

**HOFFMAN ESTATES PARK DISTRICT  
2021 BUDGET GOALS & OBJECTIVES  
PARKS, PLANNING & MAINTENANCE DIVISION**

Key: C = Complete / O = On Track / D = Deferred / N = Not Complete

**DISTRICT GOAL 1: HEALTHY & ENJOYABLE EXPERIENCES**  
**(Provide beneficial & rewarding experiences)**

Objective/Goal	Performance Measures/Action Plan	Status
Use our drone technology to promote our trails and path systems.	Put drone footage of each trail on our website and send footage to C&M for social media post. Website complete by 8/1/2021 and info sent to C&M quarterly.	<b>O</b>
1Q Comments:	Drone footage has been completed at Birch and will be ongoing all year.	
<b>2Q Comments:</b>	<b>Drone footage is still being completed at Birch and other parks.</b>	
Hold three events consisting of bird house building projects, nature walks, school horticulture field trips, etc. with local groups.	Work with local boy scouts/girl scouts/local schools to hold three events per year completed by Q3.	<b>C</b>
1Q Comments:	Events have been planned and numbers are currently good. Park clean-ups for April 10 <sup>th</sup> are full and we had to add spaces.	
<b>2Q Comments:</b>	<b>Events were held on Earth Day, Arbor Day and two other park clean-up days. Each event and location was well attended with over 15 participants.</b>	
Investigate and develop plans for a cross country skiing course within one of our park systems.	Have plans that include location and cost for 2022 implementation.	<b>O</b>
1Q Comments:	Currently looking at Fabbrini Park for this.	
<b>2Q Comments:</b>	<b>Working on routes for the course at Fabbrini Park</b>	
Purchase a unit to allow HEParks staff to properly plow the paths at South Ridge, Fabbrini, Black Bear and sidewalks that lead to school property.	Purchase in January 2021.	<b>C</b>
1Q Comments:	Unit was purchased on January 1, 2021 and was used with great success.	
<b>2Q Comments:</b>	<b>Unit was purchased on January 1, 2021 and was used with great success.</b>	

**DISTRICT GOAL 2: SOCIAL EQUITY**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Ensure Birch park is ADA compliant.	Gain approval through NWSRA by Q2	<b>C</b>
1Q Comments:	Bids are in for this work and the next step is filing through NWSRA.	
<b>2Q Comments:</b>	<b>NWSRA has approved the ADA funds for Birch Park.</b>	
Utilize GIS system to help determine underserved areas and membership trends within Hoffman Estates Park District.	Provide data reports for Recreation Department on underserved areas after each Spring/Summer/Fall/Winter sessions.	<b>O</b>
1Q Comments:	Working with departments to provide adequate information.	
<b>2Q Comments:</b>	<b>Working with departments to provide adequate information.</b>	

**DISTRICT GOAL 3: FINANCIAL STEWARDSHIP**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Combine purchasing of building and custodial supplies across entire district.	Quarterly purchase of facility supplies.	<b>C</b>
1Q Comments:	Products were bid out, have been received, and delivered to buildings.	
<b>2Q Comments:</b>	<b>Continue to purchase product and store at Parks Maintenance and deliver to facilities using our work order system.</b>	
Better align GIS capabilities to link to our current financial software.	Have a completed report with cost and structure by Q3.	<b>O</b>
1Q Comments:	Working with GIS to accomplish.	
<b>2Q Comments:</b>	<b>Working with GIS to accomplish.</b>	
Develop a project ready plan and budget for a district bike park.	Using possible grants and or capital funds provide a budget proposal by Q3.	<b>O</b>
1Q Comments:	Currently, staff is looking into possible locations.	
<b>2Q Comments:</b>	<b>Essex Park, which was the proposed area, is currently being developed just to the east for a possible new housing development in Hoffman Estates. This develop could possibly provide a park and would alter the plans for Essex Park. We have begun looking at other sites and also other grant ready projects that include a playground at Beacon Pointe and an artificial turf field for all weather use.</b>	
Obtain PDRMA Accreditation	Achieve Level A – 95 to 100% Loss Control Review (LCR) Score. Complete by Q4	<b>D</b>
1Q Comments:	PDRMA is working on the accreditation process and we are not sure if we will be completing this year or next year.	
<b>2Q Comments:</b>	<b>PDRMA is working on the accreditation process and we are not sure if we will be completing it this year or next year.</b>	

**DISTRICT GOAL 4: OPERATIONAL EXCELLENCE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
All recreation Court Sealant	Bids opened in Q1. Complete in 2021 based on program schedules.	<b>O</b>
1Q Comments:	Scheduled for the week of August 16 <sup>th</sup> .	
<b>2Q Comments:</b>	<b>TC and WRC are scheduled for August 17. The Club schedule is based on the Windy City Bulls basketball hoop placement.</b>	
RTU #1 at The Club new coils	Complete during Q2	<b>D</b>
1Q Comments:	Staff and contractor have evaluated unit and determined at this time we do not need to make this repair.	
<b>2Q Comments:</b>		
New Ballfield Groomer	Purchase by Q2	<b>C</b>
1Q Comments:	Purchased and in use.	
<b>2Q Comments:</b>		
Utilize drone technology for parkland/program showcase.	Complete quarterly drone footage to use on social media and the district website. Park updates will also be completed using drone footage.	<b>O</b>
1Q Comments:	Started with Birch before the OSLAD project starts and will continue with multiple park sites.	
<b>2Q Comments:</b>		
Provide new surface at Pine inline hockey rink.	Complete by Q4	<b>O</b>
1Q Comments:	In process of getting quotes.	
<b>2Q Comments:</b>		
Update Pine Park playground structures	Complete by Q3	<b>O</b>
1Q Comments:	Currently looking into upgrades.	
<b>2Q Comments:</b>		
Victoria and Evergreen Tennis Court Re-Color	Complete by Q3	<b>O</b>
1Q Comments:	Contractor has been selected and need appropriate weather.	
<b>2Q Comments:</b>		
TC parking lot patch and seal coat	Will be completed based on TC schedule by Q4	<b>O</b>
1Q Comments:	Contractors have been selected, but dates are not confirmed yet.	
<b>2Q Comments:</b>		
Ford Expedition Replacement	Complete by Q3	<b>C</b>
1Q Comments:	Purchased and arrived.	
<b>2Q Comments:</b>		
Pool boilers 1 & 2	Complete by Q3	<b>C</b>
1Q Comments:	Boilers have been installed.	
<b>2Q Comments:</b>		
TC North Water Tank	Will be completed based on TC schedule by Q3	<b>O</b>
1Q Comments:	Going out to bid in May.	
<b>2Q Comments:</b>		
Single Occupancy Lift at Vogelei Barn	Complete based on program schedule	<b>O</b>
1Q Comments:	Currently in the planning phase.	

