



1685 West Higgins Road, Hoffman Estates, Illinois 60169

heparks.org t (847) 885-7500 f (847) 885-7523



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

**AGENDA
RECREATION COMMITTEE MEETING
TUESDAY, JANUARY 21, 2020
7:20 p.m.**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF COMMITTEE MINUTES
 - December 10, 2019
4. COMMENTS FROM THE AUDIENCE
5. OLD BUSINESS
6. NEW BUSINESS
 - A. Contractual ICAs / M20-001
 - B. Balanced Scorecard / M20-012
 - C. Recreation Report & 4Q Goals / M20-002
 - D. Bridges of Poplar Creek Board Report & 4Q Goals / M20-013
 - E. The Club Board Report & 4Q Goals / M20-015
7. COMMITTEE MEMBER COMMENTS
8. ADJOURNMENT

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



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MINUTES RECREATION COMMITTEE MEETING December 10, 2019

1. **Roll Call:**

A regular meeting of the Hoffman Estates Park District Recreation Committee was held on December 10, 2019 at 8:50 p.m. at the Triphahn Center in Hoffman Estates, IL.

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

Absent: Comm Rep S. Neel

Also Present: Executive Director Talsma, Director of Finance and Administration Hopkins, Director of Recreation Kapusinski, Director of Parks, Planning and Maintenance Huguenot, Director of Golf and Facilities Bechtold

Audience: President Kaplan, Commissioner McGinn, Kinnane, R. Evans, Kilbridge

2. **Approval of Agenda:**

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

3. **Approval of the Minutes:**

Comm Rep Macdonald made a motion, seconded by Commissioner Chhatwani to approve the minutes of the October 15, 2019 meeting as presented. The motion carried by voice vote.

4. **Comments from the Audience:**

None

5. Old Business:

None

6. New Business:

A. Audio & Video Recording at Board Meetings/ M19-120:

Executive Director Talsma reviewed the item noting that other districts were live streaming the meetings.

Chairman K. Evans noted that he was not fond of the video idea and concerned that the Executive Assistant will have enough time.

Comm Rep Henderson asked if they could do without the video and Executive Director Talsma noted that the speakers had to be recognized in the minutes.

President Kaplan asked if there was a requirement to complete the transcription within a day and Executive Director Talsma noted they only had to be completed in time to be included in the next month's meeting packet for approval.

Commissioner Kinnane noted that he believed it was up to the Executive Director to determine if his staff had time for this additional duty.

Comm Rep Henderson asked how much money would be saved and it was noted to be about \$500/month as the equipment was already present and the Executive Assistant would transcribe during normal working hours.

Comm Rep Dressler asked that staff make sure they have all the necessary documentation for the taping of the meetings and Executive Director Talsma noted they would post signs.

Comm Rep Macdonald made a motion, seconded by Comm Rep Wittkamp to recommend the board approve the audio and video recording of the District Board/ Committee meetings as outlined in M19-120. The motion carried by voice vote with Chairman K. Evans opposing.

B. Sport Flooring – The Club Renovation/M19-118:

Director Bechtold reviewed the item noting it was part of the renovation and that in-house would install to save the district money.

Comm Rep Dressler asked if the products bid upon were the same and it was noted that they were. She also asked if staff was experienced enough for the install and it was noted that they were.

Commissioner Chhatwani asked about the cost difference if the product was the same and it was noted that it would be dependent on how much money each company wanted to make on the job and/or who had open time and wanted the job more.

Comm Rep Wittkamp asked if staff could handle any problems with the install and Director Huguenot noted that they could and that extra material was included in the bid in the event of a problem.

Comm Rep Macdonald asked if the warranty would be the same with our install and Director Bechtold explained it would be; 5 years.

Chairman K. Evans asked about the under surface and what would happen if they decided to remove the new flooring in the future. Director Huguenot explained that they would have to repair the sports surfacing (paint) for the tennis courts, but the courts would remain.

President Kaplan asked if the bid was product only and it was noted that it was; that the \$26,000 would be additional if the outside contractor did the installation. President Kaplan asked about wear spots and Director Huguenot explained that with the 2.5mm wear layer and the 12mm shock pad there should not be wear spots or dents showing on the flooring. President Kaplan asked about the color and Director Huguenot explained that they had not decided yet but were looking at a darker color.

Commissioner Kilbridge asked if the \$26,000 was an estimate and Director Huguenot noted that it came from earlier quotes that included installation.

Commissioner R. Evans asked who created the specs and Director Bechtold noted it was done with Mark Davis, the consultant.

Comm Rep Dressler made a motion, seconded by Commissioner Chhatwani to recommend the board approve the purchase of sport flooring from Direct Fitness Solution for the total cost of \$42,922.80 as outlined in M19-118. The motion carried by voice vote.

C. Fitness Equipment Purchase/M19-124:

Director Bechtold reviewed the item noting that staff had worked with Mark Davis and that because of the co-op process; the district had not needed to go out to bid themselves.

Commissioner Kilbridge asked about the budget and Director Bechtold noted that \$450,000 was budgeted for the project and that the equipment was budgeted to be \$150,000 to \$200,000 of that.

President Kaplan asked if the serious weight lifters would be happy and Director Bechtold noted that they would.

Chairman K. Evans asked about salvage value for the outgoing equipment and Director Bechtold noted that someone was coming to look at the equipment next week.

Comm Rep Macdonald asked about a public auction and Executive Director Talsma noted that the district would receive better pricing with a trade in.

Commissioner Chhatwani made a motion, seconded by Comm Rep Dressler to recommend the board approve the purchase of fitness equipment by Matrix Fitness through the NCPA for a total of \$145,836 as outlined in M19-124. Motion carried by voice vote.

D. Multi-Station Equipment Bid/M19-125:

Director Bechtold reviewed the item noting that it would be a featured piece.

Commissioner Chhatwani asked if it was 2 pieces for \$28,108 and it was noted that it was.

Comm Rep Dressler asked if the lowest bidder had the same quality of equipment and Director Bechtold explained that they had checked references and received good reviews. He also noted that there was a 5 year warranty with a 2 year on the pulleys and 1 year on the upholstery.

Commissioner R. Evans asked if the Synergy piece would go into the same area and it was noted that it would.

Chairman K. Evans asked if the district had in-house to repair upholstery and it was noted that they had a preventive maintenance agreement with KC Fitness and they addressed the upholstery.

Commissioner Chhatwani asked about the substantial savings with the bids and Executive Director Talsma noted that staff still had to purchase the sound baffles, stereo equipment and paint the walls.

Comm Rep Henderson made a motion, seconded by Commissioner Chhatwani to recommend the board approve the purchase of two 12 stack multi-station units from Pro Maxima for the total price of \$28,108 as outlined in M19-125. The motion carried by voice vote.

E. Rec Board Report/M19-116:

Director Kapusinski reviewed the report noting that the Family Bingo had 75 in attendance that the Field Trip to NIU Campus had been booked, the Trivia night was very successful and the district had sponsored its first Craft Fair at TC.

Chairman K. Evans congratulated Director Kapusinski on passing the Certified Park & Rec Executive exam and Program Managers Dodson and Thomas on passing the Certified Park & Rec Professional exam.

Comm Rep Dressler asked how many attended the Craft Fair and Director Kapusinski noted that they did not have a count, however, they were planning on setting up a second Fair and would be making sure they took a head count for the event.

Commissioner McGinn noted that the Thanksgiving Card was a great idea.

President Kaplan asked about the e-sports at NIU and Director Kapusinski explained that players brought their own devices but connected to NIU's system to play online.

Comm Rep Macdonald made a motion, seconded by Comm Rep Wittkamp to send the Rec Report M19-116 to the board as presented. The motion carried by voice vote.

F. BPC and The Club Board Report/M19-117:

Director Bechtold reviewed the reports noting that the golf course had shut down with the recent snow. He also noted that the greens had been covered with sand.

Chairman K. Evans asked if the sand covered the greens completely and it was noted that they did.

Comm Rep Dressler asked if the wedding numbers were low and Director Bechtold noted they were off by about 3 and that they were seeing lower numbers across the industry.

Commissioner R. Evans asked how many years they had been sanding the greens and it was noted to be 8+ years.

Director Bechtold noted that they were preparing bids for the sound proofing for The Club renovations and looking to start construction January 6, 2020.

Commissioner Chhatwani asked if they would be offering fitness promotions in January during construction and it was noted that they would.

Comm Rep Dressler noted that she found the dates listed for The Club Memberships confusing.

Comm Rep Henderson asked about the Welcome Packages and Director Bechtold noted that it would be for a 15 mile radius around The Club. She also asked about the pop-up ads at the Arboretum and Director Bechtold explained that they went to local business and while viewing the local business ads, ads for The Club would also pop-up.

Comm Rep Macdonald asked if the 30 memberships they lost were tennis members and it was noted that the 30 was for the entire year. Executive Director Talsma explained that January 5 would be the last day for 3 courts.

President Kaplan asked which court would remain and it was noted to be the first one on the far left.

Commissioner Chhatwani asked to have the Welcome Packet sent to her so she could repost it. Staff will follow through.

Comm Rep Wittkamp made a motion, seconded by Commissioner Chhatwani to send the BPC and The Club Board Report M19-117 to the board as presented. The motion carried by voice vote.

7. Committee Member Comments:

Chairman K. Evans recognized Comm Rep Henderson for her 4 years of service and Comm Rep Wittkamp for his 12 years of service.

Comm Rep Wittkamp noted he enjoyed what everyone was doing for the district.

Comm Rep Henderson suggested making the lower level of the Wolves into an escape room.

Comm Rep Henderson thank Director Huguen for all his work.

Commissioner Chhatwani congratulated Director Kapusinski and staff on passing their exams.

Chairman K. Evans wished all a happy holiday.

8. Adjournment:

Comm Rep Wittkamp made a motion, seconded by Commissioner Chhatwani to adjourn the meeting at 8:59 p.m. The motion carried by voice vote.

Respectfully submitted,

Craig Talsma
Secretary

Peg Kusmierski
Recording Secretary

MEMORANDUM M20-001

TO: Recreation Committee
FROM: Craig Talsma, Executive Director
Alisa Kapusinski, Director of Recreation
RE: Independent Contractor Agreements
DATE: January 21, 2020

Background:

Contractual agreements with shared revenue payments that are expected to exceed the spending authority of the Executive Director (\$25,000) require Board approval.

Two agreements that require approval are attached.

1. Tumbling Times, Inc. – gymnastics instruction
2. Illinois Shotokan Karate, Inc. – youth & adult karate classes

All contracted agencies have worked with the Park District for over 10 years.

Implications:

All agencies meet the requirements required by PDRMA as it relates to liability and overall insurance. The contractual agreements expire at the end of the fiscal/calendar year and will be reviewed on an annual basis allowing for annual adjustments, if deemed necessary.

Staff Recommendation:

Staff recommends that the Recreation Committee recommend to the full Board the approval of the Independent Contractor Agreements for Tumbling Time, Inc. and Illinois Shotokan Karate, Inc.

HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

I. Hoffman Estates Park District enters into an Independent Contractor Relationship with Tumbling Times, Inc.

II. The duration of this independent contractual agreement will be: January, 1, 2020 – December 31, 2020.

This agreement shall not be construed as creating an employee/employer relationship or joint employment relationship between the parties in any manner whatsoever.

- A. Contractor acknowledges and agrees that he/she is not entitled to any benefits or protections afforded employees of the Park District or bound by any obligations of employees of the Park District. Contractor understands and fully agrees that he/she will not be covered under provisions of the unemployment compensation insurance of the Park District or the workers' compensation insurance of the Park District and that any injury or property damage on the job will be contractor's sole responsibility and not the Park District's. Also, it is understood that Contractor is not protected as an employee or as a person acting as an agent or employee under the provisions of the general liability insurance of the Park District and therefore, Contractor will be solely responsible for his/her own actions. The Park District will in no way defend contractor in matters of liability.
- B. It is the intention of the parties to create a non-exclusive independent contractor relationship. Contractor may engage in other business activities and provide similar services to other entities and business; provided such services do not create a conflict or interest or interfere with the performance of the services contemplated by this agreement.
- C. The contractor agrees not to hold him/herself out as an employee or joint employee of the Park District to members of the public.
- D. The contractor acknowledges and agrees that he/she is solely responsible to pay all applicable federal, state, and local income and withholding tax obligations or contributions imposed by social security, unemployment insurance and worker's compensation insurance on behalf of Contractor and those employees, if any, employed by him/her.
- E. Contractor hereby agrees to comply with all applicable laws, regulations, and rules promulgated by any Federal, State, County, Municipal and or other governmental unit or other governmental unit or regulatory body now in effect during the performance of the work. By way of example, the following are included within the scope of the laws, regulations and rules referred to in this paragraph, but in no way to operate as a limitation on the laws, regulations and rules with which Contractor must comply, are all forms of Workers Compensation Laws, all terms of the Equal Employment Opportunity Clause of the Illinois Fair Employment Practices Commission, the Illinois Human Rights Act, the Illinois

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Preference Act, the Social Security Act, Americans With Disabilities Act, Statutes relating to contracts by units of government, all applicable Civil Rights and Anti-Discrimination Laws and Regulations, and traffic and public utility regulations.

- II. Contractor shall at all times have sole control over the manner, means and methods of performing the work/services required by the contract according to his/her own independent judgment, and is solely responsible for the direction of his/her employees and agents. Contractor acknowledges and agrees that he/she will devote such times as is necessary to produce the contracted for results. Contractor represents and warrants that Contractor has the skills and knowledge necessary to perform the services in a safe, proper, efficient, thorough and satisfactory manner and understand that the Park District is relying on such representation in contracting with Contractor for the services.
- III. The Park District will report payments to an individual of \$600 or more to the IRS on Form 1099-Misc. Contractor will provide to the Park District a Social Security Number or Federal Employer Identification Number for any individual receiving payment.
- IV. Contractor acknowledges and agrees that he/she is responsible for all expenses, including, the provision of equipment and materials related to provision of the contracted results, unless otherwise agreed to.
- V. The contractor acknowledges and agrees that he/she is solely responsible for his/her employees/agents actions in performing the work service.
- VI. If this contract is for public construction in an amount greater than \$5,000, then the contractor must furnish, supply, and deliver a surety bond for the entire amount of the contract to secure the performance of the contract and the payment of prevailing wage, the payment of all subcontractors and all material suppliers per 30 ILCS 550, et seq. With the approval of the Director of Finance a bank letter of credit may be accepted in lieu of the surety bond if for twice the amount of the contract and it will be held for a minimum of six months after the contract completion.
- VII. To the extent that the Prevailing Wage Act applies, to pay and require every Subcontractor to pay prevailing wages as established by the Illinois Department of Labor for each craft or type of work needed to execute the contract in accordance with 820 ILCS 130/01 et seq. The Contractor shall prominently post the current schedule of prevailing wages at the Contract site and shall notify immediately in writing all of its Subcontractors, of all changes in the schedule of prevailing wages.

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Any increases in costs to the Contractor due to changes in the prevailing rate of wage during the terms of any contract shall be at the expense of the Contractor and not at the expense of the Owner. The change order shall be computed using the prevailing wage rates applicable at the time the change order work is scheduled to be performed. The Contractor shall be solely responsible to maintain accurate records as required by the prevailing wage statute and to obtain and furnish all such certified records to the Park District as required by Statute. In lieu of certified payroll, Contractor shall submit a letter setting forth the basis upon which Contractor has concluded the Act does not apply. The Contractor shall be solely liable for paying the difference between prevailing wages and any wages actually received by laborers, workmen and/or mechanics engaged in the Work and in every way defend and indemnify the Park District against any claims arising under or related to the payment of wages in accordance with the Prevailing Wage Act.

- VIII. The contractor agrees to provide and keep force at all times during this agreement, the following coverage: comprehensive general liability insurance including contractual liability coverage and tenants legal liability coverage (when applicable), with minimum limits of not less than one million dollars (\$1,000,000) per occurrence, and two million dollars (\$2,000,000) annual aggregate; property damage insurance; full Worker's Compensation Insurance equal to the statutory amount required by law, and employers liability insurance with limits of not less than one million dollars (\$1,000,000). All insurance carriers providing the coverage set forth herein shall have a rating of A as assigned by A.M. Best & Co. and satisfactory to the Park District in its sole discretion.

All certificates of insurance in connection herewith shall be furnished to the Park District no later than seven (7) days prior to the commencement date of this agreement.

To have all policies of insurance purchased or maintained in fulfillment hereof name the Park District as an additional insured thereunder and the Contractor shall provide Certificates of Insurance evidencing the coverage and the addition of the Park District as an insured. No such policy of insurance shall have a deductible or self-insurance retention amount in excess of \$5,000.00 per occurrence. All insurance shall be written on "An occurrence@" basis rather than "A claims-made@" basis. Failure of Park District to demand any certificate, endorsement or other evidence of full compliance with these insurance requirements or failure of Park District to identify a deficiency from evidence that is provided shall not be construed as a waiver of Contractors obligation to maintain such insurance.

The Contractor agrees that the obligation to provide the insurance required by these documents is solely its responsibility and that this is a requirement which cannot be waived by any conduct, action, inaction or omission by the Park District. Upon request, the Contractor will provide copies of any or all policies of insurance maintained in fulfillment hereof.

HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

- IX. All insurance coverage provided by the contractor shall be primary coverage as to the Park District. Any insurance or self-insurance maintained by the Park District shall be excess of the contractor's insurance and shall not contribute with it.
- X. The Park District, its officers, agents and employees are to be covered and named as additional insured (Hoffman Estates park District) under the general liability coverage and shall contain no special limitation on the scope of protection afforded to the additional insured. The policy and/or coverage shall also contain a "contractual liability" clause.
- XI. Said insurance policies shall not be canceled or amended without 30 days prior written notice having been given to the Park District. Such cancellation shall be grounds for the Park District to immediately cancel this Agreement.
- XII. To the extent permitted by law, the contractor shall indemnify, save, defend and hold harmless the Park District, including its officers, officials, agents, volunteers and employees, [collectively "Park District"] from and against any and all liabilities, obligations, claims, damages, penalties, wage and hour claims, cause of actions, costs and expenses (including reasonable attorney and paralegal fees) which the district may become obligated by reason of any accident, bodily injury, or death of persons, civil or constitutional rights violation, or loss or damage to tangible property, or any claim made under the Fair Labor Standards Act or any other federal or state law arising directly or indirectly in connection with, or as a result of this Agreement.
- XIII. Contractor agrees to submit to a criminal background check and that this agreement is contingent upon successfully completing a criminal background check. Contractor shall not assign any employee, subcontractor, or other person to this agreement on behalf of Contractor that has not submitted to and completed a criminal background check that has been cross-referenced with the State of Illinois and federal sexual offender registries. If the contractor would prefer the Park District complete the criminal background checks for any employees, subcontractors, or other persons assigned, the contractor will pay the Park District \$10.00 per background check completed, and the Park District will complete the process.
- XIV. The Park District may terminate this contractual agreement in the event of contract breach or (when applicable) if the program did not meet the minimum number of participants. The contractor shall have financial responsibility to the Park District for reasonable costs incurred by the Park District including the cost of obtaining replacement services.

Revised 12/04/2019

Contractor's Initials JPW

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HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

- XV. Contractor represents and warrants that contractor has the skills and knowledge necessary to perform the services in a safe, proper, efficient, thorough and satisfactory manner and understands that Park District is relying on such representation in contracting with contractor for the services.
- XVI. This contract constitutes the entire agreement between the Parties pertaining to the subject matter hereof and supersedes all prior or contemporaneous agreements and understandings either oral or written of the Parties in connection therewith. No modification of this Contract shall be effective unless made in writing, signed by both Parties and dated after the date hereof. This Contract is non-assignable by Contractor.
- XVII. Contractor agrees to maintain, without charge to the Owner, all records and documents for projects of the Owner in compliance with the Freedom of Information Act, 5 ILCS 140/1 et seq. .

A public record that is not in the possession of a public body but is in the possession of a party with whom the agency has contracted to perform a governmental function on behalf of the public body, and that directly relates to the governmental function and is not otherwise exempt under the Freedom of Information Act, shall be considered a public record of the public body, for the purposes of the Freedom of Information Act.

In addition, Contractor shall produce records which are responsive to a request received by the Owner under the Freedom of Information Act so that the Owner may provide records to those requesting them within the time frames required. If additional time is necessary to compile records in response to a request, than Contractor shall so notify the Owner and if possible the Owner shall request an extension so as to comply with the Act. In the event that the Owner is found to have not complied with the Freedom of Information Act due to Contractor's failure to produce documents or otherwise appropriately respond to a request under the Act, then Contractor shall indemnify and hold the Owner harmless, and pay all amounts determined to be due including but not limited to fines, costs, attorneys' fees and penalties.

- A. Services to be performed by Contractor include:
To provide instructors to teach gymnastics to children.
- B. Results to be achieved by Contractor include:
- C. Days and hours of work to be performed by Contractor include:
Mondays – 10:00am-11:30am and 4:15pm – 8:00pm
Tuesdays – 11:00am – 12:35pm and 4:15pm – 7:45pm
Wednesdays – 11:00am-12:35pm and 4:15pm – 7:30pm
Thursdays – 4:15pm – 6:00pm
Fridays – 11:00am – 12:35pm
Saturdays – 9:30am – 1:05pm

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D. Location(s) of work to be performed by Contractor include(s):

All classes will be held at Vogeley Barn, 650 W. Higgins Rd

E. Contractor's other responsibilities include:

Set up of equipment, communication with parents on assessments.

XVIII. A. Method of Payment: Check after invoice is submitted

The following amounts will be paid to the Independent Contractor:

It is the responsibility of the Independent Contractor to prepare and submit an invoice to HEPD prior to any payment being issued.

When discounts are authorized by HEPD, they will also be applied to the payment due to the independent contractor.

Percent of Resident rate: All gymnastics classes are a 70% Tumbling Times / 30% park district split.

[Signature]
Authorized Signatory of Contractor

12-23-19
Date

Owner
Title

Phone # 630-408-2078

FEIN # _____ -OR- Social Security #: _____

Print Name Jody Honig

Address 27 East Pleasant Ln

City Lombard

[Signature]
HEPD Program Manager

[Signature]
HEPD Director of Finance

1/6/2020
Date

[Signature]
Date

This agreement is NOT effective until signed by the HEPD Director of Finance

Contracts with anticipated value over \$15,000.00 must be signed by Executive Director.*

HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

- I. Hoffman Estates Park District enters into an Independent Contractor Relationship with Illinois Shotokan Karate, Inc.

The duration of this independent contractual agreement will be: January 1, 2020-December 31, 2020.

This agreement shall not be construed as creating an employee/employer relationship or joint employment relationship between the parties in any manner whatsoever.


- A. Contractor acknowledges and agrees that he/she is not entitled to any benefits or protections afforded employees of the Park District or bound by any obligations of employees of the Park District. Contractor understands and fully agrees that he/she will not be covered under provisions of the unemployment compensation insurance of the Park District or the workers' compensation insurance of the Park District and that any injury or property damage on the job will be contractor's sole responsibility and not the Park District's. Also, it is understood that Contractor is not protected as an employee or as a person acting as an agent or employee under the provisions of the general liability insurance of the Park District and therefore, Contractor will be solely responsible for his/her own actions. The Park District will in no way defend contractor in matters of liability.
- B. It is the intention of the parties to create a non-exclusive independent contractor relationship. Contractor may engage in other business activities and provide similar services to other entities and business; provided such services do not create a conflict or interest or interfere with the performance of the services contemplated by this agreement.
- C. The contractor agrees not to hold him/herself out as an employee or joint employee of the Park District to members of the public.
- D. The contractor acknowledges and agrees that he/she is solely responsible to pay all applicable federal, state, and local income and withholding tax obligations or contributions imposed by social security, unemployment insurance and worker's compensation insurance on behalf of Contractor and those employees, if any, employed by him/her.
- E. Contractor hereby agrees to comply with all applicable laws, regulations, and rules promulgated by any Federal, State, County, Municipal and or other governmental unit or other governmental unit or regulatory body now in effect during the performance of the work. By way of example, the following are included within the scope of the laws, regulations and rules referred to in this paragraph, but in no way to operate as a limitation on the laws, regulations and rules with which Contractor must comply, are all forms of Workers Compensation Laws, all terms of the Equal Employment Opportunity Clause of the Illinois Fair Employment Practices Commission, the Illinois Human Rights Act, the Illinois



HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

Preference Act, the Social Security Act, Americans With Disabilities Act, Statutes relating to contracts by units of government, all applicable Civil Rights and Anti-Discrimination Laws and Regulations, and traffic and public utility regulations.

- II. Contractor shall at all times have sole control over the manner, means and methods of performing the work/services required by the contract according to his/her own independent judgment, and is solely responsible for the direction of his/her employees and agents. Contractor acknowledges and agrees that he/she will devote such times as is necessary to produce the contracted for results. Contractor represents and warrants that Contractor has the skills and knowledge necessary to perform the services in a safe, proper, efficient, thorough and satisfactory manner and understand that the Park District is relying on such representation in contracting with Contractor for the services.
- III. The Park District will report payments to an individual of \$600 or more to the IRS on Form 1099-Misc. Contractor will provide to the Park District a Social Security Number or Federal Employer Identification Number for any individual receiving payment.
- IV. Contractor acknowledges and agrees that he/she is responsible for all expenses, including, the provision of equipment and materials related to provision of the contracted results, unless otherwise agreed to.
- V. The contractor acknowledges and agrees that he/she is solely responsible for his/her employees/agents actions in performing the work service.
- VI. If this contract is for public construction in an amount greater than \$5,000, then the contractor must furnish, supply, and deliver a surety bond for the entire amount of the contract to secure the performance of the contract and the payment of prevailing wage, the payment of all subcontractors and all material suppliers per 30 ILCS 550, et seq. With the approval of the Director of Finance a bank letter of credit may be accepted in lieu of the surety bond if for twice the amount of the contract and it will be held for a minimum of six months after the contract completion.
- VII. To the extent that the Prevailing Wage Act applies, to pay and require every Subcontractor to pay prevailing wages as established by the Illinois Department of Labor for each craft or type of work needed to execute the contract in accordance with 820 ILCS 130/01 et seq. The Contractor shall prominently post the current schedule of prevailing wages at the Contract site and shall notify immediately in writing all of its Subcontractors, of all changes in the schedule of prevailing wages.



HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

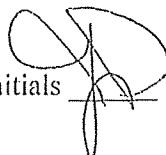
Any increases in costs to the Contractor due to changes in the prevailing rate of wage during the terms of any contract shall be at the expense of the Contractor and not at the expense of the Owner. The change order shall be computed using the prevailing wage rates applicable at the time the change order work is scheduled to be performed. The Contractor shall be solely responsible to maintain accurate records as required by the prevailing wage statute and to obtain and furnish all such certified records to the Park District as required by Statute. In lieu of certified payroll, Contractor shall submit a letter setting forth the basis upon which Contractor has concluded the Act does not apply. The Contractor shall be solely liable for paying the difference between prevailing wages and any wages actually received by laborers, workmen and/or mechanics engaged in the Work and in every way defend and indemnify the Park District against any claims arising under or related to the payment of wages in accordance with the Prevailing Wage Act.

- VIII. The contractor agrees to provide and keep force at all times during this agreement, the following coverage: comprehensive general liability insurance including contractual liability coverage and tenants legal liability coverage (when applicable), with minimum limits of not less than one million dollars (\$1,000,000) per occurrence, and two million dollars (\$2,000,000) annual aggregate; property damage insurance; full Worker's Compensation Insurance equal to the statutory amount required by law, and employers liability insurance with limits of not less than one million dollars (\$1,000,000). All insurance carriers providing the coverage set forth herein shall have a rating of A as assigned by A.M. Best & Co. and satisfactory to the Park District in its sole discretion.

All certificates of insurance in connection herewith shall be furnished to the Park District no later than seven (7) days prior to the commencement date of this agreement.

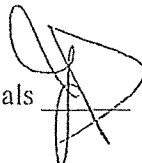
To have all policies of insurance purchased or maintained in fulfillment hereof name the Park District as an additional insured thereunder and the Contractor shall provide Certificates of Insurance evidencing the coverage and the addition of the Park District as an insured. No such policy of insurance shall have a deductible or self-insurance retention amount in excess of \$5,000.00 per occurrence. All insurance shall be written on "An occurrence@" basis rather than "A claims-made@" basis. Failure of Park District to demand any certificate, endorsement or other evidence of full compliance with these insurance requirements or failure of Park District to identify a deficiency from evidence that is provided shall not be construed as a waiver of Contractors obligation to maintain such insurance.

The Contractor agrees that the obligation to provide the insurance required by these documents is solely its responsibility and that this is a requirement which cannot be waived by any conduct, action, inaction or omission by the Park District. Upon request, the Contractor will provide copies of any or all policies of insurance maintained in fulfillment hereof.



HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

- IX. All insurance coverage provided by the contractor shall be primary coverage as to the Park District. Any insurance or self-insurance maintained by the Park District shall be excess of the contractor's insurance and shall not contribute with it.
- X. The Park District, its officers, agents and employees are to be covered and named as additional insured (Hoffman Estates park District) under the general liability coverage and shall contain no special limitation on the scope of protection afforded to the additional insured. The policy and/or coverage shall also contain a "contractual liability" clause.
- XI. Said insurance policies shall not be canceled or amended without 30 days prior written notice having been given to the Park District. Such cancellation shall be grounds for the Park District to immediately cancel this Agreement.
- XII. To the extent permitted by law, the contractor shall indemnify, save, defend and hold harmless the Park District, including its officers, officials, agents, volunteers and employees, [collectively "Park District"] from and against any and all liabilities, obligations, claims, damages, penalties, wage and hour claims, cause of actions, costs and expenses (including reasonable attorney and paralegal fees) which the district may become obligated by reason of any accident, bodily injury, or death of persons, civil or constitutional rights violation, or loss or damage to tangible property, or any claim made under the Fair Labor Standards Act or any other federal or state law arising directly or indirectly in connection with, or as a result of this Agreement.
- XIII. Contractor agrees to submit to a criminal background check and that this agreement is contingent upon successfully completing a criminal background check. Contractor shall not assign any employee, subcontractor, or other person to this agreement on behalf of Contractor that has not submitted to and completed a criminal background check that has been cross-referenced with the State of Illinois and federal sexual offender registries. If the contractor would prefer the Park District complete the criminal background checks for any employees, subcontractors, or other persons assigned, the contractor will pay the Park District \$10.00 per background check completed, and the Park District will complete the process.
- XIV. The Park District may terminate this contractual agreement in the event of contract breach or (when applicable) if the program did not meet the minimum number of participants. The contractor shall have financial responsibility to the Park District for reasonable costs incurred by the Park District including the cost of obtaining replacement services.



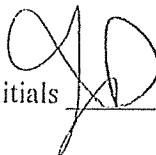
HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

- XV. Contractor represents and warrants that contractor has the skills and knowledge necessary to perform the services in a safe, proper, efficient, thorough and satisfactory manner and understands that Park District is relying on such representation in contracting with contractor for the services.
- XVI. This contract constitutes the entire agreement between the Parties pertaining to the subject matter hereof and supersedes all prior or contemporaneous agreements and understandings either oral or written of the Parties in connection therewith. No modification of this Contract shall be effective unless made in writing, signed by both Parties and dated after the date hereof. This Contract is non-assignable by Contractor.
- XVII. Contractor agrees to maintain, without charge to the Owner, all records and documents for projects of the Owner in compliance with the Freedom of Information Act, 5 ILCS 140/1 et seq.

A public record that is not in the possession of a public body but is in the possession of a party with whom the agency has contracted to perform a governmental function on behalf of the public body, and that directly relates to the governmental function and is not otherwise exempt under the Freedom of Information Act, shall be considered a public record of the public body, for the purposes of the Freedom of Information Act.

In addition, Contractor shall produce records which are responsive to a request received by the Owner under the Freedom of Information Act so that the Owner may provide records to those requesting them within the time frames required. If additional time is necessary to compile records in response to a request, than Contractor shall so notify the Owner and if possible the Owner shall request an extension so as to comply with the Act. In the event that the Owner is found to have not complied with the Freedom of Information Act due to Contractor's failure to produce documents or otherwise appropriately respond to a request under the Act, then Contractor shall indemnify and hold the Owner harmless, and pay all amounts determined to be due including but not limited to fines, costs, attorneys' fees and penalties.

- A. Services to be performed by Contractor include:
Teach youth and adults Karate Classes
- B. Results to be achieved by Contractor include:
- C. Days and hours of work to be performed by Contractor include:
Wednesdays 5:00-9:00pm, Fridays 5:00-9:00pm, Saturdays 9:00-3:00pm
Dates vary depending on season.
- D. Location(s) of work to be performed by Contractor include(s):
Timber Trails School, Willow Recreation Center, and Shotokan Dojo in Palatine.



HOFFMAN ESTATES PARK DISTRICT INDEPENDENT CONTRACTOR AGREEMENT

E. Contractor's other responsibilities include:

Set up of mats, communication with parents on assessments. Submit invoice for payment.

XVIII. A. Method of Payment: Check after invoice is submitted

The following amounts will be paid to the Independent Contractor:

It is the responsibility of the Independent Contractor to prepare and submit an invoice to HEPD prior to any payment being issued.

When discounts are authorized by HEPD, they will also be applied to the payment due to the independent contractor.

Percent of Resident rate: 70% of class fees for classes at Willow and Timber Trails will go to Shotokan Karate, 30% to Park District, 90% for classes at Shotokan Dojo will go to Shotokan Karate, and 10% will go to Park District.

John DiPasquale 12-19-19
Authorized Signature of Contractor Date
President JILS Hotokan
Title Karate IN C Phone # 847

FEIN # _____ OR- Social Security #: _____

Print Name John DiPasquale

Address 327 N ERIC DRIVE

City Palatine

Judy Brown PB
HEPD Program Manager 11/3/2019 HEPD Director of Finance

12/19/19
Date Date

This agreement is NOT effective until signed by the HEPD Director of Finance

Contracts with anticipated value over \$15,000.00 must be signed by Executive Director.*

MEMORANDUM NO. M20-012

TO: All Committees
FROM: Craig Talsma, Executive Director
Dustin Hugen, Director of Parks, Planning & Maintenance
Alisa Kapusinski, Director of Recreation
Brian Bechtold, Director of Golf & Facilities
Nicole Hopkins, Director of Finance & Administration
RE: Balanced Scorecard
DATE: January 21, 2020

Background

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

“Key components in utilizing the Balanced Scorecard methodology

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

Implications

The District’s Balanced Scorecard was revised in 2018 to a more graphical and user friendly version and is reviewed each quarter to ensure that the measurement values that we utilize are relevant and functional. The goal is to provide a snapshot view of these key components at a specific point in time and to have an annual year-to-year comparison. This allows us to determine on a very broad spectrum the direction in which the District is moving.

