anticipate completion Q2.		
2 nd Quarter Comments:	DC-01 has been created and is currently running as our backup domain controller.		
3 rd Quarter Comments:	Completed		
4th Quarter Comments:			
Further develop District disaster recovery plan by adding a second replication server at BPC.	Repurpose old SAN to PARKS as part of Disaster Recovery.	• Achieve 1 st qtr.	C
1 st Quarter Comments:	SAN physically moved, in the process of reconfiguring. Anticipate completion Q2.		
2 nd Quarter Comments:	SAN configured and running.		
3 rd Quarter Comments:	Completed		
4th Quarter Comments:			
Further develop network and cyber security.	Review local administrator access at desktop level, including generic accounts. Remove as necessary.	• Conduct monthly.	C
1 st Quarter Comments:	Local administrator access reviewed monthly and removed as applicable, with no issues worth reporting.		
2 nd Quarter Comments:	Local administrator access reviewed monthly and removed as applicable, with no issues worth reporting.		
3 rd Quarter Comments:	Local administrator access reviewed monthly and removed as applicable, with no issues worth reporting.		
4th Quarter Comments:	Local administrator access reviewed monthly and removed as applicable, with no issues worth reporting.		
Further develop network and cyber security.	Replace/upgrade AVG Business Anti-virus software District wide, current subscription expires 10/2019.	• Achieve 4 th qtr.	C
1 st Quarter Comments:	To be completed Q4		
2 nd Quarter Comments:			
3 rd Quarter Comments:	Replacing AVG/Malwarebytes with Trend Micro.		
4th Quarter Comments:			

Further develop network and cyber security.	Audit and remove unauthorized software installs and train staff on best practices of internet surfing and email.	<ul style="list-style-type: none"> • Conduct monthly. 	C
1 st Quarter Comments:	No unauthorized software detected to date. Best practices email and internet safety sent to all staff.		
2 nd Quarter Comments:	No unauthorized software detected to date.		
3 rd Quarter Comments:	No unauthorized software detected to date.		
4th Quarter Comments:	No unauthorized software detected to date.		

District Objective 3: Advance environmental and safety awareness

Division Objectives	Performance Measures	Action Plan	Status
Develop additional programs and processes to support conservation and green initiatives.	Promote ACH payment to vendors and independent contractors to further green initiatives.	<ul style="list-style-type: none"> • Achieve continually as new vendor relationships are established. 	C
1 st Quarter Comments:	Communicating ACH process with new vendors as relationship is established.		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:			
Develop additional programs and processes to support conservation and green initiatives.	Migrate personnel paper files to electronic storage within BSA.	<ul style="list-style-type: none"> • FT employees achieve by 2nd qtr. • New hire PT in real time. • PT existing employees achieve 25% by 4th qtr. 	C
1 st Quarter Comments:	FT - salary history and 2019 attendance completed. Personnel files being scanned in. PT - new hires and seasonal rehires are being scanned in real time. PT - current staff are being scanned in as merit increases are received.		
2 nd Quarter Comments:	FT – 2019 reviews scanned. All benefit time entered for electronic tracking. 65% of personnel files completely scanned. PT – 2019 reviews scanned. 50% of all (seasonal, year-long) personnel files completely scanned.		
3 rd Quarter Comments:	FT – All benefit time entered for electronic tracking. 100% of personnel files scanned. Reviews scanned from 2013 forward. PT – 60% of all (seasonal, year-long) personnel files completely scanned.		
4th Quarter Comments:			

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Performance Measures	Action Plan	Status
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness.	Conduct and continually expand Hoffman U training curriculum with training in purchasing, IMRF, PDRMA, budget, IT, ROI in programming, registration and accounting software.	<ul style="list-style-type: none"> Achieve annual with a minimum of 6 calendar offerings. 	C
1 st Quarter Comments:	Hoffman U presentations include: I-9, New Hires, Tax Forms 03/07/19		
2 nd Quarter Comments:	Hoffman U presentations include: PDRMA Annual 05/02/19		
3 rd Quarter Comments:	Hoffman U presentations include: Budget Entry 08/07/19, Independent Contracts 08/29/19		
4th Quarter Comments:	Hoffman U presentations include: Open Enrollment 11/07/19, PDRMA PATH 12/11/19		
Continue emphasis on cross-training and ensure workforce readiness.	Hire PT Cash Control Associate.	<ul style="list-style-type: none"> Achieve 2nd qtr. 	C
1 st Quarter Comments:	Candidate selected with an April 2 nd start date.		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:			
Continue emphasis on cross-training and ensure workforce readiness.	Provide cross training within division to ensure work force readiness.	<ul style="list-style-type: none"> Achieve continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned. 	C
1 st Quarter Comments:	Staff has focused on BPC tasks as that position has been absorbed by business department personnel. In conjunction with pass type structure changes at the facilities, additional staff have been trained on pass maintenance.		
2 nd Quarter Comments:	Staff have begun working on procedural review process and ensuring consistent processing.		
3 rd Quarter Comments:	Staff reviewed and updated as applicable 84 procedures.		
4th Quarter Comments:			
Continue emphasis on cross-training and ensure workforce readiness.	Evaluate and update division succession plan to prepare employees for advancement and prepare organization for personnel changes.	<ul style="list-style-type: none"> Achieve 3rd qtr. 	C
1 st Quarter Comments:	To be completed Q3.		