<b>2Q Comments:</b>		
Replacement for 1993 Chevy Extended Cab	Purchase by Q2	<b>O</b>
1Q Comments:	Vehicle has been ordered, but not delivered.	
<b>2Q Comments:</b>		
Otis Elevator Modernization at WRC	Complete by Q3	<b>O</b>
1Q Comments:	Working with contractor on dates to complete.	
<b>2Q Comments:</b>		
Replacement for Toro 580D 4x4 Mower	Complete by Q2	<b>C</b>
1Q Comments:	Purchased and currently at the maintenance facility.	
<b>2Q Comments:</b>	<b>Purchased and currently at the maintenance facility.</b>	
Present a district wide roof replacement plan.	Complete by Q3	<b>O</b>
1Q Comments:	Currently in the planning phase.	
<b>2Q Comments:</b>	<b>Currently in the planning phase.</b>	
Design and develop a budget for a splash pad at Seascap in the sand volleyball area to be completed in 2022.	Present plan by Q3	<b>O</b>
1Q Comments:	Currently in the planning phase.	
<b>2Q Comments:</b>	<b>Currently in the planning phase. Looking into the cost of having the bottom of the pool sand blasted and the cracks in concrete fixed and repainted.</b>	
Provide plan and budget for updated irrigation system at Cannon, Victoria, Eisenhower and Canterbury fields.	Plan to be completed by Q3	<b>O</b>
1Q Comments:	Currently in the planning phase.	
<b>2Q Comments:</b>	<b>Currently in the planning phase.</b>	
Birch Park OSLAD Grant Project. Planning took place in 2020. Project will be completed in two phases: foundations and installs. Earth work, utilities, paths, parking lots, concrete, and drainage in phase one. Phase two is the install of playground, shelter and sport court.	Phase 1 to start as early as weather will allow in 2021, with project completion by Q3.	<b>O</b>
1Q Comments:	Phase 2 work has begun with district staff removing the existing playground and contractors are targeted to start the first week of May.	
<b>2Q Comments:</b>	<b>Birch Park is moving along great. All utilities are finished. Concrete and asphalt scheduled to start 7/19. Playground install is set to start 7/22.</b>	

**DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Provide habitat for butterflies at Birch, South Ridge and Black Bear Parks.	Complete by Q3	<b>O</b>
1Q Comments:	South Ridge was seeded on 4/8/2021	
<b>2Q Comments:</b>	<b>South Ridge and Black Bear Park have been seeded and are currently growing. Signage for these areas is on order.</b>	
Implement rain water cisterns at parks and bridges maintenance buildings for washing equipment.	Complete by Q4	<b>O</b>
1Q Comments:	Plans are being developed.	
<b>2Q Comments:</b>	<b>Plans are being developed.</b>	
Conduct a tree seedling planting event that will also showcase proper tree maintenance from planting to caring for fully-grown trees.	Complete during Q2	<b>C</b>
1Q Comments:	Planned for Arbor Day at Oak Park.	
<b>2Q Comments:</b>	<b>Event took place at Oak Park on Arbor Day with volunteers planting trees and completing a branch clean-up.</b>	
Hold a volunteer park clean up in April, where residence have the opportunity to help beautify their neighborhood parks through weed removal, garbage pick-up, edging landscape beds, cleaning park structures and painting.	Working with the Recreation Department hold the event in conjunction with Earth Day on Thursday, April 22, 2021.	<b>C</b>
1Q Comments:	First park clean-up is scheduled for April 10 <sup>th</sup> , and earth day is scheduled, as well. April 10, 2021 event has 60 participants currently signed up.	
<b>2Q Comments:</b>	<b>Events in April were well attended at Hoffman Park, Black Bear and South Ridge.</b>	
A volunteer invasive plant removal. Will be scheduled for July based on the quantity of invasive plants and locations.	Location will be selected during Q2 for C&M Department to advertise the event.	<b>C</b>
1Q Comments:	Currently scheduled for June 5 and has 15 participants registered.	
<b>2Q Comments:</b>	<b>Event was held at Pine Park and had nearly 20 volunteers that cleared buckthorn and invasive materials.</b>	
Combine our Seed Collection at Charlemagne Park with a Parks Department run educational event of shoreline management and why HEParks maintains the shorelines with native buffer zones.	Reach out to community groups to partner with for this event. Hold event by Q3.	<b>O</b>
1Q Comments:	Scheduled for May 8 with 29 participants registered.	

<b>2Q Comments:</b>	<b>Event was held at Charlemagne Park. District staff set-up a table with soil, water and seeds and had volunteers make seed bombs and throw into the shoreline. Still working on the fall seed collection date.</b>
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**DISTRICT GOAL 6: CUSTOMER SERVICE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Respond to resident inquiries within 48 business hours.	Maintain in 2021	<b>O</b>
1Q Comments:	Constantly ongoing	
<b>2Q Comments:</b>	<b>Constantly ongoing</b>	
Educate community on Natural Area Management Plan.	Provide Natural Area Management Plan via Parks update page and social media by Q2.	<b>C</b>
1Q Comments:	Natural Area Management Plan is up on the webpage.	
<b>2Q Comments:</b>	<b>Natural Area Management Plan is up on the webpage.</b>	