These key components are not being analyzed on a valuation to current budgets or forecasts as much as to the same time period in previous years. Those types of evaluations are provided in the monthly Recreation Committee participation reports and the financial statements in the A&F Committee reports. The Balanced Scorecard has been updated to report quarterly numbers and compare these numbers to previous quarters. This is then done for the year-to-date (YTD) totals as well.

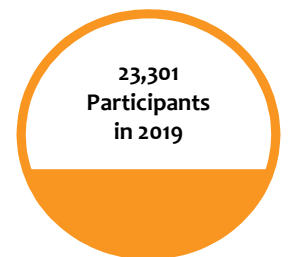
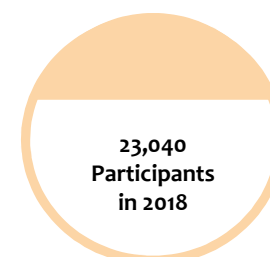
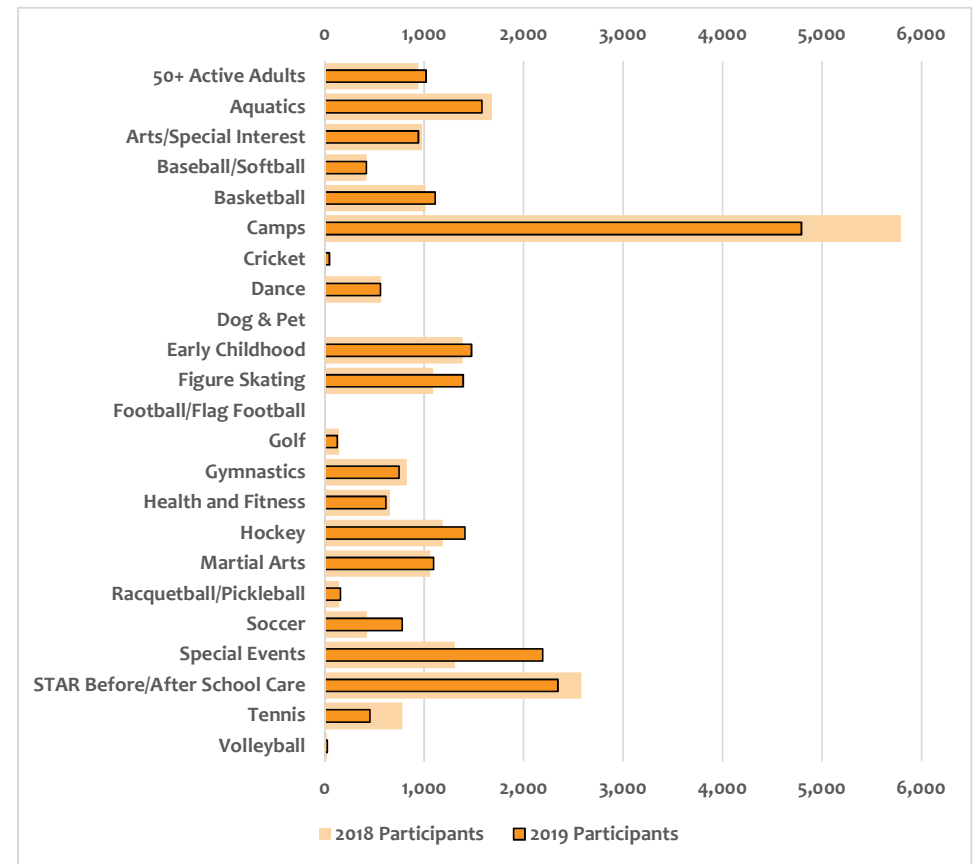
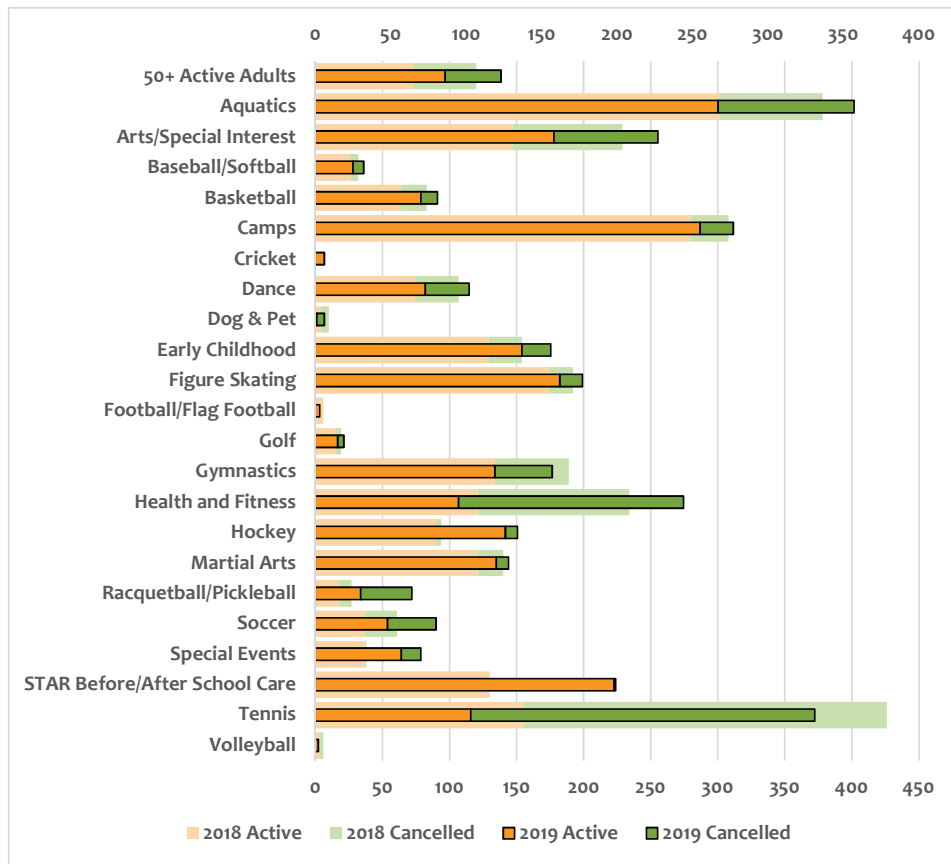
Recommendation

Staff recommends the Committee recommend that the Board approve the Balanced Scorecard for the 4th Quarter 2019.

Balanced Scorecard 2019

Year to Date through December 31

ACTIVITIES



Balanced Scorecard 2019 Year to Date through December 31

BRIDGES OF POPLAR CREEK

26,109 Rounds
in 2018

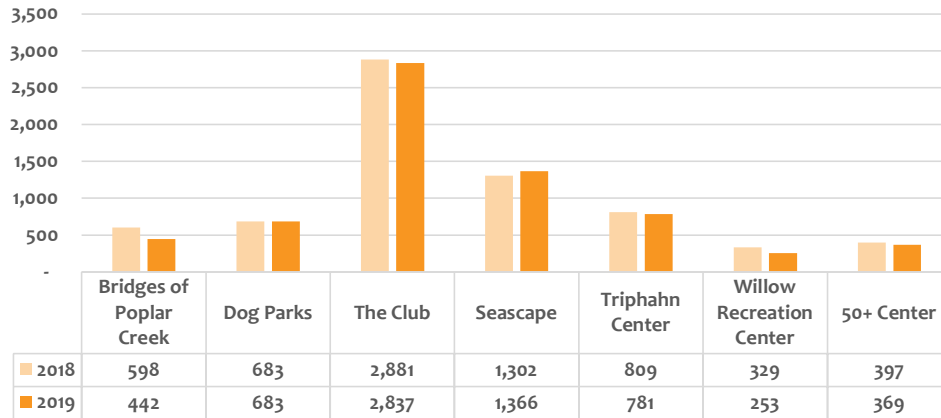
24,358
Rounds
in 2019

17,303
Baskets
in 2018

20,842
Baskets
in 2019

MEMBERS AND VISITS

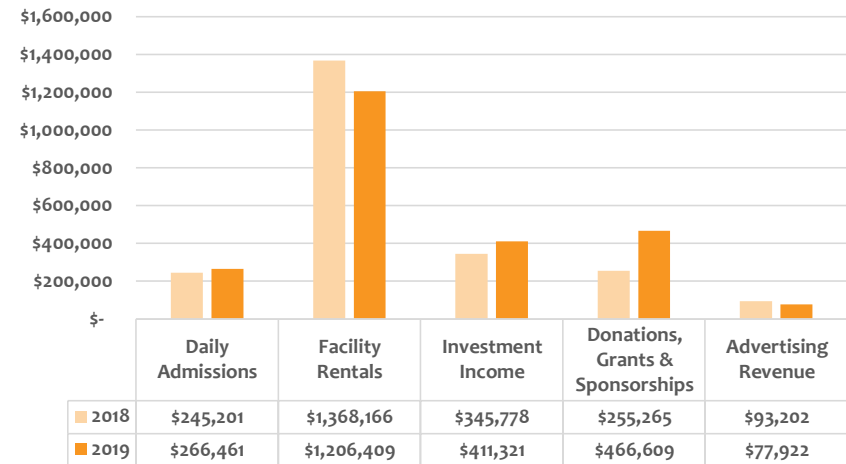
Total Members



313,563 YTD
Visits in
2018

304,191 YTD
Visits in
2019

OTHER



COMMUNICATION & MARKETING

42.52% of
Registrations
Online in 2018

50.36% of
Registrations
Online in 2019

223,599 Unique Visits to website
22,507 Unique Visits to WebTrac
4,238 Facebook Likes
136,089 Twitter Reach
1,015 Twitter Followers
406 Instagram Followers

FINANCIAL SUMMARY

*2019 is Preliminary Due to Fiscal
Year End

	2018	2019
Revenues	\$ 19,965,673	\$ 20,808,757
Expenses	\$ (13,699,828)	\$ (13,380,864)
Operating Net	\$ 6,265,846	\$ 7,427,893
Bond Proceeds	\$ 2,646,000	\$ 9,020,000
Capital Purchases	\$ (1,588,812)	\$ (3,798,273)
Debt Service	\$ (6,437,721)	\$ (6,500,918)
Net	\$ 885,313	\$ 6,148,702

MEMORANDUM NO. M20-002

TO: Recreation Committee
FROM: Craig Talsma, Executive Director
Alisa Kapusinski, Director of Recreation
RE: Recreation & Communications/Marketing Board Report
DATE: January 21, 2020

Recreation Division



Upcoming Events

Jan. 17 – Family Bingo
Feb. 1 – Ice Show Winter Exhibition
Feb. 7 – Daddy Daughter Dance
Feb. 14 – Fortnite Tournament (new!)
Feb. 15 – Lunch with Elsa & Anna (new!)
Feb. 20 – Girls Night Out

Administration

Mindi Schwartz passed her CPRP exam this month.

District-wide Job Fair for part-time and seasonal positions was held on December 19. There were 11 prospective applicants that attended. Staff is looking into additional ways to be present at the high schools to recruit employees.

iCompete hosted an event on Friday, December 6. This event was at the Hoffman High School basketball game. It was a great opportunity for the kids and mentors to get together at a sporting event.



Triphahn Center



Willow Recreation Center

Triphahn Center Fitness

<u>Membership</u>	<u>12/31/18</u>	<u>1/1/19</u>	<u>12/31/19</u>	<u>YTD Var. +/-</u>
Total	809	809	781	-28

Willow Rec Center Fitness & Racquetball

<u>Membership</u>	<u>12/31/18</u>	<u>1/1/19</u>	<u>12/31/19</u>	<u>YTD Var. +/-</u>
Total	329	329	304	-25

Membership numbers (above) do not include the free health insurance fitness memberships: Total members = 129 (up 29 from last month)

- Total members for each category for this month, include:
 - o Renew Active = 14 at TC (up 4)
 - o Silver Sneakers = 7 at WRC (up 1) & 65 at TC (up 17)
 - o Prime = 32 at TC (up 3) & 11 at WRC (up 4)
- Out of the Silver Sneakers & Prime members, 33 used TC & WRC this month & five Renew Members used the facility.

December Facility Rental Summary

	Triphahn	Willow
# of full gym rentals	1	12
# of half gym or Mini gym rentals	25	2
# of room rentals	45	5
# of court rentals		74
# of birthday parties	4	0



Dog Off-Leash Areas

<u>Dog Park Passes</u>	<u>12/31/18</u>	<u>1/1/19</u>	<u>12/31/19</u>	<u>YTD Var. +/-</u>
Total	683	683	683	0



General Programs

Special Events:

- All Aboard Storytime Train Ride took place on Sunday, 12/8. The first train ran at 9:00am – full registration at 120 and a second train ran at 1:00pm – full registration at 120. Both rides went smoothly and everyone seemed to enjoy the train ride and visit with Santa.
- Winter Fest – event took place from 10:00 am – 2:00 pm on Saturday, 12/14, at Bridges. The event had over 700 attendees and it featured horse drawn carriage rides, “ice” skating, crafts, snowball throwing, s’more making and hot chocolate.
- Zoo Lights trip – 30 people boarded the park district bus to ride and then walk around to see the holiday lights at Lincoln Park Zoo. The night was cold, but everyone had an enjoyable time.

Teen Programs:

- Holiday Party was held on December 17 at Vogelei.

Stars Dance Company: Currently there are 19 members of the Company compared to 13 last year.

Fall program enrollment summary:

Dance		Gymnastics		Karate	
2018	2019	2018	2019	2018	2019
186	181	192	181	266	273



<u>50+ Membership</u>	<u>12/31/18</u>	<u>1/1/19</u>	<u>12/31/19</u>	<u>YTD Var. +/-</u>
Total Members	397	397	369	-28

50+ Fitness: There are 112 participants in Fall session 2 50+ group fitness classes compared to 73 last fall.

December Activity Attendance

Drop in Activities	December Attendance	November Attendance	Athletic Activities	December Attendance	November Attendance
Wii Bowling	42	71	Billiards (Daily)	108	100
Mah Johng	43	41	Pickleball	189	110
Cards	25	25	Ping Pong	70	78
Mexican Train	30	30	Volleyball	136	153
Canasta- NEW	13	13	Chair Volleyball	18	20
Chess	24	24			
Pinochle	20	20			

50+ Clubs which met in December

- Pinterest Crafting Club met twice in December and continues to be a very well received club with many hidden talents among those in the group. There were 15 in attendance.
- Knitting Club- This new group met for twice in December. There were six in attendance for the month.

Evening/Special Programs/Services in December

- Our Annual 50+ Holiday Dinner Dance took place on Thursday, December 5, at Bridges. We had 93 in attendance. Attendance was increased by 14 attendees compared to 2018 and 28 compared to 2017.
- Pub Quiz Night had 28 participants. The event was hosted at the 50+ Center. Participants brought their own food to add to the pot luck meal, had an Ugly Sweater Contest and White Elephant Exchange before playing Trivia.
- We hosted a Lunch & Learn on December 6. Lunch was included and we had 20 in attendance.
- We hosted a 50+ Cookie Exchange. Eight were in attendance and they all had a great time. We were down four participants from November.



Early Childhood

Preschool & ELC enrollment:

Preschool/ELC:	12/2018	12/2019	Var. +/-
3's Playschool 19-20	15 TC 9 WRC	15 TC 10 WRC	+1
2's Playschool 19-20	30 TC 24 WRC	29 TC 20 WRC	-5
Preschool 19-20	119 TC 59 WRC	120 TC 60 WRC	+1
Early Learning Center	26 – 5 days 5 – 4 days 7 – 3 days 2 – 2 days 40 TOTAL	24 – 5 days 6 – 4 days 7 – 3 days 4 – 2 days 40 TOTAL	0

Holiday parties were held this month in the preschool rooms.

Fall 2019 early childhood enrichment classes had 262 participants compared 257 participants in Fall 2018.



School Age - STAR and Day Camps

STAR	12/2018	12/2019	Var +/-
B/A school (SD54 & D15)	375 – D54 64 – D15	390 – D54 63 – D15	+14
KSTAR District 15	20	21	+1
TOTAL	459	474	+15

Winter Break field trips were held over six days this year. There were 274 children enrolled over the six trips compared to 195 last year.

Jodi Schultz was hired as the new Child Care Coordinator. She comes to HEParks from NWSRA so she brings a wealth of knowledge to support the before/after school and camp program operations.



Youth Athletics

Youth Basketball

	2018	2019	2020	Var +/-
In-house	286	279	309	+30
Boys feeder b-ball	35	41	45	+4

- In-house and inter-village youth basketball leagues began practice this month at their designated schools. Teams were also offered winter break practice at TC and Willow when the schools were shut down for break.
- Boy's feeder basketball continued their practices through December and also played in a pre-season game against Schaumburg at SHS. Teams will kick off the tournament season on January 4 in Burlington.
- HEParks basketball night at Windy City Bulls game was December 14.
- Girls Coaches Clinic was held on December 22 and taught by head varsity coach Bradley Reibel of HEHS.

Lacrosse

- Youth Lacrosse info meeting was held on December 2 for all parents interested in our new youth lacrosse spring league.

Indoor Soccer

- Coach's clinic is set to take place January 12 prior to the games beginning.

