



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

AGENDA
REGULAR BOARD MEETING NO. 986
TUESDAY, OCTOBER 28, 2014
7:00 p.m.

1. ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. APPROVAL OF AGENDA
4. AWARDS & RECOGNITION
 - Best of Hoffman Award: Laura Trosien
 - FT Employee of the 3rd Qtr: Jose Salcedo
5. APPROVAL OF MINUTES
 - Regular Board Meeting September 23, 2014
6. COMMENTS FROM THE AUDIENCE
7. CONSENT AGENDA
 - A. Future potential new projects/facilities / M14-108
 - B. Strategic Plan / M14-109
 - C. Board/Committee Evaluations / M14-110
 - D. Golf course shoreline stabilization-Phase 1 / M14-113
 - E. Surplus Ordinance IT Equipment O14-007 / M14-119
 - F. A&F Detail Reports
 - Manual checks \$385,279.40
 - Monthly Invoices \$442,768.51
 - G. Financial Statements
 - H. Acceptance of B&G Minutes 9/2/14
 - I. Acceptance of Rec Minutes 9/9/14
 - J. Acceptance of A&F 9/16/14

REGULAR BOARD MEETING NO. 986

October 28, 2014

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8. ADOPTION OF EXECUTIVE DIRECTOR'S REPORT
9. PRESIDENT'S REPORT
10. OLD BUSINESS
11. NEW BUSINESS
 - IAPD Credentials Certificate / M14-122
12. COMMISSIONER COMMENTS
13. EXECUTIVE SESSION
 - A. Minutes, pursuant to Section 2(c)(21) of the Open Meetings Act.
 - September 23, 2014
 - B. The purchase or lease/sale of real property for the use of the public body, pursuant to Section 2(c)(5) of the Open Meetings Act.
 - C. Appointment, employment, compensation, discipline, performance or dismissal of an employee, pursuant to Section 2(c)(1) of the Open Meetings Act.
14. DISCUSSION AND VOTE ON MATTERS DISCUSSED IN EXECUTIVE SESSION
15. ADJOURNMENT

ALL MEETINGS ARE HELD IN THE BOARDROOM OF THE HOFFMAN ESTATES PARK DISTRICT TRIPHAHN CENTER, 1685 W. HIGGINS ROAD, HOFFMAN ESTATES UNLESS OTHERWISE SPECIFIED. WE INVITE THOSE WHO MAY NEED AN ACCOMMODATION DUE TO A DISABILITY TO CONTACT US 48 HOURS IN ADVANCE. PLEASE CONTACT JANE KACZMAREK, EXECUTIVE ASSISTANT, AT 847-885-7500.



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

**MINUTES
REGULAR BOARD MEETING NO. 985
September 23, 2014**

1. Roll Call:

A regular meeting of the Hoffman Estates Park District Board of Commissioners was held on September 23, 2014 at 7:00 p.m. at the Triphahn Center in Hoffman Estates, IL.

Present: Commissioners K. Evans, R. Evans, Kilbridge, McGinn, Mohan, Bickham

Absent: Commissioner Greenberg

Also Present: Executive Director Bostrom, Deputy Director / A&F Director Talsma, P&D Director Buczkowski, Rec / Facilities Director Kies

Audience: Athletic Manager Thomas, Superintendent of Rec Chesak, BOH Shane Bonner and his family

2. Pledge of Allegiance:

Everyone present stood for the Pledge of Allegiance.

3. Agenda:

Commissioner Mohan made a motion, seconded by Commissioner McGinn to approve the agenda as presented. The motion carried by voice vote.

4. Awards & Recognitions:

Best of Hoffman was awarded to Shane Bonner for his project to host a baseball tournament to raise money for Alzheimer's. With the assistance of Athletic Manager Thomas, Shane organized and ran a tournament to raise \$3,268.75 for the cause.

5. Minutes:

Commissioner R. Evans made a motion, seconded by Commissioner Kilbridge to approve the minutes of the Special Board August 12, 2014 and the Regular Board August 26, 2014 meetings as presented. The motion carried by voice vote.

6. Comments from the Audience:

None

7. Consent Agenda:

Commissioner Kilbridge made a motion, seconded by Commissioner McGinn to approve the Consent Agenda as presented.

On a Roll Call Vote: Carried: 6-0-1

Ayes: 6 K. Evans, R. Evans, Kilbridge, McGinn, Mohan, Bickham

Nays: 0

Absent: 1 Greenberg

- A. Naming Park Sites (Essex, Golf Basin, 31 Summit) / M14-099
- B. BPC Food & Beverage Manager positions / M14-102
- C. Definition of lakes (permissible watercraft policy) / M14-103
- D. NWSRA 2015 Assessment Resolution R14-003 / M14-107
- E. Voice, Data and Internet Network / M14-107
- F. A&F Detail Reports
 - o Manual checks \$303,573.83
 - o Monthly Invoices \$606,525.68
- G. Financial Statements
- H. Acceptance of B&G Minutes 8/5/14
- I. Acceptance of Forward Planning Committee Minutes 8/12/14
- J. Acceptance of A&F Minutes 8/19/14

8. Adoption of Executive Director's Report:

Commissioner Kilbridge made a motion, seconded by Commissioner McGinn to adopt the Executive Director's Report as presented. The motion carried by voice vote.

9. President's Report:

President Bickham announced that the Village had proclaimed Saturday, September 27, 2014 as National Public Land Day and read the proclamation.

He also noted that he had enjoyed the dedication for the Eisenhower Swing, the Scarecrow Festival and the Uncorked and Untapped Foundation Event.

10. Old Business:

None

11. New Business:

A. Installation and replacement fence at Cannon Crossings Park/ M14-106:

Executive Director Bostrom explained that the B&G committee had reviewed the bid and asked for some additional options. Director Buczkowski explained that the additional fencing and increased post size would be an additional \$5,571. He also explained that the budget for the items was \$70,000 and that the district would have to bring in an electrician to check the area and a surveyor to determine the exact property line.

Commissioner Mohan made a motion, seconded by Commissioner McGinn to approve the contract with Custom Built Fence for the Cannon Crossings project in the amount of \$58,073 which included the added negotiated cost of \$5,571 for the additional work as outlined in M14-106.

On a Roll Call Vote: Carried: 6-0-1
Ayes: 6 K. Evans, R. Evans, Kilbridge, McGinn, Mohan,
Bickham
Nays: 0
Absent: 1 Greenberg

12. Commissioner Comments:

Commissioner R. Evans noted that the Uncorked had been a great event and acknowledged all the work by Commissioner Kilbridge, Director Talsma and Admin Asst Kusmierski to create a successful event. He also noted that the venue (BPC) was great and wanted to see it promoted more.

Commissioner Kilbridge acknowledged all the hard work by BPC staff noting that they would like to increase the participants at the event for next year.

Commissioner McGinn said he had a great night at the event and agreed with wanting more participants. He also explained that he had attended

a party at Vogelei over the week and was impressed with the room rental. He wished everyone attending conference good luck.

Commissioner K. Evans said he had a good time at the Scarecrow Festival.

13. Executive Session:

Commissioner Kilbridge made a motion, seconded by Commissioner McGinn to move to Executive Session at 7:23 p.m. for the purposes of:

- A. Minutes - Section 2 (C)(21)
- B. Pending or probably litigation, pursuant to Section 2 (c)(11) of the Open meetings Act.
- C. The purchase or lease of real property for the use of the public body, pursuant to Section 2(C)(5) of the Open Meetings Act.
- D. Appointment, employment, compensation, discipline, performance or dismissal of an employee pursuant to Section 2 (c)(1) of the Open Meetings Act.

On a Roll Call Vote: Carried: 6-0-1

Ayes: 6 K. Evans, R. Evans, Kilbridge, McGinn, Mohan, Bickham
Nays: 0
Absent: 1 Greenberg

Commissioner made a motion, seconded by Commissioner to reconvene to regular session at 8:31 p.m. The motion carried by voice vote.

14. Discussion and Vote from Executive Session:

Commissioner Mohan made a motion, seconded by Commissioner R. Evans to approve Resolution R14-004; the Release of the 1985 Declaration of Covenants.

On a Roll Call Vote: Carried: 6-0-1
Ayes: 6 K. Evans, R. Evans, Kilbridge, McGinn, Mohan, Bickham
Nays: 0
Absent: 1 Greenberg

8. Adjournment:

Commissioner R. Evans made a motion, seconded by Commissioner Mohan to adjourn the meeting at 8:33 p.m. The motion carried by voice vote.

Respectfully submitted,

Dean R. Bostrom
Secretary

Peggy Kusmierski
Recording Secretary

**HOFFMAN ESTATES PARK DISTRICT
REGULAR BOARD MEETING 986**

EXECUTIVE DIRECTOR'S REPORT

PARKS DIVISION

1. Re-grading of the area behind the WRC playground completed, area aerated, seeded, and erosion matting placed for re-growth fall and spring.
2. All sprinkler heads located and marked at Cannon East soccer in preparation for railroad fencing being installed. All valve boxes marked and uncovered to avoid potential damage.
3. All soccer goal mouths at Cannon Crossing repaired with thick cut sod and uneven areas top dressed and leveled.
4. Irrigation box area on the east side of Field Park redefined and prepped for seed and erosion matting installation.
5. Land bridge constructed at Eisenhower track to prevent track damage caused by semi-truck delivery of bio-solid fertilizer/soil amendment to the field. Top dressing scheduled to begin October 1, 2014.
6. Mowing schedule has lightened in light of the recent dry spell.
7. All perimeter mowing in preparation for controlled burns begun. All trees, fences, and shrubbery encircled or mowed to a 10 foot barrier to prevent fire spread.
8. Oasis Irrigation called to assist in replacement of the master valve at Eisenhower irrigation. Valve is a special order high-pressure valve we need to purchase from Oasis.
9. All of our 2014-2015 Burn Permits have been received from State, County & Village.
10. Fall trees (44) were ordered and are in with planting started. These trees are being used to replace some of the Ash trees lost to EAB.
11. Nursery stock was ordered for the community signs project and we have started planting some of the larger material that is out of the way of the sign installers.
12. 15 trees 3-4" were ordered and are in for planting at Winding Trails Basin, a project that Gary has been working on with the Village.
13. Re-mulching the wood chip paths at Black Bear Park has begun using our wood chips from tree trimming operations.
14. Fall tree trimming is starting and Ash removals continue.
15. Quotes on Native & Wildflower seed to supplement our natural areas have been received and will be ordered in the next couple of weeks.
16. Completed carpeting of boardroom at Triphahn Center.
17. Completed Armstrong playground repair; fixed and reinstalled railing on the honeycomb climber and plastic welded the plastic slide.
18. Painted the fencing at Bo's Run WRC.

19. Painted the pillars at the Olmstead shelter and started metal soffit and fascia installation.
20. Installed new door mats at Triphahn Center.
21. Installed new carpet at the front desk area at Triphahn Center
22. Painted area boxes for resident's scarecrows at Vogelei for Scarecrow Fest.
23. Fixed shelves in BPC coat room.
24. Continue to build new dog park toys.
25. Installed back up cameras on vehicles 503,538,532and 513.
26. Truck 475 installed snow plow.
27. Safety lane truck inspection completed on all dump trucks, buses and trailers.
28. Vehicle 495 installed alternator.
29. Daily maintenance and repair of mowers.
30. Started maintenance and repair on snow plow trucks.
31. Bus 510 installed new tires.
32. Truck 522 installed new front brake pads.
33. Seascape has been shut down and in the process of draining the pipes, cleaning and prepping all equipment for winter.
34. The maintenance team is re-sealing doors and prepping them for winter weather.
35. We are working on multiple LED lighting upgrade projects such as seascape under water lighting, PSSWC north wall, and TC running track lighting.
36. We have fixed multiple boiler issues as well as rodding out drinking fountains.
37. Many pumps in buildings across the park district have been rebuilt with new seals and had preventative maintenance done.

PLANNING & DEVELOPMENT

1. 31 Summit Demo

The demo contractor completed his work on 9/26/14. The only extra incurred was for the removal of the fuel storage tank which was approved as an extra to the contract in the amount of \$950. The contractor filled in all existing demo areas with soils that were generated during the demo process. The only issue that exists is that those areas do not have any topsoil on them at this time. Staff has estimated approximately 500 yards of topsoil will be needed to complete the demo process. One option being looked at is to solicit contractors to see if excess top soil from other projects could be brought to the site at little or no cost to the district. If such a source could be found, it may happen yet this fall or more likely next spring or summer. If such an arrangement were not feasible, staff is estimating the cost to bring in topsoil to be between \$20,000 and \$25,000 which would include rental of a machine to spread the material.

2. Marquee Signs

Walton Signage, the district's sign contractor, is providing weekly updates on the fabrication of the 4 signs which are now set to be delivered starting October 21st. The message boards produced by Watchfire were completed on September 23rd and have been fully tested. Two boards, a large and small, have been shipped to the sign fabricator so that the steel frame could be tested to make sure that the message boards will fit once they are on-site. The four electrical services have been energized and are now ready for the sign delivery and installation. Parks Maintenance and golf course staff have begun to install the large plant material in an effort to get ahead of the final installation process which may not be completed until after November 1st.

3. Cannon Crossings Fence

The fence contractor began demolition work and installation of the new fence on September 29, 2014. One issue that occurred was the removal of the outfield fence on diamond #3 which was still being programmed for adult softball. While the fields were still playable, the loss of the outfield homerun fence changed the dynamics of the game in that ground balls hit in the gaps ended up being ground rule doubles. Weather permitting, the new fence on diamond 3 should be up sometime Monday, October 6th with the soccer field being completed by the end of the week.

4. 2015 Playground Plans

Staff continues to work with playground vendors to identify performance concepts to be presented to the public and elected officials. Because of anticipated price increases, identifying comparable play value compared to last year's design has been an issue. Staff's goal is to have at least two designs for each park to present to the public for their review and comments.

Facilities and Recreation Department

Upcoming Event Schedule Summary:

- The **Chicago Wolves pre-season game** will take place on Friday, October 4th at 7:00 pm. at the Triphahn Center & Ice Arena.
- **Bridges Final Challenge Golf Event:** Saturday, October 11th at Bridges of Poplar Creek Country Club – Prizes will be awarded to winners.
- **Pro Am Scramble Golf Event:** Sunday, October 12th at Bridges of Poplar Creek Country Club – Fee includes 18 holes of golf, greens fees and cart, and buffet dinner.
- There is a new **Climbing Wall Trick-or-Treat** event planned for Wednesday, October 22nd from 6-8pm. Kids will climb for their treats at this fun event. As they ascend the climbing wall the treats will get better and better.
- **Halloween Bash:** Saturday, October 25th at the Triphahn Center from 10 to 11:30 am. Pre-register by 10/24. No registration at the door. 12 years and under.
- **Pumpkin Swim:** Saturday, October 25th at Prairie Stone Sports & Wellness Center. Kids will enjoy 30 minutes to swim in our "pumpkin patch". Each child will get to pick a pumpkin from the pool to decorate after the swim.
- **Pumpkin Skate:** Sunday, October 26th at the Triphahn Center and Ice Arena from 3 to 4:30 pm. Free admission if you come dressed in costume.