**HOFFMAN ESTATES PARK DISTRICT  
2021 GOALS & OBJECTIVES  
RECREATION DIVISION**

Key: C = Complete / O = On Track / D = Deferred / N = Not Complete

**DISTRICT GOAL 1: HEALTHY & ENJOYABLE EXPERIENCES**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Offer quality recreation programs that are innovative, diverse and meet the needs of community.	Add a minimum of one new athletic event / program each seasonal brochure.	O
1Q Comment:	New programs for Winter included: Ice Fishing free clinics, Coach Kyle's clinics, private basketball lessons and Weigle's Warriors (sports/fitness class), offered and ran the first ever Spring Break Basketball Camp at the Triphahn Center.	
<b>2Q Comment:</b>	<b>New programs for Spring included: Bass Fishing League, Hoffman Basketball Academy clinics and camps and spring league for basketball. Hoffman Basketball Academy hosted the Summer Slam High School Girls Basketball Tournament in June. We added combined events for all players who did not make the all-star night for both soccer and baseball.</b>	
Offer quality recreation programs that are innovative, diverse and meet the needs of community.	Add a minimum of one new ice event / program each seasonal brochure.	O
1Q Comment:	New programs for winter included: Intro to Speed Skating and Learn to Skate (for homeschool children).	
<b>2Q Comment:</b>	<b>Skate with Skates (Chicago Wolves mascot) was offered in spring for Public Skate.</b>	
Offer quality recreation programs that are innovative, diverse and meet the needs of community.	Add a minimum of one new special event / general program each seasonal brochure.	O
1Q Comment:	New programs for winter included: Donut Day, Bunny Basket Drive-Thru, Adult Tap Dance ran for the first time and we were excited to get an adult dance program off the ground.	
<b>2Q Comment:</b>	<b>New programs for spring included: Park Quest Scavenger Hunt, Code Ninjas Coding Classes, E-Sports tournaments</b>	
Offer quality recreation programs that are innovative, diverse and meet the needs of community.	Add a minimum of one new senior & adult event / program each seasonal brochure.	O
1Q Comment:	New programs for winter included: Snowshoe Hike, Spanish for Adults, Combo Dance class	
<b>2Q Comment:</b>	<b>Spring new programs: Puzzle Mania, Sunrise Yoga at TC</b>	

Offer quality recreation programs that are innovative, diverse and meet the needs of community.	Add a minimum of one new early childhood event / program each seasonal brochure.	O
1Q Comment:	New program for winter included: Spanish	
<b>2Q Comment:</b>	<b>Held our first ever outdoor graduation ceremonies, as well as new open house events during the month of June which used to be offered in the winter.</b>	
Develop fitness marketing campaign.	Revamp the TC and WRC marketing initiatives to drive enrollment.	O
1Q Comment:	TC and WRC fitness center marketing increased to include consistent social media promotion, expanded internal programming, and updated branding to include photos, videos and new language.	
<b>2Q Comment:</b>		
Develop visual arts and expanded performing arts campaign.	Offer youth and adult visual arts classes. Expand performing arts classes for youth.	O
1Q Comment:	Staff is looking to add visual and performing arts for fall of 2021.	
<b>2Q Comment:</b>	<b>Unable to secure a performing arts instructor. Facebook post had more shares than any other job posting, but no applicants.</b>	
Evaluate cricket participation and address field needs	Promote cricket by reaching the community users who are interested in cricket.	O
1Q Comment:	Cricket will be offered in summer. Marketing efforts will be expanded to the market that has interest in cricket.	
<b>2Q Comment:</b>	<b>Cricket was offered for summer, but no registration occurred. We are researching a new vender (HUSC) to run cricket moving forward.</b>	
Promote trails and paths	Update website with interactive trail and path feature. Research promotion of trails and paths on external websites.	O
1Q Comment:	The template and draft of the interactive park website page has been designed and it being built.	
<b>2Q Comment:</b>	<b>The interactive park map on website launched in spring.</b>	
Provide community and family-oriented events	Create a minimum of two new special events.	C
1Q Comment:	Donut Day, Bunny Basket, Spring Craft Fair	
<b>2Q Comment:</b>	<b>Park Quest Scavenger Hunt, Outdoor Summer Kick Off Craft Fair at Seascape, Puzzle Mania, Summer Slam Basketball Tournament</b>	
Expand hockey program with adult leagues	Establish an adult hockey league.	O
1Q Comment:	Adult drop-in hockey offered in Q1. League will be determined once mask guidelines are updated.	
<b>2Q Comment:</b>	<b>Adult drop-in hockey continues. Looking to start league in fall.</b>	
Develop e-sports center	Purchase computers, consoles, TVs and provide all necessary wiring to launch e-sports center for gaming and tournaments at Vogelei Barn Teen Center.	C
1Q Comment:	All items for E-Sports Zone were purchased. E-Sports Zone opened April 1.	
<b>2Q Comment:</b>	<b>E-Sports Zone is open and running. We have been doing promotions and small tournaments to start out the year.</b>	



## DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status
Increase hockey participation and exposure in the community with regional marketing	Utilize partnership with Chicago Wolves to increase exposure with hockey program.	O
1Q Comment:	Created and placed Wolf Pack Hockey Dasherboard art within the televised rink. Additional cooperative programming planned for Spring & Summer 2021.	
<b>2Q Comment:</b>	<b>Skate with Skates public skate offered in April. Lil Wolves Hockey clinics planned for summer.</b>	
Expand promotional efforts and giveaways for all the community to enjoy	Purchase HEParks giveaways to distribute at all community events.	C
1Q Comment:	Limited amount of giveaways have been purchased.	
<b>2Q Comment:</b>		
Implement community awareness campaign of all programs, services and facilities	Participate in community-wide fairs, expos and events to promote HEParks.	O
1Q Comment:	Community-wide fair planning is underway. Staff is currently involved in planning 4 <sup>th</sup> Fest and the Village Summer Concert Series (though the pandemic may cancel the events). The Mayor will be participating in baseball opening day.	
<b>2Q Comment:</b>	<b>Staff continued to be involved with 4<sup>th</sup> Fest, but unfortunately the festival was cancelled for 2021 due to the pandemic. The staff is in the early stages of assisting with the planning for the Platzkonzert this fall.</b>	
Implement community awareness campaign of all programs, services and facilities	Create a “did you know” document/promo to educate the community on programs, services & facilities.	O
1Q Comment:	This document is in initial design production.	
<b>2Q Comment:</b>		
Create “no additional cost” free usage access for programs to underserved demographics	Develop “Programs for All” program with cooperation from school district(s).	C
1Q Comment:	Meetings are scheduled with School District 15 & 54 to brainstorm on the partnership to offer to families in need within each school district.	
<b>2Q Comment:</b>	<b>Application and FAQ document finalized and board approved.</b>	
Develop programs to meet adult population	Offer one new program / event per brochure.	O
1Q Comment:	Adult Tap Dance class was offered and ran for the first time in the Winter brochure. Additional fitness classes will be provided in Summer.	

