



1685 West Higgins Road, Hoffman Estates, Illinois 60169
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The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences for our residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

AGENDA
RECREATION COMMITTEE MEETING
TUESDAY, FEBRUARY 14, 2017
7:00 p.m.

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF COMMITTEE MINUTES
 - December 13, 2016
4. COMMENTS FROM THE AUDIENCE
5. OLD BUSINESS
6. NEW BUSINESS
 - A. Barrington Library / M17-015
 - B. Conference Education Summaries / M17-018
 - C. Balanced Scorecard 4Q2016 / M17-008
 - D. Recreation, Facilities & Golf Report and 4Q2016 Goals / M17-019
7. COMMITTEE MEMBER COMMENTS
8. ADJOURNMENT

All meetings are held in the boardroom of the Scott R. Triphahn Community Center & Ice Arena at 1685 W. Higgins Road in Hoffman Estates unless otherwise specified. If an accommodation or modification is required to attend these public meetings please contact Jane Kaczmarek at jkaczmarek@heparks.org or (847) 885-8500 with at least 48 hours' notice.



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**MINUTES
RECREATION COMMITTEE
December 13, 2016**

1. Roll Call:

A regular meeting of the Hoffman Estates Park District Recreation Committee was held on December 13, 2106 at 7:00 p.m. at the Triphahn Center in Hoffman Estates, IL.

Present: Commissioner Kinnane, Comm Reps Dressler, Henderson, S. Neel, Snyder, Chairman R. Evans

Absent: Comm Rep Wittkamp

Also Present: Executive Director Bostrom, Rec/Facilities Director Kies, P&D Director Buczkowski, Golf Director Bechtold

Audience: Commissioners McGinn, Kilbridge, Kaplan; Supt Rec Palmer, Mr. Keith Evans

2. Approval of Agenda:

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

3. Minutes:

Comm Rep Dressler made a motion, seconded by Comm Rep S. Neel to approve the minutes of the October 18, 2016 meeting as presented. The motion carried by voice vote.

4. Comments from the Audience:

None

5. Old Business:

None

6. New Business:

A. BPC Sand Purchase/M16-140:

Director Bechtold reviewed the item noting that all the sand had been removed and drain tiles repaired.

Commissioner Kinnane asked why there was such a difference in price and Director Bechtold noted that it could be a matter of where the sand was coming from and shipping costs incurred. He asked if there would be a single delivery and Director Bechtold noted that there would be multiple deliveries.

Comm Rep Snyder asked if BPC would purchase additional rakes with the money from being under budget and Director Bechtold noted that they were already budgeted.

Commissioner Kaplan asked about the qualifications/specs and Director Bechtold noted that they used the USGA recommendation for bunker sand specs.

Mr. K. Evans asked about the source and Director Bechtold noted it was from Illinois but he could check on the specific location.

Comm Rep Henderson asked how long the sand would last and Director Bechtold noted that they expected 6-7 years.

Chairman R. Evans asked about the settling factor and Director Bechtold noted that it would be well packed to address settling and no need to add additional sand. Chairman R. Evans asked about recycling and Director Bechtold explained that it was being held off to the side and staff was looking at options.

Comm Rep Snyder made motion, seconded by Comm Rep S. Neel to recommend the Recreation Committee recommend the Board approve purchasing the sand for the bunker renovation from Waupaca Sand with a pre-purchase amount of \$37,662.50 with delivery in the spring of 2017. The motion carried by voice vote.

B. Padding and Netting proposal Off-Ice Training/M16-142:

Director Buczkowski reviewed the item explaining that they were not using a conventional hockey space and needed to provide unusual padding protection that would be long lasting. He explained they were using driving

range padding. He also explained that this was a Joint Purchase Alliance purchase.

Comm Rep Dressler asked about the warranty and Director Buczkowski explained that there was a 1 year manufacturer warranty against defects and staff expected the netting to last 5-6 years. Com Rep Dressler asked if there were gaps if the company would reassess and Director Buczkowski explained that there would be not gaps. Executive Director Bostrom noted that the terms of the contract were such that no puck would leave the area; therefore if there were any gaps they would be addressed according to the contract.

Commissioner Kinnane asked if the space was for in-house or the Wolves and Executive Director Bostrom explained that it was not designed for the Wolves or a part of their contract.

Comm Rep Snyder asked if the company had experience in this area and Director Buczkowski explained that they had done rinks but not off-ice.

Chairman R. Evans asked about PDRMA's involvement and Mr. K. Evans asked about the bounce back affect. Director Buczkowski explained that the players would be fully padded and that the padding/netting should absorb most of the shock; that it would not be like hitting a puck into a hard surface that would ricochet back at the player.

Commissioner Kaplan asked about the \$42,500 and it was noted that the budget was for \$33,000 so that the amount was about \$9,500 over budget.

Commissioner Kinnane made a motion, seconded by Comm Rep Henderson to recommend the Recreation Committee recommend the board award the contract to Haldeman-Homme, Inc. in the amount of \$42,195.00. The motion carried by voice vote.

C. Balanced Scorecard/M16-138:

Executive Director Bostrom reviewed the memo noting that he had already discussed the numbers discrepancy with Director Kies. He shared with the committee that PSSWC Aquatics had been down for 2 months losing a session and about 300 participants and that TC Ice camps had been down due to construction on the ice. Director Kies noted that based on last year's numbers, they were actually up by 350 participants and he explained that staff had made an effort to combine sessions to increase the ratio of participants in each class. He explained that they had increased by 1 participant per class. He also reminded the committee that the year round programs were not included until the final quarter.

Comm Rep S. Neel made a motion, seconded by Comm Rep Dressler to recommend the Balanced Scorecard for the 3Q to the Board. The motion carried by voice vote.

D. Recreation, Facilities & Golf Report/M16-143:

Director Kies introduced the new Superintendent of Recreation, Colleen Palmer who thanked the board and staff for such a warm welcome to the district.

Director Kies reviewed the report noting that the Foundation would receive a portion of all Windy City Bulls tickets sold in conjunction with the free tickets for the kids in park district sports and volunteers and offering new programs in conjunction with Harper College. Comm Rep S. Neel asked where the programs were being advertised and Director Kies said he believed on-line and would check and that they would be listed in the next brochure.

President Bickham asked about the new vendor at PSSWC and Director Kies noted that they were much more geared toward the fitness participants.

Director Bechtold reviewed the Golf Report explaining that the Turkey Shoot had 106 participants. He also explained that BPC had been awarded Best Venue again in the Knot Magazine now 7 years in a row; noting that Stonegate had only been awarded once and Schaumburg twice.

Commissioner Kinnane asked if the new sand was down and Director Bechtold noted that it was not in yet.

Comm Rep Dressler asked about the numbers for weddings in 2017 and Director Bechtold noted that the trend seemed to be to plan weddings in 4-5 months versus the full year. He explained that last year they had 4 weddings canceled.

Chairman R. Evans asked if there were new participants at the Turkey Shoot and Director Bechtold noted that there had been a few.

President Bickham asked about the Hole-In-One hole and Director Bechtold noted that the Hole-in-one had brought in about \$5,000 since it was operational.

Commissioner Kaplan asked about Cross Country skiing at BPC and Director Bechtold noted that it was discouraged so as not to damage the course. Executive Director Bostrom explained that there was cross country skiing in the many forest preserve areas in Hoffman Estates.

Commissioner Kinnane made a motion, seconded by Comm Rep S. Neel to send the Rec, Fac, Golf Report M16-143 to the board. The motion carried by voice vote.

7. Committee Member Comments:

Commissioner Kinnane wanted to recognize Francesco from PSSWC noting that he watched him offering a tour of the facility to a Spanish speaking family and again later helping 2 elderly ladies with car trouble.

Comm Rep S. Neel said she missed Winterfest but heard it was a lot of fun and well attended.

Comm Rep Dressler said she attended Winterfest and it was done very well. She asked about the No Smoking article in the packet and about how the public was being informed. Executive Director Bostrom explained that it was being posted in the parks, advertised on the website and would be an educational process.

Chairman R. Evans noted that the Breakfast with Santa and Winterfest were beginning to look like a single event and felt that was a good thing. He said that the Mayor and Trustees had attended and complimented the district on a job well done.

8. Adjournment:

Commissioner Kinnane made a motion, seconded by Comm Rep Snyder to adjourn the meeting at 7:58 p.m. The motion carried by voice vote.

Respectfully submitted,

Dean R. Bostrom
Secretary

Peg Kusmierski
Recording Secretary

MEMORANDUM NO. M17-015

TO: Recreation Committee
FROM: Dean Bostrom, Executive Director
Michael Kies, Director of Facilities & Recreation
Debbie Albig, Manager of Community Centers
RE: Barrington Area Library Indoor Book Drop Service
DATE: February 7, 2017

Background

The park district has had an agreement with the Barrington Area Library since the spring of 2005. Part of this agreement allowed for the library to provide a book drop service for Hoffman Estates residents outside Willow Recreation Center. The usage of the book drop service has exceeded the expectations initially set by the Library.

Implications

The Library would like to replace the outdoor pickup lockers and return bin (located on the south side of the WRC parking lot adjacent to Bo's Run) with indoor lockers (to be located just to the right of the first floor conference room) to better serve their patrons, including Hoffman Estates residents. The lockers measure 6'9 3/4" wide x 6'2" high x 1'5 1/2" deep and the bin measures 1'7" wide x 3'9" high x 1'7" deep. Total rental space will not exceed 8.5 feet wide x 6.5 feet high x 1.75 feet deep. The lockers would be placed along the west wall outside of the meeting room.

The Library would pay an annual rent of \$840 which is equivalent to commercial rental for a space of this dimension. The Library will also incur all costs associated with installing the outlet and running electricity. They will also return the outdoor District property per the original agreement to its original condition.

A copy of the intergovernmental agreement is attached for review.

Recommendations

Staff recommends the Recreation Committee recommend the board approve the intergovernmental agreement with the Barrington Public Library District to install the pickup lockers and return bin as outlined above.

**INTERGOVERNMENTAL AGREEMENT
FOR THE USE OF
BARRINGTON LIBRARY BOOK DROP SERVICE
AND
HOFFMAN ESTATES PARK DISTRICT
WILLOW RECREATION CENTER**

This Agreement, made and entered into this _____ day of _____, 2017 by and between the Hoffman Estates Park District (“Park District”), a unit of local government located in Cook County, Illinois, and the Barrington Public Library District (“Library”), a unit of local government located in Lake County, Illinois. This is a five –year agreement between the Park District and the Library. In the event that neither party notifies the other party in writing of its intent to either modify or terminate the Agreement at least 60-days prior to the expiration, the Agreement will automatically renew on an annual basis until either party provides at least 60 days written day notice of its intent to terminate.

NOW THEREFORE, the Park District hereby agrees as follows:

- A. Permit the Library to install and operate Library pick up lockers inside Willow Recreation Center (3600 Lexington Drive, Hoffman Estates IL). The lockers will be installed on the upper level of the facility along the west wall, north of the service desk; exact location to be approved by the Hoffman Estates Park District, and
- B. Post Library information on Park District community bulletin boards if space is available; and
- C. Provide the Willow Recreation Center facility manager to be the designated staff to handle communications between the Park District and the Library; and,
- D. To reevaluate the operation at the end of the five-year agreement.

NOW THEREFORE, the Library hereby agrees as follows:

- A. To install and incur all costs associated with book lockers and a return drop box located inside Willow Recreation Center. Specifications must be approved by the Park District and may not exceed: 8 ½ feet wide x 6 ½ feet high x 1 ¾ feet deep.

- B. To secure any local permits required to install Library pick up system.
- C. To hire and pay a certified electrician to run electricity needed to operate lockers.
- D. To incur a yearly fee of \$840.00 for rental space & electricity charges. The fee is due within 30 days of the agreement date or its anniversary (the yearly fee is subject to change due to actual operating fees).
- E. To repair or replace any damaged lockboxes at Willow Recreation Center within thirty (30) days of notification by the Park District. If Library fails to repair or replace lockboxes with thirty (30) days, Library agrees to reimburse Park District any and all expenses incurred by the Park District to remove damaged lockboxes from the premises.
- F. To have designated staff handle communications between the Park District and the Library.
- G. Any additional indoor facility usage would be charged as a not-for-profit rental fee.
- H. Hoffman Estates Park District employees will not be responsible to accept any Library materials to be distributed to the public or hold any materials.
- I. At such time that the Agreement is terminated, Library shall be responsible for returning Park District property impacted by the Agreement to its original condition prior to the approval of the Agreement.

BARRINGTON PUBLIC LIBRARY DISTRICT
LAKE COUNTY, ILLINOIS

HOFFMAN ESTATES PARK DISTRICT
COOK COUNTY, ILLINOIS

By: _____
President

BY: _____
President

Attest: _____
Secretary

Attest: _____
Secretary

MEMORANDUM NO. M17-018

TO: Recreation Committee
FROM: Dean R. Bostrom, Executive Director
Mike Kies, Director of Facilities
Katie Basile, Superintendent of Facilities
Sandy Manisco, Superintendent C&M
Colleen Palmer, Superintendent of Recreation
RE: 2017 IAPD/IPRA Conference Session Summaries
DATE: February 10, 2017

Background:

Below is a summary of a few sessions which were attended by Rec staff at the 2017 IAPD/IPRA Conference. All Conference Education Summary forms will be compiled and shared with staff and Commissioners by the end of the month.

Grants: More than checking a button

Valuable information:

This lecture provided the basics of the process of writing and obtaining grants. The grant cycle was discussed, including details of each step from generating ideas to closing out the project.

Practical applications for HEPD:

Opportunities exist to research grant resources. Free search engines exist as well as search engines for a fee. When assessing potential funds or key information, include the mission statement (making sure missions coincide) as well as previous grantees, average grant size and several additional factors.

Leadership; Maximizing Potential

Valuable information:

As a leader, one needs to know their sense of purpose – understand what one hopes to accomplish and focus on utilizing one's strengths. The concept of "the golden circle" was discussed – working on your "why" which is in the center of the circle, driving your purpose and sense of direction.

Practical applications for HEPD:

Application would be to potentially have this speaker out to the park district. Interesting presentation regarding the use of one's strengths and knowing your purpose and core values to guide leadership direction and maximize potential.

Next Level Data

Valuable information:

People respond better to close up faces with emotion. Netflix collects data and uses the data to develop content. Data points available to us: Program time and days, number of days, types, how they sign up, how they spend

Practical applications for HEPD:

Possible data sources we can use: NOAA (weather), Google trends, census, customer comments, ESRI, SOOFA units can measure park usage. Utilize existing Rec Trac data to develop target market strategies.

Using Signage and Graphics to promote your Brand

Valuable information:

Think outside the box. Use outdoor floor, wall decals/wraps as opposed to banners. Stay consistent with fonts, colors, logo, etc. Use space that you may have forgotten for a logo or “find your way” signage. New optically clear vinyl for windows/glass.

Practical applications for HEPD:

Use wall wraps that work on brick, decorate large hallways in TC. Floor decals for major events at TC or in gyms. “Frosted” glass for light and privacy at PSSWC.

Using Survey Research to Improve your operation

Valuable information:

Independent consultants are the experts on survey research and carry more validity when sharing results with the community. There are various things to consider when hiring a consultant and doing the survey, including cost, process, questions asked, result categories, etc. Ask more questions about negative results or results you didn't expect.

Practical applications for HEPD:

When doing a survey, hire independent consultant – results shouldn't come from your agency. Create a results matrix, identify negative results and do more research, ask questions of specific groups to assess their needs.

Managing Transgender Populations and Accessibility to Public Facilities

Valuable information:

There are many issues facing transgender people every day. People can't be afraid of what they don't know. Learn about what the transgender population needs and accommodate from there. Transgender populations can and should be reasonably accommodated in programs and facilities – sometimes needs to be a case-by-case basis.

Practical applications for HEPD:

Add policies/procedures for transgender facilities, registration, etc. Educate staff and participants about transgender needs and population. Look at existing programs and facilities to see how transgender participants could be accommodated.

Recommendations:

This is for informational purposes only. No recommendation is necessary.

MEMORANDUM NO. M17-008

TO: All Committees
FROM: Dean R. Bostrom, Executive Director
Craig Talsma, Deputy Director/Director A&F
Mike Kies, Director of Recreation
John Giacalone, Director Park Services/Dev & Risk Mgmt
Gary Buczkowski, Director Planning & Development
Brian Bechtold, Director Golf Operations
RE: Balanced Scorecard
DATE: February 10, 2017

Background

According to the definition from Wikipedia, “*the **Balanced Scorecard (BSC)** is a strategy performance management tool - a semi-standard structured report, supported by design methods and automation tools, that can be used by managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions*”

The phrase 'Balanced scorecard' is commonly used in two broad forms:

- 1. As individual scorecards that contain measures to manage performance, those scorecards may be operational or have a more strategic intent; and*
- 2. As a Strategic Management System, as originally defined by Kaplan & Norton.*

Key components in utilizing the Balanced Scorecard methodology

- its focus on the strategic agenda of the organization concerned*
- the selection of a small number of data items to monitor*
- a mix of financial and non-financial data items.”*

Implications

The District continues to refine our Balanced Scorecard and have made certain adjustments to ensure that the measurement values that we utilize are relevant and functional. The goal is to provide a snapshot view of these key components at a specific point in time and to have an annual year to year comparison. This allows us to determine on a very broad spectrum the direction in which the District is moving.

These key components are not being analyzed on a valuation to current budgets or forecasts as much as to the same time period in previous years. Those types of evaluations are provided in the monthly Recreation Committee participation reports and the financial statements in the A&F Committee reports. The Balanced Scorecard comparison gives us a broad overview as to the direction the District is moving with regard to our overall mission, values and goals. The Balanced Scorecard has been updated to report quarterly numbers and compare these numbers to previous quarters. This is then done for the year to date (YTD) totals as well.

Certain numbers that are included may have changed and if significant we have included a small note under the measurement definition.

Recommendation

Staff recommends the Board approve the Balanced Scorecard for the 4th Quarter 2016.