General Summary:

- **Scarecrow Festival** took place on Saturday, September 20th. Before the rain, there were over 250 people in attendance a great turnout.
- **Schaumburg CAN Grant** – the HEPD was awarded a \$250 grant from the Schaumburg CAN group to help fight childhood obesity.
- Mike Kies the Director of Recreation & Facilities spoke on September 24th at **IPRA’s Supervisor Symposium** on Leadership and Management.
- **Wildflower Seed Collecting Event** – More than 70 people turned out to collect wildflower seeds on September 27th. In 2013, there were 15 volunteers.
- **Boys Fall Baseball League**, 3 teams! This fall baseball season we have teamed up with SAA and Rolling Meadows Park District to form an inter village youth fall baseball league. Hoffman Estates has 1 team at each level Mustang (13 players), Bronco (14 players) and Pony (12 players). Teams are playing a 9 game regular season with a post season tournament were each team is guaranteed one game. There were no teams last fall.
- **Garden Beds** installed and working on programming with the garden club and environmental groups.
- There are currently 364 registrants for **fall soccer** compared to 342 in the fall of 2013, a 22 player increase.
- The **Basic Figure Skating Skills** program started the fall session the second week in September. 239 skaters are enrolled in the fall session. In 2013 there were 204 skaters to start the session.

Recreation Department

Dance Programs Summary:

<u>Program</u>	<u>2013</u>	<u>2014</u>	<u>Var. +/-</u>
Dance	245	253	+ 8

- Hoffman Stars Dance Company will be performing their holiday dances at the St. Alexis Children’s Hospital in December. They will be collecting books to take with them.
 - They will also be dancing at the Winter Fest event scheduled to take place at Bridges on Saturday, 12/13.
 - NEW this year the Hoffman Stars have offered 7 dancers to work on solo dances for this years’ competition season as well as perform at spring recital. The dancers are paying extra for class time and costumes.
- Winter Dance Showcase is scheduled for Saturday, December 20th at Conant High School. There will be a 10:00 am, 12:00 pm and 2:00 pm show.

Youth In-house Soccer Summary:

- The in-house soccer program has joined an inter-village league with the towns of Bartlett, Bloomingdale, Carol Stream, Elgin, Hanover Park, and Streamwood for the 5th through 8th grade divisions.

- On Saturday, October 4th and Sunday, October 5th, the Inter-Village soccer league and the Hoffman Estates in-house soccer league will participate in a weekend of “Silent Soccer”. The intent of this day is to bring the game back to the player and take the parents out of the equation. Coaches are to sit and observe their teams to see if the players have absorbed all that they have learned so far in the season. Parents, coaches, and spectators are only allowed to clap and cheer for good play.

Hoffman United Travel Soccer Summary:

- The next travel soccer meeting will be held on Wednesday, November 19th.
- The soccer season is ongoing.

Adult Softball

- For fall adult softball season Hoffman Estates will be running on Monday nights for a C/D combo league.
- There is a total of 9 teams
- The league is scheduled to end on October 13th.
- Information for next summer’s 50+ leagues will be given out to all softball teams who have played at Hoffman this past year.

Preschool/Early Childhood Summary

<u>Program</u>		<u>09/2013</u>		<u>09/2014</u>	<u>Var. +/-</u>
TOTAL Preschool	270		293	+23	
TOTAL Tot Classes	<u>141</u>		<u>122</u>	<u>- 19</u>	
Total Early Childhood		411		415	+ 4

Preschool

- Preschool began on August 25th. This month the preschool children were all screened by the Village of Hoffman Estates nurses for vision and hearing. This is a requirement for DCFS. The preschool also profited approximately \$1500 from Market Day catalog sales.

Early Learning Center

- There are 24 children enrolled. This fall, the children will have weekly Kindermusik music lessons each Thursday and Yoga class each Friday. There enrichment classes are a great benefit to the program. A Spanish class is being planned for addition in the winter.

Early Childhood Classes

- The first fall session began mid-September. Some of the 11:45 am enrichment classes have lower participation than last year. There is hope that the participation will increase for the second fall session once parents are adjusted to the school schedule.

STAR Before and After School Program Summary

<u>Program/Month/Year/Variance +/-</u>	<u>9/2013</u>	<u>9/2014</u>	<u>Var. +/-</u>
Total	286	300	+ 14

Kinder STAR

Total 34 36 + 2

- The first half day school trip took place on September 24th. There were 88 participants registered for childcare on September 24th.
- A staff meeting was held on September 23rd. The theme planned for October is Bullying Prevention.

50+ Club Summary:

Program/Month/Year/Variance +/-	<u>09/2013</u>	<u>09/2014</u>	<u>Var. +/-</u>
538 1106 + 568			

Classes

- AARP Driver Safety 13 participants
- Basic Exercise, M/W 15/14 participants
- Gentle Yoga, M/W (eve)/Sat 10/15/15 participants
- Line Dancing (AM only) 10 participants

Trips

- Waterleaf dining experience, COD 25 participants
- Premier Tour, Sedona, AZ 19 participants
- Hayride, Malta, IL 20 participants
- Condomania musical, Skokie 14 participants
- Andrews' Sisters, Joliet, IL 27 participants
- Tea / Drake Hotel, Chicago 26 participants

Evening/Special Programs

- Pub Quiz Night (3rd Thursdays / 6:00 pm) –20 participants
- The 50+ Coordinator presented a Local Hero Award was presented to Barbara Adrianopoli at Brookdale Plaza (formerly the Devonshire Retirement Home).

Volunteers Summary:

- Human Resource processed 6 new volunteers and 1 returning.
- 2 volunteers participated in opportunities throughout the district including 50+, Ice, and General Programs for about 8 hours total.
- 12 Foundation Trustees met for 40 hours (Uncorked and Untapped).
- 3 Interns volunteered 25 hours weekly for the C&M Department.
- The Raptors had 15 volunteers for 150 hours for daily maintenance and phone/ office work.

Ice Arena

Figure Skating

- Staff has put together a Columbus Day Skate Camp. With the success of the summer program, staff is hopeful this one day camp will be a spring board to future one day school out camps.

Hockey

- The NWHL Wolf Pack Hockey 2014 / 2015 season got underway in the beginning of September. 218 players are participating this season (205 players in 2013).
- The NIHL Wolf Pack Hockey 2014 / 2015 season got underway in the beginning of September as well. 155 players are participating this season (160 players in 2013).
- Mites (Coyotes) are new this year. They have 28 players (2 teams) for the inaugural season.

Ice Rink Information

<u>Program</u>	<u>09/2013</u>	<u>09/2014</u>	<u>Var. +/-</u>
• Public Skate	253	159	- 94
• Freestyle	230	132	- 98
• Drop In/Homeschool	215	241	+ 26

- For the fall / winter season, there is no public skate on Saturday nights. The Freestyle was also cut out on Saturday morning due to the ice need for hockey teams.

PSS&WC

<u>Facility/Month/Year/Variance +/-</u>	<u>09/2013</u>	<u>09/2014</u>	<u>Var. +/-PSS&WC</u>
	3,436	3,323	- 113

Marketing:

- The enrollment promotion for the month of September reflected a 75% enrollment fee discount designed to attract new members at a time that is traditionally slow in recruitment. New members who enrolled in September also received September dues free upon mention of the direct mail postcard or the HEPD and/or PSS&WC website ads. The ongoing Friends in Fitness member referral program continued to be a primary force in generating new memberships; the club cash incentive corresponding with this referral program rewards current members with a \$25.00 club cash reward for referrals who enrolled as members. These promotions have proven to be popular and effective among prospective clients and among the most productive of marketing efforts.
- A 10,000 piece postcard mailing was initiated during the month of September to promote the discounted enrollment fee along with "coupons" for club cash incentives and a free month of dues to those who presented the postcard at the time of enrollment. Targeted

demographics included ages 35-65 single family homes with household income of 75k or higher within a 5-7 mile radius of the club.

- The ENROLLMENT FEE banner on the north side exterior remained mounted on the building along with the new east side banner that was ordered and hung during the month of July. This second banner provides visibility/identity of the building for westbound traffic on Route 72 and compliments the new signage panels installed in the spring. Likewise, 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 e-blasts 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 with additional incentives promoted on Facebook and the HEPD and PSS&WC websites.
- The Member Services team continued to operate at 2/3rds capacity for the eighth consecutive month during the month of June following the resignation of a Member Services Associate back in February. Efforts continue to be taken to offset this deficiency by recruiting assistance by PT team members during critical busy shifts. The team performed exceptionally well in handling all inquiries, tours, and enrollments with no disruption.
- The new PT1 Member Services Associate position was posted internally and on the IPRA website during the month of August with interviews for qualified candidates having taken place in early September. Interviews were conducted for each and a selection was made. The new associate will work 28 hours per week within the department providing both enrollment and administrative support for prospective and existing clients/members.
- The number of credit card denials following September billing continued to be slightly lower than had been the case during the first quarter and the early part of the second quarter when numbers of “kick-outs” were near record level. The drastic increase in these “kick outs” can be attributed as a direct effect of the fraud issue that befell Target and other retail shoppers over the holidays. Efforts that were implemented within the Member Services and Billing offices to contact members proactively to obtain updated information for billing continued aggressively during the month of July. These efforts include phone calls, emails, form letters, and person-to-person contact upon check in at the Service Desk. This issue is expected to continue for the foreseeable future as banks take proactive measures to cancel and reissue cards to their clients as a result of increasing cyber hacking trends.
- Efforts were taken during the month to work with the Communications & Marketing team on the composition of a new electronic membership application that could be sent via email by the Member Services team to prospective clients who wish to complete the enrollment process remotely.

Operations Department:

- PSS&WC hosted Davis Cup tennis professionals during the second week of September who visited to utilize the tennis courts and fitness floor areas for workouts. A ticket exchange was agreed upon as “barter” for the complimentary visits. In preparation of the visits, the tennis courts were thoroughly prepped and cleaned and minor repairs were done to the surface of the courts.

- The Maintenance team conducted an overnight locker audit in both club locker rooms, which included confirming all valid rentals and repairs of lockers. The team successfully restored functionality of 20 additional lockers in the men's club locker room that had been previously out of order.
- The Dectron unit that controls air flow/ventilation in the lap pool area was restored utilizing a refurbished unit. Meanwhile, the lap pool boiler/heater malfunction that occurred during the month of August was repaired as well. The Dectron unit in the activity pool area was repaired during the month of September as well.
- The new annual contract with the new cleaning vendor, Perfect Cleaning, Inc effectively began on September 1, 2014. Efforts have been made to ensure a seamless transition/experience for members. Several porters from the previous contractual vendor elected to remain at PSS&WC and were hired by Perfect Cleaning.
- Efforts to renew existing independent contractor agreements with First Serve Management (tennis programming/instruction) as well as with Ruth Ortiz-Maselli (facility plant care) were ongoing through the month of September. New contracts begin October 1, 2014 and will be valid for another year.

Programming, Aquatics, and Fitness Departments:

- The Pumpkin Swim is coming up on Saturday, October 25th. Kids will swim with the pumpkins in the activity pool and then decorate a pumpkin to take home. The 1pm session of this event is already close to full (with 35 participants) and the 2pm session has about 30 spots available.
- In the area of private swim lessons, PSS&WC is seeing an increase. Participants seem to enjoy the one-on-one instruction and flexibility of the private sessions. In the month of September there were 67 private swim lessons sold as compared to 49 in 2013. Overall for the year there has been 591 private lessons sold as compared to 474 at this time in 2013.
- The PSS&WC nutrition Carb Control Workshop is running with 7 participants.
- The PSS&WC fitness department has cross trained several of the personal trainers as fitness attendants. Cross training personal trainers has provided additional support on the fitness floor and allows the trainers to build rapport with the members and generate personal training leads. Adding personal trainers with fitness floor hours has enabled us to expand the available times for assessments and orientations.
- Personal Trainer Joe Pignone celebrates 10 years at PSS&WC! Joe has been one of the top trainers from day one. He is an asset to the team with his wealth of knowledge and expertise in the field.
- The PSS&WC fitness department will have two LCAP students from Hoffman Estates High School volunteering 20 hours starting in October.
- The Zumba Birthday Party member retention event was held on Friday, Sept. 12th at 5:30 pm. 33 participants attended.
- After the successful demo, Tai Chi instructor, Kristi Buckman was hired. The Tai Chi class has been added to the Group Fitness class schedule on Thursdays at 6:30pm. The class has averaged 22 participants.
- Group fitness class participation number highlights include: Zumba with 48, Kick and Pump with 36, Gentle Yoga with 32, Cardio Mash-Up with 27, Pilates with 26, AquaFit with 24, and Tai Chi with 22 participants .

Facility/Month/Year/Variance +/-	<u>2013</u>	<u>2014</u>	<u>Var. +/-</u>
Triphahn Center	896	899	+ 3

General Operations:

- The monthly Dance World rental was held on September 13th.
- The new fitness classes began the first week of September. Currently there are 17 participants in two fitness classes (Fitness Boot Camp: 8; and Women of Steel: 9).
- In addition to general custodial cleaning, the following projects were completed in September.
 - The railing leading to the ice rinks were touched up.
 - Rust was removed from the hooks in the men's locker room.
 - The gym floor was auto scrubbed.
 - The backboards in the gym were dusted and cleaned.
 - Many of the windows were cleaned (inside and outside) throughout the building.
 - There were 50 room setup/preparation requests to the custodial team for recreation programs for the month of September. There were fourteen room setups for rentals for the month of September.

Facility/Month/Year/Variance +/-	<u>2013</u>	<u>2014</u>	<u>Var. +/-</u>
Willow Recreation Center	359	347	- 12

General Operations:

- Open gym had 225 participants in September as compared to 191 in September 2013.
- There were 19 guests to the fitness center as compared to 18 in September 2013.
- The first session of fall fitness classes began the week of September 8th. There are 12 classes running with 93 participants. There were also 66 drop-in participants in September for the fitness classes as compared to 8 classes running with 48 participants with 60 drop-in participants in September 2013.