<b>2Q Comment:</b>	<b>Summer Kick Off Craft Fair, 50+ Pickleball at Fabbrini, Gentle Yoga, Sunrise Yoga</b>	
Expand use of technology and social media to engage younger more technology savvy consumer	Increase social media followers. Expand social media promotions to expand the reach of 18-35 year olds.	O
1Q Comment:	The District gained over 400 new social media followers during Q1. The 18-35 age group make up 17% of HEParks' Facebook followers and 30.3% on Instagram. Fitness-based promotions see the highest interaction by the 18-35 year old age group.	
<b>2Q Comment:</b>		
Expand senior programming	Offer a minimum of two programs or events per season in the evening.	O
1Q Comment:	Pub Trivia and Tai Chi was offered in winter brochure.	
<b>2Q Comment:</b>	<b>Pub Trivia, Tai Chi, Spanish and drop-in pickleball offered in evenings in spring, 50+ Pickleball offered at Fabbrini.</b>	
Reformat senior center membership	Eliminate the senior center membership fee structure to provide free drop-in events, small fee drop-in activities and fee-based programs.	C
1Q Comment:	The goal is to re-open the Senior Center to full operation by summer 2021. New programs have been brought back such as Wii Bowling, a second day of volleyball and a new lunch group that meets once a week.	
<b>2Q Comment:</b>	<b>Walking track is open and free, crafting club has been added, along with more AM Pickleball times, third day of volleyball, 2<sup>nd</sup> day of Wii Bowling.</b>	
Provide community free opportunities to participate in ice programs.	Offer a minimum of two free figure skating or two free hockey programs this year.	O
1Q Comment:	Plans in place to offer free trial programs in May.	
<b>2Q Comment:</b>	<b>Learn to Skate for Free was offered in spring and sold out with 50 participants.</b>	
Offer e-sports opportunities to all in community	Provide free usage afternoons (twice per month) for residents only	O
1Q Comment:	The goal is to begin to offer free usage afternoons by June 2021. Free usage will take place on Thursdays from 4:00-6:00 p.m. and will be open to all residents.	
<b>2Q Comment:</b>	<b>We have offered free open house events, but are still going to launch the free afternoons starting with the new school this fall.</b>	
Increase female participation in youth athletics	Promote programs and support co-ed/female play.	O
1Q Comment:	The Hoffman Basketball Academy has opened a door and increased female participation through its private and group trainings. Female teams from the area have trained with the academy during the first quarter.	
<b>2Q Comment:</b>	<b>On Wednesday nights, the Hoffman Girls Basketball Feeder Program runs the girls only open gym. Fishing classes have now become over 50% in female participation. We got the 1<sup>st</sup>/2<sup>nd</sup> grade girls only soccer league to run in April.</b>	

	<b>Hoffman Basketball Academy hosted the Summer Slam High School Girls Basketball Tournament in June.</b>	
Expand facility space usage	Research opportunities to expand NWSRA program space at Vogelei House	C
1Q Comment:	HEParks Board approved lease contract for construction to begin on the Vogelei House this spring.	
<b>2Q Comment:</b>		

### **DISTRICT GOAL 3: FINANCIAL STEWARDSHIP**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Evaluate existing contractual agreements	Create a tracking tool to organize all contracts.	C
1Q Comment:	A excel document is managed by the Rec Dept to track all contracts and expirations and contracted amounts.	
<b>2Q Comment:</b>		
Obtain PDRMA Accreditation	Achieve Level A – 95 to 100% Loss Control Review (LCR) Score. Complete by Q4	O
1Q Comment:		
<b>2Q Comment:</b>		
Evaluate financial performance of all programs.	Maintain break-even operations of recreation programs.	O
1Q Comment:	Pat has budget meetings planned with his team for late April to discuss the first quarter and work on adjusting projections for the upcoming year.	
<b>2Q Comment:</b>	<b>Pat has been meeting with his team to monitor the projections for 2021.</b>	
Secure external management operations of Seascope.	Obtain and secure annual contract for Jeff Ellis Management (JEM) to operate lifeguard operations at Seascope.	NC
1Q Comment:	Operation of Seascope will be managed internally instead of contracting with JEM.	
<b>2Q Comment:</b>		

### **DISTRICT GOAL 4: OPERATIONAL EXCELLENCE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Develop Senior Volunteer program	Recruit senior volunteers to work on site to enhance the senior programs and community-feel.	O
1Q Comment:	During quarter 1, staff met with some of the vested Senior Members to begin talking about a plan to re-open and gain volunteers to help run the programs in the future.	
<b>2Q Comment:</b>	<b>Recruitment efforts have begun to secure volunteers, but there is limited interest to date.</b>	
Rebrand Senior Center and programs	Create new logo and brand for the revamped senior center. Promote free and paid drop-in activities.	C/O
1Q Comment:	The new Senior Center Logo has been created and used in senior program promotion. The free and paid drop-in activities are promoted on social media, and in district-wide publications due to limited program capacity. Currently, C&M is developing a village-wide mailer for senior programs to highlight the programs.	

<b>2Q Comment:</b>	<b>Monthly newsletters are distributed via email to a larger database that includes all park district participants who are over 50 years old.</b>	
Seek Excelerate Accreditation within preschool program	Finalize TC and begin WRC	O
1Q Comment:	In-person assessment visits have been delayed until at least June. Application for TC was submitted in 1/2020. WRC will begin once TC is completed.	
<b>2Q Comment:</b>	<b>In-person assessments are still delayed at this point in time and hope to resume in fall of 2021.</b>	
Expand dance instructor training	Implement in-service instructor training workshop	O
1Q Comment:	Jessica is on track to begin offering dance workshops starting in fall of 2021.	
<b>2Q Comment:</b>		
Rebrand Early Learning & Care	Create new marketing efforts to increase enrollment.	C
1Q Comment:	Early Learning & Care (ELC) has been renamed Little Stars Child Care. New marketing efforts are being completed.	
<b>2Q Comment:</b>	<b>New tour packets were designed and new signage outside the facility.</b>	
Upgrade check-in/out procedures with STAR	Using epact's new features, provide parents an easier method for check-in/out.	C
1Q Comment:	We are looking to test during summer and implement by fall of 2021.	
<b>2Q Comment:</b>	<b>Check-in/out feature set-up to use for summer camps.</b>	

### **DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Integrate environmental practices into programming	Offer environmental education in programs such as GO Hoffman and Kids to Parks Day	O
1Q Comment:	Kids to Parks Day is scheduled for May 15. GO Hoffman walking campaigns will be offered throughout summer. This will all take place along with a free fishing clinic.	
<b>2Q Comment:</b>	<b>Earth Day and spring park clean-up events were held in April with record enrollment participation. Pond Dipping was offered by Cook County Forest Preserve.</b>	
Develop programs at South Ridge	Implement new programs on site.	O
1Q Comment:	We offered our first ever Ice Fishing Derby at South Ridge Park in early February and had a great turnout.	
<b>2Q Comment:</b>	<b>Park Quest Scavenger Hunt ended at South Ridge in spring. Unplug Illinois Day is scheduled for Saturday, July 10, at South Ridge.</b>	
Expand partnership with Cook County Forest Preserve	Continue to provide cooperative programming	O
1Q Comment:	A winter snowshoe hike and spring hike were offered between February and March with Cook County Forest Preserve. A partnership was created with Code	