Balanced Scorecard 2016

District Goals	District Objectives	Measures	Quarter 4 2015	Quarter 4 2016	YTD thru December 31, 2015	YTD thru December 31, 2016
<i>Provide healthy and enjoyable experiences for all people</i>	Offer healthy and enjoyable experiences that promote equal access	Number of programs/sessions/participants	820 sessions offered 499 sessions ran 4,446 participants	757 sessions offered 474 sessions ran 4,245 participants	3,315 sessions offered 2,218 sessions ran 23,285 participants	3,010 sessions offered 2,024 sessions ran 22,970 participants
		Number of facility memberships/visits 2016 includes new BPC passes	BPC 0 members DOG 602 members PSSWC 3,045 members GE 436 members SEA 0 members TC 892 members WRC 370 members 50+ 586 members 69,526 qtr visits	BPC 0 members DOG 694 members PSSWC 2,940 members SEA 0 members TC 863 members WRC 349 members 50+ 673 members 73,030 qtr visits	BPC 180 members DOG 602 members PSSWC 3,045 members GE 436 members SEA 1,337 members TC 892 members WRC 370 members 50+ 586 members 301,531 annual visits	BPC 415 members DOG 694 members PSSWC 2,940 members GE 0 members SEA 1,459 members TC 863 members WRC 349 members 50+ 673 members 338,766 annual visits
		Daily paid facility useage	\$33,949	\$28,751	\$250,442	\$248,271
		Number rounds (inc BPC events) / baskets	4,256 rounds 1,339 baskets	5,194 rounds 1,761 baskets	30,645 rounds 18,543 baskets	31,262 rounds 19,050 baskets
	Achieve customer satisfaction and loyalty	Community and participation survey data related to overall satisfaction and retention by percentage	92.7% overall satisfaction	92.7% overall satisfaction	92.7% overall satisfaction	92.7% overall satisfaction
	Connect and engage our community	Number of free events/programs	14	2	38 events 1 programs	39 events 2 programs
		Number of Partnerships/ Coop agreements	36	36	36	36
		Increase in Digital Marketing/Social Media Engagement	Mobile App Users 40 Heparks.org Hits 39,359 Online Brochure Hits 860 WebTrac Hits 4,778 Social Media/FB Likes 94	Mobile App Users (141) Heparks.org Hits 41,712 Online Brochure Hits 2,605 WebTrac Hits 4,124 Social Media/FB Likes 63	Mobile App Users 1,394 Heparks.org Hits 202,431 Online Brochure Hits 10,735 WebTrac Hits 24,331 Social Media/FB Likes 2,069	Mobile App Users 1,467 Heparks.org Hits 202,535 Online Brochure Hits 11,393 WebTrac Hits 25,056 Social Media/FB Likes 2,496
		Number of Foundation events/participants	0 events 1 board mtg	0 events 1 board mtg	3 events/316 participants 5 board mtgs	3 events/341 participants 5 board mtgs 1 retreat

<u>District Goals</u>	<u>District Objectives</u>	<u>Measures</u>	<u>Quarter 4 2015</u>	<u>Quarter 4 2016</u>	<u>YTD thru December 31, 2015</u>	<u>YTD thru December 31, 2016</u>
<i>Deliver Financial Stewardship</i>	Achieve annual and long range financial plans	Percental of operational revenues to expenses (excludes D/S and Capital)	95.25%	89.04%	104.62%	107.03%
	Generate alternative revenue	Total revenue: Grants	\$3,600	\$4,168	\$35,220	\$7,388
		Total revenue: Sponsorships	\$66,255	\$57,395	\$135,610	\$218,864
		Total revenue: Rentals	\$531,176	\$389,610	\$1,378,015	\$1,287,783
		Total revenue: Misc.	\$13,705	\$13,805	\$66,162	\$64,046
	Utilize our resources effectively and efficiently	Percentage of assets to liabilities	2014 - 103.00%	2015 - 103.00%	2014 - 103.00%	2015 - 103.00%
<i>Achieve Operational Excellence and Environmental Awareness</i>	Create and sustain quality parks, facilities, programs and services	Community survey data related to overall condition of parks and overall quality of programs and services	Next survey 2019	Next survey 2019	Next survey 2019	Next survey 2019
	Utilize best practices	Accreditation score: CAPRA	Next review 2018	Next review 2018	Next review 2018	Next review 2018
		Accreditation score: Illinois Distinguished	Next review 2016	Accredited for FYE 2016 Score 498 out of 500	Next review 2016	Accredited for FYE 2016 Score 498 out of 500
		GFOA-Certificate of Achievement for Excellence in Financial Reporting	Accredited for FYE 2014	Accredited for FYE 2015	Accredited for FYE 2014	Accredited for FYE 2015
		PDRMA score	Next review 2017	Next review 2017	Next review 2017	Next review 2017
		NAEYC	Next review 2018	Next review 2018	Next review 2018	Next review 2018
		Transparency score	Unchanged	Unchanged	Unchanged	Unchanged

District Goals	District Objectives	Measures	Quarter 4 2015	Quarter 4 2016	YTD thru December 31, 2015	YTD thru December 31, 2016
	Advance environmental and safety awareness	PDRMA score	Next review 2017	Next review 2017	Next review 2017	Next review 2017
		No. of accident reports	30 reports filled out 0 generating insurance claims	36 reports filled out 0 generating insurance claims	186 reports filled out 3 generating insurance claims	262 reports filled out 3 generating insurance claims
		Environmental Scorecard	97% Review Year 2015	97% Review Year 2015	97% Review Year 2015	97% Review Year 2015
		Natural Area/ Wetland Parks Burned	(0) In House (0) Contracted	(0) In House (0) Contracted	(24) In House (4) Contracted	(24) In House (4) Contracted
<i>Promote Quality Leadership and Services</i>	Develop leadership that ensures workforce readiness	Number of internal training sessions	(1) FT Staff mtg (1) AED Medic courses (2) Hoffman U (1) Parks	(1) FT Staff Mtg (1) AED Medic Course (1) Hoffman U (0) Parks	(4) FT Staff mtg (5) AED Medic courses (14) Hoffman U (41) Parks	(4) FT Staff Mtg (4) AED Medic Course (20) Hoffman U (76) Parks
	Build organization culture based on 1-2 Care Values	Team building events / Discussions With Dean	(5) Discussions w/Dean (2) Team Builder	(2) Discussions w/Dean (0) Team Builder	(15) Discussions w/Dean (4) Team Builder	(8) Discussions w/Dean (5) Team Builder
	Promote continuous learning and encourage innovative thinking	External conferences, sessions, workshops and seminars	CPO, Pesticide Use, Legal Symposium, SHRM-CP, Club Industry, Joint Conference, Exhibit Committee	NRPA, Legal Symposium, D54 Partnership, Club Industry, Joint Conference, Exhibit Committee	IAPD, PGA, PDRMA, IPRA, PGA, AMA, Steven Covey, Ken Blanchard, Schaumburg Business Assoc., MIPE, NRPA, CPO, Pesticide Use, Legal Symposium, SHRM-CP, Club Industry, Joint Conference, Exhibit Committee	IAPD, PGA, PDRMA, IPRA, Chamber, Schaumburg Bus. Association, District 211 Focus Grp, NWSRA, Mayor's Update, Hoffman HS Advisory, ProConnect, MIPE, Mayor Recept., Village Bon Appetite, NIU, Legal Symposium, NRPA, Legal Symposium, D54 Partnership, Club Industry, Joint Conference, Exhibit Committee

MEMORANDUM NO. M17-019

TO: Recreation Committee
FROM: Dean R. Bostrom, Executive Director
Michael R. Kies, Director of Recreation & Facilities
Brian Bechtold, Director of Golf Operations
Jeff Doschadis, General Manager of Ice
Katie Basile, Superintendent of Facilities
Colleen Palmer, Superintendent of Recreation
Sandy Manisco, Communications and Marketing Superintendent
Debbie Albig, Manager of Community Centers
Cathy Burnham, General Manager of Sales & Operations
RE: Board Report
DATE: February 9, 2017

Recreation and Facilities Division



UPCOMING EVENTS

- **Feb. 6** - Preschool priority and resident registration opens
- **Feb. 7** – WRC Preschool Open House
- **Feb. 8** – TC Preschool Open House
- **Feb 10** - Daddy Daughter Dance
- **Feb 16** - Girls Night Out
- **Feb 17** - Friday Night Fish Fry
- **Feb 17** - Mother Son Date Night
- **Feb 18** - Parents' Night Out
- **Feb 24** - Friday Night Fish Fry
- **Feb. 27** – Preschool Open Registration
- **March 3** – Friday Fish Fry
- **March 10** – Friday Fish Fry
- **March 11** – Hoffman Walks event

Administration Updates:

- Staff attended the IAPD/IPRA State Conference and gained some valuable experience from the sessions that were attended as well as the vendors on the exhibit floor. Mike Kies participated in the Joint Conference Committee who plans and helps facilitate the event.
- Staff attended the Chamber Celebration of Excellence event, IPRF foundation meeting, the Chamber Leadership session at Harper College and Dr. Martin Luther King Jr. breakfast at the Village.
- We are excited to announce that Colleen Palmer our Superintendent of Recreation is going to be the Park District's liaison to the Northwest Fourth Fest Commission. She will represent the park district at all planning meetings going forward. This commission is supported by representatives from the Village of Hoffman Estates, Hanover Township

and the Park District. The event itself takes place at the Sears Centre, please see the attached link for more information: <http://www.hoffmanestates.org/government/boards-commissions/volunteer-boards-and-commissions/fourth-of-july-commission>.

Volunteers Summary:

- Human Resources processed 18 new volunteers.
- The Friends of HE Parks had a Girls Night out Committee meeting involving 6 volunteers and took 1 ½ hours.



Youth Athletics

Youth Baseball/Softball

- Early bird registration has come to a close. Numbers for our younger divisions - Shetland (Kindergarten), Pinto (1st/2nd Grade), and Mustang (3/4th Grade) are off to a great start with 30 plus players in each division already.

Baseball Field Rentals

- Baseball field rentals for Cannon Crossing are booked every weekend from April 15-2017 to July 8-2017. It will be a busy spring/summer season at Cannon this year!

Youth Basketball

- First half of the season is completed (5 weeks). Picture day was January 14th; February 4th was our Windy City Bulls Day at Triphahn Center. The Windy City Bulls Mascot came to the game and took pictures with parents and players. Everyone really enjoyed the photo op! Coming up this month will be our all-star games on Saturday, February 19th.
- Boys Feeder Basketball hosted their tri-meet home games at Triphahn Center on January 22nd, January 29th, and February 5th. St. Viator, Elk Grove, Prospect, Barrington, Palatine and Homewood Flossmoor participated in these Tri-meets vs Hoffman Estates.

Indoor Soccer

- The indoor soccer program began on Sunday, January 29th. K-4th graders receive fundamental instruction for the first 45 minutes of the day and then participate in 3v3 and 4v4 games for the remaining 45 minutes of class.

Adult Sports

- Spring adult sport registration has begun. New this spring we will be offering Wiffle Ball leagues on Wednesday nights at Cannon and a Spring Training Adult Softball league on Mondays at Cannon. These programs will begin in March.

Gymnastics

- Gymnastics equipment has been re-installed at Vogeley barn and classes started on January 16th. Registration for the first session was at 181 participants. The first session

of 2016 they were at 161, an increase of 20 participants. Second session registration is ongoing and classes are due to begin on February 20th.

Dance

- Winter/Spring dance classes started the week of January 9th. Registration is low due to the construction on the north side and the limited space available for additional classes. Numbers at TC are at 106; WRC numbers are at 76. 2016 session numbers were 181 at TC and 70 at WRC.



Early Childhood

	13 TC	15 TC	+2 TC
Three-school 16-17	13 WRC	12 WRC	-1 WRC
	28 TC	25 TC	-3 TC
2's Playschool 16-17	24 WRC	16 WRC	-8 WRC
	125 TC	122 TC	-3 TC
Preschool 16-17	67 WRC	69 WRC	+ 2 WRC
Early Learning Center*	33	39	+6
Total Preschool	303	298	-5

*Full Day Program

- A Jim Gill Family Concert will take place Friday, March 17 – 6:30 p.m.-7:30 p.m. in the TC gym.
- ELC has replaced gymnastics on Fridays with All Star Sports, Inc. on Wednesdays starting February 1.

District 54	321	359	+38
District 15	51	62	+11
WRC KSTAR	10	18	+8
School Age Totals	382	439	+57

District 54	159 (3)	346 (7)	+187
District 15	40 (2)	118 (6)	+78
School Age Totals	199	464	+265

- We added a new option for KSTAR for participants to attend only until 2:30pm to meet the high demand from the community. Currently there are 4 children enrolled in this option.
- With the additional participants in the KSTAR program we brought on an additional staff member to work on the higher enrollment days.

- As of January 1st, Lisa Swan is our full time Child Care Coordinator, assisting with the day to day operations of all Preschool, ELC and STAR programs.



50+ Club

Membership	1/16	1/17	+/- Var.
Total	574	626	+52

Classes offered in January

- Basic Exercise(3), Gentle Yoga(3), Line Dance, Spanish, Tai Chi

Athletic opportunities offered in January

- Balloon Volleyball (Weekly), Billiards, Pickleball (indoor), Ping Pong, Volleyball and Walking Path

Upcoming trips

- Windy City Bulls which includes 50+ Center fundraiser (2/7), Chicago Auto Show (2/16), Mardi Gras Show, Peoria (2/28)

Evening/Special Programs in January

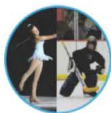
- Pub Quiz Night (3rd Thursdays/5:30 pm) – 44 participants (largest participation ever!) - held at BPC

Friday post lunch programs (January)

- 1/6 Garibaldi's "Lunch Bunch" **5 participants**
- 1/13 Garibaldi's "Lunch Bunch" **30 participants**
- 1/20 Lunch/Tour (NEW)The Grand at Twin Lakes Senior Living Community **20 participants**

Other

Free Adult Health Clinic – 12 drop-ins
 Hired new 50+ Program Assistant, Mindi Schwartz
 Attended Memorial Service for 50+ member
 Renewed posting for writing instructor (Harper College)



Ice Operations

TESTIMONIALS & SOCIAL MEDIA COMMENTS

On Facebook, Google Plus, Yelp, Twitter, etc.: Google:

Scott R. Triphahn Community Center & Ice Arena

HOME INFO PHOTOS REVIEWS INSIGHTS

Replied!

John STEWART Rating: ★★★★★ Review posted on: Nov 25, 2016

The user didn't write a review, and has left just a rating.

Best practices for responding to reviews

Scott R. Triphahn Community Center & Ice Arena – Dec 6, 2016 – edit – delete

Thanks for the review John!

I.C.E Academy

- A mini Ice Exhibition took place at 2pm on Saturday, Jan. 7th. 23 Skaters took part in the event.
- Skating lesson classes got underway Monday, January 9. 248 skaters are registered (271 – 2016). A new adult class is being offered at the same time as the foot program to entice parents to learn how to skate with their children. 8 adults are enrolled in the class.
- Staff has worked out a new spring lesson schedule by offering lessons on more days of the week going forward. If enrollment shows a significant increase staff will look at the fall schedule and attempt to schedule similar times for the fall session.
- Staff is working on a possible spring ice show that would take place in late May.

Wolf Pack

- HEPD will be part of the USA hockey weekend Feb 25. Give Hockey a Try from 1-2pm.
- Staff is working on preliminary off ice schedules for teams as well as researching a number of products for the area.
- Wolf Pack development class began Monday, January 9. 198 hockey players are participating in the winter session (285 -2016).
- Spring hockey registration will open Feb. 7.
- A new summer 3x3 programs is being developed.

Ice Rink Information

- NWHL tournament games Feb 25 – March 10.
- Girls State tournament March 1-5.
- Wirtz Cup Sled Hockey Championships March 10 -12
- Krolak Cup tournament April 1-2.
- Chi Town Shuffle tournament April 21-23



Prairie Stone_{tm} Sports & Wellness Center

January Membership Totals

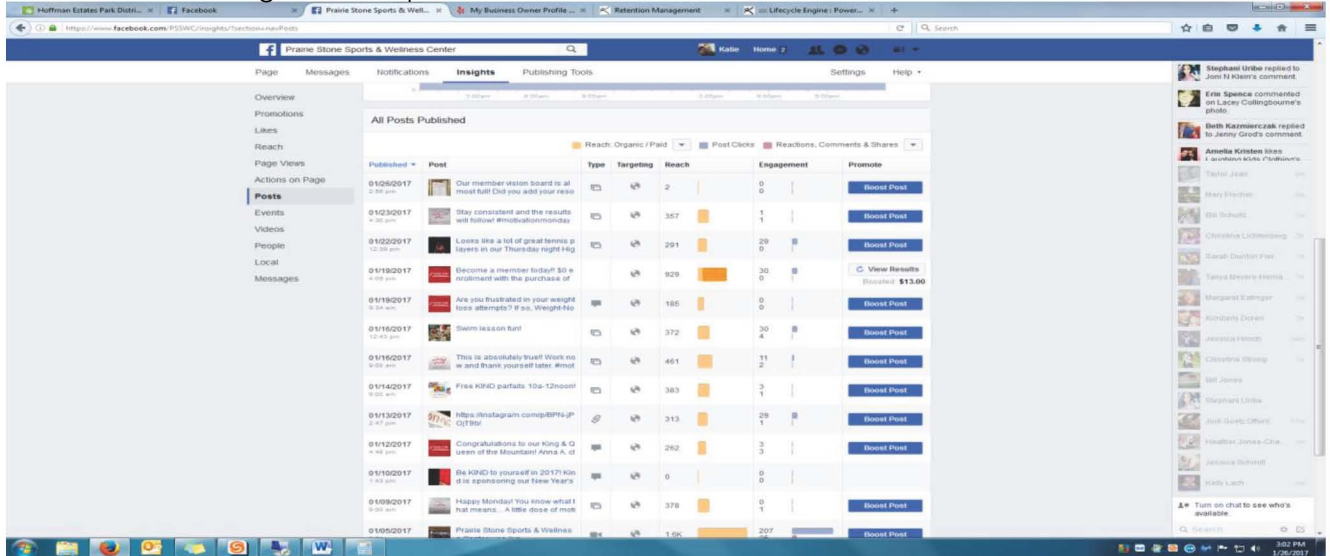
2016
3145

2017
3041

Var. +/-
- 104

TESTIMONIALS & SOCIAL MEDIA COMMENTS

On Facebook, Google Plus, Yelp, Twitter, etc.:



Prairie Stone Sports & Wellness Center

yelp review
Katie



61
346
Katie L.
Rolling Meadows, IL

★★★★★ 1/7/2016



So far so good. I got a membership here about 1 month ago. My cousin and I decided to start working out together so we tried out a few places. 1st we went to Midtown in Palatine and yes that place is nice but dude that place is expensive. Then we went to the YMCA, it offered all the same stuff as Midtown but just less fancy but also at a lower price point. Then we tried out Prairie stone. It was a good midpoint between Midtown and YMCA. It is classy and clean but not crazy expensive. I am paying \$67 a month for an

adult and my cousin since she is under 23 is paying \$32 a month.

You get a ton of classes included as well as lots of equipment. There is an indoor running track, a rock climbing wall, basketball courts, tennis court (extra \$) and 2 swimming pools. Plenty to keep you busy. Spinning class was superior to the YMCA's class; you spin in the dark which is nice because that class makes you sweat. Cardio kickboxing was challenging but man you sure feel it. Both teachers are very peppy and make it fun to work out. Locker rooms are nice, and have lockers that are decently easy to use. Overall great place so far, makes it fun to work out.

Member Services

- During the month of January, the Member Services team fell just shy of obtaining their net membership goal by 16 members, (the net goal was 117 and the net total was 101).
- The ongoing Friends in Fitness member referral program continued to be a primary force in generating new memberships in January and was further magnified and promoted with an extension of the 'Give 25/Get 25' referral opportunity. (Both the referring member and the new member receive \$25 of club credit following the completion of the first 30 days of membership). There were a total of 27 new member referrals in January.
- The PSS&WC enrollment special was advertised on each of the following:
 - 30K direct mail postcard (mega size)
 - District's electronic marquee signs throughout the community
 - VHE electronic marquis located at the corner of Shoe Factory Road and Beverly
 - The ENROLLMENT FEE banner on the north side building exterior
 - Select Facebook posts throughout the month (including a 'live' facility tour)
 - Guest and tour follow up targeted email via Retention Management
 - Both internal and e-based targeted marketing were utilized to inspire member referrals as well as to reach all HEPD clients throughout the community. The HEPD bi-monthly Eblast included the enrollment promotion details, and targeted emails through Retention Management continued to be sent throughout the month to promote the club cash incentive for member referrals.
 - Facebook and the HEPD and PSS&WC websites (scrolling banner updates); two digital initiatives to promote the enrollment special on the final two weeks of December amidst the holidays were launched on Facebook.
- The number of credit card denials following January billing continued at a consistent pace in comparison to the previous recent months. The Member Services team resumed efforts to contact members proactively to obtain updated information for billing continued via mail and email during the month of January. These efforts also

included phone calls and person-to-person contact upon check in at the Service Desk. While the Member Services team successfully managed the 90-day collection effort, significant collections were also achieved at the 60-day and current month levels, which translate to fewer potential 90-day cancellations after the New Year. This collaborative intensive collection effort resulted in a RECORD LOW number of 90-day cancellations (total of 7), which translated into 26 fewer total cancellations than projected for the month.

- The Member Services team is currently working on a potential new corporate membership account with a few businesses within the Prairie Stone Business Park and within the surrounding community. Efforts will be ongoing in February to establish corporate visits to the companies to meet with management and employees in an effort to promote enrollment.
- The Member Services team completed the sale of student winter passes in 1 and 2 month durations to college students returning home for winter break. These special passes were paid in full at time of purchase and do not impact attrition rates once expired. Pass sales began December 1 continued thru Jan 31 (to accommodate both semester and trimester patterns). There have been a total of 59 student winter passes sold.
- The Member Services team coordinated a month full of special events in January for members to usher and welcome both new and existing members to the New Year (see image below). Events included several special fitness group classes and workshops along with a number of fun activities, all of which help to bolster retention. The Member Services team also launched a series of online motivational quotes that are posted each Monday on social media to help motivate members to pursue fitness goals in the New Year and throughout. These 'motivational Monday' quotes are also printed and placed strategically throughout the club for members to discover during their workouts.