Bo's Run Off Leash Area

General Operations:

- There were 24 guests to Bo's Run in September as compared to 10 in September 2013.
- There are currently 406 members (328 Bo's Run only members plus 78 combo members). There were 461 (374 Bo's Run only plus 87 combo) members to Bo's Run at this time in 2013.
- Breakdown for Bo's Run / Combo passes HE 185, Palatine, 41, Barrington 30, Schaumburg 72, Arlington Heights / Mt. Prospect 16. Additional towns are Inverness, Rolling Meadows, Elk Grove Village, and Hanover Park.

Freedom Run

General Operations:

- There are currently 434 members to Freedom Run (356 Freedom Run only members plus 78 combo members). There were 415 Freedom Run (328 Freedom Run only plus 87 combo) members at this time in 2013.
- There are currently 78 combination members to both dog parks.
- Breakdown for Freedom Run / Combo passes Elgin – 181 HE – 100, Streamwood – 72. Additional towns are Schaumburg - 44, Huntley, Hanover Park and South Barrington, Elk Grove, Palatine, Wheeling and others.
- There are a total of 762 (781 at the end of August) Dog Park memberships (328 Bo's Run, 356 Freedom Run, and 78 combination memberships). There were 789 dog park memberships in 2013.

Vogelei House / Barn

General Operations:

- The upper level floor was resurfaced on September 26th.

Communications and Marketing

Program Promotions

- The Communications and Marketing Superintendent worked with program managers to promote Prairie Stone memberships, Scarecrow Festival, Wildflower event, and Public Skate schedule.

Community Education

- **HEALTHeKids e-Blast & Blog** – The articles are individually promoted through social media and eventually an RSS feed on the park district website.
- **Mobile Application and Responsive Web Design Conversion** – The website in progress is to be fully converted to a mobile-friendly design, and is on target for completion in the third quarter.
- **Mobile app** – The Mobile app has been available since April 25th; as of September 30, 2014 706 people have used the app. Specific benefits have been promoted to each group, i.e., Preschool, STAR. The mobile app is being marketed to the community via web, e-blast, posters, social media and with mobile app promotional cards distributed to program participants.
- **Me & HEPD** – Communications and Marketing is working on a new concept for the 2015 marketing and program guide. The concept focuses on individuals who have been involved with the park district for a long time. Their stories are being captured on video and in print for the guide.
- **Park Info** – Communications and Marketing is developing content for the Planning Division's park portal project, called "Park Info". A button has been added on the application to begin to beta test the project. Content is being created to cover four topics including Health, Sports, Nature, and Fitness.

- **Mobile Access** - results to date are positive, showing more users accessing heparks.org on mobile devices or tablets. We are looking for a greater percentage of page views by mobile and tablet:

	Benchmark: Feb 2013-Feb 2014	August 30 – September 29, 2013	August 30 – September 27, 2014	Change from last year
Desktop	63%	63%	53%	-10%
Mobile	27%	27%	36%	+ 9%
Tablet	10%	10%	11%	+1%

Public Relations & Advertising

Press Releases submitted to – Daily Herald, Tribune, Business Ledger

- Vogelei Mural and Scarecrow Festival.

Community Calendar Submissions to: Daily Herald, Trib Local, Kidwinks, Hoffman Estates and Schaumburg Chambers and Hoffman Estates Visitor’s Bureau.

Daily Herald trade ads – Run bi-weekly on Sundays in the Neighbor Section that covers Hoffman Estates, Schaumburg, Streamwood, Hanover Park, Bartlett and Elk Grove Village:

Scarecrow Festival

MARKETING DASHBOARD (SOCIAL MEDIA & WEB STATISTICS)

August 30, 2014 – September 29, 2014



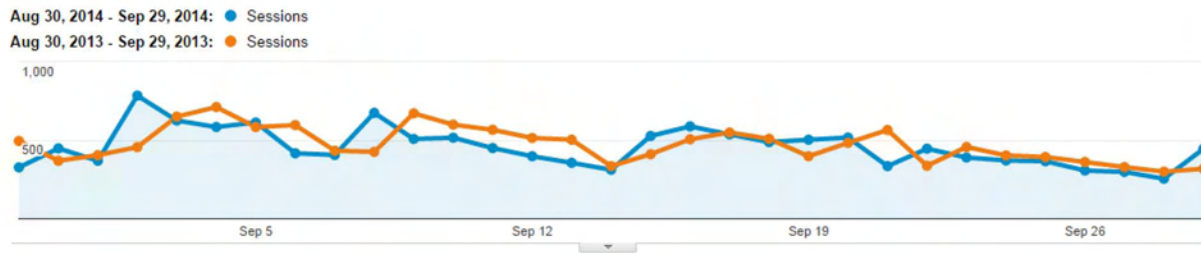
Our goal is engagement: The more people tag, share and comment on posts the greater the reach. 28 Days Page Engaged Users (Col G): 28 Days: The number of people who engaged with our Page. Engagement includes any click or story created in September – 29.995.

HEPD Facebook page (August 30, 2014 – September 29, 2014)



WEBSITE Heparaks.org Google Analytics

There was an increase in hits on September 3rd, the day after an e-blast was sent and the week prior to when Fall programs start.



Heparaks.org Google Analytics	2013	2014	+/- Variance
Sessions	14,632	14,160	- 3.23%
Users	9,890	9,584	- 2.80%

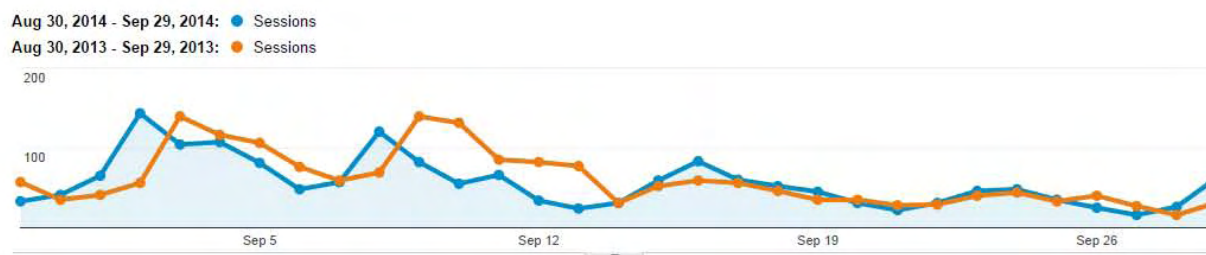
Program Guide online

Indicates how many times people are viewing the electronic version of our program brochure on our website. The program guide sees an increase after the 3-blast is sent (September 2nd and 16th).



Webtrac Online Registration Page Hits

Google Analytics – Hits are higher on Mondays; a historical trend, with most hits on the weeks right before the sessions begin.



Conversion Rate – Online Program Registrations

RecTrac Report - Percent of registrations made online vs. in person.

Timeframe	Percent Online Registration
2011:	21.00%
2012:	26.30%
2013:	30.69%
January 1 – September 30, 2014:	33.00%

Email Blast Results

	Open Rate	Bounce Rate	Click through rate
Constant Contact			
Sports and recreation industry bench	19.70%	9.19%	11.89%
All HEPD email	20.90%	5.50%	11.80%
HEPD General E-Blast 06/10 (Qty 15k)	19.00%	1.50%	11.00%
HEPD General E-Blast 05/27 (Qty 16k)	24.50%	1.40%	11.70%
HEALTHY KIDS June Newsletter (Qty 391)	22.70%	0.30%	7.10%

Bridges of Poplar Creek

General Programs

- Upcoming golf events: Bridges Final Challenge Oct 11th, Pro Am Scramble Oct 12th, and Turkey Shoot, Nov 1st.

Golf Rounds

	ROUND TOTALS		
	2012	2013	2014
	4,445	4,528	3,978
	YTD ROUND TOTALS		
	2012	2013	2014
	30,917	27,574	26,369

- We had 21 outings scheduled in the month of September with a 997 players compared to 20 outings with 750 players in 2013.
- League Rounds for the month were 156 rounds. In 2013 we had 123 rounds.

Range Information

RANGE BASKET SALES TOTALS		
2012	2013	2014
2,170	2,326	2,718
YTD RANGE BASKET SALES TOTALS		
2012	2013	2014
18,819	16,737	17,410

Communications & Marketing

Marketing/Advertising

- We did 4 email blasts for the month advertising; Drive & Dine, 30 Day Play & Save, Bridges Final Challenge, Pro AM Scramble, Foundation Uncorked Untapped, ProShop Sales, and Wedding & Banquet Specials.
- We did our last ad of the season with Value Pack. The ad is double sided advertising Specials for Weekday Green Fees as well as driving range. We get 4 different mailings which goes to 50k homes each time. We will have one more mailing scheduled for this year. It goes to the following areas: Palatine (zips 60004, 60074, 60089) Arlington Hts. (Zips 60005, 60008, 60067, 60173) Barrington/Inverness/Palatine (zips 60010, 60067, 60192), & Schaumburg areas.

Food & Beverage

For the month of September we had a total of 39 events (44 events in 2013). The breakdown is as follows:

6 breakfast meetings servicing 102 people
2 ABBHH continental breakfast meeting servicing 205 people
2 Rotary luncheons servicing 86 people
1 fireman meeting with pizzas and appetizers servicing 40 people
1 church luncheon servicing 125 people
1 social luncheon/reunion servicing 18 people
15 golf outings servicing 1,119 people plus the CDGA Tournament servicing 90 people
2 ceremony only events servicing 400 people
4 receptions & Ceremonies servicing 730 people
1 in house full staff meeting servicing 60 people
1 Foundation wine event servicing 100 people
2 Memorial Luncheons servicing 75 people

We currently have 38 events booked for the month of October (41 Events in 2013)

11 breakfast meetings servicing 195 people
1 ABBHH continental breakfast meeting servicing 75 people
5 Rotary luncheons servicing 200 people
1 Memorial luncheon servicing 61 people
1 Baby Shower servicing 50 people
5 All day meetings with lunch servicing 260
5 Lunch meetings servicing 400
2 golf outings servicing 112 people
1 Pro Am Scramble 120 People
1 Bridges Challenge golf event 24 People
1 ceremony only events servicing 150 people
2 ceremonies & receptions servicing 250 people
1 reception servicing 200 people
1 Christening servicing 60 people

Wedding Booking Update:

2016=1 ceremony and reception

2015=12 receptions 11 of which are hosting their ceremonies here plus one ceremony only

2014= 29 wedding receptions plus 8 ceremony only booked (one cancelled their wedding since last board report); of the 29 receptions; 23 are doing their ceremony and receptions here.

Past Wedding #'s

2013 = 32 wedding receptions plus 5 ceremony only weddings. Of the 32 receptions; 25 did both their ceremony and reception here.

2012 = We hosted 36 wedding receptions plus 3 ceremony only weddings. Of the 36 weddings we hosted, 17 did both the ceremony and reception here.

Golf Maintenance

Maintenance Report

September has been a great month for golf course maintenance. Mother Nature has blessed us with optimum growing conditions the entire month of September, which is why most golf courses will try to accomplish aerification in September. We started our aerification on Sunday evening the 21st with the deep tine machine drilling holes into the greens at 10 inches deep. After the holes were poked into the greens we had the greens top-dressed using our new Turfco Widespin 1550 with a fines free topdressing sand. The new top dresser has given us the ability to be much more precise when topdressing and not wasting sand into the rough (estimated saving of \$971 per topdressing). When the greens have been top-dressed we followed that with a broom action to get the sand into the greens and provide a space for water and roots to travel. To put the finishing touches on the greens and allow golfers to be able to play right away we then rolled each green four times and watered them for nine minutes. After the water was finished we then mowed the greens at 0.130 inches and open the greens for play. On Tuesday morning the greens then had an application of a foliar fertilizer applied to spike the growth and allow the holes to fill in faster along with greens 1,3,4,5 and 12 being over seeded to get more bent grass into these greens going into winter. While this process was taking place on greens, we also had a crew that was completing aerification on the tees and approaches which involved poking the holes for air space, water and roots and then filling all divots and bare spots on tees and approaches with sand and seed. This is a process that involves all members of the maintenance team to be on their game for a couple of days to meet all expectations and timelines for golfers once the course is back open. I am pleased to say that all timelines and expectations were met and the golf course was in great shape for golfers immediately following the process.

Other work that was completed in September by the Bridges Of Poplar Creek Country Maintenance team is follows:

- Fertilizer applications to greens, tees and fairways
- Complete bunker edging
- Routine maintenance
- Seeded bare areas in roughs
- Continued landscape work for the new sign at Golf and Moon Lake Road
- Planting of trees and plants at the new sign location
- Installed a landscape wall at the new sign location
- Irrigation upkeep
- IPM applications
- Continued developing plans for the irrigation pond wall on #10 and #11
- Equipment maintenance

Finance/Administration

- Staff has been working on the telephone system upgrade. An RFP has been issued and we are in the process of evaluating the responses. Results and recommendations will be presented at the November meeting.
- Staff continues to work on the 2015 budget which will be presented at the November Committee meetings.
- Staff attended the Hoffman Estates Chamber of Commerce Legislative Luncheon granting an opportunity to hear possible future legal mandates and positions by our current legislators.
- Staff attended the Friends of HE Parks Uncorked and Untapped wine event at BPC.
- Staff is preparing the 2014 bond refunding issue.
- Staff completed the division's section of the CMP process including future capital and debt service plans, future division objectives and work plan initiatives and future staffing considerations.

Administrative Registration/EFT Billing

- EFT Billings for:
 - a. TC/WRC/PSSWC Fitness Centers
 - b. ELC (weekly)
 - c. Sponsorship
 - d. STAR
 - e. Preschool
 - f. Dance
 - g. NIHL Hockey
- Administrative Registration for:
 - a. Financial Assistance
 - b. Unemployment Package
 - c. Park Permits
 - d. Adult Basketball Leagues
 - e. Scarecrow Festival Registration
 - f. Hockey

Human Resources

- Advertised and began interview process for PSSWC FT Fitness Program Supervisor.
- Began budget calculations for 2015 fiscal year for employee staffing and health insurance benefits.
- Processed 10 volunteers and PT employees.
- Conducting research and investigating best practices with other park districts in order to make recommendations and assist in drafting a District-wide tuition reimbursement policy.

Technology

- Upgrading our Exchange server 2007 to 2013 was budgeted for this year, currently obtaining quotes from vendors for licensing & labor costs.