	Ninjas to help offer coding classes to complement E-Sports and will run summer camps for us this year.
<b>2Q Comment:</b>	<b>Code Ninjas offered coding camps at the E-Sports Zone for Summer 2021. Hike with your cat was offered by Cook County Forest Preserve. Pond Dipping with the Forest Preserve also was offered and ran by Cook County.</b>

**DISTRICT GOAL 6: CUSTOMER SERVICE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Enhance communication to community	Expand means of communication – digital and print.	O
1Q Comment:	Currently, C&M is creating mailers targeted to specific population age groups – seniors, seascape pass holders, new residents and preschool families. These mailers' goal is to reach new families and those who are not social media followers or on the email list. With the program guide being digital, C&M expanded use of the digital signs, continued communication with email communication, increased use of stories and memories on social media and through the use of paid digital advertising.	
<b>2Q Comment:</b>		
Enhance communication to community	Staff presence at village-wide events.	O
1Q Comment:	Pat remains on the 4 <sup>th</sup> Fest Committee and the status of the event is still up in the air for 2021.	
<b>2Q Comment:</b>	<b>Fourth Fest was cancelled for 2021. HEParks will be present at Platzkonzert German Fest and National Night Out in Fall.</b>	
Enhance communication to community	Create a district podcast.	O
1Q Comment:	Podcast will launch in Summer of 2021.	
<b>2Q Comment:</b>	<b>Project delayed. Concept has been created, but implementation has not been completed yet.</b>	
Enhance communication to community	Explore translation service options for website, registration software (WebTrac) and program forms.	O
1Q Comment:	Research is complete for website and WebTrac translation services. The plan is to implement the service following the upgrades to the park's website pages in Q2.	
<b>2Q Comment:</b>	<b>In progress and discussed with developers.</b>	
Revamp HE Parks website	Develop a new website to include cleaner pages, translation function, ADA accessibility, park map function, and calendar.	D/O
1Q Comment:	The development of the new website was deferred during 2021. C&M however has increased ADA accessibility across the current website, researched translation services, and a new sharable calendar function. The interactive park map project is in the final stages of development.	
<b>2Q Comment:</b>		
Create district-wide Code of Conduct	Develop a Code of Conduct to be implemented for participants, parents and visitors.	O
1Q Comment:	Initial draft of Code of Conduct has been created.	
<b>2Q Comment:</b>		
Expand Seascape party rentals	Provide party host for each rental to enhance the customer service experience.	C

1Q Comment:	Party Host will be provided with each Party Tent rental at Seascap for summer 2021.	
<b>2Q Comment:</b>		
Expand volunteer appreciation efforts	Develop coach appreciation for each season. Create district-wide thank you recognition.	O
1Q Comment:	Staff is giving Seascap passes to all of his coaches for the winter session as a thank you for their participation during the last season. In addition, upgraded clothing options for coaches in the winter session were provided which was very well received by staff and volunteers.	
<b>2Q Comment:</b>	<b>All spring sports participants and coaches were invited to come out for a free E-sports night if they wear their jersey from June 24-26.</b>	
Provide virtual resource library	Increase videos and social outreach via website/social media.	O
1Q Comment:	The District continues to build a virtual resource library on social media, YouTube and at HEParks.org	
<b>2Q Comment:</b>	<b>More videos are being taken at events/programs for social media promotion.</b>	

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

Key: C = Complete / O = On Track / D = Deferred / N = Not Complete

**DISTRICT GOAL 1: HEALTHY AND ENJOYABLE EXPERIENCES**

Objective/Goal	Performance Measures/Action Plan	Status
Simplify the green fee revenue budget GLs to provide a true green fee revenue class level amount.	Combine Resident, Non-Resident, and Pass Holder green fee GLs to one GL class level. Resident and Pass Holder rounds will still be recorded through RecTrac.	C
1Q Comments:	All GL's have been combined to one GL for green fees.	
<b>2Q Comments:</b>	<b>All GL's have been combined to one GL for green fees.</b>	
Offer a variety of different tee times and fees to meet total green fee revenue for the 2021 season.	Continue to monitor daily play and provide weekly marking email blasts based on weather and bookings. Create an early booking discount rate for prepaid times.	O
1Q Comments:	The golf season has gotten off to a quick start in 2021. Weekly email blasts have been going out. Prepaid times are receiving a slight discount in fees during non-prime times.	
<b>2Q Comments:</b>	<b>The season round totals are still promising as they are the highest total within the last four seasons despite multiple ran events to round out the month of June. Multiple email blasts will continue to go out for open play shotguns.</b>	
Provide 22 Preferred Tee Times Groups (23 Groups in 2020).	Secure 2020 Groups with an early rewards renewal plan. Market to new groups about securing a weekly prime time and capitalize on the difficulty of getting early weekend tee times during this popular time.	C
1Q Comments:	We have secured 25 groups for the 2021 Season.	
<b>2Q Comments:</b>	<b>We have secured 25 groups for the 2021 Season.</b>	
Offer four Special Golf Course Events.	Adjust all events to follow COVID-19 guidelines and promote golf events via email blast, social media and also signage in golf shop. Each event will be key POS add on two weeks prior to event.	O
1Q Comments:	We have hosted our first event March Madness and sold out with 144 players.	
<b>2Q Comments:</b>	<b>We hosted our second in-house event in the 2<sup>nd</sup> qtr with the Par 3 Challenge and were sold out with 36 players.</b>	
Offer Jr. Program classes in Spring, Summer and Fall.	Develop new Jr Program structure that follow COVID-19 guidelines. Focus advertising on social distance and outside classes. Limit group sizes to emphasis social distancing.	O
1Q Comments:	Jr Program classes will begin in 2 <sup>nd</sup> qtr.	
<b>2Q Comments:</b>	<b>We offered two classes in 2<sup>nd</sup> qtr with both classes sold out with 24 players. We will continue to offer three more in the 3<sup>rd</sup> qtr.</b>	

Host multiple wedding functions	Host events following current COVID-19 guidelines and regulations.	O
1Q Comments:	Our first wedding is scheduled in 2 <sup>nd</sup> qtr. We are still monitoring COVID-19 guidelines and hoping we reach the Bridge phase prior to our first event.	
<b>2Q Comments:</b>	<b>We have hosted multiple events in the 2<sup>nd</sup> qtr with all events returning to normal operations. Guests have been very excited to get back to normal activities.</b>	
Offer Winter Fest and Breakfast with Santa	Staff will contact all past participants one month out reminding them of special event. Start email campaign minimum one month prior to events.	O
1Q Comments:	This is a 4 <sup>th</sup> qtr event and will be offered based on COVID-19 restrictions.	
<b>2Q Comments:</b>	<b>Marketing will begin in 3<sup>rd</sup> qtr for this event on December 11.</b>	

### DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status
Provide golf activities to the special needs community	Partner with Freedom Golf Association (FGA), NWSRA or a similar organization to provide golf activities.	O
1Q Comments:	These activities are currently being developed and to be planned for late 2 <sup>nd</sup> qtr or early 3 <sup>rd</sup> qtr.	
<b>2Q Comments:</b>	<b>Staff has reached out to Freedom Golf Association and working on planning a special event for the 3<sup>rd</sup> qtr.</b>	

### DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective/Goal	Performance Measures/Action Plan	Status
Provide Discount & Annual Golf Passes program to help increase rounds and loyal customers.	Direct email blast to current pass holders offering them early bird sign-up in January. Along with poster size sign in Proshop. Will be feature add on item in March and April for all golfers when they check in for their rounds.	O
1Q Comments:	Staff has been working hard on adding pass sales to each customer that checks in. Signs are posted in the golf shop as well advertising these great savings opportunities.	
<b>2Q Comments:</b>	<b>We have a total of 224 passes sold in 2021.</b>	
Review and adjust rate structure for Green Fees to maintain or increase \$ per round revenue.	Evaluate and adjust rate structure based on daily usage and prime times for both weekday and weekend rounds.	O
1Q Comments:	Rate structure is monitored on a daily basis. We are off to a great start with limited discounted rounds.	



<b>2Q Comments:</b>	<b>We hosted 11,986 rounds through 2<sup>nd</sup> qtr. With the average fee of \$41.46 per round. 2020 Average Fee = \$41.95 2019 Average Fee = \$37.066</b>	
Work with Parks Department to get preferred pricing on joint maintenance purchases for the facility.	Collaborate with Parks Department on purchasing chemical program items to get bulk discounts district wide.	C
1Q Comments:	A bulk purchase was completed in 1 <sup>st</sup> qtr.	
<b>2Q Comments:</b>	<b>A bulk purchase was completed in 1<sup>st</sup> qtr.</b>	
Renovate the Learning Center to offer 10 stations of covered stalls and top tracer technology. Along with providing an outside sitting area to promote a fun and innovating atmosphere at the range.	Complete by end of Q2.	O
1Q Comments:	Concept plans are completed and bid documents will be released in early 2 <sup>nd</sup> qtr.	
<b>2Q Comments:</b>	<b>All bids have been approved and construction is set to start 3<sup>rd</sup> qtr.</b>	
Finalize lease agreements for Top Tracer and Lighted Target Greens for the Learning Center.	Complete by end of Q2.	O
1Q Comments:	Lease agreement has been finalized with Toptracer. Lighted target greens will be finalized in 2 <sup>nd</sup> qtr.	
<b>2Q Comments:</b>	<b>Toptracer lease is in place and the lighted target greens lease is still being negotiated based on confirmation of project timelines.</b>	
Purchase range ball dispenser, ball washer equipment and enhance the range building.	Work with Parks Department in updating building and installing new equipment by end of Q2.	O
1Q Comments:	Parks department is finishing final touches on the range building. The equipment has been ordered and due to arrive early 2 <sup>nd</sup> qtr.	
<b>2Q Comments:</b>	<b>Parks department has completed the final renovation of the range building. Ball Dispenser and ball washer is installed and operational. Holding bin and auto filler to be installed in 3<sup>rd</sup> qtr.</b>	
Purchase new batteries for golf cart fleet.	Complete by Q1.	C
1Q Comments:	All batteries have been purchased and installed with a joint effort of the Parks Team and Golf Course Maintenance Team.	
<b>2Q Comments:</b>	<b>All batteries have been purchased and installed with a joint effort of the Parks Team and Golf Course Maintenance Team.</b>	

Obtain PDRMA Accreditation	Achieve Level A – 95 to 100% Loss Control Review (LCR) Score. Complete by Q4	O
1Q Comments:	The complete score will be calculated in the 4 <sup>th</sup> qtr.	
2Q Comments:	<b>The complete score will be calculated in the 4<sup>th</sup> qtr.</b>	

#### **DISTRICT GOAL 4: OPERATIONAL EXCELLENCE**

Objective/Goal	Performance Measures/Action Plan	Status
Have key staff attend HEParks AED & CPR training.	Have staff attend district certification classes during the course of the year.	O
1Q Comments:	Staff is researching class options that are COVID-19 compliant.	
2Q Comments:	<b>The Club staff and Rec staff have started training staff with a new hybrid class option. Staff is working with fitness center and Rec staff first and then golf staff will follow at open dates in the fall.</b>	

#### **DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS**

Objective/Goal	Performance Measures/Action Plan	Status
Integrate environmental practices	Complete burns, mowing, and alternate chemical applications on native areas.	O
1Q Comments:	Burns and mowing have been completed. Two chemical applications are planned for 2 <sup>nd</sup> qtr and late 3 <sup>rd</sup> to early 4 <sup>th</sup> qtr.	
2Q Comments:	<b>The first chemical application was applied in the 2<sup>nd</sup> qtr.</b>	

#### **DISTRICT GOAL 6: CUSTOMER SERVICE**

Objective/Goal	Performance Measures/Action Plan	Status
Receive 10 Five Star Reviews on the Knot and Wedding Wire for Weddings. Goal is 10 Reviews receiving five Stars	Provide detailed training to staff and hold weekly event meetings to ensure all details are outlined to event staff. Follow up Bride & Grooms after the wedding with Thank You and promotion to complete reviews.	O
1Q Comments:	Events will begin in 2 <sup>nd</sup> qtr.	
2Q Comments:	<b>Weekly staff meetings are being held regarding events. We had our first two weddings in the 2<sup>nd</sup> qtr and both received rave reviews from the guests and Bride &amp; Groom.</b>	
Enhance communication to community about golf rates, events, and programs.	Send monthly email blasts throughout the 2021 season to encourage patronage	O

1Q Comments:	Email blast schedule has been created and we continue to execute our plan on a variety of topics.	
<b>2Q Comments:</b>	<b>Email blasts are being sent with highlights of events, golf specials and more. We will start a significant push for the Toptracer facility in 3<sup>rd</sup> qtr.</b>	
Enhance communication to community through social media.	Increase social media posts about special events and develop campaign outline in Q1. Implement campaign in March. Post at least once daily on social media platforms throughout year. Increase followers throughout calendar year. Develop Golf & Wedding Paid Social Campaigns	O
1Q Comments:	Email blast schedule and social media schedule plans have been created. Working with C&M on special posts to increase our followers.	
<b>2Q Comments:</b>	<b>Continued working with C&amp;M on social media posts during the 2<sup>nd</sup> qtr.</b>	