Operations and Fitness Departments:

- PSS&WC hosted a variety of athletic rentals including a large 2-day youth basketball tournament in all 3 gymnasiums during the month of January. Although birthday parties and scout lock-ins are still offered at PSS&WC, efforts have been taken to transition to larger multi-court athletic rentals that reduce labor intensity while generating steadier revenue streams.
- A targeted email message that promotes SFAC and PSS&WC lifeguard opportunities in the upcoming summer months was sent via Retention Management to all previous student summer pass holders from 2016 as well as student winter passes from this past season.
- Preliminary efforts are underway to determine timelines and project details regarding the upcoming café and tennis court renovations.
- PSS&WC held a Nutrition Workshop, *Belly Busters*, taught by *Zac Marshall* on Tuesday January 31st with 7 members attending!
- PSS&WC has an upcoming Nutrition Workshop for "Heart Health Month", *Healthy Heart*, and *Learn Where to start* on 2/13, taught by *Kathy Brown*. The seminar has been added to the monthly wellness calendar and marketed through the guide.
- The personal training department will promote the 3 pack promo for new members in February.
- Within the area of group fitness class participation has increased across the board! Highlighted classes include:
Dance Party Fusion 40-45 Friday Spin 25(MAX) Gentle Yoga 25-30
- Fitness department

PSS&WC Swim Lessons

- The first session of group swim lessons are scheduled to start Saturday, January 7. We are had an enrollment of 137. Second session swim lessons begins February 18. Registration for session two is currently being taken.

Climbing Wall

- Youth classes for the climbing wall continue to fill with 9 and 8 participants in the 6pm & 7pm classes Wednesday nights. Because of the consistent numbers and the number of returning climbers we are able to split the program into a beginner class and an intermediate climbing class. Winter session 2 is scheduled to begin February 15.

Early Childhood Programming

- Kids First Sports Soccer continues in its popularity. We are averaging between 10-15 participants per class. This session soccer ran with only 6 participants but basketball is scheduled to start February 7 and is running with 8 participants.



Triphahn Center

Triphahn Center Fitness and Operations:

Membership	01/2016	01/2017	Var. +/-
Fitness	954	893	-61

General Summary:

- Dance World was held on 01/14.
- Northside project is still underway.



Willow Recreation Center

Membership Fitness Totals	01/2016	01/2017	Var. +/-
Fitness	394	368	-26

General Summary:

- Personal Training special was 10% off a 5 pack.



Dog Off-Leash Areas

Bo's run:

- Breakdown for Bo's Run / Combo passes HE 148, Palatine 47, Barrington 24, Schaumburg 44, Arlington Heights / Mt. Prospect 6, Inverness 34. Additional towns are Rolling Meadows, Elk grove, Hanover Park & Streamwood.

Freedom Run:

- Breakdown for Freedom Run/ Combo passes Elgin – 182, HE – 84, Streamwood 69. Schaumburg – 22. Additional towns are Huntley, Hanover Park & S. Barrington, Elk Grove, Palatine, Wheeling & others.

Dog Park Passes	01/2016	01/2017	+/- Var.
Bo's Run	249	297	+48
Freedom Run	277	321	+44
Combo	71	79	+8
Total:	597	697	+100



Communications and Marketing

PROGRAM PROMOTIONS

Staff worked with program managers to promote Winter Guide and Registration, youth sports programs, 50+ events, trips and programs; Girls Night Out, Daddy Daughter Dance, Mom/Son Date Night, Days off School Field Trips, Parent's Night Out, Giving Tree, Seascape Pass Winter Sale, Hockey and Figure Skating, BPC weddings.

Community Calendar Submissions to: Daily Herald, Chicago Tribune, Hoffman Estates and Schaumburg Chambers and Hoffman Estates Visitor's Bureau.

VIDEO

This month, we featured the video "Join us for Girls Night Out".

PRESS RELEASES/PUBLIC RELATIONS

Articles that were printed or appeared online on the newspaper websites will be attachments at end of the Board Report.

- Girls Night Out to Benefit Local Families

The following are press releases that were sent to the newspapers, but have not yet been picked up for print:

- HE Parks Board Presents Best of the Best Award to Eagle Scouts
- Win free classes in HE Parks Photo Contest
- HE Parks Announces Best of the Best of Hoffman Recipients


REVIEWS & SOCIAL MEDIA COMMENTS

Google Plus Reviews:


☰ **Prairie Stone Sports & Wellness Center**

HOME INFO PHOTOS **REVIEWS** INSIGHTS

←

	ROMAN LUPTAK	Rating ★★★★★	Review posted on Jan 27, 2017
---	---------------------	------------------------	---

The user didn't write a review, and has left just a rating.


 Best practices for responding to reviews ▾

Prairie Stone Sports & Wellness Center – Jan 30, 2017 – [edit](#) – [delete](#)
Thanks for the review!


☰ **Prairie Stone Sports & Wellness Center**

HOME INFO PHOTOS **REVIEWS** INSIGHTS

←

	Surendar N	Rating ★★★★★	Review posted on Jan 19, 2017
---	-------------------	------------------------	---

The user didn't write a review, and has left just a rating.


 Best practices for responding to reviews ▾

Prairie Stone Sports & Wellness Center – Jan 23, 2017 – [edit](#) – [delete](#)
Thanks for the review Surendar!


☰ **Scott R. Triphahn Community Center & Ice Arena**

HOME INFO PHOTOS **REVIEWS** INSIGHTS

←

	Michelle Angelique	Rating ★★★★☆	Review posted on Jan 22, 2017
---	---------------------------	------------------------	---

Nice ice rinks, concessions has good variety though the counter staff is very slow. Bathrooms can use some attention they were a bit dirty but overall a nice facility.


 Best practices for responding to reviews ▾

Scott R. Triphahn Community Center & Ice Arena – Jan 23, 2017 – [edit](#) – [delete](#)
Michelle, thanks for the review. We will forward you comments to the facility manager. We appreciate the feedback!


Prairie Stone Sports & Wellness Center

HOME INFO PHOTOS **REVIEWS** INSIGHTS

←

	Vania Nicheva	Rating ★ ★ ★ ★ ☆	Review posted on Jan 13, 2017
---	----------------------	----------------------------	---

Older equipment


 Best practices for responding to reviews ▾

Prairie Stone Sports & Wellness Center · Jan 16, 2017 · [edit](#) · [delete](#)
Hi Vania, thanks for your review! Can you elaborate on which equipment you think is older? We will forward to the managers.


Prairie Stone Sports & Wellness Center

HOME INFO PHOTOS **REVIEWS** INSIGHTS

←

	Agnieszka backus	Rating ★ ★ ★ ★ ★	Review posted on Jan 12, 2017
---	-------------------------	----------------------------	---



The user didn't write a review, and has left just a rating.


 Best practices for responding to reviews ▾

Prairie Stone Sports & Wellness Center · Jan 16, 2017 · [edit](#) · [delete](#)
Thanks for the review!

Facebook Comments:

★ Review


 **Tammy McArdle** reviewed Triphahn Center — [+5](#)
1 hr · 





Triphahn Center
Ice Skating Rink

221 Likes
50 talking about this

[Like](#) [Comment](#) [Share](#)

 **Triphahn Center** Thanks for the review, Tammy!
[Like](#) · [Reply](#) · Commented on by Sandy Manisco (?) · Just now

Write a comment...  

Mary Lynn Skubak published a post on Bridges of Poplar Creek Country Club: "Just had my daughters baby shower here today. I...".

Mary Lynn Skubak ▾ Bridges of Poplar Creek Country Club ✓
13 hrs · Lake in the Hills · 🌐

Just had my daughters baby shower here today. I can't say enough about the excellent staff. From booking the event until the day of the event I had wonderful experience. So professional and accommodating. The food was delicious the room was very nice. I would recommend having an event here and it will be stress free and enjoyable. Thank to all the staff for this wonderful experience.

Like · Comment · Share

Bridges of Poplar Creek Country Club Chronological

Bridges of Poplar Creek Country Club Thanks for the review Mary!
Like · Reply · Commented on by Sandy Manisco (?) · 13 hrs

Write a comment...

★ Review

Ken Forrest reviewed Triphahn Center — 5.0
9 mins · 🌐

Place is nice. Locker rooms are downstairs with no elevators. Hockey players have to carry bags down 2 flights of stairs. Not sure what genius thought that was a great design. Need to employ better officials for hockey games. Lazy refs should NEVER be allowed to officiate

Triphahn Center
Ice Skating Rink
212 Likes
49 talking about this

Like · Comment · Share

Triphahn Center Hi Ken, thanks for the review. There are elevators at the Triphahn Center, actually. Next time you're here stop at the Service Desk, they'll be happy to direct you. About the hockey program, I'll forward your comments to our management.
Like · Reply · Commented on by Sandy Manisco (?) · Just now

★ Review

Sam Vallejera reviewed Triphahn Center — 5.0
11 hrs · 🌐

Triphahn Center
Ice Skating Rink
212 Likes
49 talking about this

1 Comment

Like · Comment · Share

Triphahn Center Thanks for the review, Sam!
Like · Reply · Commented on by Sandy Manisco (?) · Just now

Write a comment...

★ Review

Liz Annie reviewed HE Parks Ice Arena — 5.0
10 mins · 🌐

HE Parks Ice Arena
Ice Skating Rink
341 Likes
0 talking about this

Like · Comment · Share

HE Parks Ice Arena

HE Parks Ice Arena Thanks for the review, Liz!
Like · Reply · Commented on by Sandy Manisco (?) · Just now

Write a comment...
Press Enter to post.

TWITTER:

PK @t5waver
 When will South Ridge Lake Park be open for Ice Fishing and ice skating? I drive by every day but the flag is red.
 2:37 PM - 6 Jan 2017

HEParks @HEParks · now
 @t5waver It depends on the weather. We check regularly, but cannot open until the ice is a certain depth. I will forward to Parks Dept. Thx!

Aileen W.
 Barrington, IL
 3 friends
 7 reviews

1/14/2017
 I love this park as does my dachshund. She needs as much fresh air as she can get and she mixes with the other dogs. It is very refreshing to go to a pace like this on my days off with her. Reasonable fee.

Add Public Comment

This customer has asked not to be contacted by business owners.

MARKETING DASHBOARD



Mobile App Downloads – Source: Apple iTunes & Google Play reports

The app has been available since April 25, 2014. C&M continues to promote various features of the app to increase usage. Below is a chart showing progress over the previous 10 months. As of October 2015, 667 mobile app users had Push Notifications turned on.

April 2016	May 2016	June 2016	July 2016	August 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017
1,421	1,429	1,525	1,560	1,602	1,547	1,530	1,461	1,478	1,493



Mobile Access – Source: Google Analytics

Desktop numbers have increased slightly for the first time in many years, instead of declined. This may indicate that we've hit at saturation point – there will always be a certain number of visitors that will visit via desktop. For example, during December with many people on vacation, it may have been easier to access the site via desktop. (NOTE: "Prior to" column indicates how users accessed HEParks prior to the app and mobile-friendly website. Responsive mobile-friendly website launched Oct 28, 2014; app launched April 25, 2014; mobile WebTrac launched in late November 2014.)

Source:	Prior to App & responsive web:	Jan 1-31, 2016	Jan 1-31, 2017	Change from last year
Google				

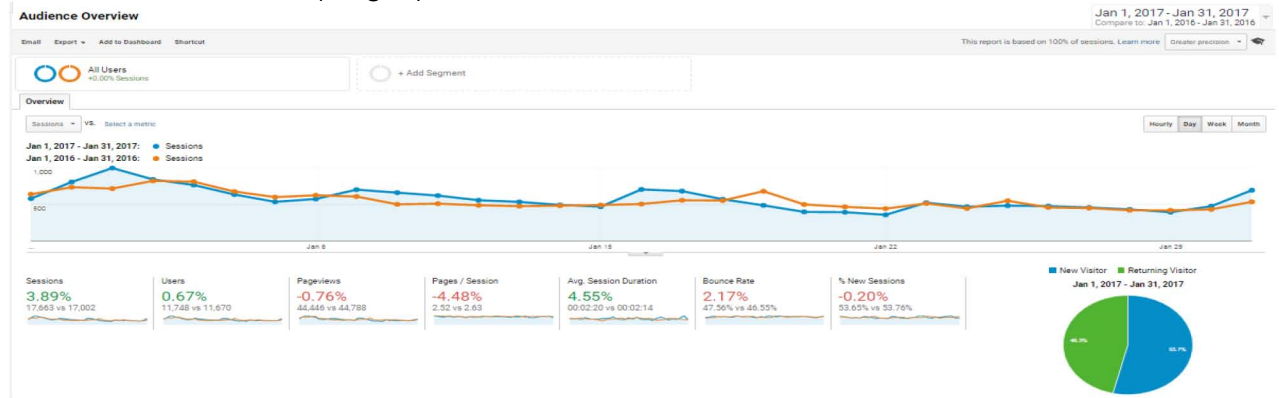
Analytics	Feb 2013-Feb 2014			
Desktop	63%	17%	16%	-1%
Mobile	27%	64%	72%	-1%
Tablet	10%	18%	12%	-6%

*A decrease in tablet views is speculated to be a result of more mobile phone use as mobile phone screens are increasingly larger. Tablet sales have leveled off. It is more convenient to use a smart phone which is always within reach. (<http://time.com/3532882/people-arent-buying-tablets/>)



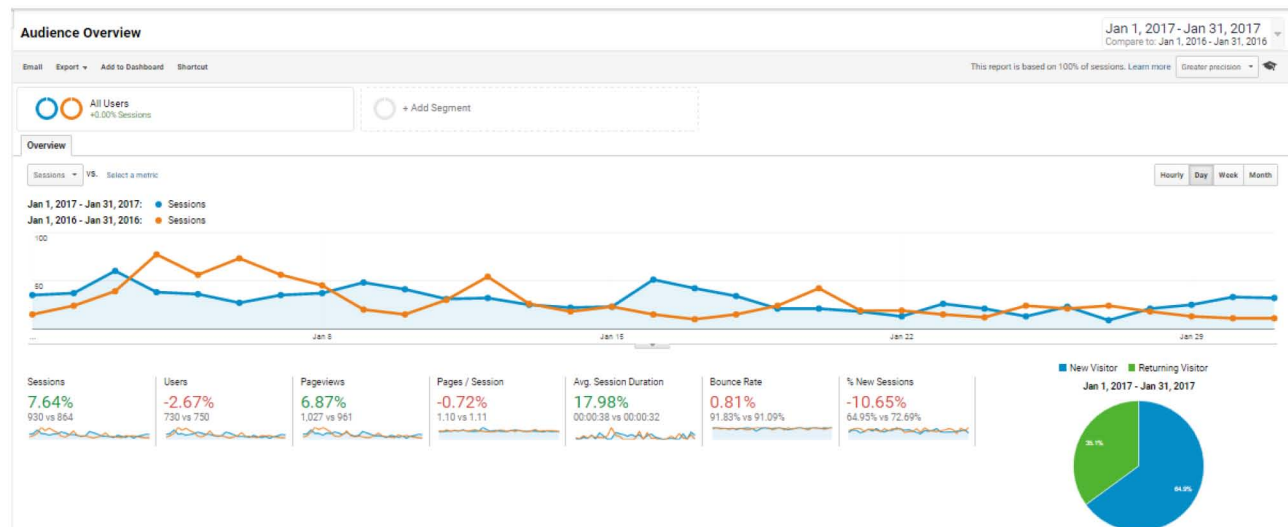
Website HEParks.org – Source: Google Analytics

Hits to the website are up slightly.



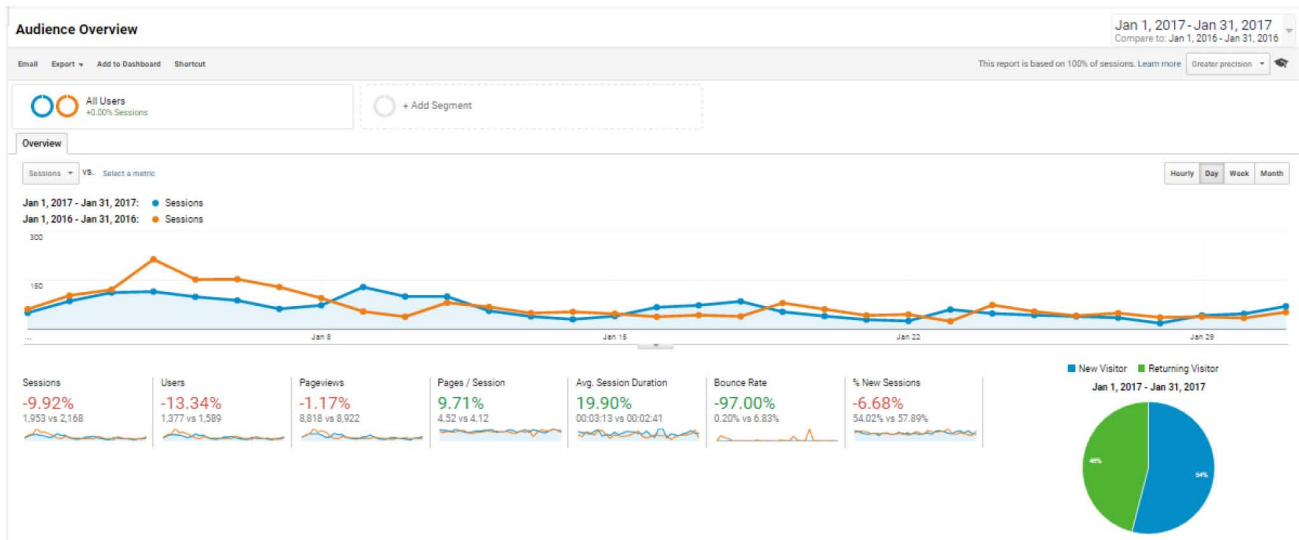
Program Guide Online – Source: Google Analytics

Hits to the online program guide are way up this month, likely due to Winter Registration; the Winter Guide registration began late in November.



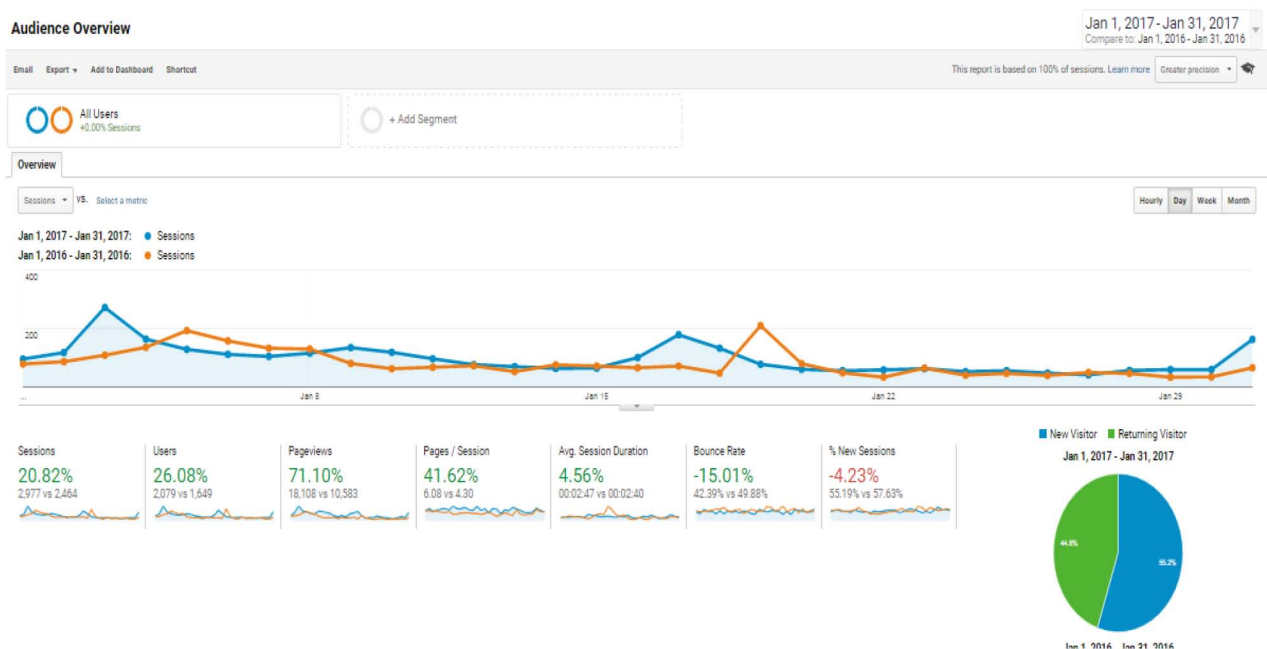
WebTrac/Online Registration Page Hits – Source: Google Analytics

Hits to online registration have dropped this month as we have been driving more users to the mobile WebTrac page, with the increased use of mobile devices for web browsing. In electronic marketing, links go primarily directly to Mobile WebTrac pages.