	Kinder	1 st /2 nd Boys and Girls	3 rd /4 th Boys and Girls	5 th /6 th Boys and Girls	7 th /8 th Boys and Girls	Total
Winter 2018	10	16	8	0	0	34
Winter 2019	18	27	12	7	9	73
Winter 2020	8	28	21	20	4	81

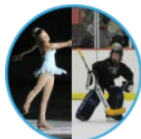
Contractual Youth Sports lessons

	Parent/Tot Super Sports	All Sports	Jr. Seasonal Sports	All Star Sports	
Fall 2018	22	16	19	0	57
Fall 2019	16	22	44	0	82

Cricket

- Staff met with CYCA to discuss how the new Cricket season went and how to improve for the 2020 season.
- CYCA will continue to run youth intro cricket program and will also be renting more field space for their own league.
- Staff is looking into purchasing a portable cricket mount to increase cricket field rentals at Cannon Crossings.

Staff is working with Grand Sports Arena to secure indoor space for the upcoming spring season and pre-season practices.



Ice Operations

Public Skate was offered 13 days over winter break. A total of 1,426 attended public skate with 1,066 skate rentals. \$8,724 was generated over winter break. In comparison in 2018, ten days of public skate were offered with 768 attendees and 495 skate rentals generating \$5,128 in revenue.

Fall figure skating & hockey lessons finished this month. There were 228 figure skaters enrolled in lessons this fall compared to 194 last year. The program continued to increase even while offering fewer lessons due to the Rink 1 construction in the fall. Fall hockey lessons had 129 participants compared to 77 last fall.

	2018	2019	+/-
December Freestyle Passes	24	26	+2

Special events & clinics in December:

- Try Hockey for Free was offered in November with 60 participants.
- Skate with Santa was held on December 14. There were approximately 200 attendees.
- Winter Break Overspeed Hockey Clinic was offered on January 2 & 3. There were 74 skaters registered for this program compared to 34 last year.

Registration is open for winter session which begins in January.

Parent Comment:

Hi guys, just wanted to say that my son and his teammate had a great time at the clinic. We'll keep an eye out for anything else you guys put together. We were all impressed with the coaching and the "kids first" sort of mentality that you all seem to have. Really a great environment there that you have created. Parker was bummed that he had to leave early. He had a concussion awhile back and sometimes I think we get a bit paranoid with any blow to the head. Better safe than sorry though when dealing with the brain I guess. Thanks again and I look forward to working with you guys, on and off the ice!

Jim Levendoski , Owner

Play It Again Sports - Schaumburg

NWSRA Sled Hockey report shared:

On, December 12th, Camelot Classroom had an exceptional time at the Triphahn Center Ice Rink in Hoffman Estates. NWSRA provided transportation for the opportunity to explore a community facility and a chance to try their hand at Sled Hockey. The students climbed the steps to find a seat on the chilled bleachers as Jordan Ross, CTRS (and ex hockey player) explained the activity. Jordan spent time showing the sticks, each person gets two, both double sided one to hit the puck and the other with a pick to propel you forward on the ice. Next, he explained and demonstrated the sleds. Lastly, he spent a moment breaking down the activity step by step. The teachers helped select the first six students to get on the ice. Sled hockey sleds are awkward for a first timer, it's like sitting in a bucket swing seat on the floor strapped to some tiny blades, and then there is a long u-shaped foot rest. Too much weight on the left or right will dump you out into the ice. It is not easy, but EVERYONE in the class tried it. With a little help, they got situated one by one and then they slid out on to the ice starting with a small push from a teacher or NWSRA staff. With prompting and direction, staff taught the students how to use the sticks and a few were on their way independently making full circles around the

rink. The more comfortable they got, the faster they went, the bigger the smiles got. There were 4 students who (though they did not explicitly say this was their first sled hockey experience) went from getting on the ice for the first time to learning to propel themselves sliding, stopping and even puck handling. The coordination it takes to partake is apparent, and the students were up for the challenge. We had a few spills and a bunch of laughs thank you for helping make this a possibility.



Aquatics

There are 134 pass holders as of 12/31/19. A 10% discount was available through January 5. 89 out of the 134 passes were purchased the weekend before the coupon expired.



Communications and Marketing

Design Work:

- Summer Camp Guide
- Winter Guide design
- Club promo

Marketing Campaigns / Promo:

- Seascape pass sales
- Winter special events: Breakfast with Santa, Winter Fest, Skate with Santa
- Job Fair
- Trivia Night

The Club promotions:

- December promo
- January promo
- Facility signage

- Website updates
- Eblasts
- January postcard

On Site Promotions:

- Winter Fest

Press Releases:

- South Ridge Park renovation
- Bond refinance

Social Media:

- 31 posts in December
- Top interactive posts:
 - 1) Seascape Winter Pass Sales – 5217 reached & 137 clicks
 - 2) Winter Fest – 1925 reached & 114 clicks
 - 3) South Ridge Park – 1372 reached & 185 clicks
- Top Facebook Events:
 - 1) Winter Fest – reached 16,400
 - 2) Try Figure Skating for Free – reached 13,000
 - 3) Job Fair – reached 7500

of Followers:

HE Parks Facebook: 4439 (+50 from last month)
 HE Parks Twitter – 1012 (+1 from last month)
 HE Parks Instagram – 403 (+14 from last month)
 50+ Facebook- 99 (no change from last month)
 Wolfpack Facebook- 212 (+17 from last month)
 Wolfpack Instagram – 247 (+21 from last month) **
 Figure Skating Facebook – 64 (+2 from last month)
 Bridges Facebook – 988 (+1 from last month)
 Bridges Instagram – 90 (-15 from last month)
 Bridges Twitter – 160 (+1 from last month)
 The Club Facebook – 1454 (-27 from last month)
 The Club Instagram – 157 (+6 from last month)
 The Club Twitter – 27 (+1 from last month)

** Shannon McGreal, the hockey registrar, has taken over the administration of the Wolfpack Instagram page and has been instrumental to the continued growth in followers.

Website:

Total page views: 26,497 unique page visits – up from 25,990 last month due to the Breakfast with Santa event, winter break programming, and registration opening.

Increased traffic to the following pages this month: public skate (73% increase) & ice schedules (31% increase)

Highest visit days:

- 1,665 on December 30 – due to an email regarding fitness resolutions and social media post for winter break skating
- 1,610 on December 27 – with 1,482 visits to the public skate page
- 1,572 on December 29 – winter skate promotion

Newly Acquired Advertising and Sponsorships

- Country Financial - Spring Fest title sponsor, program and banner
- Mathnasium – Family Bingo title sponsor and program
- Home 4 U - Program guide and vendor booths
- ReMax/HomeTrust – Program guide
- ARS Rescue Rooter - marquee
- Tint World - marquee extension

Community outreach event presence:

- SBA- after hours
- SBA- networking events-2
- HE Chamber- networking event

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

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

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

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

Initiative	Performance Measure	Action Plan	Status
Educate parents regarding the child development benefits in our programs and services	Create and distribute an informational piece for Preschool and ELC parents to inform them of athletic opportunities for their preschoolers and beyond. Implement in Q1, Q2, and a presentation at Preschool Orientation in Q3.	<ul style="list-style-type: none"> • Work with C&M and Kyle to design flyer and distribute to classrooms and send via email • Partner with ELC to present at their open house night to give parents info on how to get their children started in athletics 	C
1st Quarter comments:	Athletics flyers sent out to all classes; working on a design template for a youth athletics timeline to distribute to ELC and PS classes.		
2nd Quarter comments:	Athletic staff will be present at preschool parent orientations in Fall. Kyle Goddard attended a district 54 event with youth athletic information for parents.		
3rd Quarter comments:	Kyle Goddard attended the Parent orientation at TC to hand out flyers about youth athletics.		
4th Quarter comments:	Athletic staff promoted youth athletic programs to the preschool parents in Q3.		
Develop plans to meet increased program needs of 50+ population	Add 5 new 50+ trips and 5 new 50+ programs including weekend and evening programs.	<ul style="list-style-type: none"> • Add Piano Lessons • Add day-time Tai Chi classes • Add 3 trips in Q1 & 2 trips by Q3 	C
1st Quarter comments:	Added day time Tai Chi class and one weekend trip in Q1; more weekend and evening trips schedule for Q2-4; new Walking Warriors class to begin in Q2.		
2nd quarter comments:	All but Piano Lessons have been completed. Piano teacher no longer able to instruct. Tai Chi Day class currently at 12 enrolled in Q3, Walking Warriors offered in Q3. Weekend and evening trips offered in Q3 and Q4.		
3rd Quarter comments:	All but Piano Lessons have been completed. Piano teacher no longer able to instruct. Tai Chi Day class currently at 12 enrolled in Q3, Walking Warriors offered in Q3. Weekend and evening trips offered in Q3 and Q4.		

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

4th Quarter comments:	In 2019, 5 new adult programs were offered: Trivia Night (ran 3 times with an average 20 attendees), two fitness challenges – Fitness Land & Fitting (with approx. 100 members participating), and Holiday Craft Fair (with over 300 in attendance). Six nature art workshops were offered, but were cancelled due to low enrollment. 18 new adult fitness classes were offered, of which 7 ran. A painting party is scheduled for January 2020.		
Expand facility based special events that promote greater facility usage	Offer 5 new programs promoting teen health, fitness, and recreation by Q4.	<ul style="list-style-type: none"> • Offer programs such as babysitting classes through American Red Cross or Safe Sitter, trivia nights, trips, an Ugly Sweater party at the teen center, and self-defense classes • Work with the Village and teen center staff to implement some of these programs at the teen center 	C
1 st Quarter comments:	Teen life skills class being offered in Q3; teen field trip to the Club held on 3/5; other teen trips offered in June. Trivia night being offered at the teen center in the summer. Jr. Lifeguard classes are being offered at Seascope for teens ages 11-15 years.		
2 nd Quarter comments:	Teen trip to e-sports café offered in June. Teen field trips planned for Seascope & Main Event in summer.		
3 rd Quarter comments:	Public speaking class held on 9/14. Teen life coaching scheduled for 11/15. Jr. Lifeguard class was held for teens 11-15 at Seascope. We had 11 participants this first year. Teen trips to Poplar Creek Bowl and esports café in Q4.		
4th Quarter comments:	Teen trips to bowling & e-sports café took place in Q4. Both trips were full with 20 teens. Village offers wellness workshops on the second Tuesday of each month at Teen Center. Safe Sitter program scheduled for 2020. 2019 saw an increased participation in teen programs due to the new teen program schedule including no-cost field trips and themed parties at the Teen Center. Attendance for field trips has been consistently full with 20 and teen center attendance averages 8 kids per week.		
Expand facility based special events that promote greater facility usage	Create ice skating performance shows for both spring & winter sessions.	<ul style="list-style-type: none"> • Promote to currently enrolled figure skaters 	NA
1 st Quarter comments:	The original date for the spring ice show fell through with rink 1 renovation. Will plan a December show.		

2 nd Quarter comments:	Looking to plan a January 2020 show.		
3 rd Quarter comments:	Not possible due to limited ice time.		
4 th Quarter comments:	Ice show scheduled for February 1, 2020.		
Expand facility based special events that promote greater facility usage	Revamp Party in the Park to promote the family-friendly event.	<ul style="list-style-type: none"> • Move event timeframe from a late afternoon/evening event to a mid-day/late afternoon event • Provide all children's activities at no cost • Secure a children's performer for event 	C
1 st Quarter comments:	In the planning stages of PIP – all events are free with the exception of food; start time has been moved up to 2pm; band feature has been removed and new children's entertainment will be in its place		
2 nd Quarter comments:	Dance company/summer dance camp added to performance line up. Showcase line up being confirmed and attractions booked. Synthetic ice will be onsite for skating use.		
3 rd Quarter comments:	PIP was held on 8/2. All events were provided at no cost. The high-cost band at the end was not offered. The event was family-focused with a children's performer at the end.		
4 th Quarter comments:	PIP 2019 was one of the largest attended Party in the Park events. All events were offered for free this year. The event included a ribbon cutting for the outdoor fitness court and additional family-centered performances were scheduled. 3v3 basketball tournament had 40 players and the synthetic ice rink was a new addition to the event as well giving attendees a chance to "ice" skate in the middle of summer.		
Expand facility based special events that promote greater facility usage	Expand Halloween event that adds a variety of new aspects, including a trunk or treat, outdoor activities. Implement in Q4.	<ul style="list-style-type: none"> • Host at TC to combine with current Halloween Bash • Use parking lot for trunk or treat and outdoor area for pumpkin patch 	C
1 st Quarter comments:	Rebranding Halloween Bash to focus on younger kids on 10/19, and adding a Haunted House the weekend of 10/25 for the older kids		
2 nd Quarter comments:	Haunted House has been put on hold. Trunk or Treat planned for 10/19 at Seascapes Parking lot.		
3 rd Quarter comments:	Marketing for Trunk or Treat has begun.		
4 th Quarter comments:	A new Trunk or Treat event was held on 10/19 in the Seascapes parking lot with approximately 1500 attendees and over 30 "trunks" (cars) themed for the families to		

	enjoy as they walked through the path. Each park district department provided a car to market their area, in addition to local businesses and community groups.		
Expand facility based special events that promote greater facility usage	Offer a family event for early childhood families once per quarter.	<ul style="list-style-type: none"> • Barnes & Noble Night • Family Dance Party • PSSWC game night • Entertainer 	C
1 st Quarter comments:	Winter Gala held for ELC families on 1/9; next event will be held in April and then 2 more in the fall.		
2 nd Quarter comments:	Bingo night held for ELC families on 4/9; next event will be held in August.		
3 rd Quarter comments:	Pool Party at Seascapes held for ELC families on 8/8; next event will be held in November.		
4th Quarter comments:	Carnival night held for ELC Families on 11/16; next event will be in January. These new quarterly family nights are a great way to bring the families together. Many/all of these families are working families so evening events allow the parents to connect and children to enjoy time outside of the classroom with their friends. An average of 100 people attend each event.		
Expand facility based special events that promote greater facility usage	Implement an athletic feature to 3 district-wide events in an effort to promote athletics and add value to each event.	<ul style="list-style-type: none"> • Evaluate and identify events conducive to athletic features • Work with Special Events Program Manager to integrate these features into event • Communicate new aspect to C & M to properly advertise new addition 	C
1 st Quarter comments:	Working with Special Events Program Manager to identify how athletics can play a role in existing events; so far, they will be at all Friday Fundays in the summer and are hosting their own field day event to promote athletics in July		
2 nd Quarter comments:	3 on 3 basketball tournament at PIP 8/3. Sports Field Day (free sports event) will be held on July 28 th at Cannon Crossing		
3 rd Quarter comments:	Athletics will be at Trunk or Treat to promote the new lacrosse program.		
4th Quarter comments:	For 2019, the athletics department participated in 3 district-wide events to promote programs & leagues: Party in the Park, Sports & Field Day and Trunk or Treat.		
Create recreational programs and opportunities to target underserved demographic populations	Develop programming for home schooled participants. Secure contacts with home schooled groups to market fitness program	<ul style="list-style-type: none"> • Work with C&M to promote home school programming 	C

	opportunities to in Q1 &2. Implement 2 programs by Q4.	<ul style="list-style-type: none"> Reach out to local home school organizations 	
1 st Quarter comments:	Staff has reached out to a home school group that currently uses the ice arena. Meeting scheduled for early April.		
2 nd Quarter comments:	The home school group began renting the teen center once a week for their teen group to meet. They have ended for the summer but will resume in the fall.		
3 rd Quarter comments:	The home school group has expanded their program to their tweens in addition to the teen group. They have reserved the teen center & ice time for the fall of 2019.		
4th Quarter comments:	Staff has created a good relationship with the local homeschool group. The group expanded use to the Teen Center weekly in addition to private ice time. Staff will also be discussing other active play opportunities for 2020 such as gym sports & games.		
Create recreational programs and opportunities to target underserved demographic populations	Increase dance class participation by 5% by Q4, and increase company participation by 5 participants by end of Q3.	<ul style="list-style-type: none"> Hire new teacher for open nights at TC Develop events to bring new dancers into the site: Bring a Friend week, Shadow a Company dancer, Free Dance Workshop Hold multiple tryout dates, 1 before recital and 1 after 	SC
1 st Quarter comments:	Offering a “Try a company class for free” day in the Winter and Spring; added a Senior Company for 2019; added new classes on Saturdays and a week-long camp in the summer to continue to grow interest.		
2 nd Quarter comments:	New dance teacher hired and will start teaching Fall 19. Tryouts for Stars Dance Company gave us 5 new dancers for the younger company and 6 new dancers for the NEW Senior Dance Company. Bringing company numbers up to 22. Fall registration for classes begins 7/24.		
3 rd Quarter comments:	Dance company numbers are at 19, fall registration is at 191. This is in comparison to 14 in Dance Company & 191 in dance classes for Fall 2018.		
4th Quarter comments:	Dance Company added a new Senior Level bringing in five additional dancers. The dance lesson program had 472 dancers in 2019 compared to 510 in 2018.		
Create recreational programs and opportunities to target underserved demographic populations	Create a learn-to-skate hockey program for adults	<ul style="list-style-type: none"> Target new coaches & youth hockey parents 	C
1 st Quarter comments:	Developing an adult clinic for summer.		