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

Key: C = Complete / O = On Track / D = Deferred / N = Not Complete

**DISTRICT GOAL 1: HEALTHY AND ENJOYABLE EXPERIENCES**

Objective/Goal	Performance Measures/Action Plan	Status
Enroll 1,000 new members in 2021.	With the implementation of a marketing plan, we will reach out to potential new members with the emphasis on enhanced fitness space and programs.	O
1Q Comments:	We enrolled 355 new members in the first quarter.	
<b>2Q Comments:</b>	<b>We enrolled 337 new members in the second quarter, for a YTD total of 692 new members.</b>	
Offer group fitness schedules for complimentary classes and HIIT classes based on usage and COVID-19 guidelines.	Offer a variety of daily complimentary classes to members in both studios, gymnasium and HIIT Studio with a focus on holding the majority of classes in prime time hours. Adjust classes based on attendance on a weekly basis.	O
1Q Comments:	We are currently offering 31 classes per week. Attendance is being monitored accordingly.	
<b>2Q Comments:</b>	<b>We are currently offering 33 classes per week. We plan to add additional classes in the fall.</b>	
Develop specialty / small group sport specific training classes in new functional fitness zone.	Offer different small group training format with focus on classes in sports specific or targeted training.	O
1Q Comments:	These classes are going to be offered in the Summer months for youth market.	
<b>2Q Comments:</b>	<b>Options Basketball provided sports specific training camps in Q2.</b>	
Highlight the health and wellness achievements of The Club members and participants with the community.	Individual stories and achievements will be highlighted through the monthly member newsletter, social media and bulletin board in the facility.	O
1Q Comments:	Quarterly Member spotlights are being posted in the facility along with social media/website.	
<b>2Q Comments:</b>	<b>Members of the Quarter were selected for both Q1 and Q2 (2 each quarter). Please check The Club website and social media platforms for their success stories.</b>	
Offer new educational programs based on trends in health and wellness	Develop and offer at least four new educational programs with a focus on health and wellness (i.e. nutrition, fitness myths, etc.) at The Club that are innovative and fit with industry trends.	O
1Q Comments:	The first quarter program consisted of Meet and Great with our Registered Dietitian Shannon Stevens and Dick Pond offered complimentary gait analysis.	
<b>2Q Comments:</b>	<b>The Club partnered with Athletico to provide a “Spine Health” talk to our members given by a doctor from AMITA. We have also partnered with Dick Pond again in Q2 to offer a “Walk to Run” program.</b>	

## DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status
Provide introductory sport specific athletic trainings for our community.	Offer a complimentary sport or athletic youth classes per quarter for underprivileged youth in Hoffman Estates community	O
1Q Comments:	Options Basketball offered complimentary skills training classes in February.	
2Q Comments:	<b>The Club fitness instructors have led several free, all ages, outdoor fitness classes throughout our parks and in partnership with The Hideaway here in the corporate park.</b>	

## DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective/Goal	Performance Measures/Action Plan	Status
Obtain PDRMA Accreditation	Achieve Level A – 95 to 100% Loss Control Review (LCR) Score. Complete by Q4	O
1Q Comments:	The complete score will be calculated in the 4 <sup>th</sup> qtr.	
2Q Comments:	<b>The complete score will be calculated in the 4<sup>th</sup> qtr.</b>	

## DISTRICT GOAL 4: OPERATIONAL EXCELLENCE

Objective/Goal	Performance Measures/Action Plan	Status
Finalize contract with Ellis Management company to plan, coordinate and instruct our indoor swim lesson programs.	Partner with Ellis to create a new lesson program to offer to our community. Ellis will be providing all instruction and life guards for these classes. Introduce new program by Q1.	D
1Q Comments:	The district has moved to hiring a FT Aquatics supervisor that will be enhancing our swim lesson program district wide.	
2Q Comments:	<b>The swim lesson program is in full swing at The Club and Seascape.</b>	
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEParks staff. Ensure all staff attend training within first 90 days of employment.	O
1Q Comments:	Staff is researching class options that are Covid compliant.	
2Q Comments:	<b>Staff started holding AED/CPR certification classes again using a new hybrid format, where students take the majority of the class online and then have only 90 minutes of in-person instruction.</b>	

Evaluate how space is utilized at The Club and explore options to create new or modified programs that will draw in new members, rentals and programs.	Create programming or usage plan for all areas for COVID-19 guidelines and social distancing.	O
1Q Comments:	The Club continues to monitor guidelines. The tennis court is still in high use for those members looking for further spacing.	
<b>2Q Comments:</b>	<b>The Club will continue with its current layout through the remainder of 2021. The tennis court will be painted to create a more permanent feel with plans to evaluate the space in 2022.</b>	
Increase participation in membership and facility use at The Club from area corporations.	Member Services team will foster local corporate relationships by scheduling on or off site visits to area corporations. Complete by Q4	O
1Q Comments:	We are establishing local connections with companies such as Dick Pond, GNC, and Hideaway. We will continue to add more in future months.	
<b>2Q Comments:</b>	<b>We continue to make connections with local businesses. We would like to especially thank Coopers Hawk, Dick Pond, GNC, Tony's, Old Navy, Rookies for their donations.</b>	
Offer online membership sales on Club Website	Simplify the membership sales process and highlight online memberships on The Club website.	O
1Q Comments:	Online memberships are available on our heparks.org website.	
<b>2Q Comments:</b>	<b>Online memberships are available on our heparks.org website.</b>	

### **DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Minimize paper files – continue migrating to electronic storage and fully utilize all software.	Give directive to staff to organize files electronically by using scanning system and file organization methods. Reduce facility paper use by 10%.	O
1Q Comments:	Staff has progressed to scanning all membership files for electronic record.	
<b>2Q Comments:</b>	<b>Staff continues to follow processes to record all data and files electronically.</b>	

### **DISTRICT GOAL 6: CUSTOMER SERVICE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Ensure website is current and relevant at all times	Use the marketing plan and regular meetings with C&M to update the website every month to reflect most current information, monthly promos and facility announcements.	O

1Q Comments:	Monthly meetings are taking place. C&M is working on a major fall campaign to increase membership.	
<b>2Q Comments:</b>	<b>Staff meets weekly with C&amp;M staff to review and update all online content.</b>	
Improve technology in all program areas	Expand usage on MyZone system with the opening of the functional training area.	O
1Q Comments:	We currently 37 members using the My Zone Belts, but have transition to all class signups are completed through the My Zone software.	
<b>2Q Comments:</b>	<b>We currently have 57 members using the MyZone belts and will continue to offer incentives to grow the program.</b>	