- Planning on moving our web hosting from Excalibur to Invex Design. C&M is currently using Invex Design to redesign our website. Any changes in DNS (Domain Name Service) and/or Registrar will be transitioned from Excalibur.
- In the process of developing a Disaster Recovery plan with Redundancy to minimize downtime for the District. Plan to upgrade our expiring VMWare license from Essentials to Essentials Plus + to help in this process.
- Currently we are not in contract with any vendor for IT support. We are on a strictly time and materials agreement if needed. Continually speaking with vendors to establish preferred IT service and support provider.
- RFP for telephone/network switches/cabling/ & wireless point-to-point (PTP) between Seascope and Bridges was created, uploaded to website, and sent to numerous vendors. Due date for the RFP is October 14th. Floor maps and spreadsheet of individual users & ports required (140 users) were created and presented. Results and recommendation to be presented in November.

Hoffman Estates Park District – 2014 Goals
Parks Division

Report Date: October 2014

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

DISTRICT GOAL 1

Enable access to Healthy and Enjoyable Experiences for all people

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Purchase and install needed park amenities throughout the district	Purchase 80% by end of 3 rd quarter	IP	90% of budget is ordered
2	Complete 2014 assigned ADA projects as detailed in the ADA transition plan	Complete by end of 4 th quarter	C	One project assigned and completed

District Initiative 2: Achieve customer satisfaction and loyalty

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Replace TC carpet with carpet tiles	Complete by 3 rd quarter to minimize disruption to facility users	IP	Project 80% complete
2	Triphahn Center RTU-1 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
3	Triphahn Center RTU-2 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
4	Triphahn Center RTU-3 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
5	Triphahn Center RTU-6 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
6	Triphahn Center RTU-7 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
7	Triphahn Center RTU-8 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
8	Triphahn Center RTU-9 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
9	Triphahn Center RTU-10 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
10	Triphahn Center RTU-11 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
11	Triphahn Center RTU-12 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
12	Triphahn Center RTU-13 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
13	Triphahn Center CU-14 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
14	Triphahn Center CU-IT replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
15	PSSWC A/C-1 replace compressor	Complete by end of 3 rd quarter	IP	Securing competitive pricing
16	Vogelei Barn AH-1 replace unit	Complete by end of 3 rd quarter	IP	Securing competitive pricing
17	Vogelei Barn AH-2 replace unit	Complete by end of 3 rd quarter	IP	Securing competitive pricing
18	Vogelei Barn Furnace replace unit	Complete by end of 3 rd quarter	IP	Securing competitive pricing
19	Vogelei House Furnace -1 replace unit	Complete by end of 3 rd quarter	IP	Securing competitive pricing
20	Vogelei House Furnace -2 replace unit	Complete by end of 3 rd quarter	IP	Securing competitive pricing
21	Triphahn Center 50 Ton Carrier unit	Completed by end of 3 rd quarter	IP	Complete

District Initiative 3: Connect and engage our community

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Inspect district boundaries looking for encroachments and act upon them in accordance with procedure 1.045	Inspect Quarterly with completion in the 4 th quarter	IP	2 nd round of inspections are completed
2	Districts memorial programs	Expand By 5	IP	3 bench and 2 tree is completed
3	Adopt-A-Park program	Expand by 2 sites	IP	Poplar park has been adopted
4	Notify public of and implement the controlled burns of selected natural areas	Complete by end of 1 st quarter	IP	Spring burn season is complete. Will notify for fall burning if needed

DISTRICT GOAL 2

Deliver Financial Stewardship

District Initiative 1: Achieve annual and long range financial plans

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Develop and administrate the Parks Division budget	Meet 100% of the timelines established by the finance division	C	Parks budget is complete and entered into the budget module
2	Develop the Park's and Risk Mgt. sections of the 2014 CMP	Complete by the district's adopted schedule	C	The parks division is current with all required documentation

District Initiative 2: Generate alternative revenue

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Apply for available DCEO rebates	Complete by end of 4 th quarter	IP	six rebates have been applied for 5 received

District Initiative 3: Utilize our resources effectively & efficiently

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Replace 2008 Expedition	Complete by end of 2 nd quarter	C	Vehicle Has arrived
2	Replace 1997 Pickup Truck	Complete by end of 2 nd quarter	C	Vehicle has arrived
3	Replace 1999 Large volume mower	Complete by end of 2 nd quarter	C	Mower has arrived
4	Replace 1989 mowing trailer	Complete by end of 2 nd quarter	C	Trailer has arrived
5	Replace 1989 mowing trailer	Complete by end of 2 nd quarter	C	Trailer has arrived
6	Rebuild Seascape Filtration pump	Complete by end of 1 st quarter	C	Pump has been rebuilt
7	Rebuild Seascape body slide pump	Complete by end of 1 st quarter	C	Pump has been rebuilt

DISTRICT GOAL 3
Achieve Operational Excellence and Environmental Awareness

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Retro fit existing facilities with Green / energy efficient solutions with a primary focus on lighting	Complete by end of 4 th quarter	IP	Vogelei and WRC LED parking lot light are complete. Working on TC track lights , seascape underwater lights, and PSSWC north wall lighting
2	Enhance high visibility natural areas by adding additional wild flower seeds	Complete by end of 1 st quarter	C	All lake shores have been over seeded
3	Enhance natural areas by controlling invasive plants / weeds	Complete by end of 2 nd quarter by keeping natural areas with no more than 20% weed growth per location	C	Hand pulling and herbicide applications are 95% complete
4	Purchase and plant trees, shrubs, and flowers throughout the district	Complete by end of 4 th quarter	IP	trees are 80% planted

District Initiative 2: Utilize best practices

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Maintain Parks Division's compliance with IPRA's Environmental Report Card	Complete by end of 4 th quarter	C	Park's division is in compliance

District Initiative 3: Advance environmental and safety awareness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Maintain PDRMA accreditation for the parks division	Accreditation maintained with a division score of at least 95%	IP	Currently on track
2	Oversee all divisions PDRMA accreditation	Accreditation maintained with an overall district score of at least 95%	IP	Currently on track
3	Maintain the District's accident reports and review claims	Review 100% of accidents and recommend corrective / preventative actions	IP	District wide accident reports are in my file
4	Keep the Parks Division current with new PDRMA requirements	Review all new material and inform all divisions of the changes	C	Added new and revised programs to the safety manual
5	Add playground safety surface to required locations	Complete by end of 3 rd quarter	C	Surface added to Birch, community, highpoint, Hoffman, pine, TC, PSSWC, and Cannon playgrounds

DISTRICT GOAL 4

Promote Quality Leadership and Service

District Initiative 1: Develop leadership that ensures work force readiness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Instruct and train members of the training committee on district wide trainings	Complete by end of March 2014	C	Communicated expectations to the training team

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Regularly reinforce the I-2 CARE Values	Complete by end of 4 th quarter	IP	Review at January, February and March, April, May, June, September meetings

District Initiative 3: Promote continuous learning and encourage innovative thinking

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Train and document 100% of all staff on job specific and mandatory training with in the Parks Division	Within one week of their employment start date	C	All full time staff and seasonal training is complete

**Hoffman Estates Park District – 2014 Goals
Planning & Development Division**

Report Date: October 2014

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

DISTRICT GOAL 1

Enable access to Healthy and Enjoyable Experiences for all people

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Design and implement corrective solutions for ADA issues listed in the District's ADA Assessment Plan	By December 31,2014	C	Solutions for Poplar, Seascapes & Olmstead south walk were completed early this year and will be implemented as part of the construction projects awarded in March. All scheduled items were completed by end of June.
2	Develop in cooperation with Recreation staff, an activity tracker program to respond to the obesity concerns with the youth of the community.	Pilot program to be run with summer camps 2014 and documented prior to October 1, 2014.	IP	Planning staff has successfully tested a device which can be used to track activity/movement. The platform is designed to be used by children in the age group 8-12 years old. Staff is currently working with recreation staff to find a funding source to Beta test units locally with children. Technology costs to run a three month program would be about \$1,500 for one hundred participants for three months. Staff met with Alexian Bros. to partner with their Verizon grant program. More details will be presented in 3Q.
3	Construct an accessible swing at Eisenhower Park requiring state funding and coordination with Parks Division staff.	By September 2014	C	Materials for the project have been ordered and will be available for maintenance staff to install once classes are out for summer break. Staff is currently awaiting the executed agreement with the State of Illinois. Once that agreement is in hand maintenance personnel will be notified to begin the construction process. Project was completed in August and is now in use by the public. Staff is

				currently completing grant paperwork for state reimbursement.
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District Initiative 3: Connect and engage our community

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Replace existing Marquee signs at various park locations with modern electronic message board systems. Voagelei, Triphahn, Willow & BPC	By December 1,2014	IP	Final design concepts were completed and public input meetings were scheduled in the month of March. Staff will present plans to committees and board in April. Award of a contract for installation of the four signs was approved by the full board at the June park board meeting. The contractor is now completing the final design engineering of the signs to be submitted to the Village code enforcement department for review and permitting. The signs are currently being fabricated and are scheduled to be shipped and installed at the end of October. Foundations and electrical services were completed at the end of September in preparation for the install of sign units.
2	Evaluate the development and implementation of a Park Portal communication device in coordination with Recreation, C&M and Parks Divisions.	Test devices and technology along with soliciting customer interest through surveys to determine long-term viability and interest of concept as a communication tool for the district prior to November 1, 2015.	C	Staff has completed concept plans and is confident that the technology is available and reliable to make this program work. Fundamentally the district is not in a position to make the commitment to develop and make time sensitive information available. Such information must be refreshed in a timely way if the program is going to be sustainable. Staff is currently developing video articles and/or stories to be used during the pilot test of I Parks which will include play activities for the youth of the community. I Parks will be available beginning in April 2015. The number of user hits will be documented to determine public use of concept and ultimate viability of concept as a communicative tool.

DISTRICT GOAL 2

Deliver Financial Stewardship

District Initiative 1: Achieve annual and long range financial plans

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Develop and administer the Planning and Development division budget and meet all time lines established by the Finance division.	By November 1 2014	IP	The sum total of all projects awarded to date is currently at or below budgeted total amounts.
2	2014 Capital Projects at or below budget amounts	End of 4 th Quarter		

District Initiative 2: Generate alternative revenue

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Coordinate construction of hotel at BPC	Contingent on partnership & agreement	NB	HEPD is still waiting for a potential interested investor to commit to the project.
2	Work with Admin Department to secure a means to fund the Marquee Project at no or minimal cost to existing programs and tax payers.	End of 4 th Quarter	C	Planning staff along with Admin. Staff has identified Windsor Outdoor as a potential advertising agent. Staff will be presenting an advertising agreement with Windsor at the April A&F meeting. The board has approved an agreement with Windsor to sell ad space on four of the eight sign faces.

District Initiative 3: Utilize our resources effectively & efficiently

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Research, develop and recommend Planning & Development section of the 2014 CMP including recommended CIRP projects, goals and objectives.	By May 2014	C	Planning has prepared a capital replacement plan for existing amenities to address the districts needs for 2015-2019. That plan will be presented to the board for approval by the end of the year Possible new project are currently being reviewed and of formulated for consideration by the board. Planning staff has completed all research items and prepared recommendations to be considered as part of the 2014-2019 CMP.
2	Research green alternatives for each of the CMP identified and / or future identified projects.	Research and implement as part of the 2014 budget and bid processes.	C	As part of the playground replacement process planning staff looked into the possibility of recycling the old equipment for

				<p>third world countries. Unfortunately the company who is involved in the process evaluated our equipment and saw no value in perusing it with HEPD. With this in mind staff made recycling the old obsolete materials a requirement of the installation bid. Metal and plastic will be salvaged for scape value.</p> <p>New playground equipment used in the replacement program must consist of no less than 5% recycled content.</p>
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DISTRICT GOAL 3
Achieve Operational Excellence and Environmental Awareness

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Develop conceptual plans for the renovation and improvement of Chino Park.	By July 2014	NB	No program information at this time from recreation department.
2	Replace Locust Park Playground	By June 2014	C	Designs completed and bid, Materials ordered and installer identified. Completed May
3	Replace Willow Recreation Center Playground	By June 2014	C	Designs completed and bid, Materials ordered and installer identified Completed May
4	Replace Cottonwood Park Playground	By June 2014	C	Designs completed and bid, Materials ordered and installer identified Completed May
5	Replace Poplar Park Playground	By August 2014	IP	Designs completed and bid, Materials ordered and installer identified
6	Repair and/or re-coat tennis courts (15 tennis/6 pickleball) Charlemagne & South Ridge total re-coat. All others patch cracks.	By August 2014	C	Contractor identified and now under contract to complete this work. Completed June
7	Repair and re-coat the inline rinks at Community and Pine Parks	By August 2014	C	Contractor identified and now under contract to complete this work Completed June
8	Repair and/or re-coat the basketball courts at Olmstead, Charlemagne & Victoria Parks	By August 2014	C	Contractor identified and now under contract to complete this work Completed June
9	Patch and/or sealcoat parking lots at Olmstead Park, Triphahn Center, Seascape and BPC.	By July 2014	C	Contractor identified and now under contract to complete this work

		By August 2014		Completed June
10	Shoe Factory to Prairie Stone Bike Trail coordinate with Village/ Cook County Forest Preserve/IDOT/Illinois Toll way.	Ongoing , anticipated completion fall 2016	IP	Engineering design is currently underway. Concepts have been developed by the toll way engineers for the construction of the bike trail bench under the toll way as part of the bridge reconstruction.
11	Work with NIRC to maintain and expand Raptor programs at Voagelei according to plans approved by the Park Board	Fall 2014	NB	
12	Design projects utilizing Smart Cad	By April 2014	C	All 2014 project were designed and estimated utilizing Smart CAD technology. 2014 projects designed with SMART CAD were constructed and tracked utilizing quantities driven by drawing data base information.

District Initiative 2: Utilize best practices

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Proragis – Coordinate and maintain all district current statistical data as required by Proragis.	By December 31, 2014	NB	

DISTRICT GOAL 4

Promote Quality Leadership and Service

District Initiative 3: Promote continuous learning and encourage innovative thinking

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	CE Courses by Planning Staff	End of 4 th Quarter	IP	Goal is 14. 7 CEU's obtained to date.