Mobile WebTrac – Google Analytics

The number of people accessing Mobile WebTrac from their mobile devices is up significantly as compared to last year, and up significantly higher than those browsing WebTrac with a PC. A strategy we use that is having a great impact is that when we post links on web, email and social media we typically link directly to mobile online registration pages. Unfortunately, we have found that the program details are harder to view on the Mobile WebTrac, so programs that we think are important to view the details are directed to another source, such as PDF of the program guide or regular WebTrac.



Facebook Reach

Facebook fans will now be reported as a total of all Facebook pages throughout the district, including:

Total fans for all pages as of January 31, 2017:

Our goal is engagement, which was down in December. While we had some events in December, many programs did not run for the majority of the month. See the chart below for a list of our most successful posts this month.



Top Most Engaging Posts this Month: Achieved a total of 3,201 impressions

Top 5 Most Successful Posts January 1-31, 2017 for the main Hoffman Estates Park District page:

Post Message	Type	Posted	Lifetime: The number of impressions (Total Count)
Did you know that we offer swimming lessons year round at Prairie Stone Sports & Wellness Center? Browse the offerings online at http://www.heparks.org/program_guide/ Swimming lessons help reduce the risk of drowning in small children.	Photo	1/7/17 9:24 AM	3199
An affordable fitness option, Triphahn and Willow Fitness Centers: http://ow.ly/U4wI307UxkS	Photo	1/16/17 6:45 AM	3000
Congratulations to our 6th grade boys basketball feeder team, they won the Palatine B tournament this weekend. Way to go, guys!	Photo	1/16/17 9:10 AM	2886
Do you know a Social Media lover with proven results and experience? HE Parks is hiring Full-Time Digital Media Assoc to join the Communications & Marketing team creating engaging content, such as video, photos, memes, etc. Our job is GREAT - we get to encourage people to come out and have FUN! Apply here--> http://ow.ly/Zf6O307InUi	Photo	1/5/17 6:38 AM	2315
#Teen Center is the place to chill! #Free! Pool, ping pong, video games. Tues & Fri 6:30-8:30pm @HoffmanTweets	Photo	1/3/17 8:10 AM	2087

<http://ow.ly/Kb2Z305kNCx>

Top 10 Highest Posts since October 2015

Post Message	Type	Posted	Lifetime: The number of impressions. (Total Count)
Qualified Kindergarten Enrichment Teachers and Counselors Needed. Please see our careers page for more info: https://goo.gl/X71UZs	Photo	8/15/16 10:29 AM	6715
This week through Friday Aug 19 Seascaple has short hours, 4-7:30 PM http://ow.ly/TY6I3037o3z	Photo	8/15/16 7:55 AM	6710
#Pokémon Trainers come to Black Bear Pk for our Gathering Sat Aug 27 10-11:30 catch 'em all! http://ow.ly/cNs3037nfO	Photo	8/13/16 12:55 PM	6168
Today our Half-Day Preschool is having their own Crazy Hair Day! How cute are they?	Photo	3/14/16 11:12 AM	6148
Congrats to figure skater, Tomoki Hiwatashi, who won a Gold Medal at Nationals! http://ow.ly/Xyalq Tomoki trains @ Triphahn Ice Arena!	Link	1/26/16 8:00 AM	6119
#Pokémon Trainers come to Black Bear Pk for our Gathering Sat Aug 27 10-11:30 catch 'em all! http://ow.ly/cNs3037nfO	Photo	8/10/16 12:56 PM	5506
Due to weather conditions, we will be postponing our Pokemon Go event that was scheduled for today. Keep a look out for a new date and time on our HEParks social media pages!	Photo	8/27/16 7:30 AM	5285
Tomorrow! Come to the Open House for 50+ Active Adults! 9-11 AM Wed 8/17 at Triphahn Center http://ow.ly/soW53036YZb	Photo	8/16/16 9:45 AM	5221
Wine lovers get your tickets for Uncorked & Untapped event at Bridges of Poplar Creek 9/23. http://ow.ly/Hj2x303tEtf	Photo	8/22/16 12:55 PM	5164
Congrats to August Best of Hoffman Chip Mahr who helped create a Monarch habitat in Hoffman. http://ow.ly/AS69303xt8r	Photo	8/24/16 7:00 AM	5130



Engagement Report for All HE Parks' Facebook Pages

Source: Hootsuite

All Facebook pages: 6,547





Twitter Analytics

Source: Hootsuite

@HEParks & @BridgesofPCGolf Twitter



Overview Boards

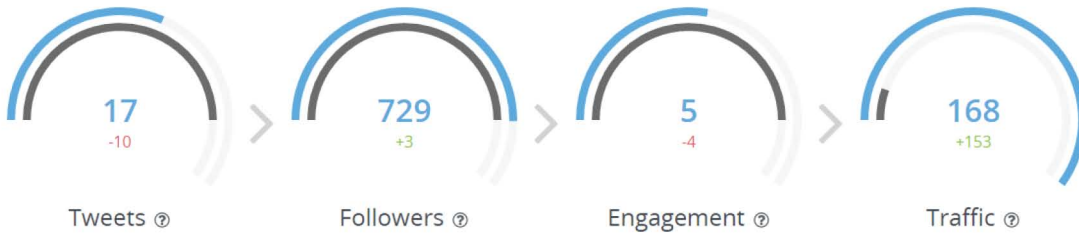
Switch back to old reports



@HEParks

Selected: Dec 01 to Dec 31
Previous: Oct 31 to Nov 30

Dec 01 to Dec 31



HE Parks' Twitter account

Source: Twitter

@heparks

	Aug16	Sept16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	June17
Followers	707	713	718	726	730	741					
Impressions	7,146	5,599	5,973	3,964	3,870	4,882					
# of tweets	41	20	32	22	15	31					

28 day summary with change over previous period

Metric	Value	Change
Tweets	30	↑100.0%
Tweet impressions	4,647	↑19.6%
Profile visits	138	↑115.6%
Mentions	14	
Followers	741	↑7

Top Tweet earned 214 impressions
 #Teen Center is the place to chill! #Free! Pool, ping pong, video games. Tues & Fri 6:30-8:30pm @HoffmanTweets
 ow.ly/Kb2Z305kNCx
 pic.twitter.com/2SIGwCUM5s

Top mention earned 12 engagements
 K-LOVE Chicago @klovechicago - Jan 17
 The puck stops here. #GameNightCheck from @HEParks
 pic.twitter.com/Pd35s3A7TY

JAN 2017 SUMMARY

Metric	Value
Tweets	31
Tweet impressions	4,882
Profile visits	138
Mentions	14
New followers	12



Instagram Reports

Source: Instagram

@heparks

	Aug16	Sept16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	June17
Followers	86	91	109	107	109	109					
# of posts	10	9	23	8	6	6					



Conversion Rate – What percentage registered online?

More and more people are registering online. Derived from a RecTrac Report that indicates the percent of registrations made online vs in person. Mobile-friendly email template began Nov 2015. Progress is being made each year in online registrations:

2011:	21%
2012:	26%
2013:	30%
2014:	33%
2015:	35%
2016:	37%
2017 Jan:	37.84%



Email Blast Results, Constant Contact

	Sent/Open	Mobile	Bounces	Clicks	Unsubscribes
2016 Fitness, Sports & Rec Benchmark	---/17.7%	50+%	8.8%	8%	0.22%
Hoffman Happenings 1/17	19.5K/17.7%	63%	1.6%	9.4%	.2%
50+ Newsletter January	988/37%	58%	1.5%	14.6%	.1%

Opens = Emails our contacts received and viewed.

Mobile = Percent of emails opened on a mobile device.

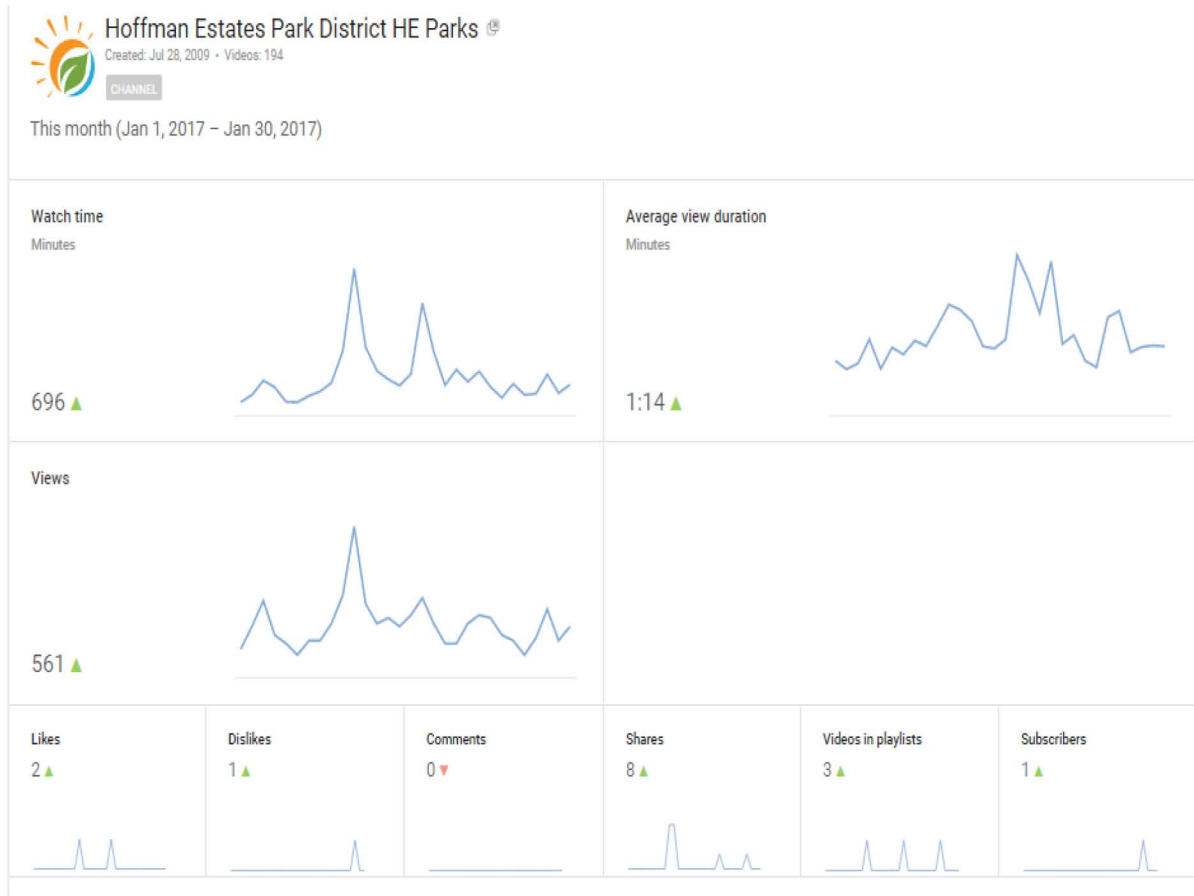
Bounces = Emails sent, but not received by our contacts, indicates the quality of the data.

Clicks = Contacts who clicked on a link within our email.



YouTube Metrics

Below is a list of our Top 10 Videos with the most traffic and minutes watched over the past 30 days.

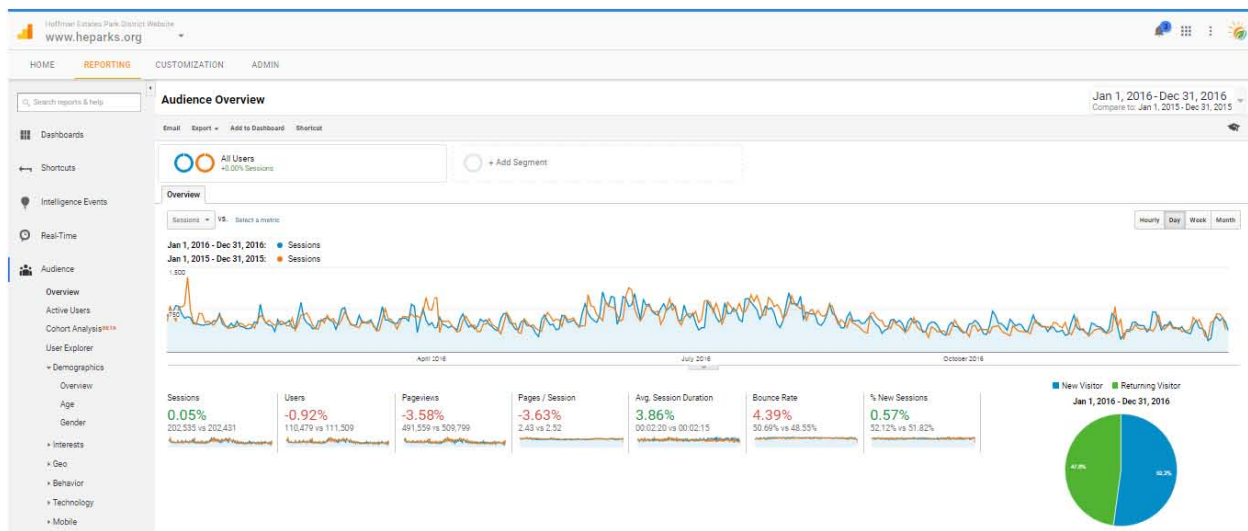
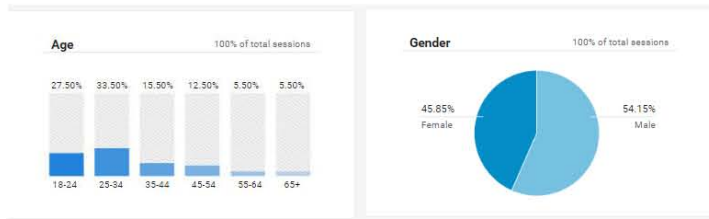


Top 10 Videos [Browse all content](#)

Video	↓ Watch time (minutes)	↓ Views	↓ Likes
Wolf Pack Hockey Hosts Krolak Cup	173 25%	56 10%	1
What is Pickleball?	172 25%	126 22%	0
Triphahn Center renovations - progress Jan....	73 10%	51 9.1%	0
Park Info: Playground Workout, Bench Pushup	61 8.7%	70 12%	0
Park Info: Thor Guard	29 4.1%	34 6.1%	0
Park Info: What Is Bioswale?	27 3.9%	19 3.4%	0
Aqua Fit Swim Aerobic Class at Prairie Stone ...	20 2.9%	19 3.4%	0
Join Us For Girls Night Out, February 16, 201...	16 2.3%	20 3.6%	0
Hoffman Estates Park District National Gold ...	14 2.0%	6 1.1%	0
I Love HE Parks Photo Contest	13 1.9%	14 2.5%	0

Web Analytics 2016 In Review

Demographics of Visitors to heparks.



Top Visited pages

Hoffman Estates Park District Website
www.heparks.org

HOME REPORTING CUSTOMIZATION ADMIN

Secondary dimension Sort type: Default

Search reports & help

	Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
		491,559 <small>% of Total: 100.00% (491,559)</small>	366,769 <small>% of Total: 100.00% (366,769)</small>	00:01:38 <small>Avg for View: 00:01:38 (0.00%)</small>	202,534 <small>% of Total: 100.00% (202,534)</small>	50.69% <small>Avg for View: 50.69% (0.00%)</small>	41.20% <small>Avg for View: 41.20% (0.00%)</small>	\$0.00 <small>% of Total: 0.00% (\$0.00)</small>
Behavior	1. /	136,305 (27.73%)	98,380 (26.82%)	00:02:02	93,938 (46.38%)	41.45%	40.00%	\$0.00 (0.00%)
Overview	2. /parks-facilities/seascape-family-aquatic-center/	23,443 (4.77%)	16,596 (4.52%)	00:01:23	13,625 (6.73%)	38.95%	38.99%	\$0.00 (0.00%)
Behavior Flow	3. /ice-schedules/	14,281 (2.91%)	11,272 (3.07%)	00:01:34	2,672 (1.32%)	76.16%	53.44%	\$0.00 (0.00%)
Site Content	4. /ice/ice-arena/	12,541 (2.55%)	9,675 (2.64%)	00:00:59	6,786 (3.35%)	37.44%	33.99%	\$0.00 (0.00%)
All Pages	5. /parks-facilities/seascape-family-aquatic-center/hours-rates/	11,947 (2.43%)	10,497 (2.86%)	00:02:29	3,395 (1.68%)	81.06%	64.09%	\$0.00 (0.00%)
Content Drilldown	6. /parks-facilities/triphahn-center/	10,399 (2.12%)	8,474 (2.31%)	00:01:13	4,799 (2.37%)	47.80%	41.11%	\$0.00 (0.00%)
Landing Pages	7. /ice/public-skate/	9,691 (1.97%)	6,607 (1.80%)	00:00:56	1,994 (0.98%)	41.37%	27.98%	\$0.00 (0.00%)
Exit Pages	8. /parks-facilities/willow-recreation-center/	8,430 (1.71%)	6,726 (1.83%)	00:01:20	3,999 (1.97%)	53.50%	45.12%	\$0.00 (0.00%)
Site Speed	9. /child-care/summer-camp/	8,395 (1.71%)	4,788 (1.31%)	00:02:30	2,539 (1.25%)	56.16%	44.73%	\$0.00 (0.00%)
Site Search	10. /programs-sports/swimming/	8,194 (1.67%)	6,372 (1.74%)	00:01:35	2,052 (1.01%)	59.02%	43.87%	\$0.00 (0.00%)
Events								
Publisher								
Experiments								
In-Page Analytics								

Bridges of Poplar Creek Board Report

General Programs

- Preferred Tee Time contracts are being received. The deadline for the renewal is February 20th with an early \$60 off promotion if received by January 29th. Our goal this year is to have 30 total preferred groups. Currently we have 27 contracts received for this season including 2 new groups joining us this year.
- League Contracts are being drafted and will be going out first week of February. Preliminary all leagues will be returning. With one addition being a small group of 12 players that are forming an 18 hole league that will be added on Wednesday mornings.

Golf Rounds

ROUND TOTALS.				
2013	2014	2015	2016	2017
0	0	0	0	0
YTD ROUND TOTALS				
2013	2014	2015	2016	2017
0	0	0	0	0

Range Information

RANGE BASKET SALES TOTALS				
2013	2014	2015	2016	2017
0	0	5	124	2
YTD RANGE BASKET SALES TOTALS				
2013	2014	2015	2016	2017
0	0	5	124	2

Communications & Marketing

Marketing/Advertising

- All marketing materials have been finalized for 2017. Rate Card, Outing Brochure, Golf Instruction, and Scorecards will have the same branding from 2016.
- Staff with the help of the Marketing Department is currently working new menu presentation folders for Weddings with the hopes of having new materials early spring.
- 6 Email blasts went out promoting Annual Pass Sales, Jr Golf League, and banquets.