**HOFFMAN ESTATES PARK DISTRICT  
2021 BUDGET GOALS & OBJECTIVES  
ADMINISTRATION AND FINANCE DIVISION**

Key: C = Complete / O = On Track / D = Deferred / N = Not Complete

**DISTRICT GOAL 2: SOCIAL EQUITY**

Objective/Goal	Performance Measures/Action Plan	Status
Utilize bilingual staff for “Hoffman University” presentations.	Conduct open enrollment meetings in both English and Spanish.	<b>O</b>
1Q Comments:	This will be completed by the fourth quarter.	
2Q Comments:	<b>This will be completed by the fourth quarter.</b>	

**DISTRICT GOAL 3: FINANCIAL STEWARDSHIP**

Objective/Goal	Performance Measures/Action Plan	Status
Determine how to better align GIS capabilities to link to financial software.	Create a cross reference between GIS and the fixed asset system.	<b>O</b>
1Q Comments:	Responsibilities are being shifted to allow focus of key personnel on GIS and accounting software alignment.	
2Q Comments:	<b>Working with GIS to accomplish.</b>	
Develop procedure for vendor review to ensure the District is receiving competitive pricing.	Formalize and implement procedure developed in 2020.	<b>O</b>
1Q Comments:	New employee hired for the accounts payable function is working on gaining experience in day to day operations. Some procedural changes have taken place with more changes to take place later in the year.	
2Q Comments:	<b>Procedural changes are ongoing.</b>	
Evaluate network connectivity options for price and service.	Review contract and service levels with Comcast and implement applicable upgrades.	<b>O</b>
1Q Comments:	Comcast has dates scheduled for installation of fiber connections to both The Club and Vogelei. This project is on track to be completed by the end of the second quarter.	
2Q Comments:	<b>Comcast rescheduled The Club upgrade to July. The Vogelei project has been completed.</b>	
Determine better tracking mechanisms to provide data for decision making.	<ul style="list-style-type: none"> <li>• Utilize user fields in District applications to enable customized reporting.</li> <li>• Provide analysis using census data on household income and demographics of participants</li> </ul>	<b>O</b>
1Q Comments:	Existing fields as well as customizable user fields have been updated/created to enable a full interface with the time and attendance software, better manage permissions and speed the setup of new	



	employees.  We are still waiting on the census bureau to change their base to the 2020 census data and then that information will be used to conduct the analysis.	
<b>2Q Comments:</b>	<b>Census bureau data is still pending.</b>	
Obtain PDRMA Accreditation	Achieve Level A – 95 to 100% Loss Control Review (LCR) Score. Complete by Q4	<b>O</b>
1Q Comments:		
<b>2Q Comments:</b>		
Establish Debt Issuance Policies	Establish Debt Issuance Policies using best practices recommendations from the Government Finance Officers Association.	<b>O</b>
1Q Comments:	GFOA recommended practices have been reviewed. A draft copy is being developed for internal review.	
<b>2Q Comments:</b>		

**DISTRICT GOAL 4: OPERATIONAL EXCELLENCE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Utilize analytics to study trends in membership over the past few years to determine areas of low memberships.	<ul style="list-style-type: none"> <li>Utilize analytics to study trends in membership over the past few years to determine areas of low memberships.</li> <li>Provide analysis using census data on household income and demographics of members as well as underserved areas.</li> </ul>	<b>O</b>
1Q Comments:	Analysis has been completed on Pool Memberships to determine usage by members and average revenue per visit. This analysis in conjunction with daily admission information was used to determine the impact of capacity limits on overall revenue as well as a potential for underserving customers. It was found that we will likely be able to fully serve customers despite capacity restrictions.  Awaiting updated census data to complete further analysis.	
<b>2Q Comments:</b>	<b>Census bureau data is still pending.</b>	

**DISTRICT GOAL 6: CUSTOMER SERVICE**

<b>Objective/Goal</b>	<b>Performance Measures/Action Plan</b>	<b>Status</b>
Evaluate roles and responsibilities for the Business Department.	Re-align responsibilities from staffing reduction.	<b>O</b>
1Q Comments:	Routine responsibilities have been shifted to salaried staff. Additional re-alignment will take place as we move into fall.	

<b>2Q Comments:</b>	<b>Tasks that can be performed by staff outside the business department have been identified and will be moved to registrar position by fall.</b>	
Develop tools for monitoring new programs to aide in determining the success rate.	Add codes to enable special reporting of new programs to analyze success rate.	<b>C</b>
1Q Comments:	A reporting code has been added to the registration software that can be attached to programs to filter results.	
<b>2Q Comments:</b>		
Review fee structures and restrictions to make processes simpler and open more access to customer self-service.	Utilize software capabilities to allow online processing for programs typically requiring in person registration.	<b>O</b>
1Q Comments:	Many programs were converted during the pandemic to encourage online registration. Efforts will continue in this area particularly for fall programs.	
<b>2Q Comments:</b>		
Determine how to best allow staff to complete customer requests while balancing internal controls.	Utilize software capabilities to grant greater processing access and determine what reporting options are available to maintain internal controls.	<b>O</b>
1Q Comments:	Working to add set fees in the system that staff adjust through discounts. This will allow flexibility to make adjustments that might be required while being able to review the changes to ensure internal controls are maintained.	
<b>2Q Comments:</b>	<b>Recreation rental process was changed to better allow any desk staff to process and answer customer questions.</b>	
Improve technology in all program areas.	<ul style="list-style-type: none"> <li>• Implement new time and attendance software with leave tracking and employee self service capabilities.</li> <li>• Maximize features of BS&amp;A to streamline processes, reduce manual paperwork and increase access to materials.</li> <li>• Upgrade Maintrac to the latest version and utilize communication between RecTrac to aide in scheduling.</li> <li>• Purchase and install necessary equipment for the District's eSports facility.</li> <li>• Upgrade phone system to latest software and expand capabilities.</li> <li>• Upgrade and migrate Exchange mailboxes to version 2016/2019 from version 2013.</li> </ul>	<b>O</b>
1Q Comments:	Time and attendance software is on track for May implementation. BS&A HR features have been reviewed and updated in connection with new Time & Attendance software.	
	E-Sports facility equipment has been installed and operational.	
<b>2Q Comments:</b>	<b>New Time and Attendance system is implemented. Exchange has been upgraded and migrated.</b>	