Hoffman Estates Park District – 2014 Goals
Facilities, Rec, Ice, C&M Division

Report Date: October 2014

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DISTRICT GOAL 1

Enable access to Healthy and Enjoyable Experiences for all people

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(FAC) Coinciding with the district anti-obesity initiative, host a Kids Triathlon event at Seascape for potential implementation 2014.	Offer 1 special event by end of Q3.	C	Staff has decided to use 2014 as a research year for the Kids Triathlon. Program & Aquatic Supervisor will attend and evaluate events at surrounding park districts and gain information on implementation to run a Kids Triathlon at HEPD in 2015. Instead in 2014, Seascape will be offering an Adventure Day sponsored by the Hoffman Estates Cabelas. Adventure Day ran on July 11th and was a success. The event included kayaking, tents & camping gear, snorkel demos and rock climbing. Feedback from participants was very positive. Research has begun for a potential kid's triathlon for 2015.
2	(FAC) Implement 1 youth fitness classes for home school kids at TC or WRC.	Run 1 class at TC or WRC by Q4.	IP	TC and WRC Facility Managers currently exploring class options, room availability and working to hire an instructor. TC manager has been in contact with a member of the home school community. Staff is exploring the option of offering open gym at both TC and WRC and open volleyball at WRC.
3	(FAC) Increase total district wide fitness membership.	Increase number of district memberships by 1% from 2013 actual.	NA	TC Facility Manager worked with C&M to create a constant contact marketing tool to send out to all guest pass visitors (that leave their email address) with information

				on how to join the fitness center. Currently the district is tracking below the 1% increase from 2013. The impact of the extreme weather in the first quarter reduced the number of opportunities for new members.
4	(ICE) Develop 1 On-Ice fitness class for off peak hours	Complete class development by 4Q and conduct class.	IP	A Fall Class for preschool parents is being considered. BOOT CAMP on ICE! Staff is currently trying to obtain an instructor for this class.
5	(ICE) Develop a 50+ club ice program outside of skating(Eisstock) that can be played on off peak day time hours.	Obtain enough participation to offer 1 class in 2014, complete by Q4.	IP	Purchasing of Eisstocks is proving to be a challenge as well as possible storage. Other options may be considered. Eisstock seems like the game to offer on the ice. Staff is working to obtain these items however production all seems to take place in Europe. A number of avenues are being explored to be able to offer this program. There is a heavy start up cost for this program. It will be carried into the 2015 budget and goals if feasible.

District Initiative 2: Achieve customer satisfaction and loyalty

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(FAC) Create and offer a SFAC pass holder express check-in program to allow season pass holders the opportunity to enter the outdoor aquatic facility prior to general daily fee users.	Complete prior to end of Q2.	C	Seascape staff is developing a system to make sure that SFAC pass holders are admitted into the facility prior to the general public. A system is in place and is currently being utilized for season pass holders.
2	(FAC) Offer SFAC pass holder discount program on pool rentals, birthday parties and cabana rentals.	Complete prior to end of Q2.	NB	Staff is evaluating what discount would be appropriate to offer to SFAC pass holders. A discount was not offered during the Q2, staff will assess a discount for implementation in 2015.
3	(REC) Increase participation by offering additional programs.	Increase number of program participation by 2% from 2013, complete by Q4.	IP	Offering more sport classes for 3-9 year olds. RecTrac Trend Analysis Report has participation in 2013 at 7902 and currently in Q1 and Q2 we are reporting 7952. Percentage is increasing (currently at .06%). Q3- New program to be offered in winter brochure for children's boxing and jiu-

				jitsu. Working on a schedule to offer adult classes as well through contractor. Adding speed training courses for youth. Adding gardening club programs through the HE Garden Club.
4	(REC) Implement an expanded parent orientation / communication to all programs leading into preschool (2's playschool and Threeschool).	Develop a Pre Preschool parent handbook and orientation process by Q3.	C	Pre Preschool parent orientation & parent handbook will be developed for the start of the school year in August 2014. A parent orientation and a parent handbook were developed before the start of the school year.
5	(ICE) Offer a summer public skating membership pass	Achieve a 50 membership sale, achieve by end of Q3.	C	Using it in conjunction with camp and freestyle skaters. Staff ended up not using a membership drive but a freestyle/public skate pass for the summer if you enrolled in skate or hockey camp.
6	(FAC) Enhance fitness membership customer satisfaction at WRC and TC.	Q1 and Q3 develop and administer membership survey. Q2 & Q4 will review and implement changes.	IP	Survey under development will be administered in Q3. Survey continues to be modified. Will be administered in Q4.
7	(REC) Conduct participation group feedback sessions to assess customer satisfaction with youth sports program(s).	Conduct 2 meetings with participation groups to receive feedback on youth baseball and soccer, complete by Q4.	SC	March 2014, met with Fall Outdoor coaches to discuss spring outdoor soccer league. Met with youth basketball coaches in Q2. Will meet with baseball, softball and t-ball at the completion of the season.
8	(REC) Develop a Climbing Wall Customer Loyalty Program.	Launch Q2.	C	Retaining previous rental information and will send out our brochure and a loyalty discount for returned rental groups. Letters to previous renters will be sent in July with a \$25 discount coupon.
9	(C&M) Enhance user online experience with the District. Improve user friendliness of WebTrac and website and increase functionality with improved mobile access.	Baseline 30%/ Increase percentage of online registrations by 5% by year end 2014. Add a district mobile app in 2014.	IP	Mobile rolled out in April. Website in process of conversion to mobile friendly "responsive" site within 30 days. To date, online registration is at 34%. Mobile Webtrac has been added.
10	(C&M) Provide support to promote and grow participation in the HE Parks Foundation.	Baseline: 393 Goal: Increase by 10% by year end 2014 to 432	IP	Working with Foundation Manager to develop marketing collateral and promote events. Staff saw an increase in participation at the Golf Outing and Wine Event; currently staff is finalizing the totals from this event. The Golf Outing

				also added a new Silver Friend this year.
11	(REC) Expand Dance Programs at the Triphahn Center to accommodate waitlist.	Offer new classes to reduce waitlist by 10%. Complete by Q3.	C	Winter/Spring brochure offered 4 additional classes in the senior center. Mirrors were purchased to accommodate the additional classes. All new classes are running. The new added classes have reduced the waitlist; staff was able to accommodate all participants expect one child who enrolled in the next class in Q2.
12	(ICE) Evaluate current Wolf Pack hockey website and its user friendliness and its capabilities.	Utilize a Survey of current customers to gain feedback on the site along with staff's observations of the program. Increase customer satisfaction of Wolf Pack website rating by 5% complete by Q4.	C	Having a consistent Web master for the site that represents the 501(c) 3 board is proving challenging. Discussion seems to favor going in a different direction but it is a challenge with a number of different members. The Wolf Pack Board is currently exploring other web site options. The Wolf Pack has started a new marketing web site along with the current club site. This is all to promote the entire Wolf Pack hockey club as a whole.

District Initiative 3: Connect and engage our community

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(FAC) Create 2 new special value added events for SFAC pass holders.	Complete prior to end of Q3.	C	Seascope hosted an Adventure Day sponsored by Cabelas on July 11th and Pass Holder Appreciation Day on July 25th. In addition, SFAC pass holders were able to attend both movie nights at no additional charge. In 2014, Seascope showed Despicable Me 2 and The Lego Movie.
2	(REC) Partner with an event to support our HEALTH initiative (Helping Everyone Achieve a Lifestyle that is Healthy).	Launch by Q3.	C	HEALTH will have a table at PIP to get the word out. Fliers and decals were available at the community tent at PIP. Will also be the theme of our HEALTHeKids Fair in February.
3	(REC) Expand on Special Events to accommodate the growing number of participants.	Add 2 vendors and entertainment to each event.	C	PIP will have a band instead of ending in a movie night; HEALTH will have a booth along with Mathnasium of Barrington. Rec staff is working with Bridges to offer an expansion to the Breakfast with Santa

				by adding a WinterFest with outside activities including craft, snow activities, etc. Amenities added to Party in the Park to attract more participants (band, trackless train, Pickleball tournament, car show and speed training station). HEPD became partners for the Northwest Fourth Fest.
4	(REC) Conduct planning group with two different ethic based groups in the community to develop one new program and/or special event.	Offer 1 new program or event by Q4.	SC	50+ planning committee has been developed; in the fall staff will be meeting with two of the rental groups that currently utilize our facilities for ethic based events. Staff is also working with Community Resource Center on integrating their soccer program into our in-house league. 50+ surveys going out to identify interests and program needs.
5	(REC) Develop an ELC orientation – pre-enrollment tool to better inform parents of the program.	Implement new format by Q3.	C	A parent checklist / orientation tool has been developed. Program Manager meets with all new parents to review the ELC program before their child begins. All parents attend an orientation with program manager before starting preschool.
6	(FAC) Continue to support district volunteer program, with enhancing opportunity for university internship programs within district.	Add 1 volunteer program opportunity and 1 internship program complete by end of Q3.	C	The internship procedure and manual have been revised, with the new program being marketed and promoted through the IPRA, as well as additional resources. Interns have been secured for Q1 and Q2.
7	(REC) Offer volunteer web page to maximize the exposure of HEPD opportunities throughout the year.	Launch in Q2.	C	Collecting all special events and activities that will require volunteers for interested parties to access and sign up for specific jobs. http://www.heparks.org/general-info/volunteering
8	(REC) Host mandatory parent, coach and staff trainings on youth concussions, anti-bully policy and sideline etiquette.	Offer 1 training in each area listed, complete by Q3.	SC	Athletic Code of Conduct is being created with a Fall 2014 implementation.
9	(C&M) Educate the community on special initiatives (Green, HEALTH, and Social Equity). Develop at least one article per quarter on each topic to broadcast on our communication	Baseline is 12 articles annually. Goal is 20 total articles.	C	19 HEALTH articles completed to date. 3 Green articles complete.

	channels: Play Portal, iPlay Hoffman, Guide, website, Park Perspectives and HEALTHeKids news.			
10	(C&M) Create a Feedback Dashboard on the HEPD website to report to consumers on the level of satisfaction via survey results.	New initiative. Goal is to establish 6 Feedback Dashboard postings by end of Q4.	SC	Survey began at end of Q2; results to be tallied and displayed in Q4.
11	(C&M) Expand Social Media engagement efforts to support data gathered from CMP that indicated a need to expand community education and reach through social media outlets.	Baseline: 1378 Facebook Fans Oct 31, 2013 (20% increase in 2013). Weekly Facebook Reach 241 - GOAL: Increase Facebook Fans by 20% by end of Q4 to 1653 Fans. Maintain Weekly Facebook Post Reach above 250 by end of Q4. Add Social Media channels as needed based on CMP Attitude & Interest Survey results.	SC	As of 9/30, Weekly Post Reach =2,805 and 321 fans engaged with 1,651 page likes or “fans”. Added Instagram. Held Social Media photo contest, staff “Day in the Life” campaign, event photos before during and after events. Me & HEPD videos.

DISTRICT GOAL 2

Deliver Financial Stewardship

District Initiative 1: Achieve annual and long range financial plans

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(FAC) Develop budgetary revenues/expenses and ensure that the annual budget is either meeting or exceeding budgetary aims.	Complete by Q4.	IP	Ongoing
2	(REC) Achieve budgetary aims that meet or exceed the financial objectives in 2014.	Complete by Q4.	IP	Ongoing evaluation and monitoring.
3	(ICE) Meet and exceed annual budget projections during the 2014 season.	Complete by Q4.	IP	Ongoing evaluation and monitoring.
4	(C&M) Ensure that the budget revenue and expenses are being met and/or exceeded in accordance to goals and objectives.	Conduct quarterly analysis to maintain within 5% of budget projections.	SC	Tracking weekly, bi-monthly and quarterly. On target to be under budget at year end.
5	(FAC) Increase the group reservations and rentals at Seascope through targeted marketing directed at other park districts and local childcare centers.	Increase group reservations at Seascope by 3% within 2014.	C	Program & Aquatic Supervisor is planning on putting an advertisement in the SPRA (Suburban Park & Recreation Association) newsletter to increase group visits to Seascope to surrounding park districts. A mailing list is also being created to local childcare centers surrounding Hoffman

				Estates. Despite the colder weather and pool closures, Seascape's group reservations and rentals remained strong in 2014. An advertisement was included in the spring SPRA (Suburban Park & Recreation Association) newsletter that reaches hundreds of parks and recreation professionals.
6	(C&M) Maintain HEPD sponsorship commitments and seek out new opportunities.	Baseline: 9 sponsors/partners. Obtain 5 new sponsorship relationships by end of Q4.	IP	Meet monthly with Alexian Brothers. Working with Dick's Sporting Goods. Reaching out to Shotokan Karate, Art Reach. In final renewal negotiations with Alexian Brothers. Dicks Sporting Goods is currently under contract. Royal Dental. Athletico. Tate & Lyle.
7	(C&M) Evaluate and monitor ROI on marketing expenditures.	Baseline: Email Open Rate/Click Thru Rate: 21.9%/10.8% - GOAL 22%/12% Facebook Fans: 1,363 GOAL: 1500 Website Ave Hits per month 2013: 11,236 GOAL: 12,389	IP	ROI tracking in place for Summer Camp ad in DH runs 3/16-end of June final results 57 new campers.
8	(REC) Implement a new budget worksheet that will allow all actual revenues and expenses to be entered to assure the departments ROI is consistent with district policy.	Launch in Q4; ensure 100% off all programs are meeting the district standards.	C	Staff is working with the business department to make sure programs are meeting the district standards to assure department ROI is consistent with the district policy. New program budget sheet has been created to include IMRF and FICA payments made on program wages. Are currently being used to create the 2015 budget.
9	(FAC, REC & ICE) Develop and implement business plans to provide clear direction, supporting overall district goals.	Create annual business plans by Q1, implement plans within Q1 and utilize throughout Q1-4.	C	A new format was developed in Q1 for 2014 and the business plans was implemented in Q2. Completed in Q2.
10	(ICE) Evaluate an Independent Contractor facilitating Public Skate.	Complete 1 st quarter – implement in Q4.	C	Discussions with other rinks in IL and around the country have yielded not much in the way of info. Staff is continuing to research this concept into the 2 nd Q. Around the country it is very rare for an outside company to operate public

				skate. The few places that do have such an agreement have it with entertainment companies. Staff contacted a few companies in the area that they have worked with in the past but there was no interest in discussing this business proposition.
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District Initiative 2: Generate alternative revenue

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(C&M) Develop and implement a process for facilitating cross-marketing among programs.	New initiative. Work with program managers to implement one cross-marketing strategy per program by end of Q4: Rec, Ice, Facilities, and BPC.	IP	Staff continues to cross market various programs, special events and promotions. Cross-marketing PSSWC & BPC, HEALTH & STAR/Camp; special events are promoted in camp and at Seascape. C&M Staff onsite at PSSWC.