Food & Beverage

For the month of January we had a total of 14 events: (14 Events in 2016)

The breakdown is as follows:

4 breakfast meetings servicing 135 guests

1 all day meeting servicing 179 guests

1 memorial luncheon servicing 31 guests

2 showers servicing 107 guests

1 continental breakfast servicing 67 guests

1 retirement party servicing 50 guests

4 church room rentals servicing 100 guests

We currently have 15 events booked for February (13 Events in 2016)

5 Breakfast meetings servicing 140 guests

1 fundraiser as a room rental and cash bar servicing 300 guests

1 Cub Scout Lunch servicing 50 guests

1 all day meeting servicing 50 guests

1 continental breakfast servicing 150 guests

1 shower servicing 40 guests

1 Daddy Daughter dance servicing 200 guests

1 Mother Son dance serving 150 guests

3 church room rentals servicing 100 guests

Wedding Count Update:

2017 = 14 ceremony and reception, 5 reception only, 2 ceremony only

We are currently offering variety of promotions based on time of season and date.

2018=1 ceremony and reception

2016 = 21 ceremony and reception, 4 reception only, 1 ceremony only.

2015 = 18 ceremony and reception, 5 reception only, 4 ceremony only

Jennifer Fuller & Cesar Betancourt's hard work with their Teams has paid off once again. We were once again recipients of The Knot Venue of the Year (Hall of Fame Member) 6 consecutive year and Wedding Wire Couple's Choice Award 3 consecutive year. These awards are based on customer surveys and reviews of our venue and service.

Golf Maintenance Summary

The golf course Maintenance team tackled a few indoor projects this past month. The first project was to give the inside of the driving range building a much needed facelift. We started by removing everything from the building and assessing the amount of repairs needed. The two rooms needed some electrical work, drywall repairs, wall and floor painting, new countertop, ceiling tiles and storage space. All items were completed and the driving range building should operate efficiently when in use. The second project was the maintenance building parts room, this area is where the golf course mechanic stores all his parts and staff stores irrigation, drainage, seed, and some tools. Everything was removed from the parts room, cleaned and re organized to operate more efficiently. Instead of purchasing lots of storage containers for this area we were able to use all the boxes from the driving range golf balls to make our own storage bins. The parts room is now completely cleaned, organized and inventoried. Mower and cart maintenance has also continued this month with rebuilds of our tee and approach mowers, complete service and reel setup of the fairway mowers.

Girls Night Out to benefit local families

Submitted by Hoffman Estates Park District

Ladies are invited to a fun night out to benefit local families. The Girls Night Out event will be Thursday, Feb. 16, at First Place Sports Bar, 1736 W. Algonquin Road, in Hoffman Estates.

All proceeds benefit the Friends of HE Parks, the foundation that supports the Hoffman Estates Park District (HE Parks), by raising money for families in Hoffman Estates that are financially unable to enroll their kids in youth sports, swimming lessons, camp, etc.

Tickets are \$30 in advance, available at a park district facility or online at heparks.org. At the door, tickets will be \$35.

Your ticket includes two hours of open bar, a dinner buffet from 7-9 p.m., a chance to win prizes and goodie bags for the first 50 ladies.

For information and sponsorship opportunities, contact Peg Kusmierski at (847) 310-3617.

The Friends of HE Parks is a foundation of community volunteers who raise money so that more residents can participate in and enjoy recreational opportunities, regardless of their social, physical or economic circumstances and limitations.

The foundation strives to promote events that will raise money to help financially disadvantaged families of our community to enjoy park district programs and facilities through the use of scholarships and pre-paid programming.

Providing first-class parks, facilities, programs and services for a dynamic community of more than 50,000 in the Northwest suburbs of Chicago, HE Parks operates two community centers, twin ice arenas, a premier 18-hole golf course, state-of-the-art fitness center, family aquatic center and more than 70 parks.

In 2013, HE Parks was

accredited by the Commission for Accreditation of Park and Recreation Agencies.

It has been recognized as an Illinois Distinguished Park and Recreation Agency by the Illinois Park and Recreation Association and is the recipient of the National Gold Medal Award for Excellence in Parks & Recreation Management by the National Recreation & Parks Association; the highest national honor in the public recreation category.

For information, visit www.heparks.org or call (847) 885-7500.



COURTESY OF HE PARKS

Ladies are invited to a fun night out to benefit local families. The Girls Night Out event will be held Thursday, Feb. 16, at First Place Sports Bar in Hoffman Estates.

EARLY CHILDHOOD
Elk Grove Park District

Preschool Registration For Fall 2017

Residents register Saturday, February 4th from 1 to 2 pm. Optional Lottery at 12:30 pm.

Non-residents register Tuesday, February 13th beginning at 9am.

*Proof of residency and child's age with a \$45 nonrefundable registration fee and one month's tuition are due at time of registration.



Al Hattendorf Center
225 E. Elk Grove Blvd.
Elk Grove Village
(847) 364-7224



tion.

Windy City Bulls win another chamber award

BY ERIC PETERSON
epeterson@dailystandard.com

The Windy City Bulls, the Chicago Bulls' Development League affiliate at Hoffman Estates' Sears Centre Arena, are already repeating champs in their first season as members of the local business community.

The young team Thursday won the Hoffman Estates Chamber of Commerce and Industry's Splash Award, which recognizes new members that have shown extraordinary enthusiasm and support for the organization. Only a week earlier, the

neighboring Barrington Area Chamber of Commerce recognized the team as its New Business of the Year.

"On behalf of the Chicago Bulls, thanks so much for welcoming us and allowing us to be part of the Northwest suburban market," Windy City Bulls President Brad Seymour said at the Hoffman Estates Chamber's Celebration of Excellence awards Thursday.

Theirs was among several recognitions at the dinner at the Chicago Marriott Northwest in Hoffman Estates.

Steve Carlson of Garibaldi's Italian Eatery accepted

the Small Business of the Year award during his restaurant's 41st year in the village.

"Forty-one years is a long time," he said.

"There's not a lot of people here who can say they've been in business for 41 years, much less worked for 41 years."

The overall Business of the Year Award went to Tate & Lyle LLC, a global provider of ingredients and solutions in the food and beverage industry, as well as a strong supporter of chamber events.

Joe Nebel, Hoffman Estates' public works director, accepted his department's

award as Public Sector Partner of the Year.

"Public works is generally humble people, but when you win something like this, it carries a lot of weight," he said.

Joane McLeod, a business analyst for Links Technology Solutions Inc. — and the wife of Hoffman Estates Mayor Bill McLeod — accepted the chamber's Chairman's Award on behalf of her company.

The Volunteer of the Year Award went to Linda Dressler of RE/MAX Suburban, who's edited the chamber's newsletter for the past five years.



MARK WELSH/mwelsb@dailystandard.com

The Windy City Bulls hauled in the Splash Award on Thursday at the Celebration of Excellence Awards Dinner held in Hoffman Estates. Here, award presenter Kevin Carnahan and Bulls representatives Brad Seymour and Nick Petro stand with Hoffman Estates Chamber Chairman Mike Kies, far right.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
REC, FACILITIES, ICE, C&M DIVISION**

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

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

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop performance measurement system to evaluate value in programming structure <i>(short term)</i>	(ICE) Evaluate DROP IN ice time programs – freestyle, private hockey, public skate, and drop in hockey time. Time adjustments for alternate programming options will be considered. Complete by the end of Q2.	C	Public skate – when weekend times were offered attendance has greatly reduced. All other DROP IN programs are very healthy. Staff will continue to evaluate this on a quarterly basis balancing ice program demands and the ability for drop in ice times. Minor adjustments will take place in the Fall. Schedule appeared to operate efficiently with regard to ice availability and time allowed during the previous quarters.
Expand Marketing communications with the use of social media and mobile applications. <i>(short term)</i>	(FAC) Develop interactive contests to enhance member retention. Utilize social media to promote monthly events and contests. TC/WRC. Develop contests and begin offering in Q1, Q2, Q3 & Q4. Offer 4 contests by the end of Q4.	C	Staff conducted a member appreciation week during the first quarter which was well received from participants. Staff will be working with C&M in Q2 to utilize social media more to promote these initiatives/ opportunities and 50+ has a new dedicated Facebook page.
Develop plans to renovate Chino Park to meet community needs <i>(short/mid-term)</i>	(REC) Research the possibility of adding Community Garden Plots to Chino Park. Research the possibility of working with the village on this as a joint program. Determine a number of plots if the ROI suggests that it is a feasible project by Q2. Make recommendation in Q3.	IP	Staff has met at the administrative level to discuss the potential plans.
Improve the overall health outcomes of programs offered <i>(annually)</i>	(DIVISION) Research, improve and expand on recreation, service and programming opportunities. Benchmark other organizations that are providing programs and services that are on the uptrend in specific areas. Each department should	C	Staff has been working with outside providers i.e. Harper College, Kids First, and Higgins Outreach Center and is currently in the process of researching other trending opportunities to enhance the programming opportunities. Staff has worked extensively to benchmark and best

	benchmark 2 new programs/services by Q3.		<p>practice opportunities as it relates to the potential north side renovation, programming, rentals, ELC expansion, etc. and off-ice training in Q1. Part of this process is looking at maximizing space utilization and prioritization. Staff is currently working with Harper College to solidify a final agreement to provide a location for the college to provide off site continuing education and recreational programs for the both their participants, our residents and guests.</p> <p>Harper College began offering Yoga, Tai Chi & Fencing classes at WRC. Intro to Banjo is being held at TC. Pickleball continues to see new park district interest. The latest is Elmhurst. HEPD 50+ has added a designated beginners' session on Mon, Wed & Fri to help bolster its program.</p>
	(FAC) Increase the number of health & wellness programs to the community. Develop 5 new programs and have 2 new successful programs running by Q4. Create new programs to replace phased out fitness programs by Q4.	C	<p>Staff is researching new fitness trends, while at the same time offering services as outreach to the Higgins Educational Center. Staff is working with Harper College to provide the district as an off-site programming location with various health and wellness programs included in the inventory of those proposals.</p> <p>Please refer to the goal above for additional programming opportunities established with Harper College.</p>
Expand facility based special events that promote greater facility usage (<i>annually</i>)	(REC) Offer additional quality special events/activities with local partners and/or new partners. Offer 3 new partnered events/activities that run with at least the minimum number of participants.	C	<p>Currently the 50+ opens their space for specialty groups on Sundays on a bi-monthly basis. Staff is working to provide additional programming through a new partnership with Harper College. Staff is also meeting with the village to discuss a joint special event and programming based on the current demand, while pooling resources. Staff has been working with the Diversity Committee in partnering with Party in the Park, they will be helping to add additional entertainment and new ethnic food vendors, currently the working</p>

			relationship has been very positive and staff is thinking these new added additions along with the partnership will provide even more value to an already successful event. The goal is to attract even more participation. 50+ continues to partner with local business and organizations to sponsor and present varied programming during their brown bag lunches. This is another example of a partnered service.
	(REC) Research & develop one new special event to incorporate into 2017 budget. Recommend new special event to incorporate into 2017 budget by Q2.	SC	Staff is currently working on this opportunity to determine when and what event would fit well into the current schedule. Adding the Unity Day component into the Party in the Park schedule has been a successful new venture. Resume fee-based event in March for 50+ with live entertainment.
Create recreational programs and opportunities to target underserved “demographic populations” (<i>annually</i>)	(REC) Increase the number of demographically targeted programs. Offer 2 new programs by Q4.	C	50+ added 2 chair-based exercise programs for less physically abled. Staff is also working with outside contractors to offer targeted programs that are not currently listed in our program inventory list, i.e. ultimate Frisbee, dodgeball and kickball. 50+ has also added a third chair-based exercise class, Ageless Grace, and a chair balloon volleyball exercise program. New Sunday Bridge group has met a greater portion of our diverse senior community. Added a new option for KSTAR participants to attend only until 2:30pm to meet the high demand from the community for working parents.
	(REC/C&M) Partner with Hoffman Estates Police Department for National Night Out. Create a large community outreach program at 1 HEPD location. Hold event in Q3.	C	Staff will be partnering with the HE Police Department again this year. The intention will be to host the event again at SFAC. The village and park district were very happy with the attendance and the ability to share this message through this venue. Staff worked with HEPD to promote National Night Out, which was held at a Park this year.
Evaluate facility space utilization to accommodate growing programming needs.	(DIVISION) Evaluate and work with Williams Architects to create a study to	C	Staff has been meeting with Williams Architects on numerous occasions. A

<i>(mid-term)</i>	determine the direction with the north side of the Triphahn Center and Off Ice Training program. Complete direction by Q4.		presentation was made to the committee as a whole that was well received in March. Staff will continue to work with them and look at the transition plan/schedule. Staff developed the final transition plan for both the off-ice training and the north side renovation schedule with Williams and Associates which started in November.
Develop program life cycle model for all programs to assess meeting community needs and desires <i>(short/mid-term)</i>	(DIVISION) Develop a systematic approach to identifying trends in the different industries as it relates to customer preferences. Benchmark 3 state and national recreation agencies. Obtain at least 2 models to compare by Q2. Develop recommendations by 3Q on programs to phase out in 2016/17.	NB	
Expand specialized programming opportunities that utilize partnerships and contractual agreements <i>(mid-term)</i>	(DIVISION) Contact local colleges to establish partnerships for additional programming, i.e. Harper College, Judson University, Roosevelt, etc. Contact colleges by Q1; develop 1 new partnership with a local college and/or university.	C	Communications have continued with Harper College. They are excited about the space our facilities have to offer for various non-accredited classes. Staff is currently working to develop a contractual agreement and start scheduling space, based on supply and demand. Communications continue with all of these colleges/universities. Currently the team is finalizing an agreement with Harper College for off-site programming at HEPD facilities. The agreement with Harper College has been finalized & classes have begun. They are running Yoga, Tai Chi & Fencing classes at WRC & Intro to Banjo at TC.
	(REC) Increase the number of programs offered to the community. Develop 5 new programs and have 2 new successful programs running by Q4. Create new programs to replace all phased out programs by Q4.	IP	Staff is reviewing current programs and enrollment numbers. Adding two new camps to bridge the gap between camp and the start of school. Whiffle Ball- For the Spring of 2017 HEPD will offer a Whiffle Ball league that will be contracted out to WAKA. Q4. Athletic Department created an affordable feeder basketball program. Self-Defense for Adults will be created by the end of spring 2017.
	(REC) Research opportunities to offer a Fall	C	Staff is currently working with two boy scouts

	Boy Scouts Skills Challenge Course at Fabrini Park. Complete by end of Q3, if applicable institute at end of 2016.		on their eagle scout project(s). Staff has also developed a climbing program at PSS&WC specifically for scouts as a challenge for their ability to obtain certain scout badges.
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District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand Marketing communications with the use of social media and mobile applications (<i>short term</i>)	(FAC) Work with C&M to develop and integrate a fitness member survey, to assess member's needs for TC and WRC Fitness Centers. Q1-Develop survey Q2&Q4 - Administer survey	C	C&M has developed the survey. It was distributed in Q4.
Develop brand identification and tagline to increase community awareness of District parks, programs, facilities and services (<i>mid-term</i>)	(C&M) Develop an easy, quick, but quality online survey to measure customer satisfaction for special events and programming.	C	The new tagline and updated brand identity is complete. Staff implemented in Q4 a social media contest to promote the brand in Q4, which will run through Fall 2017. Online survey for Party in the Park is completed.
Develop plans to meet increased program needs of 50+ population.	(C&M) Measure satisfaction with the overall quality and user-friendliness of the website particularly as it relates to registration and a means for communication. Create an ongoing online short survey by Q3, no more than 12 questions, implement in Q4.	C	One successful example of this user-friendliness is the 50+ newsletter which averages a 40% open rate. HEPD Online survey is in place. Survey results regarding online registration reveal that it is difficult – Ease of Registration scored 1.7 out of 4. Staff concludes we are limited by Rectrac's online registration; it is not flexible to changes.
Expand Pickle ball opportunities and evaluate need for additional courts.	(REC) Partner with the Village of Hoffman estates and the Hoffman Estates Chamber of Commerce to start our "Providing a community for lifelong living" initiative. HEPD- recreation and activity, VOHE – health screening and services; HECC – resources for 50+ needs. Complete by Q4.	C	Pickle ball courts will be painted during the refinishing of TC's gymnasium. We will work to provide more structured play and possibly a league. The 50+ programming continues to provide additional programming in various areas including partnerships with the VOHE and the HECC. Met with Pickleball organizers to plan improvements for the 2017 season, including signage and equipment needs.
Educate parents regarding the child development benefits in our programs and services.	(REC) Evaluate the expansion of Pickle Ball courts to Victoria Park during 2016 resurfacing project. Complete by Q3 if applicable.	C	Planning and Development Director Buczkowski will be adding pickle ball court striping to the tennis court resurfacing project at Victoria Park in 2016. This will offer

			additional opportunities to play pickle ball while at the same time not affect the tennis court users. This was completed on June 20 th .
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	(REC) Provide training for preschool aged children on our new Handwriting Without Tears learning curriculum and DHS update trainings for State families. Complete by Q3 – Handwriting with Tears Orientation Complete by Q2 and Q3 – DHS Orientation	C	Staff attended Handwriting Without Tears Training in February.
	(ICE) Complete ice compressor rebuild.	C	Will be completed within the planned capital replacement schedule. Due to the planned shut down in 2016 this project was moved up and completed in December of 2015 and will be completed again in 2017. This is an annual program so the shutdown meant there was no need to complete the project in 2016.
	(FAC) Purchase Fitness Equipment and/or move fitness equipment from PSS&WC. Complete by Q4.	C	The Life Fitness synergy fitness equipment has been received at PSS&WC within Q1. Additional fitness equipment will be assessed moved and/or purchased for all facilities by Q4. PSS&WC has purchased new spin bike monitors which provide feedback regarding speed, cadence, and distance. Additional equipment for PSS&WC will not be purchased within 2016 and will be assessed for the 2017 fiscal year. WRC & TC received a Treadmill for TC and a recumbent & upright bikes for WRC.
	(FAC) Replace interior carpet and tile in rooms 2, 3, 4 and the general conference room at WRC. Complete by Q4.	NA	Quotes have been obtained for rooms 3, 4 & the meeting room. Parks Dept. will be installing carpet and tiles in room 1 & 2 when time allows, prior to Q4. This project has been moved to 2017
	(ICE) Replace and rebuild cooling tower and tube condenser. Complete by Q3.	C	The start date is set for a June 4 shutdown; during that time these items will be replaced and rebuilt. Programming, ice and building schedules are reflective of this timeline and change. The project started in June and continues to take place into Q3; currently the

			project is going well and remains on schedule. During this time staff is also painting, repairing flooring and enhancing the whole lower level so when the ice is rebuilt and back in place the center overall will have a fresh new look. Completed in July 2016.
	(FAC) Replace vinyl tile in the Voagelei Barn. Complete by Q4.	NA	Staff has obtained quotes to purchase the tile for Voagelei Barn lower level, washrooms & office space on the upper level. Will be completed in 2017