2 nd Quarter comments:	Adult Skate has been added to the ice schedule and is running successfully with approximately 20 participants per week.		
3 rd Quarter comments:			
4 th Quarter comments:	Adult drop-in hockey clinics take place on Sunday nights with an average 40 players.		
Create recreational programs and opportunities to target underserved demographic populations	Offer weekend open skate	<ul style="list-style-type: none"> Secure a minimum of one hour open skate time on weekends 	C
1 st Quarter comments:	Family Skate is offered on Sundays from 1245p-2pm for the month of April 2019		
2 nd Quarter comments:	Began offering stick & puck clinics in the spring and summer. Family Skate continues on Sundays as well.		
3 rd Quarter comments:			
4 th Quarter comments:	Sunday Family Skate was added in 2019. 4840 people participated in public skate in 2019 compared to 2362 in 2018.		
Create recreational programs and opportunities to target underserved demographic populations	Increase participation in “Give Hockey or Ice Skating a Try” programs by offering one program each quarter.		C
1 st Quarter comments:	Try Hockey & Try Figure Skating for Free were held in March and June for the promo for spring and summer session.		
2 nd Quarter comments:	Numbers were good for March and a little lower for June. Next events will be held in late August.		
3 rd Quarter comments:	Try Hockey & Try Figure Skating were held on 8/25.		
4 th Quarter comments:	Try Hockey used to be an event run through USA Hockey. For 2019, staff implemented internal Try Hockey for Free and Try Figure Skating for Free events quarterly before the start of each season to promote lessons. Hockey averaged 40 skaters at each event. Figure Skating was full with 60 skaters at each event. The success of these events is shown in the increased enrollment in both hockey & figure skating lesson enrollment.		
Create recreational programs and opportunities to target underserved demographic populations	Develop Cricket program and expand Cricket field rentals.	<ul style="list-style-type: none"> Build partnership with local Cricket associations Develop cricket programming Promote cricket fields for local league play 	C
1 st Quarter comments:	Offering Cricket Fundamentals class in the summer; working with Bolingbrook Premier Cricket League to secure rentals starting in May. Also working with existing cricket leagues and rentals for field usage.		

2 nd Quarter comments:	Outdoor cricket classes are running for summer: beginner, intermediate & advanced. Fall classes are scheduled for September-October.		
3 rd Quarter comments:	Fall cricket classes are running. All three levels will be running.		
4 th Quarter comments:	Cricket instructional lessons were offered for the first time in 2019. Lessons were offered outdoors at Canterbury Park in summer and fall. Enrollment was 48 for 2019. A new cricket pitch cage was installed at Canterbury this year. Groups used this for lessons and rentals. Rental revenue was \$3,476 for 2019.		
Evaluate facility space utilization to accommodate growing programming needs.	Offer a 5-Day option for Preschool at Willow and Triphahn Center	<ul style="list-style-type: none"> • Offer option for 2019-20 school yr • Add to 2019 guides • Work with Business Dept for pricing and logistics • Work with teachers to provide them the support they need to implement this new option 	C
1 st Quarter comments:	Offered a 5-day Preschool option for 4 year olds at Willow and Triphahn Center for 2019-20. Enrollment is currently underway.		
2 nd Quarter comments:	5 day option currently has 4 enrolled at TC and 8 enrolled at WRC. (This 5day program is running simultaneously with the 4day class.)		
3 rd Quarter comments:	5 day option currently has 6 enrolled at TC and 8 enrolled at WRC. Only a 5 day option (no 4 day) will be offered for the 2020-2021 preschool year.		
4 th Quarter comments:	For the 19/20 school year, students could choose a 4 day or 5 day option. 6 attend the 5-day option at TC and 8 attend at WRC. For 20/21, the 5 day option will be offered to replace the 4 day program.		
Evaluate facility space utilization to accommodate growing programming needs.	Plan and implement 2 early morning group fitness classes at Triphahn Center. Implement by Q3.	<ul style="list-style-type: none"> • Research trends in fitness programming (i.e., NRPA, IPRA, other rec agencies and fitness centers, etc.) • Add Rise& Shine Cardio class • Add Muscle Conditioning Class 	C
1 st Quarter comments:	HIIT classes being held on Saturday mornings; early morning outdoor fitness classes being offered in the summer.		
2 nd Quarter comments:	Rise & Shine is being held in the fall, Forever Strong (muscle conditioning class) has been successfully running since Q1.		
3 rd Quarter comments:	All completed		

4th Quarter comments:	In 2019, HIIT class, outdoor park workout, Rise & Shine, Forever strong, Bolly X and Bolly Jolly Fitness were all added. HIIT, Outdoor Fitness and Rise and Shine were the 3 early morning classes offered in 2019. HIIT was the class that ran and 12 participants were enrolled in the two sessions.		
Evaluate facility space utilization to accommodate growing programming needs.	Achieve ELC participation to a minimum of 45 students by end of Q4.	<ul style="list-style-type: none"> Continue to offer quality curriculum and care Expand marketing efforts to local businesses and hospital employees Increase presence at community events with separate ELC promotional tables 	SC
1 st Quarter comments:	Currently our average is 15 kids per classroom (45 total); this will fluctuate throughout the year, but we are on par to meet our budget at our current enrollment.		
2 nd Quarter comments:	Currently there are 46 students enrolled in the program. This will continue to fluctuate throughout the year.		
3 rd Quarter comments:	Currently there are 35 students enrolled in the program. This will continue to fluctuate through the rest of the year. Open house scheduled on 10/5 for more enrollment.		
4th Quarter comments:	In Q4, there are 41 students enrolled in the program. The ELC revenue exceeded budget ending at \$464,964 (budgeted at \$430,000). Staff is looking to rebrand the ELC and create more marketing options for 2020 to keep enrollment high.		
Evaluate facility space utilization to accommodate growing programming needs.	Increase two NWHL teams by Q4.	<ul style="list-style-type: none"> Promote children from developmental program into league play Market the price & value in comparison to competition Create prime team at sq, and peewee level Develop starter tot hockey program 	C
1 st Quarter comments:			
2 nd Quarter comments:	Enrollment for Fall league opens early July.		
3 rd Quarter comments:			

4th Quarter comments:	There are 3 less fall teams than last year due to girls program decline. A new Wolf Pack Prime program was created for advanced players to participate in more games. Three prime teams with 53 players ran this Fall.		
Evaluate facility space utilization to accommodate growing programming needs.	Increase revenue for hockey & figure skating by 10% (48 participants).		C
1 st Quarter comments:	Working with C&M on marketing campaigns.		
2 nd Quarter comments:	New WolfPack Prime program launching in July.		
3 rd Quarter comments:			
4th Quarter comments:	All ice programs: figure skating, hockey camp, hockey lessons and hockey leagues have exceeded revenue budgeted for 2019.		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Enhance public skate opportunities and increase public skate revenue by 20%.	<ul style="list-style-type: none"> • Offer family incentives & holiday specials • Theme skate nights • Promote the social aspect of open skate • Promote field trips from external child care centers / park districts / camps 	C
1 st Quarter comments:	Will schedule some themed open skate nights for summer.		
2 nd Quarter comments:	Limited ice time due to rink construction.		
3 rd Quarter comments:			
4th Quarter comments:	Sunday Family Skate offered for all of 2019. Additional winter break public skate times offered along with Stick & Puck drop-in play time. Public Skate revenue for 2019 was \$21,011 (budgeted at \$16,000).		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Plan and implement 3 new, innovative youth and early childhood programs (each) by the end of Q4.	<ul style="list-style-type: none"> • Offer programs such as animal and nature classes and art (fine motor skills) classes 	C
1 st Quarter comments:	Nature through the Seasons was new class offered in the Winter with maximum enrollment; Move It Saturdays is being offered in the Spring and is currently full.		
2 nd Quarter comments:	Rising Stars and Artists at Play will be offered in the fall for 3-6 year olds.		
3 rd Quarter comments:			

4th Quarter comments:	In 2019, four new classes: Nature through the Seasons, Move it Saturdays, Rising Stars and Artists at Play all were added and ran with a total of 81 participants.		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Partner with BirdBrain Golf to offer disc golf classes and continue clinics by end of Q2.	<ul style="list-style-type: none"> • Connect with Dan Schlitter (BirdBrain Disc Golf) and set up spring dates and fees • Add classes and clinic to Spring guide • Classes added to fall guide 	C
1 st Quarter comments:	Classes being offered in the Spring and Summer; demo being held at the Kids to Parks Day event on May 18 th		
2 nd Quarter comments:	Disc Golf classes offered in Summer & Fall.		
3 rd Quarter comments:			
4th Quarter comments:	Disc Golf classes and clinics were offered in 2019, but did not run due to low enrollment.		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Renew partnership with LL Bean to offer outdoor programming opportunities at various locations in the community. Offer 3 new programs by end of Q3.	<ul style="list-style-type: none"> • Call LL Bean to discuss goals and options for classes and instructors • Set up classes and fees, and add to guide 	C
1 st Quarter comments:	Fly Fishing, Kayaking and Wilderness Survival classes on being offered in the Spring		
2 nd Quarter comments:			
3 rd Quarter comments:	Fly fishing, kayaking and wilderness survival classes were offered this fall. 1 day clinics are being looked into with LL Bean for the future.		
4th Quarter comments:	Classes offered by LL Bean: Fly Fishing at Fabrinni Park, Kayaking at Busse Woods and Wilderness Survival at Black Bear were offered, but did not run. Staff has created a new partnership with the Cook County Forest Preserve for 2020 programming. The forest preserve offers classes at no cost. Already our first class in 2020 with the Forest Preserve will run.		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Offer 2 nature classes/workshops by Q3.	<ul style="list-style-type: none"> • Offer one class outdoors at Vogelei and one workshop or event at another park 	C
1 st Quarter comments:	Kyle G will be leading nature walks at the Village Green on Wednesdays in the summer		
2 nd Quarter comments:	6 new Nature/Art classes added to the Fall brochure.		
3 rd Quarter comments:	Nature Walks were scheduled in partnership with Village Green in summer.		

4th Quarter comments:	Nature Walks at Village Green were held three nights (one was cancelled due to rain). An average 10 participants attended each event. Six nature/art workshops were offered, but did not run due to low enrollment.		
Expand specialized programming opportunities that utilize partnerships and contractual agreements.	Continue working with A Closer Bond to develop additional canine programming.	<ul style="list-style-type: none"> Staff will meet with A Closer Bond in Q1 to offer additional classes in 2019 	C
1 st Quarter comments:	Staff has talked with A Closer Bond. They are restructuring their classes and may have classes to offer in the fall. Staff also met with Golf Rose Animal Hospital. They do not do any training classes but may be interested in conducting a “Ask the Vet” type of program in the fall.		
2 nd Quarter comments:	A Closer Bond has 2 dog classes in the fall guide. Dog Training Now is offering Puppy Preschool in the fall guide as well.		
3 rd Quarter comments:			
4th Quarter comments:	Dog classes were offered in fall brochure, but did not run. Partnerships continue with A Closer Bond, however, through sponsorship of events.		
Develop plans to meet increased program needs of 50+ population	Continue to offer a variety of trips, and enhance the quality of transportation on non-local trips. Run an average of 6 trips per quarter with an average of 20 participants per trip.	<ul style="list-style-type: none"> Add Festival Trips in Wisconsin Add Trips to Indiana Rent motor coach transportation for longer or out of state trips 	SC
1 st Quarter comments:	A trip to Indiana and a festival trip to Wisconsin is planned for Q2 and Q3; motor coach transportation is being used for these out of state trips, as well as some other offering in the spring		
2 nd Quarter comments:	6 trips ran in Q2. Average attendance is 14.		
3 rd Quarter comments:	5 trips ran in Q3. Average attendance is 14, though a few trips were higher than 14, 23 being our highest attended during this quarter.		
4th Quarter comments:	3 trips ran in Q4. Average attendance is 15. For 2019, 17 trips ran with an overall average attendance of 14 people.		
Develop plans to meet increased program needs of 50+ population	Focus on active 50+ members by offering active programs such as indoor disc golf, bocce ball, and more by Q2.	<ul style="list-style-type: none"> Survey 50+ members to assess active interests Offer programs such as Disc Golf and Bocce Ball 	C
1 st Quarter comments:	A Walking Warriors class is being offered in the Spring; indoor disc golf is currently being offered; a 50+ interest survey was conducted in the Winter		

2 nd Quarter comments:	Walking Warriors class ran but weather wasn't in our favor. Class ran with 4 participants.		
3 rd Quarter comments:	Offered Baggo on Wednesdays		
4 th Quarter comments:	Expanded Volleyball to include a third day of drop-in (Monday mornings) with an average 15 attendees. Volleyball and pickleball continue to be the two most popular active activities for the 50+ members. Volleyball on Tuesday and Fridays averages 20 people and Pickleball also averages 20 people on Monday, Tuesday, Wednesday and Fridays.		
Develop performance measurement system to evaluate value in programming structure	Expand use of surveys to evaluate events & programs.	<ul style="list-style-type: none">• Create surveys in constant contact (and paper) to distribute at district-wide special events• Create surveys in constant contact to email to program participants for district programs at end of each session	C
1 st Quarter comments:	Winter participation surveys were distributed to Figure Skating lessons, Hockey Lessons, Hockey League, Early Childhood programs, Youth Basketball & Indoor Soccer programs. Responses will be tabulated and reviewed to develop program improvement plans. Parents were given Instructor evaluations for both winter and spring indoor sessions to try and gain feedback to our strengths and weaknesses.		
2 nd Quarter comments:	Program Surveys are distribted at end of each program. Spring surveys were sent out to early childhood, preschool, ELC, spring soccer, baseball, & dance. Parents were given Instructor evaluations for both winter and spring indoor sessions to try and gain feedback to our strengths and weaknesses.		
3 rd Quarter comments:	Summer surveys were distributed to full-day summer camp and baseball programs.		
4 th Quarter comments:	Fall surveys distributed to: Fall soccer, fall baseball, Fishing Derby, 50+ Holiday Party, mid-year preschool, ELC and STAR.		
District Objective 2: Achieve satisfaction and loyalty			
Initiative	Performance Measure	Action Plan	Status
Improve the overall health outcomes of programs offered	Implement 4 “must-haves” into all HE Parks youth athletic leagues to include: coaches clinics, league outings, all-star game, and post-season evaluations.	<ul style="list-style-type: none">• Starting with youth basketball leagues in the winter of 2019, we will add these 4 must have to each youth league	C

1 st Quarter comments:	All four “must-haves” are being implemented or planned for the in-house basketball, soccer and baseball leagues		
2 nd Quarter comments:			
3 rd Quarter comments:	All four “must haves” have been impletened for fall soccer. The four must haves are being scheduled for winter basketball.		
4th Quarter comments:	All “must haves” have been implemented to each of the youth leagues.		
Expand facility based special events that promote facility usage	Hold 2 open house events (Q1 & Q3) at WRC & TC to promote fitness memberships, fitness programs, personal training, and youth programs.	<ul style="list-style-type: none"> Hold open house events that will offer free demo fitness classes, ask the trainer and samples of youth programming in each facility (WRC & TC) 	C
1 st Quarter comments:	A Fitness Open House was held on February 16 th at TC & WRC.		
2 nd Quarter comments:	Staff is planning the Q3 Open House for Sept.		
3 rd Quarter comments:	An Open House will be held in November in conjunction with the Fitness Challenge.		
4th Quarter comments:	Fitsgiving was held in November along with Free fitness demo classes and ask the trainer sessions. Staff will be evaluating some free community workout days for 2020 as another way to attract usage. Open Houses have had less attendance.		
Expand facility based special events that promote facility usage	Offer two 50+ membership appreciation event in 2019. Implement by Q4.	<ul style="list-style-type: none"> Member Appreciation Event New Member Open House 	C
1 st Quarter comments:	A member appreciation week is being planned in conjunction with the August Open House; another member appreciation event is being planned for November.		
2 nd Quarter comments:	Still in progress. See comments from Q1.		
3 rd Quarter comments:	1 st Member Appreciation Week completed the last week in August, the second one the second week in November (11/11-11/15)		
4th Quarter comments:	50+ Member appreciation events were held the last week of August & second week of November. August Member Appreciation Week included class demos, informational and wellness sessions and a dinner kick off at Chandlers. The week ended with the annual 50+ Open House with over 150 attendees and 20+ vendors. The member appreciation in November included an ice cream social, lunch and learn, Thanksgiving potluck and a pub quiz night.		
Expand facility based special events that promote facility usage	Provide a branded community booth to bring to events and community events to promote the district.	<ul style="list-style-type: none"> Purchase a branded 10x10 tent Purchase a branded tablecloth 	C

		<ul style="list-style-type: none"> Purchase giveaways for patrons who visit the booth 	
1 st Quarter comments:	Tent, tablecloth and giveaways were purchased in Q1. C&M will be present on upcoming large events such as Family Fit Day, Kids to Parks Day, all concerts and Friday Fundays as a start.		
2 nd Quarter comments:	Giveaways and tableing supplies purchased. Event schedule developed for increased public presence.		
3 rd Quarter comments:	Participation in Fourth Fest, Party in the Park, Village's 60 th anniversary. Fall events scheduled as well.		
4 th Quarter comments:	Fall participation in Forest Preserve Back to School Event, National Night Out, Village Health Fair, D54 event, Pumpkin Fest, Trunk or Treat, Halloween Bash & Winter Fest. For 2019, community involvement was met through internal events and external events throughout the community. Over 20 events in our community had HEParks representation.		
Expand facility based special events that promote facility usage	Develop community engagement pieces in-person and via social media to connect patrons with the district	<ul style="list-style-type: none"> Picture back-drops Social media uploads at events Social media interactive campaigns: share post, hashtag phrases 	C
1 st Quarter comments:	Increased social media presence at special events. Social media share and post campaigns are an integral part of the summer special events season.		
2 nd Quarter comments:	Developed a summer #makinglifefun hashtag photo and prize competition. Social media presence at events including live footage of events. Event based photo backdrop created for special event.		
3 rd Quarter comments:	Social media live and post engagement photos increased for new events to drive engagement to new fall events.		
4 th Quarter comments:	After attempting to use using picture back-drops and interactive social media posts this year with our community. We found that our customers do not interact with photo back drops or engage with social media posts calling for interactions. Our customers show highest interaction with posts regarding their parks and amenities.		
Expand Marketing communications with the use of social media and mobile marketing	Better utilize retention management software and practices to promote and retain participants by end of Q4.	<ul style="list-style-type: none"> Review website and contact Retention Management company to learn more about the facets of the service 	C