DISTRICT GOAL 3

Achieve Operational Excellence and Environmental Awareness

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(FAC) Resurface hardwood floors at Vogelei.	Project to be completed Q3.	C	Staff is in the process of obtaining quotes. The floor is scheduled to be resurfaced on Sept. 25th.
2	(FAC) Paint TC Fitness Center Ceiling	Complete by end of Q3.	NA	Administration has informed Facility Manager this project will not be completed in 2014. Will request funds in 2015.
3	(FAC) Replace TC main entrance grating	Complete by end of Q2.	C	Within Q1, quotes have been received and vendor has been selected. Once final approval has been received via PO, staff will proceed with project. Main grating has been installed. Holding off on the north entrance grating due to flooding in vestibule when it rains. Working with parks maintenance
4	(FAC) Replace WRC one man lift	Complete by end of Q2.	C	Staff is in the process of obtaining quotes. Quotes have been received and PO will be

				requested by end of June. Lift was purchased and delivered in August.
5	(FAC) Refinish TC Gym Floor	Complete by end of Q3.	C	Gym refinish is scheduled for the week of May12th and the Dance Studio will be refinished the week of May 19. Project completed in May 2014
6	(FAC) Purchase and install new fitness equipment for TC and WRC Fitness Centers.	Purchase by Q3.	IP	Equipment to be purchased will be assessed within Q2/3. Quotes are being obtained for a treadmill and ab/adductor for WRC and Step mill and elliptical for TC. To be purchased in Q4.
7	(ICE) Purchase new skate sharpener	Purchase by end of Q2.	C	Staff and Jerry's pro shop were able to reach an agreement on a per pair fee that staff feels is a better option for sharpening rental skates than implementing HEPD staff. Pricing was added into the pro shop rental agreement that is being presented at the April board mtg. Board accepted proposal and skates have all been sharpened.

District Initiative 2: Utilize best practices

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(REC) Research Kindergarten Common Core Standards to compare Kindergarten curriculum goals to HEPD preschool goals.	Administer changes to curriculum for Fall 2014 based on research results by Q4.	C	Program Manager is enrolled in an online training on Common Core. Course was completed in Q2 and the information learned will be implemented into staff trainings each fall (prior to school starting).
2	(FAC) Update and streamline the Seascape and PSS&WC swim lesson participant report cards to reflect current skills and requirements for each swim level.	Evaluate all current swim level content in Q1. Provide new materials within Q3 and Q4.	SC	Program & Aquatic Supervisor is currently evaluating swim lesson participant report cards. A new report card template has been created by Graphic Designer. Program & Aquatic Supervisor is currently proofing the new design and layout.
3	(FAC) Develop internal secret shopper program for WRC and TC	Complete format by Q2, increase satisfaction rating by 1% of established baseline by Q4.	IP	Staff is currently in the process of developing a new secret shopper checklist to track the satisfaction rating and establish a baseline for customer service/experiences

				at WRC & TC.
4	(REC) Research various websites to offer a stronger streamline for program evaluations. Real time feedback and easier access for all parents, participants, referees, coaches and volunteers.	Launch by Q3.	C	Mobile App will allow us to provide real time feedback and access to our participants and staff.
5	(ICE) Complete a program fee cost analysis across the Chicago land area the is figure skating specific	Be in-line with cost, time of day, and instructor fees from determined baseline, complete by Q4.	C	Ice Costs for 2013 -2014 is almost complete for area rinks. Program costs for the fall will be surveyed starting in May. Ice, Hockey and Skating analysis has all been completed.
6	(C&M) Measure the public's satisfaction with the district. Using the CMP Needs Assessment survey as a baseline, develop a follow up annual survey with similar questions to gauge progress and initiate feedback on district-wide initiatives.	Develop survey and introduce first one by end of Q1. Measure and track satisfaction and provide a report at the end of each quarter.	SC	Survey incorporated into the mobile app, new responsive website and eBlast. Begin reporting end of Q3. Updating in-facility paper surveys.
7	(ICE) Develop an effective overnight cleaning program at TC.	Implement by Q2.	C	A Full time overnight staff member was hired in Feb; position is being monitored.
8	Research, develop and recommend Facilities & Recreation section of the 2014 CMP including recommended CIRP projects, goals and objectives.	By May 2014	NB	Will begin with the completion of the CMP
9	(REC) Research In-House program vs. Travel Programs within youth athletics using the SWOT analysis and conduct 1 focus group meeting.	Completed by Q4.	IP	Currently working on a program matrix and evaluation process to monitor the life cycle of programs offered.

District Initiative 3: Advance environmental and safety awareness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(ALL) Maintain IPRA's Environmental Report Card	By end of 4 th quarter	SC	Staff continues to review and evaluate this objective. Currently reviewing HVAC and recycling services for the facilities.
2	(FAC) Purchase energy efficient fitness equipment for facilities.	Purchase within Q3.	NB	Equipment to be purchased will be assessed within Q2/3.
3	(FAC) Strengthen emergency response training within the district facilities by implementing drill trainings to ensure team readiness.	Implement quarterly drill trainings, 1 per quarter, Q1-4.	SC	Quarterly drills being run.
4	(FAC) Offer Medic AED/CPR training for district team members to ensure team is CPR/AED certified.	Offer quarterly trainings, Q1-Q4.	SC	Q1 Medic training was held on Feb. 8, 2014. Next class will be held May 3 rd . Schedule for remaining year TBD. Additional classes have been offered within Q2. The remaining 2014 class dates have been announced, and classes will continue

				to take place within Q3/4. Q2 training was held on June 5th, Q3 was held on Aug. 9 and Q4 is scheduled to be held on Nov. 8th.
5	(REC) Obtain one instructor certified staff member in Medic AED/CPR training.	Complete by Q3.	C	Two full-time team members have been certified as Medic AED/CPR instructors. Q2-Q4 training schedule will include new instructor participation.

DISTRICT GOAL 4

Promote Quality Leadership and Service

District Initiative 1: Develop leadership that ensures work force readiness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(FAC) Implement the district CHEER customer service training program for district team members.	Plan and implement a baseline of 4 trainings within 2014, with 1 training per quarter, Q1-Q4.	SC	The initial training for the CHEER customer service program was held on Feb. 19 2014. There are 3 additional dates organized for Q2. Additional trainings will be developed and promoted for Q3-4. To date, a total of 100 HEPD team members have participated within the CHEER training. Trainings have been scheduled, announced and will be offered within Q3/4. A total of 7 training dates have been planned and will be completed within 2014.
2	(FAC) Facilitate lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements.	Plan team training schedule within Q1 and administer training within Q2-3. Obtain at least a 90% audit rating completed in Q4.	C	All of the lifeguard instructors have been certified through the new Starguard program. The first recertification is scheduled March 22-March 23 rd for returning Seascape lifeguards. There is a new guard class scheduled in May. The final recertification for returning guards is schedule for May 17-18. All required Starguard trainings and certifications have been completed for 2014. Aquatic centers exceeded expectations at SFAC & PSS&C on all aquatic operational reviews over the summer. A fall review at PSS&WC is expected still in 2014.

3	(FAC) Encourage district involvement and participation within the IPRA, NRPA, PDRMA, and additional educational conferences and workshops to contribute to district operations.	Increase participation by 3% in external conferences, workshops, and educational session.	SC	Attend IPRA monthly meetings. TC Facility Manager, Superintendent of Facilities and the Senior Program Manager have completed level 2 of the IPRA Leadership Academy. IPRA and PDRMA involvement continued throughout Q2. Additional workshops and participation will be continued throughout Q3/4.
4	(FAC) Consistent service desk team meetings will be conducted at TC and WRC for training and education purposes.	Baseline is conducting 1 staff meeting per quarter.	SC	Meeting to be held in April 2014 Meeting held April 23 rd TC & WRC. Meeting to be held in Oct. for WRC & TC desk staff.
5	(REC) Incorporate a yearly training schedule for all full time staff to include, but not limited to, job specific trainings, certifications, educational opportunities and risk management requirements. (Hoffman Estates University Program)	Launch by Q4. Increase participation in training by 3%.	C	CHEER program launched with mandatory attendance in a yearly training. Summer orientation being worked on for June 2014. Hoffman U has held 5 successful trainings in 2014.
6	(C&M) Provide training and support to C&M staff.	Baseline: 5 educational opportunities Goal: 5 educational opportunities	SC	Completed IPRA Convention (2), Brand Smart Chicago AMA Conference (1)

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(C&M) Research and develop an internal communication channel that will be effective in improving communication within departments.	Complete research with Employee Survey to establish baseline for employee satisfaction with internal communications by end of Q1. Roll out 1 new channel by end of Q2 and measure with follow up Employee Survey at end of Q4. Goal is to achieve a 2% increase in overall employee satisfaction with internal communications.	NB	To begin Q3 to research an effective communication method for staff, implement channel in Q4.
2	(FAC) Work with current partners to provide community educational lectures and experiential workshops pertaining to health, fitness, and recreation.	Provide 1 quarterly community educational opportunity per quarter completed by Q4.	SC	An educational workshop was organized and promoted within Q1. Additional topics will be addressed and workshops will be marketed for Q2. Workshops were provided by AthletiCo within Q2 and will be continued throughout Q3/4.
3	(FAC) Enhance department staff training	Conduct 1 meeting per quarter,	SC	The CHEER customer service training has

	opportunities by incorporating the CHEER customer service training philosophy into team meetings.	completed by Q4.		been presented and offered for all district team members within Q1. On-going effort will be made to enhance recognition of the CHEER customer service training philosophy and continue to offer on-going training opportunities.
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District Initiative 3: Promote continuous learning and encourage innovative thinking

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	(ICE) Develop an All Ice Division meeting program. To include Hockey, Skating, Maintenance and Custodial Staff.	Twice a Year by Q2 and the second by Q4.	SC	First meeting to take place Mid May. Hockey completed a meeting 6/7 and Skating 5/31. Due to camps and lessons starting the following week, the meetings were held separate. 2nd division meeting is slated for the beginning of Nov.
2	(REC) Streamline and revamp the HEPD Intern program to be used within all divisions.	Develop relationships with state universities with recreation degree programs. - Revamp HEPD Intern manual. - Develop standardized intern timeline/calendar. - Establish intern "home base" and supervisor. Launch by Q3.	C	State universities have been contacted. HEPD internship is being advertised at all universities offering a recreation degree program. Intern Manual has been revised and approved. Student intern for summer 2014 has been selected.
3	(REC) Develop at Counselor-in-Training (CIT) program for tweens (12-15 year olds). The CIT program will be a combination of a life skills, leadership, and junior counselor program.	Offer one training by end of Q3; obtain 5 participants in the program.	C	CIT program will be offered in Summer 2014. Registration is open. Completed in summer. The children worked as Jr. Counselors in the classroom & had instructor classroom time on work/life skills. We will continue to promote this program for future growth.

Hoffman Estates Park District – 2014 Goals
PSS&WC

Report Date: October 2014

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DISTRICT GOAL 1
Enable access to Healthy and Enjoyable Experiences for all people

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Develop drop-in or league programs (i.e. basketball, volleyball, badminton) in the gymnasium space, particularly during the weekday evenings.	Add day and time slots for services within Q1. Purchase any equipment needed and implement by end of Q2.	IP	Staff has added additional time slots for open play. This objective will continue to be assessed within Q2 to be implemented within Q3/4. Staff is continuing to evaluate resources to implement this objective within Q3/4. Resources were assessed and this objective will be accomplished in 2015.
2	Implement youth programming to coincide with adult classes/programs to support the districts anti-obesity initiative.	Work with the Fitness team to develop 2 fee based programs targeting youth 7-13. Run 1 program in Q1 and one within Q3.	SC	FIT U has been developed, promoted, and is successfully running for the Q1 family/youth fitness program. Program attendance will be monitored and participants evaluated to assess level of interest to continue to offer throughout the year. Additional programs will be developed and offered throughout Q2-4. On-going programming opportunities, including FIT Together, youth and adult running programs have been offered in Q2 as well as Q3.

District Initiative 2: Achieve customer satisfaction and loyalty

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Enhance Elements Spa services at PSSWC by adding additional options to the massage services menu; add 1 additional contractual esthetician to provide increased service choices and appointment availability.	Complete by end of Q2.	SC	Efforts being taken to introduce specialty massage options for seasonal promotion; contact made with local massage school for the recruitment of additional therapists and estheticians. Efforts to continue in Q3. Efforts continue to secure 2 new massage therapists in Q4.
2	Increase PSSWC member retention through	Develop new program in Q1 and	SC	Within the Q1, the Wellness

	development of system and programs that increase opportunities for new member contact.	launch of pilot program in Q2 and full program by Q3.		Program/Calendar has been launched and is currently being offered as a retention tool for members. Complimentary nutrition, fitness, and general wellness programs and services are being offered. The program has been received positive feedback from customers and programs have been well attended. Additional retention opportunities will continue through year. The Wellness calendar continues to be offered throughout Q2 as well as Q3/Q4.
3	Expand fitness and wellness programming to provide greater variety and meet the needs of our customers.	Increase overall participation in program by 3%. Complete by Q4.	SC	The Wellness Calendar features a variety of fitness and wellness programs and events to encourage participation of clientele with diverse interests. The wellness programming, which was developed, featured, and promoted within Q1, will continue throughout Q2-Q4. Efforts to enhance participation and marketing of the wellness calendar events continued throughout 2 as well as Q3.
4	Develop strategy for enhanced member appreciation events throughout the calendar year focusing on nurturing a social component for retention purposes.	Offer 1 event in Q2, Q3, and Q4.	C	The Wellness Calendar features programs and services which promote a social and community component. This has been successfully launched within Q1 and will continue throughout the year.
5	Develop new rewards program to recognize/reward charter members (10+ years).	Research in Q1 and Q2 with launch in Q3.	SC	Efforts will begin in Q2 to introduce a complimentary program for our current Member Rewards referral program that will provide special incentives to charter members. Initial meeting held with Member Services and Fitness teams to discuss basic parameters of a charter program to recognize long-standing members as well as a frequent buyer rewards program for Personal Training clients. Discussions will continue in Q3. Discussions for potential launch of charter rewards program in FY15 continue in Q4; new FT Fitness Program Supervisor will integrate efforts with Member Services team on development

				of program.
6	Enhance PSSWC member retention by launching a new 60-90 day program that increases member touch points by the fitness department. Work closely with the member services team to encourage enrollment of new members into the program.	Increase participation by 5% over the 2013 FORCE member retention program participation numbers.	SC	The Wellness Calendar was developed in replacement of the FORCE program. Additional structured retention programming opportunities will be explored within Q2, to be potentially implemented within Q3/4. The Wellness Calendar continues to be an important member retention tool. Programs continue to be offered throughout Q3, planned into Q4, to serve customers and enhance retention.
7	Provide innovative group fitness classes and retention programs.	Add 1 new class formats and implement 2-3 retention programs. Complete by Q4.	SC	New innovative group fitness classes have been incorporated into the group fitness class schedule within Q2. Additional classes will be explored and implemented within Q2-4. The group fitness special event, Zumba Party, was offered and successfully received by members and non-members in Q3. Additional classes, such as Raise the Barre and Tai Chi, continue to be added to the group fitness class schedule.
8	Increase the reach of the PSS&WC social medial and website users through engaging content that coincides with the overall PSS&WC marketing plan.	Increase Facebook "Likes" by 3% within 2014, complete by Q4.	SC	Instructional tutorial completed in Q1 for the Retention Management system, which will result in more electronic/digital "touch point" with members for promotional and retention purposes. Efforts ongoing to promote PSS&WC on Facebook through the use of short vignettes and photos taken at the club.