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand specialized programming opportunities that utilize partnerships and contractual agreements (<i>mid-term</i>)	(ICE) Institute new USFS High School skating program. Staff will be meeting with area high schools with regard to the program and how to become involved. Complete meeting by Q1; if feasible implement by Q3.	C	USFS is changing their lesson format to include high schools. Staff will address with schools once the information is released in April and institute in the Fall Q4. Staff met with members of USFS. There has been a complete program change on a National Level. These changes start at beginning level and the high school program appears to not be a USFS program. Staff will continue to monitor the program changes.
	(REC) Partner with the Village of Hoffman Estates block party coordinator to add a recreational component in their block party scheduling. (Ex. various contests, sound system with dance along options). Q1 – Schedule a meeting with VOHE coordinator. Participate in 50% of the block parties with this new recreational component by Q3.	NB	Changing of staffing for both VOHE and HEPD has not permitted for this partnership to begin.
	(REC) Work collaboratively with other groups within our community to offer value added services. Offer one and/or add on to one special event by Q4 that incorporates the Village and Chamber .	C	New partnership with Village on Harvest Luncheon serving 50+ population. Other opportunities are also still being evaluated. Partnered with D15 for field trip transportation. 50+ has begun discussions with NWSRA re: reserving a couple of exercise class slots for its clients. Continued partnerships with local senior-driven businesses in the greater Hoffman Estates area providing sponsorships

			and in-kind services. Currently working on a partnership with PYBA, SAA, and RMPD to form one league for our youth baseball teams this upcoming summer.
	(REC) Program outdoor sport adventure programs at various parks. Expand LL Bean partnership with Paddleboard to include kayaking and canoe training. Add additional archery programs and research cycling programs. Complete by end of Q2	C	Currently offering Outdoor Adventure program with DEA in the summer brochure. Staff has expanded and developed a very successful indoor archery program and will have a temporary programming site outside for 2017, which is part of the Eagle Scout project for 2016. 50+ has begun discussions around creating an LL Bean program for 50+ in late spring early/summer 2017. Also researching program opportunities with the Northern Illinois Raptor Center and Cabela's.
Expand facility based special events that promote greater facility usage. <i>(annually)</i>	(FAC) Work with C&M to develop ways to utilize social media to promote community centers, (membership, rentals and personal training). Work with C&M in Q1, create measures in Q2 and determine if results were successful in Q4.	IP	Currently the C&M Supt. is working with the various departments to promote and engage participation in these areas. As The new social media associate position is filled again this will enhance and be even more prevalent in all facets of the district operations.
Expand Marketing communications with the use of social media and mobile applications. <i>(short term)</i>	(C&M) Utilize video on web and social media to engage and educate the community on green, social equity and health and wellness. Develop at least one new video each month; create 12 total by end of Q4.	C	Pickle ball – Jan 4 –Feb 1 Dreaming of Summer – Feb 1-Feb 23 Pot of Gold Climb – Feb 23- March 14 Spring Registration – March 14-April 19 Summer Registration – April 20-May 24 Sum Sum Summertime – May 24-June 9 Summer Camp – June 9-July 18 Party in the Park - July 18-Aug 6 Summer Camper Wrap Up – Aug 7- 15 Come to Pumpkin Fest – Aug 15-Oct18 Wolf Pack Squirts – Oct 18- Dec 1 I Love HE Parks Photo Contest – Dec 1- Jan13
	(C&M) Measure the attrition rate of mobile application users. Determine a baseline by end of Q2; decide if this application is of value at that time.	C	Currently the department measures the use of the mobile application. By the end of Q4 the department will decide if that is a quantifiable and useful measure for growth. Use has been growing all year, but in August we saw a

			decline in users for the first time. There was a slight increase in usage in October when the ELC and Preschool parents were required to use the mobile app. C&M is suggesting that the mobile app be phased out at the end of 2017.
Increase volunteer involvement in District operations (<i>annually</i>)	(DIVISION) Benchmark other volunteer program to determine appropriate measures as it relates to levels of volunteer engagement. Determine a number of hours per year as a baseline by Q4. Increase volunteer participation as a district in hours by 2% from 2015.	SC	Staff is currently working on ways to increase the amount of volunteer opportunities, while at the same time researching new ways to engage more participation. C&M: Volunteer opportunities are listed on website. Benefits of volunteering are promoted in Park Perspectives, web articles, final numbers will be reported in Q4.
Develop program life cycle model for all programs to assess meeting community needs and desires (<i>short/mid-term</i>)	(REC) Develop a formal special event total attendance template that can also track demographic information that may be important for targeted markets and/or event ideas/decisions. Develop by end of Q2.	NB	Changing of staffing has not permitted for this measure to begin.
Develop brand identification and tagline to increase community awareness of District parks, programs, facilities and services (<i>mid-term</i>)	(C&M) Actively account for social media subscribers and increase engagement. Increase engagement by 3%, by Q4.	C	(Baseline/Jan) Followers: Facebook-(2,069) Dec 2,495 +20% Twitter-(630) Dec 730 +15% Google Plus -(11) Dec 19 +4% Instagram – (58) Dec 109 +88%
Create recreational programs and opportunities to target underserved demographic populations (<i>annually</i>).	(REC) Expand iCompete into an Elementary School in D15 and potentially another D54 school. Q2 – propose to school districts Q3 – Run program throughout school year	IP	Met with the Principal of Hoffman Estates High School to also look to expand the program to other areas over the summer in order to run the program year round. D15 was not available to meet to discuss this program. Will attempt to reconnect in August before school begins. With staff changes at HEPD this program has not been expanded at this point. Staff will look into expanding for Fall 2017.
	(ICE) Research and Develop a Hockey Mentorship program to families of Hoffman Estates. Q1 – Develop program parameters Q3- Recruitment Q4 – Kickoff	C	Staff is currently in the process of developing this template. Due to the ice rink shutdown staff is moving the timelines to coincide with the re-opening of this area. 3 Mentors are in place for the Fall/Winter season.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	(DIVISION) Maintain minimum operating standards for all program areas. Complete by Q4.	SC	Staff is using budget activity analysis worksheets to make sure that each program and/or service offered maintains the appropriate ratios for the minimum operating standards.
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	(REC) Reach out to special interest groups to provide contractual services to reduce costs while providing new programming and service opportunities for residents and guests. Partner with 2 new special interest groups to provide 2 new contractual services for programming opportunities. Complete by Q4.	C	Significant sponsorship opportunities are being researched for 50+, along with more conventional 50+ program fee structures, e.g., punch card system, while at the same time making sure costs are covered including direct and indirect expenses. Charging vendors for tables at annual Open House in August. \$1000 in revenue resulted. Partnering with Harper College to offer continuing education courses at HE Parks facilities. Harper will also advertise approved programs in their guides. The agreement with Harper College has been finalized & classes have begun. They are running Yoga, Tai Chi & Fencing classes at WRC & Intro to Banjo at TC.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	(ICE) Evaluate offering a house league hockey program at Pine Park. Complete by end of Q1.	C	It was determined that in house will have to take place at TC. The influx of weather made it unpredictable with regard to ice. Staff was able to use Sunday time to implement a new House League Program.
	(DIVISION) Measure the total net surplus in the 02 from 2015 to 2016. Complete by Q4.	IP	This is process that is monitored on an on-going basis. Staff continues to monitor this net surplus goal.
	(FAC) Increase facility rental revenue by across the district by a minimum of 3%, from 2015 to 2016. Complete by Q4.	IP	The Q1 and Q2 saw a 3% increase between TC, WRC & Vogeley facility rentals as compared from 2015 to 2016. Q3 continued to see over a 3% increase in facility rentals

			between TC, Vogelei & WRC.
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarships and special projects (<i>annually</i>)	(C&M) Promote the Giving Tree and other Friends of HE Parks events, programs and services to the community. Utilize all marketing and communication channels, increase overall exposure by 3% from 2015.	C	Giving tree in all marketing channels since January. This initiative has been included in the marketing matrix which includes all channels as stated above. Giving tree and all Foundation events are promoted in the entire District's marketing channels. Uncorked & Untapped event had record attendance and Reverse Raffle sales. Promoted the Giving Tree as a holiday gift, this was a new initiative for 2016.
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	(DIVISION) Increase the revenue ratios and reduce the expense ratios from 2015 to 2016. Complete for 100% of all major program areas by Q4.	IP	Staff continues to monitor all major program areas. Each department head is using our budgetary cost analysis sheets that include direct and indirect costs to meet expense ratios.
Continue to evaluate and apply for grant revenues to support District's operations and capital projects (<i>annually</i>)	(C&M/REC) Increase the number of grant seeking opportunities. Apply for 2 more grants in 2016 than in 2015, complete by Q4.	C	The IAPD Power Play grant was submitted in February. Applied for Bark in the Park grant in June. Won Art in the Park grant \$2,500 and Best Green Practices from IAPD in September.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Perform a capacity usage analysis of facilities (<i>annually</i>)	(ICE) Continue to work with the SEARS CENTRE regarding open ice options. Connect quarterly meetings to determine availability. Complete by Q4.	C	Staff worked with Sears in the winter months with regard to ice time because of the limitations of guaranteed time and the new developmental basketball team moving in. Staff believes ice time will become limited based on the facilities schedule as a whole. The Sears Center is no longer renting ice to organizations as they are now contracting with the Chicago Bulls for basketball.
	(ICE) Conduct a space analysis of the ice arena area – skate rental / party room/ Coaches area/ 3 office spaces. Ensure that space is being utilized to the optimum potential. Complete in Q1.	C	Storage options as well as spacing within the old Hockey Manager office are being utilized as additional locker room space for girls and boys teams and for coach's equipment to free up the coaches locker room. Areas in the back of the rinks will be utilized in the fall for

			additional shooting areas.
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	(ICE) Evaluate the possibility of moving the Pine park ice rink to TC to add additional sheet of ice in the fall/winter. Complete by end of Q2, make recommendation in Q3.	C	The Off-Ice Training area has been the focus of staff time. Adding a rink to the TC lot creates a parking issue and seems to not be an option, after conducting the analysis with Williams.
	(REC) Increase program participation by 1% overall from 2015 to 2016. Complete by Q4.	NA	Staff is working to increase participation in all program areas; part of this initiative is to also add additional programs including ethnic based services that were identified in the CMP process. 50+ Tai Chi and Write It Now classes have experienced a greater than 1% increase in registration. As of September 1 st , ELC had 38 participants up from 34 participants last year. As of December 28, STAR had 416 participants up from 309 participants last year. KSTAR has 19 up from 10 last year. Half Day Preschool is up 10 participants this year and ELC (All day preschool) is up 6 participants this year. Youth basketball numbers are up 12.8% (46 participants) this year. Shut down of Ice & Aquatic area decreased participation numbers by approx. 950 (based on 2015 actual participation).
	(FAC) Increase total membership sales at TC & WRC by 1% from 2015 to 2016. Complete by Q4.	IP	Currently TC and WRC are slightly behind by last year's net numbers but staff believes the dip can be attributed to the two new centers that have opened up in the region, i.e. Any Time Fitness at Barrington and Golf and Orange Theory Fitness at the corner of Golf and Roselle Rd. Staff will continue to monitor and be proactive with recruitment and retention. Going forward marketing efforts are being developed to enhance the membership at these two sites along with promoting the all district membership through PSS&WC.
Reduce utility expenses in parks and facilities by converting to alternative energy sources	(FAC) Research cost-cutting, sustainable initiatives within the facilities that create	IP	As part of the monthly walk-throughs with the Director of Recreation & Facilities the facility

<i>(annually)</i>	energy efficient upgrades. Complete by Q4, implement 1 new initiative during 2016.		managers and the director will be looking for various opportunities as those weekly walk through's take place.
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DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance District signage to inform and educate guests. <i>(short/mid-term)</i>	(C&M) Update district educational signage. Add to, revise and reprint (where necessary) educational signs. Complete by Q4.	C	Updating all signage with new info and new logos. All marquee logos are complete. Busses remain as a 2017 budget item.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation. <i>(annually)</i>	(SFAC) Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Plan aquatic trainings within Q1 and complete 4 outside audits by Starguard by Q4. Pass 90% of all audits conducted by Starguard.	C	Managers trained 35 new lifeguards in 2016. Our aquatic staff excelled through all 5 Starguard audits with our overall comprehensive score with Starguard was a 4 star Elite Standing.
Utilize best practices to maximize operational efficiencies as a District <i>(annually)</i>	(FAC) Review the changing demands of the facilities as the demographics and community continues to change. Review schedules in Q1 & Q2 make any recommended changes in Q3, based on participation numbers and demand.	IP	Staff continues to monitor space demands and usage. As space opens up based on program participation and or participation numbers, classes are relocated based on size and space demands. Facility managers are also renting space that has gone un-programmed and/or under-utilized.
	(FAC) Work with local vendors to obtain the best pricing for our custodial supplies. Try to utilize mass purchasing amongst all facilities. TC&WRC. Q1- Set up facility supervisor and head custodial Mtg. to identify supplies needed and potential vendors. Q1 & Q2- Obtain quotes from identified vendors. Implement changes in Q3 if able	IP	Staff is currently working to set up meetings with all departments to utilize joint purchasing and mass delivery options as well.

	and the program is cost effective.		
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District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation. <i>(annually)</i>	(FAC) Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team. Establish HEPD as an independent training center, beginning in 2016. Confirm the establishment of HEPD as an independent training center within Q1. Offer quarterly trainings for all HEPD team members, 1/quarter. Educate 50% of all new hires.	C	HEPD has been established as an independent training center. Three additional full time staff has been certified to be instructors to teach Medic classes for the district. The annual Medic staff training plan has been developed and promoted to staff. One Medic class has been offered in Q1, with 2 planned to be completed within Q3. Three classes have been offered within the first 2 quarters. A refresher class was also offered through Hoffman U. Additional classes have been planned for the remainder of the year. Medic classes continue to be offered throughout each quarter, with one being offered per quarter throughout 2016. All Medic courses have been offered within 2016. Plans are in place for the 2017 schedule, with the updated materials from the Health and Safety Institute.
	(FAC) Achieve PDRMA accreditation process, achieving scores which meet or exceeds expectations. Complete PDRMA review within scheduled time frame for 2016.	C	PDRMA review has been scheduled at Seascope within the month of June. Preparation for the accreditation process has begun and will continue up to the point of the review. The PDRMA review will take place within Q3 and is planned for July. The PDRMA site visit was successfully completed within Q3.
Develop additional programs and processes to support conservation, green initiatives <i>(annually)</i>	(ICE) Continue to look for ways to improve energy efficiency measures in the ice arena area. Complete 4 reviews by Q4.	SC	With the addition of new equipment to the ice refrigeration system. Staff is optimistic energy cost to TC should see a savings. An update will be in Q4. During the conversations as it relates to the enhancement this was a major goal/initiative for the idea of moving forward on the project. Staff was very focused on making this the primary objective outside of the general operating measures.
Provide educational programs and	(C&M) Educate residents through the Park	C	The 2015 Annual Report was published in the

opportunities on environmental best practices (<i>annually</i>)	Perspective on renewable resources, environmental stewardship and satiability practices within our community. Complete by Q4.	Summer brochure. This information gives residents a snapshot of various renewable resources, satiability practices and stewardship programs the district completed over the past year. Fall Park Perspective includes articles on Playground Renovations, Benefits of Parks, Benefits of Walking, Zumba at HEC, GIS system and Unplug Illinois. Winter issue includes articles on new ice rink energy efficiencies; sponsorships, 2017 playground renovations, Foundation scholarship fund, Unplug Illinois, PSSWC's SYNRGY360 and importance of volunteers.
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DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue emphasis on cross-training and ensure workforce readiness.	(FAC) Provide ongoing training to service desk team members. Continue cross training new staff between TC & WRC. Combined Quarterly staff meetings and conduct 4 total by end of Q4.	SC	The first meeting was held on 2/11/16, these will be quarterly and 4 will be completed by the end of Q4. This continues to be an on-going initiative and these two facilities meet together at their quarterly meetings to insure on-going successful cross training, which has worked out well. A combined meeting with TC & WRC service desk staff was held on August. 31.
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities (<i>annually</i>)	(REC) Create a HE-Skills program for high school volunteers and employees providing them specific training in workforce readiness. A bi-monthly training will be conducted as a part of this program. Q1 – research topics/operations. Q2 – create training calendar. Q3 – implement program	IP	Handbook currently being created. Staff attended a training April 20-21 st . and will continue this process during the Q3. Changes in staffing has not permitted for this measure to move forward. Will continue in 2017.
	(DIVISION) Train front line service desk associates in upselling and cross selling for all district programs and services. Complete in by end of Q1.	SC	A company has been contacted and a proposal is being reviewed to conduct this training to the district. Staff has done a great job meeting and exceeding this expectation, currently 90% of the management team in the

			Facilities and Recreation department have completed the first phase/training with our outside contractor. Staff identified key PT1 and PT2 team members at each touch point to champion these initiatives and help develop the program as well. This is the second phase of this program.
Continue to foster openness in communication District-wide (<i>annually</i>)	(ICE) Institute a 360 Assessment Program for hockey and ice skating staff. To be used for Quarterly staff assessments with compilation of information to be used at yearly reviews. Have in place by Q3.	C	The implementation of the Staffing Pattern through FinTrac will be utilized in this process which will get underway in April/May. With the business dept. implementing new operation processes this is moved to the fall. Staff schedules will be implemented into the Finn Trac system for tracking of hours in all areas of ice.

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness. (<i>annually</i>)	(FAC) Provide CHEER customer service training and promote attendance of all new HEPD team members within first 3 months of employment. Provide 4 CHEER training opportunities by end of Q4.	C	The annual calendar for the CHEER customer service training has been developed and promoted among staff. Two trainings have been scheduled for Q2. These training have been added to the Hoffman U schedule. The CHEER customer service training was offered in Q2, with 80 staff members in attendance. Additional CHEER training sessions are planned for Q3/4. A CHEER customer service training will be offered to all team members within Q4. The CHEER customer service training was offered throughout 2016. A plan is being developed to modify the existing presentation to create a format that can be utilized for individual training for all new employees. This will be incorporated into the orientation training plan for staff within 2017.
Promote healthy lifestyles through work environment best practices (<i>annually</i>)	(DIVISION) Continue to strive to enhance the internal work culture that remains honest and ethical with principles that foster strong integrity and trust. Complete by Q4.	IP	The division as a whole meets monthly to promote open communications between departments, during which time participants are reporting attendance numbers and also

			discussing upcoming events/activities. Those all-division meetings also include district updates and at least one team building activity or presentation. All direct reports to the Director of Recreation & Facilities meet on a bi-monthly basis to discuss any current issues and or updates to projects, action items, etc.
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District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities. <i>(annually)</i>	(FAC) TC facility supervisor and Community Center Manager, to attend and become more involved in IPRA Facility Management Sections. Complete in Q1 and Q4.	C	Staff continues to attend job specific training. The Facility team attended the IPRA Facility Management Section meeting on 04/06/16. TC & WRC Managers will be attending IPRA facility section meeting on 10/14.
Continue to foster openness in communications District-wide. <i>(annually)</i>	(C&M) Identify one new channel for district-wide internal communications. Complete by Q2.	C	The C&M department has identified one new channel for district-wide communications: Intranet; they will be reviewing this opportunity with the IT department. Determined that an intranet could be developed with a simple server and wordpress software. The key would be to get buy in on its usage district-wide to ensure timely updates.
Create and maintain succession plan to prepare employees for advancement and prepare organization for personnel changes <i>(annually)</i>	(Division) Provide responsible leadership opportunities to engage team members who are looking to advance their professional careers within the organization. Complete Monthly.	C	During the annual review process within the Recreation and Facilities department, team members engaged in professional advancement discussions; this continues to take place on a monthly basis. C&M Supt. became a Certified Parks & Rec Professional in Q4.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
PSS&WC**

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

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Develop wellness and fitness opportunities, services to engage customers and build rapport. Develop 1 new retention program in Q1.	C	Wellness opportunities have been offered through the fitness department and promoted through the monthly wellness calendar. The new retention program will be offered within Q2. Wellness opportunities continue to be offered through the fitness department within Q2, which are being promoted through the wellness calendar. Retention programs are offered through the group fitness area in Q2, which continue as part of the monthly retention initiative which is part of the monthly wellness calendar. Wellness opportunities continue to be offered through the fitness department and group fitness department within Q3, which are being promoted through the wellness calendar. Special wellness events continued to be held monthly in Q4 to boost retention and inspire interest in various areas of member interest.
Increase cooperative efforts with neighborhoods and community associations on health related issues (<i>annually</i>)	Strengthen partnership opportunities with organizations, such as Alexian Brothers, AthletiCo and the Chamber to provide community based fitness programs and services. Provide 2 fitness opportunities in the community in collaboration with community partnerships by Q3.	C	The partnership for fitness opportunities continued throughout Q1 with the Alexian Fit Pals program. 2 classes have been offered, 1 youth/family fitness class, featuring interval training, was offered in Q1. The class was very well received. In addition, a partnership with District 211 has begun, providing Zumba classes for the community at the Higgins Educational Outreach Center. The Zumba class for the Higgins Educational Center (HEC) continued throughout Q2, with over 15

			patrons attending classes on average weekly. The HEC team asked to have the session off for the summer season with plans to resume in the fall. Classes are being provided again for the fall season for the outreach program for the HEC. Dance fusion classes will begin within the month of October and continue throughout Q4. Classes were completed and were well received for 2016.
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District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Provide innovative group fitness classes and special events.	C	The fitness department has planned and implemented a new group fitness class: TRX Circuit started 3/1/16. The fitness department has planned and implemented a new group fitness class: Fusion Yoga started 5/5/2016. The fitness department has introduced a new class format: Cross Train Challenge started 9/1/2016. Group fitness classes were monitored to ensure appropriate level of participation for each class and format. A new format called HIIT 360, (High Intensity Interval Training) was added to the Q4 schedule. The class schedule was streamlined at the end of 2016, in preparation for the 2017 budget reductions. Classes retained have higher participation levels. The 2017 schedule was established with approximately 55 classes of varied duration, times and formats.
	Add 1 new class format and implement 2 retention events. Complete by Q4.	C	1 of 2 group fitness retention events has been implemented: March Madness Bracket Challenge running 3/16/16-4/1/16. 2 of 2 group fitness retention events have been implemented: Golden Ticket running 6/1/16-6/30/16.