		<ul style="list-style-type: none"> • Work with C&M and Retention Management program to better utilize the program 	
1 st Quarter comments:	Plans are being made to explore the options that the retention management software provides and utilize it more effectively		
2 nd Quarter comments:	Reviewing strategies for using the software and strategies for discontinuing the service		
3 rd Quarter comments:	It was determined that the marketing dept. would be able to send the same notices and information to fitness members through constant contact so Retention Management was cancelled at the end of August.		
4 th Quarter comments:	Monthly welcome emails are sent via Constant Contact to fitness members. These emails are sent by the TC & WRC Facility Manager to all new members highlighting the facility amenities and hours.		
Expand marketing communication via email communication	Expand email marketing campaigns with drill down targeting	<ul style="list-style-type: none"> • Track open & click-throughs • Update contact lists • Implement resend options • Simplify email campaigns – less words, more graphics 	C
1 st Quarter comments:	Email contact lists have been created and set to update on a monthly basis. Email newsletters for park district and seniors have been simplified and drive the readers to the website for more information and purchases. There has been a 5% increase in clicks in the emails since simplification.		
2 nd Quarter comments:	Continuing to adjust and change the format of emails to capture audiences. Targeted emails have been successful in driving registration and interest to website. Successful email campaign begun with summer programs letting patrons see a quick view of programs for each age group.		
3 rd Quarter comments:			
4 th Quarter comments:	Staff continued to adjust the email based on information heirarchy and user interaction with the email. Also adjusted for the addition of paid sponsorship in emails. Focus on simplification of graphics and information with the goal of driving readers back to our website.		
Utilize best practices to maximize operational efficiencies as a District.	Redesign swim lesson program to increase participation by 15%.	<ul style="list-style-type: none"> • Establish lesson expectations for parents • Reconfigure report cards • Enhance instructor training 	SC

1 st Quarter comments:	Report cards have been reconfigured to emphasize the exit skills of each level. Instructor trainings were held prior to the winter session. Welcome letter has been created to give to parents at the start of the session to establish lesson expectations.		
2 nd Quarter comments:	Parents were given Instructor evaluations for both winter and spring indoor sessions to try and gain feedback to our strengths and weaknesses.		
3 rd Quarter comments:	Indoor lessons have increased by 35 participants for the first session of fall lessons which is a 15% increase from 2018 fall session 1.		
4 th Quarter comments:	Fall session 1 and 2 had an increase of 15 participants (382 in 2019 vs 267 in 2018). Total for 2019 is 1533 participants (1254 indoor & 279 outdoor) compared to 1649 in 2018 (1364 indoor & 285 outdoor). Additional swim lesson curriculum being developed in Winter 2020. Winter 2020 enrollment is the highest in seven years.		
Utilize best practices to maximize operational efficiencies as a District.	Retain front desk staff by limiting turnover.	• Evaluate pay rates to establish a competitive hourly wage to retain employment	C
1 st Quarter comments:	All front desk staff wages were increased.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4 th Quarter comments:	Desk staff wages were increased to \$10 starting wage in 2019. For 2020, wages were increased to starting \$12/hour to be more competitive with our PT jobs.		
District Objective 3: Connect & engage our community			
Initiative	Performance Measure	Action Plan	Status
Expand specialized programming opportunities that utilize partnerships and contractual agreements	Partner with medical organizations and practices in the community to offer more variety and consistent services for 50+ members by Q1.	• Ads Blood Pressure Screenings • Add Lifeline Screenings • Add Bone Density Screenings	C
1 st Quarter comments:	We are working with AMITA Health to provide regular screenings to our 50+ membership as well as lunch n learn presentation on various Fridays throughout the year.		
2 nd Quarter comments:	see comments from Q1.		
3 rd Quarter comments:	Offering Flu Vaccinations in October. Offered blood pressure screenings in August along with Bone Density Screenings in August.		

4th Quarter comments:	Partnerships in 2019 included: Amita Health, Village Hall, and Athletico . Services included: Blood pressure screenings, bone density screenings, and Lunch & Learn presentations all centered around medical topics for our 50+ members.		
Expand specialized programming opportunities that utilize partnerships and contractual agreements	Maintain partnership with the Village on the Vogelei Teen Center by continuing to expand offerings, activities, and hours. Open one more night during the week, and offer two special events on site.	<ul style="list-style-type: none"> • Work with Officer Bending on building relationships with teens • Meet with Village staff regularly to plan and implement new offerings • Offer one special event by Q2 & one special event by Q4 	C
1 st Quarter comments:	Offering monthly movie nights and field trips; a field trip to the Club was held on March 5 th ; another field trip to the bowling alley planned for May; working on staffing an additional night in the teen center		
2 nd Quarter comments:	Monthly special events are offered between movie nights & field trips. Due to low attendance on the one night open, staff has not opened up the second night until enrollment/interest increases.		
3 rd Quarter comments:	A revised fall schedule of events has been created to include a routine each month, such as: 1 st Tuesday is movie night, 2 nd Tuesday is wellness workshops with the village, 3 rd Tuesday is a free field trip and 4 th Tuesday is game night.		
4th Quarter comments:	A new fall schedule was launched to give structure to the Teen Center and activities provided. 1st Tuesday is movie night, 2nd Tuesday is wellness workshops with the village, 3rd Tuesday is a free field trip and 4th Tuesday is game night. Field Trips are the most popular filling up with 20 teens each month. The onsite events average 8 attendees.		
Expand facility based special events that promote greater facility usage.	Implement three fitness member challenges to promote usage and interaction between staff and members of fitness facilities at TC & WRC.	<ul style="list-style-type: none"> • Offer challenges in winter, summer, fall 	C
1 st Quarter comments:	A very successful “Fitness Land” member challenge was held in the Winter with over 180 members participating; another challenge is planned for May		
2 nd Quarter comments:	The FITGO challenge was held the month of May at TC & WRC for fitness members. Participation was low. Staff is planning another challenge for Q4		
3 rd Quarter comments:	The final fitness challenge for 2019 will be held in November at TC & WRC.		
4th Quarter comments:	Fitsgiving fitness challenge was held in November to approximately 100 fitness members at TC & WRC. The two fitness challenges held in 2019 provided additional		

	opportunities for the fitness members to do workouts that may be “outside their normal routine”, visit a different facility and try new programs. Tshirt prizes were awarded for both challenges.		
Expand facility based special events that promote greater facility usage.	Implement a Passport program to encourage community residents to visit multiple events/parks throughout the spring & summer.	<ul style="list-style-type: none"> Discover your Parks Passport. Visit x out of x events and get a prize at Party in the Park Encourage the community to try new events and clinics 	C
1 st Quarter comments:	Passport design and plan is almost complete – passport events will be on April 27 th		
2 nd quarter comments:	1000 Passports were ordered and distributed by middle of June. Community enthusiastic about the guide, handiness, small size and the prize aspect.		
3 rd Quarter comments:	Summer passport program successful as a tool for special events distribution.		
4 th Quarter comments:	Passport to Fun was distributed in spring at all community events. The passport provided our residents a small booklet to promote our summer schedule of events, concerts, seascape hours, golf promo. An interactive game was added to the passport for residents to win a HEParks swag bag by getting stamps in their passport and submitting the passport at PIP. The stamp portion of the booklet was not as successful as intended, but the booklet was a great marketing tool for everything summer!		
Expand Marketing communications with the use of digital & print media.	Increase exposure in Daily Herald via press releases, print ads, digital ads.	<ul style="list-style-type: none"> Submit a minimum of one press release per month Expand print ads into specialized sections (camp section, golf section) Create digital ads 	C
1 st Quarter comments:	Press release frequency has increased to the Daily Herald. Print ads for the specialized sections have been determined and are to run in the summer. Daily Herald Digital ads have included Camp, Seascape, Fish Fry, Hockey, Family Skate Days.		
2 nd Quarter comments:	Continued to increase presence of park district in the Daily Herald. Special sections created for Seniors and Summer fun. Expanding articles to include program offerings as well as special events and news.		
3 rd Quarter comments:	Fall events, and Texas hold-em used print ads. Took advantage of digital ads through daily herald to promote swimming lessons, hockey and The Club. Media coverage for new renovation project at The Club.		

4th Quarter comments:	Staff completed media contract with Daily Herald. Digital ads for winter fitness promos and black Friday sale were promoted. Discounted print ads were published for job fair, hockey and ice programs. In 2019, press releases for special events were submitted (with a selected amount printed). All events with added into their calendar of events. Additional promotion was printed in special sections for: summer fun, golf, seniors, fall section, & holiday section.		
Expand Marketing communications with the use of digital & print media.	Increase followers/friends on social media outlets – Facebook, Twitter, Instagram by 20% in each outlet	<ul style="list-style-type: none"> • Increase posts to be more present on news feeds • Promote social media outlets via contests • Live feed promotions 	C
1 st Quarter comments:	Posting has increased across all social platforms. Strategic tagging and mentions have increased the reach of media into surrounding areas. Added more events to FB to increase reach of one day programs and events into community feeds. Live feeds at special events. Social media inteaction is included in the summer passport to fun as a way to receive prizes.		
2 nd Quarter comments:	Social media presence has increased across all platforms. Increase in followers has increased the amount of interaction on the pages. Reach is extending into surrounding areas.		
3 rd Quarter comments:	Changed the event posting schedule to allow for greater time before events. Events are now posted at the time of the guide launch.		
4th Quarter comments:	Facebook followers increased 23% with over 1000 since March 2019, totaling 4400. Twitter increased 10% to 1000. Instagram increased 54% up to 400.		
Expand Marketing communications with the use of digital & print media.	Utilize Facebook boost marketing for select events and programs	<ul style="list-style-type: none"> • Paid ads will appear on filtered newsfeeds 	C
1 st Quarter comments:	Facebook paid advertising has been used to promote special events and programs that lead to more registration. Paid advertising was also used for the job fair.		
2 nd Quarter comments:	Paid advertising used to promote some of the new Spring and Summer programs as well as boost sales into surrounding communities.		
3 rd Quarter comments:	Paid advertising continues to expand the district's reach into the community leading to an increased number of followers leading to a larger organic reach. Programs that receive paid advertising are showing larger attendance.		
4th Quarter comments:	2019 was our first year of paying for ads through Facebook. Boosted (paid) marketing expands the promotion to non-followers news feed pages leading to a higher reach count.		

	All district special events had higher attendance than previous years and could be related to the increased marketing efforts through social media.		
Expand Marketing communications with the use of digital & print media.	Use call-to-action strategies to track effectiveness of marketing channels	<ul style="list-style-type: none"> • Coupon codes • Trackable links 	C
1 st Quarter comments:	Changed wording in emails and social communication to include call-to-actions. Showing increased interaction from patrons and registration. Tracked links show marketing efforts are driving patrons to registration platform.		
2 nd Quarter comments:	Changes to the email strategy have necessitated changes in the call to actions. The call to action strategies now include sales based, urgency centered and information centered calls to actions.		
3 rd Quarter comments:	Alternated direct call to actions in social media postings with soft sell marketing strategies including informing, and awareness.		
4 th Quarter comments:	Added coupon codes to swap ad with other park districts who receive resident rates. Trackable links used in paid digital advertising show that ads are driving members into facility and to website and webtrack. Expanded general park district awareness into community wide publication as well as a new mover packet.		
Increase volunteer involvement in District operations	Create an event for our youth sports leagues and families to give back to the community in Q2 and Q4.	<ul style="list-style-type: none"> • Partner with “Feed our Starving Children” and involve youth league parents to volunteer their time on two separate dates in 2019 • Youth baseball partnered with stepping stones to run a clothing drive for children in Uganada 	C
1 st Quarter comments:	First outing to “Feed My Starving Children” is May 15 th		
2 nd Quarter comments:	Clothing Drive for youth baseball on May 4 th		
3 rd Quarter comments:	Visiting “Feed My Starving Children” on 11/23		
4 th Quarter comments:	Three give-back opportunities were provided in 2019 with two outings to Feed My Starving Children and one used clothing drive.		
Expand programming to enhance the health benefits to the community	Revamp Hoffman Walks to increase participation to 20 walkers per event.	<ul style="list-style-type: none"> • Plan themes for each walk • Partner with community to enhance the walk – story-walk with library 	SC

1 st Quarter comments:	Themed Hoffman Walks events have been successful so far this year; one was held on February 17 th in conjunction with the Fitness Open House and another was held on March 16 th with a St. Patrick's Day theme and 19 in attendance.		
2 nd Quarter comments:	Working alongside Parks Dept, monthly walks with nature themes are offered through summer. Walkers average around 10-15 people.		
3 rd Quarter comments:	Monthly Hoffman Walks continued through Q3. A new branding campaign and kickoff will be planned for spring 2020.		
4 th Quarter comments:	Participation in Hoffman Walks averaged 10 walkers for each event. Using the "GO" campaign that Lake County Park Districts implemented, a new Hoffman Walks will launch in spring to promote outdoor walking.		
Expand programming to enhance the health benefits to the community	Develop a Family Fit Day to promote district programs, memberships and healthy lifestyles.	<ul style="list-style-type: none"> Plan an event in Q2 	C
1 st Quarter comments:	Family Fit Day is scheduled to be held on April 27 th at Pine Park. All facilities & sections of the Rec Dept. will be in attendance coordinating family activities.		
2 nd Quarter comments:	Family Fit Day was held on April 27 th at Willow Recreation Center (due to the weather the event needed to be moved indoors). It was attended by over 100 people and engaged all family members. Contests, games and give aways were enjoyed by all.		
3 rd Quarter comments:			
4 th Quarter comments:	Family Fit Day was held on April 27th at Willow Recreation Center (due to the weather the event needed to be moved indoors). It was attended by over 100 people and engaged all family members. Contests, games and give aways were enjoyed by all.		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual & Long range financial plans

Initiative	Performance Measure	Action Plan	Status
Achieve District annual budget to maintain fund balance reserves	Increase personal training revenue by a minimum of 10% over the 2018 actual revenue.	<ul style="list-style-type: none"> Reach out to new members, guests, and repeat training customers to offer specials on personal training 	NA
1 st Quarter comments:	Specials are being offered on personal training packages.		

2 nd Quarter comments:	Pricing and packages have been adjusted at both WRC & TC in an attempt to increase personal training sales.		
3 rd Quarter comments:			
4 th Quarter comments:	TC & WRC personal training revenue did not exceed that of 2018. Staff will re-evaluate packages and promotions.		
Achieve District annual budget to maintain fund balance reserves	Increase TC & WRC fitness membership revenue by 5% (\$650) by Q4.	<ul style="list-style-type: none"> Reach out to local corporations and other outlets for new membership Contact new members and guests to promote benefits of membership 	SC
1 st Quarter comments:	Fitness membership campaign planned for Q2.		
2 nd Quarter comments:	Fitness pass types and pricing have been revamped. Now offering a Summer fitness pass at both facilities. Free health insurance membership packages launched in Q2.		
3 rd Quarter comments:			
4 th Quarter comments:	TC fitness center exceeded 2018 revenue while WRC fitness center was slightly down from 2018.		
Achieve District annual budget to maintain fund balance reserves	Maintain an increase of 50+ memberships by an average of 10 memberships per month. Complete by Q4.	<ul style="list-style-type: none"> Offer Membership Drive by Q4 Continue to expand offerings and services each quarter 	SC
1 st Quarter comments:	50+ membership has been steady in Q1, but has not yet reached the average of 10 per month		
2 nd Quarter comments:	50+ membership has dropped slightly in Q2. Working on ways to successfully reach out to those who have not renewed and welcome them back. Offerings and services continue to grow in Q2 with drop in activities, and AARP classes. Open House will be offered in August to get additional members.		
3 rd Quarter comments:			
4 th Quarter comments:	New members averaged 10 per month with only 2 months not achieving at least 10 members in 2019. Membership growth did decline, however, with an increased amount of cancellations or auto-cancels (due to no payment) throughout the year. A new membership campaign and pricing structure will launch in spring 2020.		
Achieve District annual budget to maintain fund balance reserves	Increase ice rental revenue by 10%	<ul style="list-style-type: none"> Target early afternoon hours to high school hockey programs 	NA
1 st Quarter comments:	Down due to the loss of men's league. Working with RMAHL to bring teams back to TC once rink 1 project is complete.		
2 nd Quarter comments:			