District Initiative 3: Connect and engage our community

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Continue the relationship with Edmond's Acres Farm to continue to offer the Farm Market at PSSWC and explore additional mutually beneficial educational opportunities for the district as a whole.	Meet with Edmond's Acres within Q1 to develop an agreement and plan for the market and additional district opportunities for FY14. Offer 1 additional service site for educational opportunities, complete by Q4.	NA	Received confirmation from Troy Edmonds of his need to redirect energies to other personal matters; the farm market will not be running in 2014. Consideration and interest is evident for a possible return of the farm market in 2015.
2	Work with the district volunteer program to	Complete by Q2.	C	The internship procedure and manual have

	establish one new volunteer opportunities at PSS&WC.			been revised and promoted through the IPRA, as well as additional resources. This will expand volunteer opportunities at PSSWC and throughout the district. PSSWC has secured 2 internships within Q1, which will extend through Q2.
3	Work with AthletiCo Physical Therapy to offer community outreach educational workshops.	Offer 1 workshop per quarter, completed by Q4.	SC	One workshop has been offered within Q1. On-going workshops will be offered within Q2. Workshops have been offered within Q2 and will continue within Q3/4.

DISTRICT GOAL 2
Deliver Financial Stewardship

District Initiative 1: Achieve annual and long range financial plans

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Meet and/or exceed revenue and expense expectations for 2014.	Complete by Q4.	IP	Q1 membership totals are pending; increased efforts currently being taken to reduce the inflated number of monthly credit card denials (due to the retail credit card scandal that impacted Target and other retail shoppers in late 2013). Monthly new membership totals have rebounded in Q3 and are anticipated to meet monthly goals in Q4; net total membership expected to fall below expectations for FY14 due to slow Q1 start and influx of credit card suspensions/denials.
2	Enhance revenue generating opportunities for the climbing wall by increasing the participation levels of open climb at PSS&WC and by exploring sponsorship opportunities for the climbing wall.	Increase participation of PSS&WC open climb by 3% over 2013 participation levels, complete by Q4	SC	Climbing wall classes are currently tracking about the same in participation from last year. Staff will continue to promote these classes. Climbing wall sponsorship opportunities will be explored within Q2/3. A new Climbing Wall Trick-or-Treat special event was added to help engage climbing among the community through a fun event.
3	Complete analysis of guest services areas, i.e. massage therapy and personal training to make	Complete by Q4.	SC	Departments continue to monitor progress to ensure the 30% baseline profit margin is

	sure a baseline of 30% profit is generated above expenses.			maintained.
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District Initiative 2: Generate alternative revenue

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Research and introduce house charge capabilities within RecTrac system to enhance and facilitate spending capabilities of members.	Research with in Q1 and Q2 with launch in Q3.	NB	Efforts to work with the Business office and IT team to implement this system will be launched in Q2. Preliminary meetings between the Business office and the Member Services team to take place in Q3 in an effort to streamline efficiencies for membership maintenance (i.e. reduce use of paper in favor of electronic means); discussions regarding house charging capabilities for specific services will be discussed. Objective will be moved to FY15 for research and potential completion.
2	Increase fee for annual aquatic pass	Complete by Q1.	C	10% increase on all annual aquatic fees implemented in Q1.
3	Increase guest fee for daily visit	Complete by Q1.	C	Daily guest fee rate increase to \$15.00/visit implemented in Q1.
4	Increase Personal Training Fees	Complete by Q3.	IP	Fitness management team members have begun to assess the potential of increasing the personal training fees. On-going evaluation processes will continue through Q2. Evaluation continued throughout Q2 and potential increase to occur within Q3/4.
5	Increase fees for PSS&WC LTS swim lesson program	Complete by Q3.	C	Swim lesson fees have been increased within Q1.

District Initiative 3: Effective and efficient use of our resources

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Enhance the Wi-Fi services in the PSSWC facility, creating additional "hot spots" to broaden the coverage area for members and guests.	Complete by end of Q1. Provide 60% Wi-Fi coverage in facility.	SC	Reviewed current limitations of the Wi-Fi services at PSS&WC with IT team; consideration being given to replacement of T1 line to improve service. IT Manager working with Business office to obtain pricing for options to enhance Wi-Fi district wide. IT Manager is working to secure new

				District agreement with Comcast for business class internet/Wi-Fi capabilities; expected completion date of deployment/activation is in Q4.
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DISTRICT GOAL 3
Achieve Operational Excellence and Environmental Awareness

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Resurface member locker room floor tile.	Completed by the end of Q3.	NB	Project will be evaluated and potentially implemented within Q4.
2	Re-carpet front rehabilitation hallway, Kids Korner, Member Services offices and service desk area.	Completed by the end of Q2.	IP	Project will be assessed and evaluated within Q2. Project completion planned for Q3/4. Kids Korner remodeling project that includes reception desk rebuild/relocation and carpeting has been discussed with the Parks team they will be completing this project in Q4.
3	Enhance the cafe space at PSSWC by introducing additional comfortable seating options and a mounted television.	Complete by Q2.	IP	Staff has researched different options, i.e. Installation of TV will take place in Q3 ; additional seating options pending possible reconfiguration of café (i.e. removal of central furniture piece; reconstruction of counter). Installation of TV will take place in Q4.
4	Install exterior lighting for north side wall of building.	Complete by Q3.	SC	Currently awaiting final production and installation of the signage panels. Northside signage panels produced and installed on north side wall in Q2; lighting options to be installed in Q3/4.

District Initiative 2: Utilize best practices

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Explore options to relocate check-in desk area within the Kids Korner space with the purpose of creating a larger space for parents/children to prepare for entrance and exit into the play area.	Develop plan within Q1, complete by end of Q2.	IP	Confirmed intentions and design of desired check in area reconfiguration; work order to be entered in Q3. Kids Korner remodeling project that includes reception desk rebuild/ relocation and carpeting has been discussed with the Parks team; start date for project is TBD but expected in Q4.
2	Enhance the Kids Korner space at PSSWC by repainting and re-carpeting the area.	Complete by end of Q2.	IP	Consideration of projects in Q3.
3	Purchase Fitness Equipment	Complete by end of Q3.	IP	Assessment of the fitness equipment to be purchased will begin within Q2. Equipment to be purchased within Q3/4.
4	Create a comprehensive marketing plan to support the promotion of new membership recruitment and more enhanced member retention efforts.	Develop and complete by end of Q1.	SC	Currently working with Member Services team to evaluate Q1 and Q2 progress and formulate strategies for remainder of year focusing on collaborating with Fitness team to drive stronger retention efforts. Working with C&M team on video initiative to increase social media and visual presence on internet in Q4.

DISTRICT GOAL 4
Promote Quality Leadership and Service

District Initiative 1: Develop leadership that ensures work force readiness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Develop quarterly MOD meeting calendar for all PT/FT participants.	Schedule meetings for Q1, Q2, Q3, and Q4.	SC	Efforts to be taken in Q2 to schedule first of 2 potential MOD team meetings. MOD information to be shared at upcoming Service Desk team meeting in Q3; MOD daily update memos composed and published nightly for reference by the MOD team.

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Hire and train PT Group Exercise Coordinator to provide support to the 30-60 & 90 day member retention program.	Hire by end of Q1.	C	The PT group fitness coordinator has been selected and will begin work within Q2. Group Exercise Coordinator has been successfully hired and has been contributing to the member retention efforts.

District Initiative 3: Promote continuous learning and encourage innovative thinking

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Ensure consistency within the Manager on Duty program by clearly communicating expectations upon training and re-training MOD team members.	Train all new MOD's from the updated checklist and expectations laid out in the Manager on Duty binder. (ongoing) Re-train/review updated MOD expectations with current MOD's within Q1.	C	New MOD training checklist and training binder successfully utilized for 2 new MOD participants; introduced daily MOD UPDATE email to all team participants in Q1 to improve communication. Ongoing training continues for club-specific processes among MOD participants.
2	Implement quarterly CHEER training to all PT staff.	Offer 1 per quarter and complete by Q4.	C	The CHEER customer service training has been successfully launched within Q1 and several training opportunities have been offered to staff within Q2. Within 2014, a total of 100 HEPD team members have participated within the trainings offered within Q1/2. Additional trainings have been offered and are planned for Q3/4.

Hoffman Estates Park District – 2014 Goals
Golf Division

Report Date: October 2014

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

DISTRICT GOAL 1

Enable access to Healthy and Enjoyable Experiences for all people

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Provide 35k rounds in the 2014 Season	35k rounds in the 2014 Season (30,179 thru 10/29 in 2013)	SC	Course opening in April. 10,024 Rounds Thru June 26,348 Rounds Thru Sept
2	Provide 3,750 Outing rounds in the 2014 Season	3,750 Outing Rounds (3,541 Outing rounds in 2013)	SC	Course opening in April 1,049 Rounds Thru June 3,636 Rounds Thru Sept
3	Provide 35 Preferred Tee Times for the 2014 Season.	35 Preferred Tee Time Groups (33 Groups in 2013)	C	Course opening in April 39 Groups in 2014
4	Provide 3,400 League rounds in the 2014 Season.	Goal is 3,400 League Rounds for the 2014 Season. (3,471 rounds in 2013)	C	Course opening in April 1,620 Rounds Thru June 3,361 Rounds Thru Sept
5	Expand & Provide Jr. Program Classes in Spring, Summer & Fall to 175 participants.	Goal is 175 participants. (88 participants in 2013)	C	Course opening in April 2 Sessions Completed 84 Students. 4 Sessions remaining. 6 Sessions Completed 176 Students
6	Expand & Provide Group Lessons to include 28 students for all ages in Spring, Summer & Fall.	Goal is 28 students. (21 Students in 2013)	C	Course opening in April 3 Sessions completed 23 Students, 5 Sessions remaining 7 Sessions Completed 34 Students
7	Host 5 outside wedding ceremony only events.	Goal is 5 ceremony only events. (5 events in 2013)	C	7 Booked 8 Booked
8	Host 35 Full Wedding Packages.	Goal is 35 Full Wedding Packages	C	27 Booked 29 Booked 30 Booked

District Initiative 2: Achieve customer satisfaction and loyalty

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Receive 25% of comment cards of the 35k golfers	Receive 25% of the 35k cards	IP	Bar & Grill, Course opening in April

	and evaluate responses and maintain an 85% satisfactory score on 95% of the completed comment cards. (Pace of Play, Course Conditions, Customer Service, Amenities, etc.)	back and maintain 85% satisfactory score on 95% of the comment cards.		Comments are being received and evaluated on a weekly basis. <i>Comments have been received all year. We continue to see comments on Pace of Play as well as lack of specials in the bar in grill. This will be a major point of emphasis in 2015. We have received approximately 2,500 cards thru September</i>
2	Book 5 additional events by follow up calls and email guest from events and gather feedback. Offer 10% Discount on future event to promote repeat business.	Book 5 additional events from repeat clients.	C	Currently 1 booked by referral Currently booked 4 by referral Currently booked 6 by referral

District Initiative 3: Connect and engage our community

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Provide 6 Special Golf Events with 360 participants	Goal is 6 Events with 360 participants. (316 in 2013)	IP	All events planned. Cancelled March Madness due to weather. Held 1 event for 35 participants. 4 Events remaining in Oct & Nov
2	Provide 2 Holiday Event Brunches with 675 guests	Goal is 2 Events with 675 Guests. (672 in 2013)	IP	First Event is in April. 261 Guests for Easter Breakfast with Santa Dec 13th
3	Involve volunteers in course maintenance initiatives.	Schedule 4 ball mark repair days for volunteers to fix ball marks by Q3. After special outing days to ensure course conditions stay at a high level.	SC	Course opening in April Will begin in 3 rd QTR Had 2 repair days scheduled with High School Teams.
4	Expand volunteers in facility events by securing scores for the Pro Am Scramble.	Secure a minimum of 25 volunteers to help score Pro Am scramble.	NB	Course opening in April Event is in Oct.
5	Involve volunteers in Jr. Golf Program.	Recruit and train 2 to 3 High School golfers to help instruct Jr. golf program classes.	C	Course opening in April Added 4 HS Golfers to JR Program staff.

DISTRICT GOAL 2

Deliver Financial Stewardship

District Initiative 1: Achieve annual and long range financial plans

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Manage and operate the golf department to meet budget expectations.	Meet or exceed Golf Department Budget	IP	Expenses and payroll were monitored very closely during our winter months. Payroll expenses are down \$15,657 to budget due to weather and lack of rounds. Payroll & Expenses have been monitored all season. Also expanded social media marketing to increase rounds
2	Manage and operate the F&B department to meet budget expectations.	Meet or exceed F&B Department Budget	IP	Expenses and payroll were monitored very closely during our winter months. Payroll expenses are down \$18,270 to budget due to weather and lack of rounds. Payroll & Expenses have been monitored all season. Also expanded social media marketing to increase rounds.

District Initiative 2: Generate alternative revenue

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Expand use of golfnow.com to increase golf now rounds by 5% to produce additional revenue during slow periods.	Increase golfnow.com rounds by 5%. (4,485 Rounds in 2013)	IP	Course opening in April 1,657 Rounds Thru June. 4,261 Rounds Thru Sept
2	Increase rounds attributed to internet marketing by 5% (Facebook, Twitter, Email blasts).	Increase overall rounds by 5%.	IP	Course opening in April 10,024 Rounds Thru June. 26,348 Rounds Thru Sept
3	Increase lunch business in bar & grill by 3% over prior year by capturing golfer's on site with daily specials and promotions.	Increase bar and grill sales by 3%.	SC	St. Patrick's Day Lunch was our first promotion which produced over 100 orders. Sales are down 18% thru May due to weather and low round totals. Bar & Grill sales have been challenging all season. We will be addressing menu specials and promotions in 2015. The Grill Sales are down 17% to budget thru September.
4	Increase corporate meetings and golf outing food & beverage functions by 3 events.	Increase corporate group meetings by 3 events for a total of 242 events in 2014. (239 events in 2013).	SC	We have 233 events book for 2014. We currently have 266 events book for 2014.