			Group fitness retention events have been implemented: Olympic Ring Challenge running 8/5/16-8/21/16. In Q4, yoga restoration week was offered as a special event.
	Develop member retention programs that build customer retention. Develop 2 programs by Q4. Achieve a customer attrition rating by Q4 of 0.45%. Baseline 2016 budget 0.468%	C	The member loyalty program continues to be enhanced within the personal training program, strengthening member retention and providing incentive for personal training services. 20 PT clients have earned free 1hr sessions 1/1/16-6/30/16. This is an on-going process throughout the year and the final number will be communicated then. Currently the PSS&WC team is ahead of the budget net total YTD. The personal training department continues to promote the loyalty program in Q3. 27 PT clients have earned free 1hr sessions 1/1/16-9/30/16. Additional member retention programs are offered through the wellness calendar, which is promoted on a monthly basis. Staff achieved a 4.5% attrition rating by the end of Q4.
	Enhance current Member Rewards/Referral system with addition of a Charter Member Rewards program (for members with 5+ years of consistent active membership status). Research and plan in Q1 and Q2; implement enhancement by Q3.	C	Currently researching programs that will begin working with Advertising & Sponsorship Manager in Q2 on securing potential sponsors for various components of an enhanced member rewards program. Research ongoing in Q2 with interest in potential automated/digital rewards through Belly program. Demo for program scheduled in Q3. Currently working with Advertising & Marketing Sponsorship Manager on securing KIND bars sponsorship for special events in facility; demo for Belly program postponed until Q4 pending return of

			Member Services Supervisor from leave. The development of a charter member rewards program as well as the creation of a digital member app will be explored further in FY17.
	Sell 1,575 memberships during 2016, achieve membership cancellations of 1,575. Net membership effect 0 complete by Q4.	NA	Currently the net membership is exceeding the projection by 2 members at the completion of Q1. YTD net membership is currently 9 members over YTD net goal at close of Q2. YTD net membership is currently -37 under YTD net goal (resulting from fewer new enrollments and increased cancellations related to 2-month indoor aquatic center closure). Final membership totals for FY16 included a net member loss of (105). Q4 net performance showed a progressive surge that resulted in stronger membership interest following the reopening of the indoor aquatic area and a significant decrease in cancellations.
Develop performance measurement system to evaluate value in programming structure (<i>short term</i>)	Create evaluation system for the group swim lesson program to assess customer satisfaction. Modify swim lessons according to feedback and needs expressed through customer satisfaction survey. Develop a 10 to 12 quick question satisfaction survey with the C&M department for the swim lesson program within Q2 to implement within Q3. Utilize an online data gathering system that creates a measured baseline. Conduct 1 onsite automated survey questionnaire visit in Q3 & Q4.	C	Developed and completed evaluation with a 22% return rate. It was sent through Constant Contact and the results have been used to enhance the program. In response to the survey, slight changes have been made, improving customer contact. This includes a more proactive approach by the managers by addressing parents before the start of each session to introduce themselves and answer any questions. In addition, the managers have been more active and circulating on the pool deck during lessons, talking to parents and receiving feedback regarding the lessons during the classes.
	(PSS&WC) Develop and incorporate new online member survey to assess member needs and initiate targeted responsiveness. Initiate 1 survey in early Q2 and 1 survey in	NB	Research options in Q2 through Constant Contact and Retention Management. Research to begin in FY17 to develop automated member interest and survey

	Q4.		options through Insight NPS and the Retention People.
Utilize best practices to maximize operational efficiencies as a District (annually)	Purchase and install service desk carpet. Complete by Q4.	C	The vendors are in process of being contacted for quotes and the project is anticipated to be completed within Q4. Carpet installation completed at Service Desk, Member Services office, and in front offices in Q4.
	Resurface gymnasium floor. Complete by Q4.	NA	Given the timing of the project, the resurfacing of the group fitness floors (large group fitness and spin studio) will be completed within Q4, instead of the gymnasium floor. The gymnasium floor resurfacing will be completed within 2017.
	Contract with outside provider to obtain design plans for member locker room renovations. Complete by Q4.	C	Plans for the renovation of the locker rooms are in progress. The timeline for the locker room renovation was modified to take place within 2018. With the establishment of the 2017 budget, plans for locker room renovations have been modified to take place within 2017. Contract approved.
	Purchase Fitness Equipment. Complete by Q4.	C	The fitness team has purchased and installed new fitness equipment in Q1: Life Fitness Synergy 360. More equipment to be purchased by end of Q3. The fitness team has completed fitness equipment purchases for the year.
	Repaint activity pool surface and touch up activity pool ceiling. Complete by end of Q3	C	The bid packets and announcements for the painting of the ceiling for the lap and activity pool have been developed, proposing the project completion prior to the end of Q3. A vendor has been selected for the lap and activity pool ceiling painting project. Within Q2, preparation has taken place to administer multiple projects planned to be for the aquatic center to take place within Q3. Due to the timeline of the projects, the PSS&WC aquatic center will be closing 07/05/16-August. PSS&WC members can utilize Seascape during the time period of the

			closure. In addition, Hoffman Estates High School has been secured for the early morning hours for lap lane swimming. The PSS&WC aquatic center will be expected to re-open by the end of August. The aquatic projects were successfully completed, with the aquatic center re-opening on September 1st. The activity and lap pool ceiling, as well as numerous additional projects, were completed in a timely manner.
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District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Increase volunteer involvement in District operations (<i>annually</i>)	Develop 1 new high school volunteer program. Plan and develop in Q1 & Q2. Implement program in Q3. Engage 5 high school volunteers in the new program by Q4.	NB	Fitness Supervisor has begun researching similar programs within HEPD and at other park districts. Currently on target, researching in Q1 & Q2 to potentially implement in Q3. The timeline for new high school volunteer program was modified to take place within 2017.
Improve overall health outcomes of programs offered (<i>annually</i>)	Develop and implement a 12 month wellness calendar based on monthly activities and events within the club and in Kids Korner to engage, educate, and enlighten members. Plan quarterly 2 initiatives with input from front line team members beginning in Q1. Complete 8 initiatives by Q4.	C	The fitness team has planned and implemented 20 monthly events on the wellness calendar in Q1. Personal trainers are performing free education workshops, health screenings, and small group classes. The program will be ongoing through Q4.
Expand marketing communications with the use of social media and mobile applications (<i>short term</i>)	Establish a social media campaign program to connect with prospective and current members to enhance communication and increase “touch points” with engaging, fun, and informative initiatives. Launch in Q1 with continued emphasis throughout Q2, Q3 & Q4. Produce and communicate at least 1 message via social media each week. Measure results monthly through Google Analytics, complete by Q4.	C	Weekly interactive messages/posts made on Facebook to promote wellness calendar events, special group fitness classes/ programs, and member challenges. Continuing with efforts to expand social media/digital reach with creative Eblast’s through Retention Management and posts on Facebook. “Like” and “Click” rates on the rise for both. Q3 social media initiatives included various raffles on Facebook along

			with the launch of E-Bingo to increase digital touchpoints for members and prospective clients (total of 52 E-Bingo participants). Digital reach expanded further in Q4 with Facebook ‘likes’ and reach extending to all-time high levels due to creative posting (i.e. Motivational Monday tips, digital/live activities and tours, member testimonials, etc.); exceptional return on website banner digital ad for 3-day Black Friday special (resulted in 31 new members).
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DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	Achieve FY16 net membership goal. Achieve net member total of 0 by end of Q4.	NA	Q1 net member exceeded YTD projections by 2 members. Q2 net members exceeded YTD projections by 9 members. Q3 net members fell below YTD projections by -37 members. Final membership totals for FY16 included a net member loss of (105). Q4 net performance showed a progressive surge that resulted in stronger membership interest following the reopening of the indoor aquatic area and a significant decrease in cancellations.
	Monitor budget to ensure practices continue to support the achievement of budgetary revenue and expense goals and aims. Meet and/or exceed departmental budgeted bottom line for fund 11.	NA	Budget is being monitored to ensure that costs are contained and that revenue projections are reached. The budget is being monitored to strive to achieve revenue goals. Expenses are also being monitored and achieved in numerous line items. The maintenance line item has exceeded budgetary aims, due to unanticipated facility

			maintenance and repair expenses. The shutdown of the aquatic center negated the opportunity to offer a percentage of one swim session and completely eliminate one full session. This had a negative impact on the potential revenue opportunity.
	Monitor PSS&WC operational budgets both from revenue and expense standpoint to ensure that projections are meeting and/or exceeding the budgetary aims of the district. Meet bi-monthly throughout the year, with the GM, Supt. of Facilities and Director of Rec/Fac. to ensure that the annual budget is meeting expectations. Complete 18 meetings prior to the end of Q4.	C	Budget is being monitored to ensure that costs are contained and that revenue projections are reached. Staff meets on weekly, bi-monthly and monthly basis.
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition <i>(annually)</i>	Enhance current corporate membership program while increasing corporate membership base. Grow the membership base by 3% in 4 existing corporate accounts beginning in Q1; sign up 1 new company by the end of Q1.	NA	Onsite corporate visits completed at 2 existing accounts in Q1; planning underway for launch of targeted corporate program beginning in Q2. Multiple corporate visits conducted at business and retail stores in area in Q2; corporate business card raffle done during Q2; 2 onsite visits at Wells Fargo to facilitate enrollments for previous GECC members (30 converted members YTD since transition). YTD GECC to Wells Fargo conversions total 37 at end of Q3; onsite visits planned at new retail/entertainment locations in PS Business Park in Q3 (Main Event, Duluth Trading). Final GECC to Wells conversions totaled 38 members at end of Q4. Q4 corporate connections established with 2 new corporations/ businesses within PS business park.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals	Enhance Personal Training revenue generating opportunities. Increase PT revenues by 3.19%	NA	Personal training services are being promoted and revenue is being generated for

<i>(annually)</i>	by Q4 from actual 2015.		<p>personal training, health coaching, and nutritional services.</p> <p>The PT department has 3 sales events planned for July, August, and September with both new client and current client specials. This is an on-going initiative that will be completed with a final number in December.</p> <p>Personal Training revenues are projected to be 4.4% higher than 2015 actual. Personal Training department met budgetary objectives and exceeded 2015 actual revenues by .07%</p>
	Increase annual aquatic pass fees by 5%. Implement in Q4.	NA	<p>The plan is to increase this rate in Q4 and/or the end of Q3. Rate increase for annual aquatic pass fees delayed until FY17 to coincide with membership rate increase. Annual aquatic rate increase planned for Q2 FY17.</p>
	Increase tennis private and semi-private lesson fees. Complete by the end of Q3. Increase gross revenue by 4.8% from actual 2015.	NA	<p>Tennis private and semi-private lesson fees will be increased within Q1 of 2017.</p>
	Research the option of adding an additional charge i.e. membership fee for Kids Korner for those members who utilize the service. Complete research by end of Q2 with a recommendation by end of Q3.	NB	<p>Recent changes in hours of operation in FY16 have negated anticipated need for introduction of fee structure in Kids Korner.</p>
	Research the ability to drop the tennis membership and go to a court time only charge program. Complete research by end of Q3 and recommend a direction by start of Q4.	NB	<p>The potential to eliminate tennis membership will be explored in FY17 along with consideration of new business model.</p>
<i>(annually)</i>	Research capabilities of RecTrac to accommodate a “house charge” payment for members. If feasible implement in Q3, for services such as PT, massage, guest passes, etc.	IP	<p>Recommendation made in Q2 as one of several electronic/digital enhancements suggested during the request for enhancements (as per requested). Launch of new purchase order/budget program (BSA) has taken priority in Q3 thereby delaying further research of ‘house charge’ capability until FY17.</p>

Develop strategies to attract additional sponsors and new partnerships. (<i>short-term</i>)	Establish a contractual service for early childhood sports programs that include non-traditional active programming, i.e. fencing, etc. Secure 1 outside contractor to provide programs and/or services within Q1 that will offer sports specific classes and non-traditional sports.	C	Kids First was contracted to provide after school fitness programs (fun and fitness), dodge ball, soccer classes, and basketball classes. As interest and participation grows, additional classes will be offered. Revenues have exceeded expectations for this area, with increased classes being offered throughout the final quarters.
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District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition (<i>annually</i>)	Initiate website conversion to WordPress platform to allow for enhanced responsiveness, blog pieces, and improved design/layout. Complete by end of Q2. Produce 1 blog piece per quarter in Q3 & Q4. Post a total of 2 blogs by Q4.	C	Research through current District vendor (Invex) to begin in Q2. Conversion completed and launched at end of Q2; final edits and enhancements to be completed in Q3. Platform conversion and additional functional edits completed in Q3; training for general updates/edits to be provided by Invex in Q4. Continued updates and content/photo enhancements made in Q4.
Perform internal control audits (<i>annually</i>)	Manage payroll to meet personnel budget to ensure maximum operational efficiency. Meet or exceed payroll budget by end of Q4. Monitor IMRF, ACA and PT1 team member hours per (26) payroll to maintain budgeted levels and aims.	C	Payroll is being monitored to meet the personnel budget.
Develop strategies to attract additional sponsors and new partnerships (<i>short term</i>)	Work collaboratively with the district Communication and Marketing department to effectively promote and market facility and services for additional sponsor-ship and partnership opportunities. Obtain 2 new sponsors for the facility that support an event, amenity and/or program by Q4.	C	Meeting with new Advertising & Sponsorship Manager in Q2. Working with Advertising & Sponsorship Manager to secure trade/sponsorship agreement with Windy City Bulls. WCB agreement executed in Q4.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District (annually)	Replace carpet within the service desk, adjacent office spaces and member services area. Purchase carpet, as planned within the operating capital funds, within Q2 and replace within Q3	C	The vendors are in process of being contacted for quotes and the project is anticipated to be completed within Q4. Carpet has been installed within designated areas.
	Complete tennis court enhancement within 2016. Complete project by Q3	NB	This has been rescheduled for 2017.
	Complete the repainting of the ceiling and resurfacing of the activity pool floor. Complete project, as planned within the district capital budget, by Q4	C	The bid packets and announcements for the painting of the ceiling for the lap and activity pool have been developed and placed on the website, proposing the project completion by the end of Q3. The painting of the ceiling and pool surfaces will be completed within the aquatics project being administered within Q3. The repainting of the ceilings and the resurfacing of the bases within activity and lap pools has been completed.
	Complete the steam room repairs, as planned within the district capital funds. Complete men's and women's club locker room steam room repairs by Q4.	C	Staff is currently working with an outside vendor to enhance those areas prior to the renovation. This project was completed.
	Meet and exceed the member and customer expectations as it relates to facility cleanliness. Conduct daily opening and closing MOD walk through checklists, weekly manager walk through and bi-monthly walk through with contractual cleaning service. Complete by Q4.	C	Daily checks are being performed by the opening and closing MOD team and cleaning checklists are being completed by the maintenance team. Weekly walk-throughs will start in Q2 with the Director of Recreation and Facilities. Facility walk-throughs were performed within Q4 with contractual cleaning company as well as Director of Recreation and Facilities.
	Log and follow up on 90% of all member comment cards as it relates to a facility concerns. Complete by Q4.	C	Weekly follow up and tally of comment cards ongoing. Follow up is being completed on all comment cards that provide contact information. All comment cards received in FY16 have been digitally saved and responded to by management team.
Implement best practices to maintain a minimum score of 95% in the District-	Evaluate fitness equipment needs, selecting and purchasing energy efficient equipment	C	Beginning to assess purchase of new fitness equipment as planned within 11 fund for

wide IPRA environmental report card (<i>annually</i>)	(when applicable), and purchasing new equipment to continue to upgrade aging equipment and stay current on industry trends. Planned within capital budget, 2016. Complete by end of Q3.		2016. Will evaluate current equipment. Will meet with vendors and explore equipment options and provide quote for potential plan for improvement within Q2. Spin bike monitoring units (monitor cadence, speed, and distance) have been purchased to enhance the group fitness spin bikes. Considering budgetary limitations, the fitness department will not be purchasing additional fitness equipment in 2016.
	Achieve all needed facility requirements to achieve a minimum score of 95% on the District-wide environmental report card. Complete by Q4.	IP	Staff is currently working with the Parks Maintenance team to make sure the best practices are being maintained and achieved.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation (<i>annually</i>)	Schedule and complete the annual climbing wall inspection by Experiential Climbing Systems or other PDRMA recommended climbing wall organization. Schedule within Q2, complete inspection by Q3.	C	Annual climbing wall inspection has been scheduled for the portable and the PSSWC climbing wall, to be completed within Q2. Climbing wall inspection was successfully administered within Q2 for both the PSS&WC and portable climbing walls.
	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of all Starguard audits by Q4.	C	Managers trained 35 new lifeguards in 2016. Our aquatic staff excelled through all 5 Starguard audits with our overall comprehensive score with Starguard was a 4 star Elite Rating.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation (<i>annually</i>)	Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team. Establish HEPD as an independent training center beginning in	C	HEPD has been established as an independent training center. Three additional full time staff has been certified to be instructors to teach Medic classes for the

	2016. Establish HEPD as an independent training center within Q1. Offer a total of 4 trainings by end of Q4.		district. The annual Medic staff training plan has been developed and promoted to staff. One Medic class has been offered in Q1, with 2 planned to be completed within Q3. Three classes have been offered within the first 2 quarters. A refresher class was also offered through Hoffman U. Additional classes have been planned for the remainder of the year. Medic classes continue to be offered throughout each quarter, with one being offered per quarter throughout 2016. All Medic Classes have been offered for 2016. The plan for the class schedule for 2017 has been completed and will be announced in Q1, 2017. All new materials provided by the Health and Safety Institute, will be incorporated into the 2017 classes.
	Achieve PDRMA accreditation process, achieving scores which meet or exceeds expectations. Complete PDRMA review within scheduled time frame for 2016. Achieve a score that exceeds PDRMA's minimum standards.	C	Visit from PDRMA has not taken place yet. Staff is currently working Jane to make sure all items are up to date and current with the accreditation standards. PDRMA site visit established for Q3, within the month of July. PDRMA site visit was successfully completed within Q3.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities for staff by encouraging participation in workshops, conferences, and other educational opportunities. <i>(annually)</i>	Develop engaging educational opportunities for team development to enhance knowledge of the fitness industry and facility services to better serve members. Conduct 4 internal PSSWC trainings quarterly, complete by Q4.	SC	Personal Training Coordinator will hold Q1 educational training "Results Fitness by Alyn and Rachel Cosgrove" on 4/28/16. Additional trainings will be provided throughout the quarters. Additional trainings have been offered in Q2 through the personal training department.
	Promote staff educational development and professional development among team by	C	Several FT staff attended the annual IPRA conference in January. The Aquatics and