3 rd Quarter comments:			
4 th Quarter comments:	Ice rental revenue did not meet budget. Limited ice time was available due to Rink 1 renovation.		
Achieve District annual budget to maintain fund balance reserves	Increase TC room rental revenue by 15%	<ul style="list-style-type: none">Promote to local businesses to use TC room 112/113 for business meetings	SC
1 st Quarter comments:	Working with C&M to develop new marketing promotions.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4 th Quarter comments:	TC room rental budget of \$70,000 was not met. Projecting year end at \$67,500.		
District Objective 2: Generate alternative revenue			
Initiative	Performance Measure	Action Plan	Status
Secure additional alternative sources of revenue to support financial goals	Host adult softball tournaments in an effort to expand adult softball program and provide alternative source of revenue. Host 1 in Q2 and 1 in Q4.	In spring of 2019, run our “Spring Training Tournament” before our summer leagues start at Cannon In fall of 2019, after our season concludes, run a “Winter Meetings” tournament at Cannon	C
1 st Quarter comments:	First adult softball tournament planned for April 6 th		
2 nd Quarter comments:	Other tournament scheduled for Q4.		
3 rd Quarter comments:	Advertising for Fall Softball tournament		
4 th Quarter comments:	Two tournaments were offered in 2019: one in spring & one in Fall. Both did not run due to low enrollment.		
Secure additional alternative sources of revenue to support financial goals	Create a Seascape POS to accommodate basic needs of pool patrons.	<ul style="list-style-type: none">Provide swim diapers, goggles, sunscreen, sunglassesSetup POS and inventory	C
1 st Quarter comments:	Putting together costs of items to be sold to present to the business department		
2 nd Quarter comments:	Set up and created Seascape Merchandise sales for commonly asked for products: puddle jumpers, goggles, swim diapers.		
3 rd Quarter comments:			

4th Quarter comments:	Puddle Jumpers (water wings), goggles and swim diapers were available for sale at the cashiers window. Sales were not great, but the products were available for those who needed them. An expanded marketing effort will be included in 2020 to increase sales.		
Secure additional alternative sources of revenue to support financial goals	Sell marquee space for special life events	<ul style="list-style-type: none"> • One flip on one rotation – only sell one at a time • Example: Birthday wishes, Prom proposals, retirement messages • Encourage people to come take pictures in front 	C
1 st Quarter comments:	Developing feasibility and strategies for slides sales and rotation.		
2 nd Quarter comments:	Art work created. Sales not begun.		
3 rd Quarter comments:	The service will be unveiled the first week in November. Included in the Winter program guide.		
4th Quarter comments:	Marquee ads and promotion in the Fall brochure was launched. There were no sales in 2019, but staff is working on expanded promotion.		
Continue to evaluate and apply for grant revenues to support District's operations and capital projects	Seek out and apply for 2 additional grant opportunities.		C
1 st Quarter comments:	Kraft Hockeyville grant and IAPD Power Play grant were submitted in Q1.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4th Quarter comments:	Kraft Hockeyville grant was not awarded. Power Play grant for \$1000 was awarded for the STAR program. Staff used the grant money to expand health and wellness initiatives into the STAR curriculum. "Wellness Wednesday" and "Fitness Friday" activities were added to each site's weekly curriculum.		
Develop strategies to attract additional sponsors and new partnerships	Work with Advertising and Sponsorship Department to identify sponsors for 50+ programs and trips, in turn reducing costs for 50+ participants. Partner with two new sponsors by end of Q4.	<ul style="list-style-type: none"> • Add in sponsored Moonlight and Music Event by Q4 • Add in sponsored luncheon/entertainment by Q3 	C
1 st Quarter comments:	Lutheran Home has become a substantial sponsor of our 50+ activities and events, sponsoring coffee and snacks for the year, a May Magic event at their location, the Sock Hop in June,		

	lunch n learns throughout the year, and the Holiday Dinner. Also working on getting a sponsor for the 50+ pool party in the summer.		
2 nd Quarter comments:	see Q1 response.		
3 rd Quarter comments:	50+ just locked in another partnership with Friendship Village in Q3. They'll be an active partnership for remaining part of 2019 and into 2020.		
4 th Quarter comments:	Lutheran Home & Friendship Village sponsorship was secured in 2019 to support the 50+ Center.		
Promote greater facility usage.	Increase facility rentals using the TC ice rink party room.	<ul style="list-style-type: none">Develop birthday party package using ice rink party room and TC public skate	C
1 st Quarter comments:	We have opened up Ice Birthday parties and the use of the party room downstairs.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4 th Quarter comments:	2019: 15 parties were booked in the ice party room. Parties who paid for private ice received the party room for free.		
District Objective 3: Utilize our resources effectively and efficiently			
Initiative	Performance Measure	Action Plan	Status
	Research and evaluate the feasibility of leasing fitness equipment to restructure, refresh and better serve the fitness members at TC & WRC.	<ul style="list-style-type: none">Gather pricing information from various fitness companies on equipment leasing programs and compare to outright purchasing of equipmentSubmit findings in Q2 to Division DirectorPurchase or lease new equip by Q3	C
1 st Quarter comments:	In the process of gathering quotes and information on leasing v. purchasing new equipment for TC and WRC.		
2 nd Quarter comments:	After gathering information on leasing v. purchasing it was determined that at this time the district will continue to purchase equipment. Staff is in the process of purchasing bikes for TC and one piece of equipment for WRC.		
3 rd Quarter comments:	Four bikes were purchased for TC and one stepmill for WRC.		

4th Quarter comments:	After gathering information on leasing v. purchasing it was determined that at this time the district will continue to purchase equipment. Four bikes (two recumbent & two upright) were purchased for TC & one stepmill was purchased for WRC. Additional equipment will be purchased for 2020 to continued enhancements for both fitness facilities.
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DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE & ENVIRONMENTAL AWARENESS

District Objective 1: Utilize our resources effectively and efficiently

Initiatives	Performance Measures	Action Plan	Status
Utilize best practices to maximize operational efficiencies as a District	Complete preventative maintenance on our park district busses. Plan by Q1; implement in Q3.	<ul style="list-style-type: none"> Coordinate with Parks Department to schedule mid-summer bus maintenance Budget for additional bus rentals during internal bus down time 	NA
1 st Quarter comments:	Working with the Parks Department on a plan for bus maintenance that will minimally disrupt camp operations		
2 nd Quarter comments:	Parks mechanics have determined that the work is not needed.		
3 rd Quarter comments:			
4th Quarter comments:	Parks mechanics have determined that the work is not needed.		
Utilize best practices to maximize operational efficiencies as a District	Increase training and coaches' education throughout the in-house soccer season; offer 2 coaches clinics and 1 training per team per season.	<ul style="list-style-type: none"> Work with the Hoffman United Soccer Club to plan and implement trainings for in-house soccer teams 	C
1 st Quarter comments:	Coaches clinics are being held for basketball, baseball and soccer; outdoor soccer teams will have guest trainers at one of their practices this spring		
2 nd Quarter comments:	Youth Summer basketball leagues will be working with Options basketball for the first week of practice		
3 rd Quarter comments:	Fall Coaches clinics are being held for Soccer. For or new Hoffman Elite Soccer team Coaches get their Coaching license/ certification.		
4th Quarter comments:	Bradley Reibel, Varsity Women's Coach at Hoffman High ran a coaches clinic on Dec. 22 for all of the girls teams.		

	For 2019, trainings were offered for 22 soccer coaches per season, 20 baseball coaches per season and 33 basketball coaches.		
District Objective 2: Utilize best practices			
Initiative	Performance Measure	Action Plan	Status
Utilize best practices to maximize operational efficiencies as a District	Hold quarterly staff meeting to keep staff informed of all upcoming events, park district information and customer service topics.	<ul style="list-style-type: none">Will hold combined TC & WRC staff meetings each quarter in 2019	C
1 st Quarter comments:	The 1 st quarter staff meeting was held on Feb.18 &20.		
2 nd Quarter comments:	The 2 nd quarter staff meeting was held on April 8 & 10. Upcoming 6/17 & 6/19		
3 rd Quarter comments:	3 rd quarter staff meetings were held on June 19 & 19. Next meetings are scheduled for 11/4 & 11/6.		
4 th Quarter comments:	4 th quarter staff meetings were held 11/4/19 & 11/6/19		
Utilize best practices to maximize operational efficiencies as a District	Prepare and complete ExceleRate trainings, application, and processes to maintain Silver certification by end of Q2.	<ul style="list-style-type: none">Review requirements for staff trainings and classroom processesComplete application for renewalWork with IL Action for Children to plan and reviewCreate checklist for classrooms	SC
1 st Quarter comments:	All paperwork is complete; final teacher trainings are underway – once these are finished, paperwork will be submitted for evaluation and review by ExceleRate		
2 nd Quarter comments:	Met with advisor in April to go through paperwork and make sure everything is complete. Preschool must be in session for classroom observations. Meeting in July with advisor to check improvements that have been made before submitting application early September.		
3 rd Quarter comments:	Application will be submitted mid October after meeting with new advisor on 8/10.		
4 th Quarter comments:	Staff have worked diligently to ensure all classroom standards are being implemented and followed for application. Final application will be submitted in February and approval should arrive by April 2020.		
Utilize best practices to maximize operational efficiencies as a District	Use gorilla-style marketing tactics through signage & stickers	<ul style="list-style-type: none">Cling-on stickers on doorwaysMessages on locker room mirrors	C
1 st Quarter comments:	Added marketing to mirrors in TC locker rooms for fitness promotion		

2 nd Quarter comments:	Messaging added to ice area for events and clinics to target parents waiting for programs. Signage clean up around buildings reduced available space for promotions outside of display areas.		
3 rd Quarter comments:	Changed gorilla tactics to be out of building messaging for greater exposure. Including creation of community area specific signage for employment and special events as well as use of flyers in community businesses.		
4 th Quarter comments:	Continued use of community/neighborhood based signage for special events and programs.		
District Objective 3: Advance environmental and safety awareness			
Initiative	Performance Measure	Action Plan	Status
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Continue offering quarterly trainings for all district team members to become Medic AED/CPR certified. Complete 4 classes by the end of Q4.	<ul style="list-style-type: none">Instructors will meet in Q4 of 2018 to develop the 2019 AED/CPR course scheduleAdd one AED/CPR instructor for 2019	C
1 st Quarter comments:	Lisa Swan became a certified instructor. The 2019 schedule for CPR/AED trainings has been established and sent to all full time staff.		
2 nd Quarter comments:	AED classes held so far this year on Feb. 4, Feb. 16, April 17/18 & June 1. A total of 62 staff members have been certified (or recertified) to date.		
3 rd Quarter comments:	AED cerification class was held on August 24 th with 13 participants.		
4 th Quarter comments:	4 th quarter certification class held in November.		
Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Ensure STAR safety procedures align with School District 15 & 54 and are practiced by end of Q4.	<ul style="list-style-type: none">Contact STAR site principals to discuss alignment and review of safety and armed intruder proceduresImplement quarterly drills at each site	SC
1 st Quarter comments:	Attended District 54’s Safe Schools Training in February; a joint safety training being planned for the Spring and Fall in our STAR program		
2 nd Quarter comments:	Martha will meet with SD54 in Q3 before school starts to review procedures.		
3 rd Quarter comments:	Met with SD54 and conducted crisis training for all STAR staff on September 17 th at Muir.		
4 th Quarter comments:	Staff is in the process of meeting with each principal to ensure safety procedures align.		

Continue to promote operation safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Launch ePact emergency management software for STAR program to store all participant emergency contact information on a secure website/app by Q2.	<ul style="list-style-type: none"> • Sync ePact software with STAR rectrac registration • Upload ePact app onto all STAR site cell phones • Educate parents of new emergency contact data collection procedures 	C
1 st Quarter comments:	Staff training, parent education, and software coordination is almost complete; parents will be able to input information for the 2019-20 school year in the next week or so		
2 nd Quarter comments:	STAR families enrolled in 19/20 STAR are creating online profiles once they register for the 19/20 STAR program. Staff will implement the ePact program when school starts in fall.		
3 rd Quarter comments:	ePact launched in Fall 2019 for all STAR families to use to store their emergency contact info.		
4 th Quarter comments:	ePact launched in Fall 2019 for all STAR families to use to store their emergency contact info. Staff access the emergency contact info through the STAR site smart phone and a secure login. Having all information digital and secure is a safer way to manage the emergency information from the old version of paperwork in binders.		
Strengthen emergency response training by implementing drill trainings.	Conduct quarterly emergency response training drills at each facility. Schedules to be developed in Q1 and implemented quarterly.	<ul style="list-style-type: none"> • For ELC & PS: write lockdown procedure using age appropriate guidelines • Meet with staff • Conduct drill 	NC
1 st Quarter comments:	Code Blue will be conducted in all facilities in early April.		
2 nd Quarter comments:	Code Blue was conducted during April at all facilities. Severe weather warnings were conducted at WRC and TC.		
3 rd Quarter comments:			
4 th Quarter comments:	Code Red & Code Pink took place successfully at TC. Code Blue safety drill was practiced at each facility. Training on all codes took place at a quarterly all-staff meeting.		
Provide educational programs and opportunities on environmental best practices	Continue partnership with Wings & Talons to offer 3 programs per season, along with one educational event and at least one new special event appearance.	<ul style="list-style-type: none"> • Provide education programs in seasonal brochure • Provide in-house field trip for preschool program • Attend Pumpkin Fest 	C
1 st Quarter comments:	Wings & Talons offered 3 programs in the winter session. They are offering 2 programs in spring and summer.		

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

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Initiatives	Performance Measures	Action Plan	Status
Provide Hoffman University training curriculum to enhance workforce knowledge and readiness.	Lead a minimum of one Hoffman University training.	<ul style="list-style-type: none"> Complete by Q3 	C
1 st Quarter comments:	Lisa Swan presented a Hoffman U in Q1.		
2 nd Quarter comments:			
3 rd Quarter comments:			
4 th Quarter comments:	Lisa Swan presented a topic on communication and positivity in the workplace in Q1.		

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

Continue to foster openness in communication District-wide	Invite division directors to recreation all-staff meetings quarterly for division updates.	<ul style="list-style-type: none"> Complete each quarter 	C
1 st Quarter comments:			
2 nd Quarter comments:	Dustin & Nicole each attended one meeting in Q2.		
3 rd Quarter comments:			
4 th Quarter comments:	Brian attended a meeting in Q4. All division directors attended a rec staff meeting in 2019.		

District Objective 3: Promote continuous learning and encourage innovative thinking




Promote furthering educational opportunities of staff by encouraging participation in	Conduct quarterly internal service desk trainings.	<ul style="list-style-type: none"> Will hold combined TC & WRC staff meetings each quarter in 2019 	C
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workshops, conferences and other educational opportunities.			
1 st Quarter comments:	The 1 st quarter staff meeting was held on Feb.18 &20.		
2 nd Quarter comments:	The 2 nd quarter staff meeting was held on April 8 & 10.		
3 rd Quarter comments:	The 3 rd quarter staff meeting was held on June 17 & 19.		
4th Quarter comments:	The 4th quarter staff meetings were held Nov. 4 & 6.		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Managers complete Star Guard Instructor training program.	<ul style="list-style-type: none"> Complete the training program 	C
1 st Quarter comments:	So far 4 managers have completed the course 3 are to take the course scheduled in April. Will be complete by the opening of Seascope.		
2 nd Quarter comments:	With 61 Lifeguards employed and a minimum of 12:1 Instructors to teachers we were required to have 5 StarGuard Instructors on staff. All 7 managers have been trained as instructors and have been conducting certification courses as well as in-service trainings.		
3 rd Quarter comments:			
4th Quarter comments:	All 7 managers have been trained as instructors and have been conducting certification courses as well as in-service trainings.		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Obtain CPRP certification by a minimum of 50% of full-time recreation division staff by Q4. Remaining 50% will obtain by 2020 (in relation to the requirements to obtain/apply).	<ul style="list-style-type: none"> Pass the CPRP exam 	C
1 st Quarter comments:	Four rec staff are required to take the exam; currently three of the four have applied for the exam; no one has taken it yet		
2 nd Quarter comments:	Staff will be taking the exam by Fall.		
3 rd Quarter comments:			
4th Quarter comments:	Jody Dodson, Kyle Thomas & Mindi Schwartz passed their CPRP exams in Q4 and Alisa Kapusinski passed the CPRE exam.		

MEMORANDUM NO. M20-013

TO: Recreation Committee
FROM: Craig Talsma, Executive Director
Brian Bechtold, Director of Golf & Facilities
RE: Bridges of Poplar Creek Board Report
DATE: January 21, 2020

Bridges General Programs

-  2020 League Contracts are being prepared and will be sent out mid-January.
-  Preferred Tee Time Contracts were sent out. This year, each preferred member will receive a Preferred Discount Pass with their Tee Time License, plus they will receive a special gift of a new pair of Adidas golf shoes. We will be offering an early incentive program for those groups that renew their license by January 31, 2020.
-  Breakfast with Santa, once again, had a great turnout. In attendance, we had 307 adults, 128 children between the ages 4 – 12, and 80 children ages 3 and under. The Winter Fest continues to grow and improve especially with the new highlight of ice skating in the event areas. This year's event featured a snowball throwing contest, s'more station, arts and crafts, carriage rides, snow wall painting, and a dance club performance.

Golf Rounds

MONTHLY ROUND TOTALS					
2015	2016	2017	2018	2019	5 Year Average
507	0	302	0	0	162
YTD ROUND TOTALS					
2015	2016	2017	2018	2019	5 Year Average
39,815	31,308	31,323	26,195	24,299	30,588

Range Information

MONTHLY RANGE BASKET SALES TOTALS					
2015	2016	2017	2018	2019	5 Year Average
63	2	102	31	0	40
YTD RANGE BASKET SALES TOTALS					
2015	2016	2017	2018	2019	5 Year Average
18,546	18,823	19,540	17,398	18,807	18,623

Hole In One Contestant Update

HOLE IN ONE MONTHLY SALES TOTALS			
2016	2017	2018	2019
0	0	0	0
YTD HOLE IN ONE SALES TOTALS			
2016	2017	2018	2019
483	2,414	1,891	2,115

Communications & Marketing



Three e-mail blasts went out promoting Breakfast with Santa/ Winter Fest.