District Initiative 3: Utilize our resources effectively & efficiently

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency.	Meet or exceed Payroll Budget	IP	Payroll was monitored very closely during our winter months. Payroll expenses are down \$15,657 in golf and down \$18,270 for F&B Payroll expenses are down \$28,600 in golf and down \$50,006 for F&B
2	Monthly budget monitoring to maintain at or below projected budget expenses.	Not to exceed budget expenses.	IP	Expenses were monitored very closely during our winter months. Expenses are being closely and have been adjusted to necessary items only. Expenses have been monitored and have not exceed budgeted amounts.
3	Monthly budget monitoring and proper costing out on menus to maintain a 32% food cost and 28% beverage cost.	32% food cost and 28% beverage cost.	IP	Food Cost for Jan = 35.82%; Feb = 16.76% Bev. Cost for Jan = 44.86%; Feb = 7.48% Food Cost Thru May = 32.5% Bev. Cost Thru May = 34.4% Food Cost Thru Sept = 27.6% Bev. Cost Thru Sept = 24.4%
4	Quarterly spot checks on a minimum 4 key items on insure competitive pricing.	100% of spot checks completed.	IP	Key item price checks were completed in first quarter. Key item price checks were completed in second quarter. Key item price checks continued. We are received special rebates now from Sysco due to the quantity we purchase from them.

DISTRICT GOAL 3

Achieve Operational Excellence and Environmental Awareness

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	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.	IP	Checklists are being completed and are at 100% completion rate during the winter months. Checklists are being completed and are at 100% completion rate during the second quarter. Checklists continued being completed and are at 100% completion rate during the third quarter.
2	Provide a well-manicured golf course consistent with adopted 2014 maintenance goals.	Weekly inspection with golf course superintendent, identify deficiencies and remedy as necessary. 90% Completion Rate.	SC	Winter cleanup has begun. Maintenance team is in full swing. They have battled a tough winter and are working on areas that have been identified. Maintenance team has worked hard all season in this challenging year. The golf course is back to normal and has recovered from the harsh winter.
3	Purchase Green Roller to improve quality of greens	Complete by end of 1st Qtr.	C	Will be purchased in April. Pushed back due to weather. Green roller has been purchased and staff has notice a difference in the greens.
4	Rebuild Landscape wall on #14 Tee box that has deteriorated.	Complete by 2nd Qtr.	C	Project start date of April. Project is 95% complete. Minor restoration work will be completed in fall. Project is complete and receiving great reviews.
5	Enhance, implement and evaluate marketing plans to promote F&B functions. Especially corporate and group outings.	Implement by 1 st quarter.	SC	2014 Marketing plan is in place. Will continue to evaluate and adapt as needed. All marketing areas are continued to be documented and we are adjusting based on results. Marketing materials are constantly being looked at and updated as the season

				<i>goes long to ensure a fresh look and new promotions.</i>
6	Update informational brochures to market special events and golf outings.	Update brochures by end of 1 st quarter.	C	Brochures are sent to printing. All brochures have been updated and printed. New items may arise as the year progresses.
7	Document all marketing efforts.	Evaluate based on ROI	SC	All marketing efforts are being documented in the 2014 Marketing Plan. All marketing areas are continued to be documented and we are adjusting based on results. All marketing items will be evaluated for next year. We had some great success with some and others have struggled.

District Initiative 2: Utilize best practices

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Research, develop and recommend Golf section of the 2014 CMP including recommended CIRP projects, goals and objectives.	By May 2014	IP	Have developed preliminary recommendations for CIRP. Staff continues to develop and work on the CIRP.

District Initiative 3: Advance environmental and safety awareness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Maintain IPRA's Environmental Report Card	By end of 4 th quarter	C	97% Rating

DISTRICT GOAL 4

Promote Quality Leadership and Service

District Initiative 1: Develop leadership that ensures work force readiness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Train and document 100% of all staff on job specific and mandatory training.	Train 100% F&B Employees by March Train 100% Golf Employees by May Train All new employees with 15 days of hire.	SC	Training has begun. Has been delayed due to late start in the course opening with the weather. All job specific training has been complete. We will continue with review sessions in key areas as the year progresses. All current staff have been trained.
2	Have key staff attend HEPD AED & CPR training.	Have at least 24 key staff	C	We currently have 16 key members

		members maintain certification by end of 2 nd Qtr.		certified. We currently have 25 members certified. All key staff has been trained and a schedule is being created for their renewal dates.
3	Train all F&B employees on service plan	Train 100% F&B Employees by March Train All new employees with 15 days of hire.	SC	Opening training meeting was held. Additional training sessions will begin when the bar & grill opens. All new hires are continued to go thru training. We have also added a few full staff training in customer service for all staff. Staff has received minor training in all areas. Will be developing a new service plan for 2015.
4	Train all Starters and Rangers on proper methods to communicate with golfers using training manuals.	Train 100% Golf Employees by May Train All new employees with 15 days of hire.	SC	Opening training meeting was held. Additional training sessions will begin when the course opens. All new hires are continued to go thru training. We have also added a few full staff training in customer service for all staff. Staff has received minor training in all areas. Will be developing a new service plan for 2015.
5	Successfully provide 5 classes to help promote the game of golf and create future golfers at BPC for 25 participants.	25 participants	C	Course opening in April 3 Classes have been provided to 23 participants. 4 Classes have been provided to 28 participants.
6	Provide monthly training days in concentrated areas. Follow training sessions with manager ride along to ensure training practices were successful.	12 training days.	SC	We have had 3 training dates in the first quarter. We have had 5 detailed training dates this quarter. We have had 2 detailed training dates this quarter.

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Conduct weekly F&B meetings to discuss operations and special events	40 weekly meetings on F&B operations.	IP	We are conducting weekly meetings. Weekly meetings are being held to discuss events. Weekly meetings continued being held to go over details of all events and that

				<i>staff is on the same page.</i>
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District Initiative 3: Promote continuous learning and encourage innovative thinking

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	All F&B Employees become BASSET Certified	100% of all F&B Employees.	SC	All current employees are BASSET Certified. New Employees starting in Spring will be certified within 10 days of start date. All new employees are being trained within 10 days of start date. All current employees have completed the course. <i>All current F&B employees are BASSET CERTIFIED</i>

Hoffman Estates Park District – 2014 Goals
A&F Division

Report Date: October 2014

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

DISTRICT GOAL 1

Enable access to Healthy and Enjoyable Experiences for all people

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Promote health & wellness with PDRMA's Health Screening Assessment for MyHealth IQ Program.	Achieve annually by November 2014 with a minimum 70% staff participation.	IP	My health IQ has been discontinued by PDRMA; but staff has been given other options to complete the health incentive formerly given through my health IQ.
2	Coordinate Spanish speaking IMRF workshop for Parks seasonal staff.	Achieve by May 2014.	NA	This was done in 2013; however due to staff changes at IMRF was not provided as a 2014 option.

District Initiative 3: Connect and engage our community

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Purchase and install VSI Mobile WebTrac.	Achieve by September 2014.	IP	Has been purchased and is in testing stages.
2	Advertise volunteer opportunities on web by event	Achieve by September 2014 and maintain throughout year.	IP	Volunteer opportunities for foundation events are promoted and working on options for specific district events. Have new volunteer registration process in place.
3	Provide financial/budget overview for Park Perspectives	March 2014 for Spring issue.	C	
4	Maintain FOIA and transparency aspects of District on web page to Ensure maximize coverage and maintain score of 80%.	Update monthly as reports are finalized and have site audited to achieve score of 80%.	C	Sunshine Award for achieving better than 70% being presented at April Board meeting. 2014 Information updated as available, 2013 CAFR has been placed on FOIA page.
5	Work with foundation Board to establish giving tree.	Achieve by September 2014.	NA	Boards have not shown a desire to proceed.

DISTRICT GOAL 2

Deliver Financial Stewardship

District Initiative 1: Achieve annual and long range financial plans

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Research, develop and recommend A&F section of the 2014 CMP including recommended CIRP projects, goals and objectives.	Achieve by Sep 2014	C	Final CMP document to be presented in December for approval. Staff components are all complete.
2	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves.	Achieve by December 2014.	IP	Most operational funds slightly below budget but are working on year end measures to try and achieve final balanced numbers.
3	Refund 2004 Ice Arena bonds to restructure payments	Achieve by December 1, 2014.	IP	
4	Pay off unfunded IMRF balance and fund future contributions at 100%	Achieve by December 1, 2014.	NB	Staff is still evaluating benefits.
5	Prepare CAFR for 2013	Achieve by June 2014.	C	CAFR has been presented to the board, filed with the appropriate agencies and submitted to GFOA.

District Initiative 2: Generate alternative revenue

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Implement additional ground lease at WRC for flag pole cell tower.	Achieve by September 2014	C	Final contract has been board approved, however ATT appears no longer interested in this sight.

District Initiative 3: Utilize our resources effectively & efficiently

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Create annual balanced budget.	Achieve by November 2014.	IP	Staff is completing budget document for board and committee review in November.
2	Conduct budget preparation review session for all staff.	Achieve by August 2014.	C	August 5.
3	Review/update Policy Manual.	Achieve by August 2014	IP	Have updated gambling, smoking and weapons sections during 1stQuarter. Updated water crafts in July.
4	Review district program/facility fees to ensure minimum 30% margin and determine subsidized programs.	Achieve by November 2014.	IP	Reviewing as part of budget process.

DISTRICT GOAL 3
Achieve Operational Excellence & Environmental Awareness

District Initiative 2: Utilize best practices

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Evaluate, modify and develop District procedures to ensure operating at a high level of internal & external customer service.	Review all business, human resource, and IT procedures and revise as deemed appropriate by September 2014.	IP	Have worked on training for RecTrac input and program master input presented as a Hoffman U topic in April. Work order system for IT presented in April. PO processing was presented as a Hoffman U topic. Independent contracts and hiring procedures presented as Hoffman U topics. Budget workshop presented in August. Benefits workshop scheduled for November.
2	Maintain IPRA's Environmental Report Card	By end of 4 th quarter	NB	
3	Upgrade MS Exchange Server/Users to 2013	Achieve by September 2014.	IP	Finalizing licensing conversion.
4	Purchase and install required (2015) credit card encrypted mag stripe and bar code readers District wide.	Achieve by September 2014.	NA	Delayed until 2015 due to new PCI regulations.
5	Purchase, image and deploy laptops.	Achieve by September 2014.	C	
6	Purchase and install District wide new phone system and train all staff.	Achieve by November 2014.	IP	RFP has been issued and will be presented at November meetings. New data/phone point to point infrastructure has been approved utilizing Comcast. Final system implementation will be December-January 2015.
7	Purchase and install color copier.	Achieve by June 2014.	C	Installed September 2014
8	Purchase new board room chairs.	Achieve by June 2014.	C	Completed 1qtr.
9	Conduct random monthly cash audits at all facilities at least twice per month.	Conduct audits on various dates and times on all District service desks.	IP	Conducted monthly; currently no issues or problems.
10	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers. Utilize video as needed.	Conduct monthly program audits seasonally by program.	IP	Conducted monthly. Have instituted new procedures for physical inventories and done on site inventory and updates to all actual pro shop inventories at BPC.
11	Utilize and update the IPRA salary system for online use for full and part time employees.	Achieve by May 31 2014	C	Completed 2 qtr.

12	Monitor IMRF eligible staff and educate managers/supervisors Regarding the 30 hour threshold.	Achieve quarterly to obtain results consistent with budget planning.	IP	Monitoring hours bi-monthly and off-line controls keeping supervisors and Exec Dir notified if staff are averaging more than 30 hours weekly.
13	Monitor PT employee hours worked regarding the PPACA compliance	Achieve monthly.	IP	See above.
14	Continue to cross train within division to ensure readiness	Achieve continually.	IP	Evolve/develop staff continually.
15	Help coordinate uniform dispersal to all employees to expand District image while maintaining cost records.	Achieve by December 2014.	IP	Process developed to maintain cost records. Working on development of logo implementation for all district.

District Initiative 3: Advance environmental and safety awareness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Attend PDRMA risk management institute	Achieve by November 2014.	C	Staff attended

DISTRICT GOAL 4 **Promote Quality Leadership and Service**

District Initiative 1: Develop leadership that ensures work force readiness

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Hire new full-time IT Manager to for District and maintain TSS outside support to ensure district wide connectivity, up-time and training while managing future software upgrades.	Achieve by February 28, 2014	C	John Agudelo
2	Continue implementing Applitrack for use by hiring managers District wide.	Achieve by March 2014.	C	Fully utilized for hiring. See update in board report under HR.
3	Attend legislative conference	Achieve by May 2014.	C	Staff attended.
4	Attend legal symposium	Achieve by November 2014.	NB	
5	Achieve CPRP and CPRE accreditation.	Achieve by November 2014.	NB	
6	Attend Year X Director's school.	Achieve by August 2014.	NA	Will be done in 2015.
7	Help develop division succession plans	Achieve by November 2014.	IP	In process of evaluating all current and future staffing as part of CMP which will better enable implementation of succession planning. Succession policy outline completed.

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

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Conduct PDRMA online training with all full time staff.	Achieve quarterly with 100% staff participation.	IP	Achieved 95% through 3 rd Quarter

District Initiative 3: Promote continuous learning and encourage innovative thinking

No.	Division Objective	Measures	Status	Achievement Level / Comments
1	Develop & implement an annual district wide IT training program to respond to IT training needs of staff.	Achieve by December 2014	IP	New IT manager has made terrific strides. Has limited excess Excalibur services and has been responsive internally. Will work on hiring and dismissal process for computer users. Is evaluating emails district wide and log-ins to ensure appropriate effectiveness and structure.

MEMORANDUM NO. 14-122

TO: Board of Commissioners
FROM: Dean R. Bostrom, Executive Director
RE: IAPD Credentials Certificate
DATE: October 13, 2014

Background

IAPD's Annual Business Meeting will be held on Saturday, January 24th at 3:30 p.m. in the Hyatt Regency Grand F Ballroom during the IAPD/IPRA Conference. Each member district shall be entitled to be represented at all Association Meetings and Conferences by a Delegate.

Implications

The Park Board must appoint one delegate and a 1st, 2nd, and 3rd alternate to attend IAPD's Annual Business Meeting on January 24th. Attached is a Credentials Certificate, which, when properly certified by the Board Secretary and approved by the Board, will entitle the delegate or, in their absence, an alternate listed thereon to vote on matters presented during the IAPD Annual Business Meeting.

Recommendation

Staff recommends the approval of the Credentials Certificate with the appointment of the delegate and 1st, 2nd, and 3rd alternates as follows:

Delegate: Mike Bickham
1st alternate: Ron Evans
2nd alternate: Lili Kilbridge
3rd alternate: Keith Evans