	<p>attendance of industry recognized conferences and seminars, including the IPRA, PDRMA, Club Industry and NRPA. Create an annual plan prior to the end of Q1 that includes all FT team members and what external educational opportunities they will be attending that fits within the financials means of the budget.</p>		<p>Program Manager has become CPO certified within Q1. Additional trainings are being attended in Q2 to include the PDRMA human resources curriculum workshop and PDRMA Aquatics Risk Management Day. Additional conference and seminar attendance has been planned throughout the year. The PDRMA Human Resources Workshop was attended by 2 FT PSS&WC team members and the Aquatics Risk Management Day was also attended by 2 FT management team members. Ft team members attended an in-service training, provided by industry consultant, Scott Chovanic, on upselling/cross selling, which will be attended by multiple front line part-time team members within Q3. Club Industry and the NRPA conference will be attended within Q3/4. Plans have been confirmed for the attendance of the NRPA conference as well as Club Industry within Q4. The NRPA conference was attended as well as Club Industry.</p>
	<p>FT team members participate in Hoffman U sessions and also conduct Hoffman U sessions. FT team members as a facility attend 10 Hoffman U sessions and conduct and/or assist in at least 2 sessions as a facility.</p>	<p>C</p>	<p>FT team members have attended several Hoffman U sessions in Q1. Trainings have included the Mandated Reporter, Dangers of Sitting, Comprehensive Asset Management Plan, NWSRA presentation, and the quarterly HEPD FT staff meeting. PSSWC and facility staff members have conducted Hoffman U sessions including the Dangers of Sitting and the Medic Course provided within Q1. The Medic Refresher course and standard Medic certification courses were provided by PSS&WC and FT staff as a Hoffman U, along with the CHEER customer service training. Within Q2, staff has continued to attend multiple Hoffman U trainings, including educational sessions</p>

			regarding independent contractors, rec trac training, staff scheduling and the EAP conflict resolution seminar. Staff continued to attend trainings offered through Hoffman U as well as conduct Medic AED, CPR, and First Aid class, offered through Hoffman U. Throughout Q4, staff continued to attend Hoffman U educational sessions.
Incorporate incentive programs for healthy habits for employees (<i>short/mid-term</i>)	Enhance the staff through the development of an incentive program and participation within fitness services. Implement in Q1; obtain 25% of all FT team members participating in the incentive program by the end of Q4.	NB	
Continue emphasis on cross-training and ensure workforce readiness. (<i>annually</i>)	Utilize Member Services Team to assist in training the Facility Team Members at other district sites on sales. Assist outside consultant in upselling and cross selling training by end of Q2.	C	An outside provider has been selected; staff is currently working to develop the program to meet the district's goals and objectives. Staff is currently in the process of meeting with the outside provider and has completed about 50% of this initiative and will be ready to start to roll out the new program in the fall of 2016. Roll out of new program launched in Q3 with program/facility highlight reference sheet at main workstations; training of front line associates is ongoing to proactively seek out cross promotional opportunities during point of sale interactions. On-going opportunities for part-time staff for education and training for upselling and cross selling were continued within Q4. Efforts will continue in 2017

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote healthy lifestyles through work environment best practices (<i>annually</i>)	Engage team members at PSS&WC using the CHEER customer service initiative. Forming "teams" of PT team members to carry out the CHEER culture, rewarding those that do. Implement by Q2.	C	Staff has been acknowledged for demonstrating the CHEER philosophy which has been recognized within the center. CHEER teams have yet to be established, which will take place within Q3. The

			CHEER philosophy continues to be promoted and demonstrated by all part-time and full-time team members. The rewards system is on-going for those who exemplify the CHEER philosophy.
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness (<i>annually</i>)	Set expectation for all PSSWC new team members to complete CHEER training within 2016. Have 75% of all new hires trained in the CHEER program prior to the first 3 months of employment.	C	The annual CHEER training sessions have been planned and will be offered in Q2 and Q4. Staff will be encouraged to attend the training to reach intended measure. The CHEER customer service training was offered in Q2, with 80 staff members in attendance. Additional CHEER training sessions are planned for Q3/4. A CHEER customer service training will be offered to all team members within Q4. Trainings were offered throughout 2016. The CHEER customer service training format will be modified and will be incorporated into the orientation process for all new employees within 2017. The process to include the CHEER training into the new hire process will enhance educational opportunity for the customer service training program.
Continue to foster openness in communication District-wide (<i>annually</i>)	FT team members attend monthly Recreation & Facility Division all team mtgs. Complete by Q4.	C	Monthly meetings have been attended by FT team members. Monthly meetings continue to be attended by FT team members.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to evaluate and create procedures and training to promote a high level of internal customer service (<i>annually</i>)	Plan offsite gathering of PSSWC Leadership Team to assess performance of previous quarter and share ideas for upcoming quarters. Start by Q2; complete at least 2 meetings by Q4.	C	To be started within Q3. Meetings have taken place within facility. Off-site meeting will be scheduled for Q4. Meetings were conducted throughout 2016. Plans to enhance meeting opportunities will be explored for 2017.
Continue emphasis on cross-training and ensure workforce readiness (<i>annually</i>)	Hold quarterly departmental meetings to connect and share updates and information with team members. Conduct 4 meetings by	C	Quarterly meeting was held to include FT and PT1 team. Due to budgetary limitations, further meetings were not conducted. The

	Q4, with 90% attendance at each meeting, per department.		budget will be evaluated throughout each quarter to assess financial feasibility to conduct meetings. In an effort to contain costs, meetings were not held within Q3. Further assessment will be done to evaluate the feasibility of conducting meetings within Q4. Due to budgetary limitations, meetings were not conducted within Q4.
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness (<i>annually</i>)	Encourage PSSWC team members to attend Hoffman U training. Have all FT team members attend at least 3 non mandatory Hoffman U trainings and have at least 2 FT PSS&WC team host 1 Hoffman U.	C	Hoffman U meetings have been attended and actions and measures have been achieved for Q1. On-going efforts have continued within Q2 with the attendance of the Hoffman U sessions. Consistent attendance of H.U. continued throughout Q3 as well as Q4.

**HOFFMAN ESTATES PARK DISTRICT
2016 GOALS & OBJECTIVES
GOLF**

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

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

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Increase Outing Rounds by 30%. 4,149 Outing Rounds (2,879 Outing rounds in 2015).	NA	Golf outings will begin in late April. We have had 1,139 thru 2 qtrs. We have had 3,149 thru 3 qtrs. We had 3,395 Outing Rounds in 2016.
	Provide 32 Preferred Tee Times. 32 Preferred Tee Time Groups (30 Groups in 2015).	NA	We currently have 29 groups signed up for the 2016 Season. The season officially starts first weekend in April. We are anticipating 1 to 2 more groups will sign up before the season begins. We have a total of 29 groups for 2016 Season
	Provide 3,400 League. Goal is 3,400 League Rounds (2,989 rounds in 2015).	NA	Golf leagues will begin in late April We have had 1,577 league rounds thru 2 qtrs We have had 2,852 rounds thru 3 rd Qtr We had 2,870 rounds in 2016
	Host 8 outside wedding ceremony only events. Goal is 8 ceremony only events. (4 in 2015).	NA	We have 1 ceremony only booked thru 1 st qtr. We have 1 ceremony only booked thru 2 nd qtr We have 1 ceremony only booked thru 3 rd qtr We have 1 ceremony only booked in 2016
	Introduce an Annual Golf Pass & Discount Pass to increase golf rounds. Goal is to sell 100 passes.	C	We are off to a great start. We have sold 39 Discounted Passes, 18 Sr. Discounted Passes and 1 Resident Annual Pass for a total of 58 passes thru 1 st qtr. We have sold 182 passes thru 2 nd qtr. We sold 408 passes thru 3 rd qtr. We sold 415 passes in 2016
	Host 5 Wedding Receptions. Goal is 5	NA	We have 4 receptions booked thru 1 st qtr.

	Wedding Receptions (5 in 2015).		We have 4 receptions booked thru 2 nd qtr. We have 4 receptions booked thru 3 rd qtr. We have 4 receptions booked in 2016.
	Host 20 Ceremony & Reception Weddings. Goal is 20 Ceremony & Reception Weddings (18 in 2015).	C	We have 22 ceremony & receptions booked thru 1 st qtr. We have 21 ceremony & receptions booked thru 2nd qtr We have 21 ceremony & receptions booked thru 3 rd qtr We have 21 ceremony & receptions booked in 2016
	Expand & Provide Jr. Program Classes in Spring, Summer & Fall to 150 participants. Goal is 150 participants. (88 participants in 2015).	C	Jr. golf classes begin in May. We have had 2 classes with 49 participants thru 2 nd qtr. We have 4 classes remaining. We had 141 participants this season in Jr Golf.
	Expand & Provide Group Lessons to include 50 students for all ages in Spring, Summer & Fall. Goal is 50 students. (74 Students in 2015).	C	Group lessons begin in May. We have had 21 students thru 2 nd qtr. We had 35 Students this season in Group Lessons.

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand marketing communications with the use of social media and mobile applications (<i>short term</i>)	Receive 10 Five Star Reviews on the Knott for Weddings. Goal is 10 Reviews receiving 5 Stars (8 in 2015).	C	Weddings will begin in Spring. Weddings are in progress and will have reviews shortly. We have (4) 10 star reviews on the Knot thru 3 qtrs. We have (13) 10 star reviews on the Knot in 2016

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Expand facility based special events that promote greater facility usage (<i>annually</i>)	Provide 6 Special Golf Events with 360 participants. Goal is 6 Events with 360 participants. (5 events with 348 participants with 1 remaining event 2015.)	C	We had our first event of the year in March Madness and had 58 players. We have had 2 events thru 2 nd qtr and 94 participants. No events in the 3 rd Qtr.

			We had 362 participants in 2016.
	Provide 2 Holiday Event Brunches with 675 guests. Goal is 2 Events with 675 Guests. (261Easter Brunch & 439 Breakfast with Santa).	C	Easter Brunch had 371 guests this year. Next event will be in 4 th qtr. We had 809 guests in 2016.
	Host 8 Special Event Nights. Goal is 8 Events (6 events in 2015).	NA	We have run 3 special events in the first quarter. Paint the Night Event (44 Guests) & 2 Events of Kickin It @ Creek. (121 Guests) We ran our 1 st Music night and had over 100 guests in 2 nd qtr. We had 3 Music nights in the 3 rd qtr all over a 100 guests We had 7 Special Event Nights in 2016
Increase volunteer involvement in district operations (<i>annually</i>)	Expand volunteers to help maintain event area and golf course. Secure a minimum of 80 hours of volunteer work to help garden the event area and maintain the golf course.	C	Will begin in April. Garden club has met 2 times in the event area. We have approximately 12 participants in the group. We had 30 volunteers for our Pro Am Scramble in 2016. With a total of 154 hours volunteered.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	Monitor Golf budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed Golf Department Budget bottom line.	C	Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1 st qtr with rounds and range sales. Rounds are up 1,073 vs 2015 and Range sales are up 1,307 vs 2015 thru 2 nd qtr. We have 26,085 rounds thru 3 rd qtr compared to 26,625 rounds in 2015. Range sales are 17,270 thru 3 rd qtr compared to 17,207 in 2015. We had 31,248 rounds in 2016 and \$132,971 in Range Revenue.

	<p>Monitor F&B budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed F&B Department Budget bottom line.</p>	C	<p>Budget is monitored monthly. With the weather cooperating early this spring we are off to a good start in 1st qtr with the Tap Inn. Event bookings are trending up from 2015 as well. The Tap Inn is slightly ahead of budget thru 2nd qtr. The Tap Inn is currently 8% behind budget thru 3rd qtr. The F&B department finished \$26,112 over budget for 2016.</p>
	<p>Reduce Golf Maintenance expense and monitor to ensure expenses do not exceed budget and are in line with revenue projections. Meet or exceed Golf Maintenance Department Budget bottom line.</p>	C	<p>Budget is monitored monthly. With the weather cooperating early this spring and the golf course opening, the Maintenance crew has still been operating with an off season crew with minimum expenses in 1st qtr. Maintenance budget is being monitored closely and is on plan. Maintenance budget is on plan to be under budget in 2016. Maintenance finished under budget in 2016.</p>
	<p>Provide 32,656 Rounds. 32,656 rounds in the 2016 Season (26,354 thru 10/1 in 2015).</p>	NA	<p>We have 1,869 thru 1st qtr. We have 12,400 rounds thru 2nd qtr. We have 26,083 rounds thru 3rd qtr. We had 31,248 rounds in 2016</p>
	<p>Rebrand the Bar & Grill giving it a unique name along with creating a more price conscious menu to create greater volume with lower cost point. Have new menu in place with a unique bar & grill name by end of 1st qtr.</p>	C	<p>The bar & grill has been renamed “The Tap Inn”. A new menu of \$5, \$7, & \$9 concept has been rolled out along with the Tap Inn Big Cup weekend Specials for Draft Beer. The rebranding is complete and are looking to expand with some additional signage behind the bar and outside on the patio to direct traffic into the Tap Inn.</p>
	<p>Monitor Cook County 3% Amusement Tax. Implement tax increase pending Cook County legislation approval.</p>	C	<p>No change has been made. We will continue to monitor. No further discussions have been made on adding an amusement tax for Cook County.</p>
	<p>Research and Analyze Golf Cart Lease for</p>	C	<p>We have reached out to vendors and were able</p>

	2017 season. Complete bid process by end of 3 rd Qtr.		to demo carts at the PGA convention. EZGO, Yamaha & Club Car will all have demos brought out to the course early this summer for further testing. Bids will be completed in the Fall. Staff will begin looking at Demo carts and prepare the bid for the fall. Bid documents went out on cart fleet for 2017. Bid results will be in 4 th qtr. Carts were purchased from EZGO and to arrive in Feb of 2017.
	Research and Analyze ROI for Lease on GPS units for 2017 season. Monitor for 2017 budget process.	C	All major cart providers now have a preferred GPS vendor. This will provide us very competitive pricing. Bids will be completed in the Fall. Will be included in the bid for 4 th qtr. GPS offered thru EZGO and TKVGPS provided us significant savings vs our current Visage System. New units will be installed once the carts arrived in 2017.
	Research and Analyze ROI for Billy Casper Golf Course Maintenance Contract for 2017 season. Develop recommendation by end of 2nd Qtr.	C	Have met with Billy Casper representatives a few times early this year. We will have full evaluation and staff recommendation ready for the May Rec and Board meetings. Board has approved not to renew contract and all maintenance will be handled by HEPD in 2017.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Secure additional alternative sources of revenue to support financial goals (<i>annually</i>)	Increase the marketing and updating golfnow.com to increase golf now rounds to produce additional revenue during slow periods. Increase golfnow.com rounds by 3%. (4,549 Rounds in 2015).	NA	We had 376 Golf Now rounds in the 1 st qtr. We have had 1,753 rounds thru 2 nd qtr. We have 3,642 golf now rounds thru 3rd qtr. We have 4,291 golf now rounds in 2016.
	Increase F&B business in bar & grill by 3% over prior year by capturing golfer's on site with daily specials, promotions and Special	C	We had \$14,608 in sales in the Tap Inn for the 1 st qtr. We had \$69,536 in sales vs \$68,650 budgeted

	Events. Increase bar and grill sales by 3%. (\$144,127 in 2015).		thru 2 nd Qtr. We had \$127,623 in sales vs \$136,350 budgeted thru 3 rd qtr. We had \$145,291 in sales in 2016.
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District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment. Use parks department machines 5 different times for the season to minimize renting equipment.	C	Tree stumps were removed this summer. Control burns will take place in early April. Control burns took place and were completed in 2 nd qtr. Tree stumps are planning to be removed in 4 th qtr. Tree stumps were removed in 4th qtr.
	Purchase a heavy duty utility cart for golf maintenance. Purchase 1 st Qtr.	C	Unit has been purchased.
	Purchase a Stove Top Oven for the main kitchen line. Purchase 1 st Qtr.	C	Unit has been purchased.
	Purchase a Range Ball Dispenser with a credit card processor. The machine will reduce payroll by \$15,373. Purchase 1 st Qtr.	C	Unit has been purchased. Final set up will be completed in early April. Unit has been purchased. All systems are working properly. We currently are developing a plan for employee passes along with our 15 and 30 bucket passes.
Achieve District annual budget to maintain fund balance reserves (<i>annually</i>)	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.	C	Payroll is closely monitored on a daily basis and adjusted daily based on weather and functions. Payroll is currently in line with budget. Payroll is currently below budget thru 3 qtrs. Payroll finished below budget in 2016
	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	NA	Expenses are being monitored closely and are on plan thru 1 st qtr. Expenses are currently in line with budget. Expenses are currently below budget thru 3 rd qtr. Expenses were slightly over in 2016 mainly due to the Building Maintenance and repair

			line items.
Perform internal control audits (<i>annually</i>)	Monthly budget monitoring and proper costing out on menus to maintain a 32% food cost and 26% beverage cost. 32% food cost and 26% beverage cost.	C	Food & Beverage costs are being monitored based on events. Will continue to monitor on a daily basis. Food cost is slightly high this season with the aggressive pricing strategy for the Tap Inn. With the goal of doing more volume. This seems to be working in the bottom line numbers to date. Beverage cost is on plan. Food Cost is at 33% thru 3 qtrs and Beverage Cost is on plan at 26% thru 3 qtrs. Food Cost is at 32.27% and Beverage Cost is on plan at 24.5% in 2016.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Utilize best practices to maximize operational efficiencies as a District (<i>annually</i>)	Provide a clean and well maintained clubhouse facility and equipment consistent with district standards. Complete daily checklist and rectify and identify deficiencies and remedy as necessary. 90% Completion Rate.	C	The facility is following the daily checklists we have in place and is completing these lists 100% of the time in the first quarter. Daily checklists are being completed and additional items added as needed. Daily checklists were completed all season long.
	Provide a well-manicured golf course consistent with adopted 2015 maintenance goals. Weekly inspection with golf course superintendent, identify deficiencies and remedy as necessary. 90% Completion Rate.	C	Maintenance has started spring clean-up on the course along with all the general practices on a daily basis. Golf Course is in excellent shape to date. The greens have received many great reviews with new cultural practices being added. Irrigation system has been working nonstop with the heat and lack of rain. Fall Maintenance practices are in full swing. Greens, FW's and tees have been deep tyned. Golf course was in great shape all season long. Staff has begun bunker renovation

			project and are ahead of schedule. Project will be completed early Spring of 2017.
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District Initiative 2: Utilize best practices

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Enhance overall quality of natural areas <i>(annually)</i>	Maintain a portion of the natural areas by the use of the goats. Complete by 3 rd Qtr.	NA	Goats are scheduled in the fall. Goats have been put on hold for the 2016 season. Will look at bring back in 2017.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card <i>(annually)</i>	Maintain IPRA's Environmental Report Card. By end of 4 th quarter.	C	Will be completed in 4 th qtr. Environmental report was completed.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Develop a new hire training program that addresses District policies and procedures <i>(short-term)</i>	Train all Part Time employees in all departments on service plan. Train 100% PT Employees in all departments by March. Train all new hires after March within 15 days of hire.	C	All new hires are being trained on procedures and service plans. All new hires have been trained and will continue to train as needed.
Utilize best practices to maximize operational efficiencies as a District <i>(annually)</i>	Train staff in selling/upselling opportunities and services available at BPC. Train key staff by end of 2 nd Qtr.	C	Special training will be provided in the 2 nd qtr along with the Rec Department. Staff has begun training and will continue in 3 rd qtr. Staff will have 4th qtr training and begin creating plans for 2017.
Incorporate incentive programs for healthy habits for employees <i>(short/mid-term)</i>	Have key staff attend HEPD AED & CPR training. Have at least 24 key staff members maintain certification by end of 2 nd Qtr.	C	Staff is in the process of setting up a date for Bridges Staff to ensure all key staff certifications are up to date. Key staff has attended and are certified.

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

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Continue to foster openness in communication District-wide (<i>annually</i>)	Conduct weekly staff meetings during prime season with key personal to discuss operations, golf events and special events. 40 weekly meetings.	C	Staff is meeting on a weekly basis to discuss upcoming events and event coordination. Staff continues to meet on a weekly basis about events and key items.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action	Status	Achievement Level/Comments
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities (<i>annually</i>)	All F&B Employees become BASSET Certified & Food Serve Safe. 100% of all F&B Employees.	C	All new F&B staff are required to receive certification within first 15 days of employment. All current staff is up to date with BASSET certification.