2 nd Quarter Comments:			
3 rd Quarter Comments:	Completed		
4th Quarter Comments:			
Track IT support tickets to promote quality and timely delivery of IT support services.	Track number of tickets created and number of tickets closed. Achieve 100% response and 90% resolution.	<ul style="list-style-type: none"> • Achieve monthly. 	C
1 st Quarter Comments:	Staff opened 235 support tickets, 201 were closed equaling an 85% resolution. Tickets outstanding equate to timing, staff departures, coordination with vendors, and/or additional peripherals needing to be ordered.		
2 nd Quarter Comments:	Staff opened 262 support tickets, 236 were closed equaling a 90% resolution. Tickets outstanding equate to timing, staff departures, coordination with vendors, and/or additional peripherals needing to be ordered.		
3 rd Quarter Comments:	Staff opened 194 support tickets, 177 were closed equaling a 91% resolution. Tickets outstanding equate to timing, staff departures, coordination with vendors, and/or additional peripherals needing to be ordered.		
4th Quarter Comments:	Staff opened 181 support tickets and 157 were closed equaling a 87% resolution. Tickets outstanding equate to timing, staff departures, coordination with vendors, and/or additional peripherals needing to be ordered.		

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

Division Objectives	Performance Measures	Action Plan	Status
Continue to foster openness in communication District-wide.	Divisionally, at minimum, one staff will sit on District Team Committee.	<ul style="list-style-type: none"> • Achieve continually. 	C
1 st Quarter Comments:	Committee has met and has begun 2019 planning.		
2 nd Quarter Comments:	Q2 meeting held at SEA with all FT staff.		
3 rd Quarter Comments:	Next meeting scheduled for BPC in October.		
4th Quarter Comments:	Staff meeting held 12/18/19.		
Promote healthy lifestyles through work environment best practices.	Promote PDRMA PATH program.	<ul style="list-style-type: none"> • Achieve annually with 75% FT staff participation. 	C
1 st Quarter Comments:	Onsite screening held March 2019 with 45 FT staff attending, additional staff attended screening at other districts.		
2 nd Quarter Comments:	Additional 2 FT staff (47 total) attended health screening. Continuing to promote PDRMA health events as they are available.		
3 rd Quarter Comments:	Continuing to promote PDRMA health events and workshops as they are available.		
4th Quarter Comments:			

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Performance Measures	Action Plan	Status
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend legislative conference.	<ul style="list-style-type: none"> • Achieve May 2019. 	C
1 st Quarter Comments:	To be completed Q2		
2 nd Quarter Comments:	Completed Q2 with Executive Director attending.		
3 rd Quarter Comments:			
4th Quarter Comments:			
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend legal symposium.	<ul style="list-style-type: none"> • Achieve November 2019. 	C
1 st Quarter Comments:	To be completed Q4		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:	Attended		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend IPRA/IAPD conference.	<ul style="list-style-type: none"> • Achieve 1st qtr. 	C
1 st Quarter Comments:	Completed Q1 with four administrative staff attending.		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:			
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend NRPA Congress.	<ul style="list-style-type: none"> • Achieve 3rd qtr. 	C
1 st Quarter Comments:	To be completed Q3		

2 nd Quarter Comments:			
3 rd Quarter Comments:	One administrative staff attended, additional staff completing one on-line workshop.		
4th Quarter Comments:			
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Supt HR to achieve CPRP accreditation.	<ul style="list-style-type: none"> • Achieve 4th qtr. 	NB
1 st Quarter Comments:	To be completed by Q4		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:			
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend PDRMA risk management institute.	<ul style="list-style-type: none"> • Achieve November 2019. 	C
1 st Quarter Comments:	To be completed Q4		
2 nd Quarter Comments:			
3 rd Quarter Comments:			
4th Quarter Comments:	Attended		