Food & Beverage

For the month of December, we had nine events (eight events in 2018)

Three breakfast meetings servicing 75 guests

Three holiday dinners servicing 319 guests (one of which was the 50+ club)

One all-day meeting with lunch and hors d oeuvres servicing 46 guests

One lunch meeting servicing 80 guests

BWS hosting 515 guests.

For the month of January, we have eight events (eight events in 2019)

Five breakfast meetings servicing 100 guests

One bridal shower servicing 35 guests

One baptism luncheon servicing 50 guests

One room rental only servicing 200 guests

Wedding Count Update:

2020 = 8 ceremony and reception, 3 reception only

2019 = 16 ceremony and reception, 3 reception only, 1 ceremony only

2018 = 16 ceremony and reception and 3 reception only, 2 ceremony only (2 weddings cancelled in 2018)

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

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

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

Golf Maintenance Summary

In December, our high averaged 40° (5° above average) and low averaged 27° (6° above average). This included three days with temps in the 50°s and one day at 60°. In December, we received 1" of rain (0.7" average), with our above average temperatures, ice formation was not an issue. Snow fall totals for December did not result in much. We received 1.5" of snow (average is 8.2"), which fell in the last few days of the month. Our snowfall total is 9.8" to-date.

Our main focus in December has been finishing up winter prep and starting to prepare for next season. Below are some of the tasks that staff completed:

- Applied additional topdressing material after rain event, using approximately seven tons of sand
- Set up and tear down of Winterfest/Breakfast with Santa
- Cleaning, painting, organizing, and inventorying course accessories
- Continued to blow and mulch leaves, when possible
- Started winter maintenance on equipment fleet
 - Greens, tees, and approach mowers have had all fluids and filters changed plus reels have been sharpened
- Started to clean and organize shop to improve operational efficiency

**HOFFMAN ESTATES PARK DISTRICT
2019 BUDGET GOALS & OBJECTIVES
GOLF**

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

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

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

Initiative	Performance Measures	Action Plan	Status
Expand facility based special events that promote greater facility usage	Host 3,890 Outing Rounds (3,547 Outing Rounds in 2018).	Create golf outing specific marketing piece and email out to all past and current outing contracts.	SC
1 st Quarter Comments	Outing rounds will begin in 2 nd qtr.		
2 nd Quarter Comments	We have hosting 997 outing rounds thru 2 nd Qtr.		
3 rd Quarter Comments	We hosted 2,672 outing rounds thru 3 rd Qtr. With the revenue projected to be close to budget as the Green Fee per round is higher than budgeted amount.		
4th Quarter Comments	We hosted 46 outing rounds in Q4; finishing just shy of budget in outing sales.		
Expand facility based special events that promote greater facility usage	Provide 25 Preferred Tee Times Groups (25 Groups in 2018).	Hold preferred tee time meeting social prior to first week of preferred times to discuss 2019 course improvements and events to secure all groups return in 2019. For new groups we will send out email blast highlighting preferred tee time program and early sign up discount offer as well as advertise on marquee.	C
1 st Quarter Comments	We currently have 22 Groups. Official season will start in 2 nd Qtr.		
2 nd Quarter Comments	We have 26 Preferred Tee Time Groups for the 2019 Season.		
3 rd Quarter Comments	We have 26 Preferred Tee Time Groups for the 2019 Season.		
4th Quarter Comments	We have 26 Preferred Tee Time Groups for the 2019 Season.		
Expand facility based special events that promote greater facility usage	Provide 2,680 League Rounds. (2,680 League rounds in 2018).	Work with current leagues and assist them in growing their league memberships. All leagues will be advertised on the Bridges website along with a league specific email blast promoting all leagues.	SC

1 st Quarter Comments	League rounds will begin in 2 nd qtr.		
2 nd Quarter Comments	We have hosting 1,046 league rounds thru 2 nd Qtr.		
3 rd Quarter Comments	We hosted 2,242 league rounds thru 3 rd Qtr.		
4th Quarter Comments	We hosted a total of 2,248 league rounds in 2019. Overall, league numbers remained constant but, unfortunately, we had several rain out days that lowered participation.		
Expand facility based special events that promote greater facility usage	Discount & Annual Golf Pass Sales: Resident 200 Passes; Non Resident 175 Passes (Resident 189 Passes; Non Resident 150 Passes in 2018)	Direct email blast to current pass holders offering them early bird sign up in Jan. Along with poster size sign in Proshop. Will be feature add on item in March & April for all golfers when they check in for their rounds.	SC
1 st Quarter Comments	Pass sales have begun. Will be area of focus in early 2 nd qtr.		
2 nd Quarter Comments	Total Resident Passes Sold 83, Total Non-Resident Passes Sold YTD 144 Thru 2 nd Qtr.		
3 rd Quarter Comments	Total Resident Passes Sold 100, Total Non-Resident Passes Sold YTD 146 Thru 3 rd Qtr. Along with the 104 Preferred tee time member passes.		
4th Quarter Comments	Total Resident Passes Sold 100, Total Non-Resident Passes Sold 146 in 2019. Along with the 104 Preferred tee time member passes. Pass sales were slightly down due to poor weather in the spring.		
Expand facility based special events that promote greater facility usage	Provide Jr. Program Classes in Spring, Summer & Fall to 110 participants. (114 participants in 2018).	Direct email blast to past participants. Submit marketing flyer to District 54 virtual back pack.	C
1 st Quarter Comments	Classes will begin in 2 nd qtr.		
2 nd Quarter Comments	2 Sessions have started and we had 38 students thru 2 nd qtr. We have 4 additional classes in 3 rd qtr.		
3 rd Quarter Comments	We had 128 students in 2019		
4th Quarter Comments	We had a total of 128 students in 2019 exceeding our goal of 110.		
Expand facility based special events that promote greater facility usage	Provide 3 sessions of Group Lessons to include 12 students for all ages in Spring, Summer & Fall. (13 Students in 2018).	Create new signage at driving range promoting all player development programs.	NA
1 st Quarter Comments	Group lessons will begin in 2 nd qtr.		
2 nd Quarter Comments	Group Lessons had 1 class with 7 students.		
3 rd Quarter Comments	We had 1 group class run in the 2019 season with 7 students		
4th Quarter Comments	We had one group class that ran in the 2019 season.		

Expand facility based special events that promote greater facility usage	Provide specialized 1 day golf clinics to cover all areas of the game for 28 students. (20 students in 2018)	Create new signage at driving range promoting all player development programs.	NA
1 st Quarter Comments	Lesson Clinics will begin in 2 nd qtr.		
2 nd Quarter Comments	First clinic was cancelled due to rain in 2 nd qtr.		
3 rd Quarter Comments	We had 3 sessions cancelled due to inclement weather.		
4th Quarter Comments	We had all three sessions cancelled due to inclement weather.		

Expand facility based special events that promote greater facility usage	Develop a sales add on program for POS desks to promote events, programs, passes and merchandise.	Create a daily add on promotion that all Proshop staff recommends to all customers checking in for golf. Will have different focus items throughout the season.	C
1 st Quarter Comments	Add on Sales program is currently being developed. March is focused on Pass Sales.		
2 nd Quarter Comments	Add on sales program is in place for Proshop. Focus items change weekly.		
3 rd Quarter Comments	Monthly sales program has been installed in golf shop.		
4th Quarter Comments	Monthly sales program was introduced and applied during the 2019 season.		
Expand facility based special events that promote greater facility usage	Host 2 outside wedding ceremony only events. (2 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	SC
1 st Quarter Comments	We currently have 1 outside ceremony only event booked in 2019.		
2 nd Quarter Comments	We have hosted 1 ceremony only event this season.		
3 rd Quarter Comments	We have hosted 1 ceremony only event this season.		
4th Quarter Comments	We hosted one outside ceremony in 2019		
Expand facility based special events that promote greater facility usage	Host 4 Wedding Reception. (3 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	SC
1 st Quarter Comments	We currently have 3 wedding reception only events booked in 2019.		
2 nd Quarter Comments	We currently have 3 wedding reception only events booked in 2019.		
3 rd Quarter Comments	We currently have 3 wedding reception only events booked in 2019.		
4th Quarter Comments	We hosted three reception only events in 2019.		

Expand facility based special events that promote greater facility usage	Host 17 Ceremony & Reception Weddings (16 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	SC
1 st Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
2nd Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
3 rd Quarter Comments	We currently have 16 ceremony and wedding receptions booked for 2019.		
4th Quarter Comments	We hosted 16 ceremony and receptions events in 2019.		

District Objective 2: Achieve customer satisfaction and loyalty

Initiative	Performance Measures	Action Plan	Status
Expand marketing communications with the use of social media and mobile applications	During peak season provide a monthly email newsletter to our guests highlighting upcoming events, pro tips, banquet ideas and meal ideas from the Chef. Send at least two email blasts a week in season to promote upcoming events, promotions, etc.	Send out 9 monthly recap emails to entire database marketing entire facility.	C
1 st Quarter Comments	We currently have sent out 11 email blasts in the 1 st qtr.		
2nd Quarter Comments	We have currently sent out 17 email blasts in the 2 nd qtr.		
3 rd Quarter Comments	We have currently sent out 20 email blasts in the 3 rd qtr.		
4th Quarter Comments	We sent out 56 email blasts in 2019.		
Expand marketing communications with the use of social media and mobile applications	Highlight special events with 32 posts on Twitter, Facebook & Instagram to encourage participation in events.	Increase social media posts about special events and develop campaign outline in 1 st qtr. Implement campaign in March.	C
1 st Quarter Comments	Facebook: 20 Posts – 6,180 impressions – 260 engagements 5 event posts – 2,113 impressions – 48 responses Twitter: 21 Tweets – 7,952 impressions – 383 engagements Instagram: Im 3 posts – 183 impressions – 26 likes		

2nd Quarter Comments	Facebook: 59 Posts – 12,380 impressions – 880 engagements 6 event posts – 1,858 impressions – 48 responses Twitter: 19 Tweets – 5,597 impressions – 76 engagements Instagram: 4 posts – 244 impressions – 43 likes		
3 rd Quarter Comments	Facebook: <input type="checkbox"/> 76 posts , 15,658 Impressions 383 engagements <input type="checkbox"/> 4 Events, 4034 impressions 141 responses Twitter: <input type="checkbox"/> 5 tweets. – 946 impressions – 8 engagement Instagram: <input type="checkbox"/> 14 posts – 946 impressions – 91 likes		
4th Quarter Comments	Facebook 19 Posts –1,818 Reach, 290 engagements with posts 6 events, 23,892, impressions, 202 responses Twitter 6 tweets – 2172 Impressions – 22 engagements Instagram 15 Posts – 51impressions – 51 Likes		
Expand marketing communications with the use of social media and mobile applications	Receive 10 Five Star Reviews on the Knott and Wedding Wire for Weddings. Goal is 10 Reviews receiving 5 Stars	Provide detailed training to staff and hold weekly event meetings to ensure all details are outlined to event staff.	C
1 st Quarter Comments	The first wedding will take place in 2 nd qtr.		
2nd Quarter Comments	We currently have 3 Five Star Review posted for 2019. Looking forward to more as we enter into wedding season.		
3 rd Quarter Comments	We currently have 3 Five Star Reviews within the Knot and Wedding Wire		

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

Initiative	Performance Measures	Action Plan	Status
Expand facility based special events that promote greater facility usage	Provide 8 Special Golf/Course Events with 390 participants. (384 Participants in 2018)	Promote golf events via email blast, social media and also signage in golf shop. Each event will be key POS add on 2 weeks prior to event.	SC
1 st Quarter Comments	We hosted one golf event in 1 st qtr with 124 golfers.		
2nd Quarter Comments	Remaining events will take place towards end of 3 rd qtr and beginning of 4 th qtr.		
3 rd Quarter Comments	We have 4 events planned for 4 qtr. Par 3 Challenge, Cross County, Big Bucket and 9&Stein have been canceled this season due to weather or low enrollment.		
4th Quarter Comments	We hosted the Pro Am Scramble event with 108 golfers. The 5k, Turkey Shoot, & Final Challenge were all cancelled due to inclement weather.		
Expand facility based special events that promote greater facility usage	Provide Ladies Preferred Golf Time and Promotion Period 4 times per month from April to October to engage women golfers in the community.	Advertise to local ladies golf organizations thru email blasts as well as our standard database. Also have it be a feature key add on at POS to all ladies	C
1 st Quarter Comments	Ladies' league has been created for the 2019 season along with a couple's league. Marketing materials will go out in Mid to Late April!		
2nd Quarter Comments	Ladies league has begun and we have 16 participants.		
3 rd Quarter Comments	Ladies league continued play in September.		
4th Quarter Comments	We had 16 players in our inarguably Ladies league in 2019.		
Expand facility based special events that promote greater facility usage	Provide 2 Holiday Event Brunches with 750 guests (900 Guests in 2018)	Staff will contact all past participants one month out reminding them of special event. Start email campaign minimum one month prior to events.	C
1 st Quarter Comments	Easter Brunch will be the first Holiday Event of the season in 2 nd qtr.		
2nd Quarter Comments	We hosted 365 guests for Easter Brunch.		

3 rd Quarter Comments	Breakfast With Santa is set for December 14 th .		
4 th Quarter Comments	We hosted 515 guests for Breakfast with Santa. There was a total of 880 guests for Holiday events.		
Expand facility based special events that promote greater facility usage	Host 4 Special Event Nights Music/Theme	Create and email campaign specifically for our special event music nights highlighting all concerts and dates. Along with handing out flyers at the concert promoting the next event.	NA
1 st Quarter Comments	Breakfast with the Bunny will be our first Special Event of the season on April 13.		
2 nd Quarter Comments	We hosted 205 guests in our first Special event of the season. Music nights will begin in 3 rd qtr.		
3 rd Quarter Comments	We had 3 music nights cancelled due to inclement weather in 3 rd qtr.		
4 th Quarter Comments	We hosted one event servicing 205 guests in 2019.		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Initiative	Performance Measures	Action Plan	Status
Achieve District annual budget to maintain fund balance reserves	Monitor budgets to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed bottom line.	Monitor budgets on a monthly basis paying close attention to our KPI. (Rounds, # of Events, COGS, Etc)	C
1 st Quarter Comments	We are currently on track for expenses thru 1 st qtr.		
2 nd Quarter Comments	We are currently below budget with expenses thru 2 nd qtr.		
3 rd Quarter Comments	We are currently below budget with expense thru 3 rd qtr. With F&B being above budget in revenue along with learning center revenue being above budget. Overall all net budget is projected to be on plan or above the net budgeted amount.		
4 th Quarter Comments	Budgets were monitored all year. Even with the extremely challenging weather season, we exceeded budget in 2019.		

Achieve District annual budget to maintain fund balance reserves	Provide 29,778 Rounds. (26,195 in 2018)	Continue to push online booking and monitor tee sheet utilization to adjust specials and promotions with Golf Now and Ezlinks during non-peak times. Along with adding back in the Golf Scene TV Show promotion.	NA
1 st Quarter Comments	The golf course was able to open in March. We had 481 rounds in the 1 st qtr.		
2 nd Quarter Comments	We had 9,264 rounds in 2 nd qtr. With a YTD total of 9,745.		
3 rd Quarter Comments	We had 12,485 rounds in 3 rd qtr. With a YTD total of 22,230.		
4th Quarter Comments	We had a total of 2,120 rounds in Q4. For a TYD total of 24,350.		
Achieve District annual budget to maintain fund balance reserves	Increase the marketing for Weddings and Events.	Secure a booth in a local Bridal Show for additional exposers and increase advertising in Bridal Magazines	C
1 st Quarter Comments	We currently are evaluating which show will be most beneficial to our facility. Most likely will attend in the 3 rd or 4 th qtr.		
2 nd Quarter Comments	Staff has researched Bridal shows and have it narrowed down to two shows. One in late August and one early September.		
3 rd Quarter Comments	Staff has registered for the Bridal Show at the Marriott Northwest with Bridal Expo of Chicago. The show will be November 17 th .		
4th Quarter Comments	Staff attended Bridal Show at the Marriott. We received a few leads and continued to brand our facility.		

District Objective 2: Generate alternative revenue

Initiative	Performance Measures	Action Plan	Status
Secure additional alternative sources of revenue to support financial goals	Provide 2,000 Hole In One Challenge Participants (1,891 in 2018)	Work with Swing King for more on course sales events. Have as key add promotion on at POS.	C
1 st Quarter Comments	We have started Hole In One contest upsell and sold 25 in 1 st qtr.		
2 nd Quarter Comments	We have had 819 Hole In One Contestants in 2 nd qtr. YTD Total of 844.		
3 rd Quarter Comments	We had 633 hole in one contests sold in the golf shop and 718 sold on the golf course for a total of 1,351 swings in 3 rd qtr. YTD Total of 2,195.		

4th Quarter Comments	We had a total of 50 Hole in One contests in October. For a total of 2,245 contestants in 2019.		
Secure additional alternative sources of revenue to support financial goals	Maximizing “down times” during the week from 12pm – 3pm by starting Foursome Specials, Ladies & Junior Promotions to encourage growth of the game and revenue optimization.	Provide specials focused on Ladies & Juniors from April to October.	C
1 st Quarter Comments	Ladies league has been created for the 2019 season along with a couple’s league. JR Development times have been expanded to everyday after 6pm. Marketing materials will go out in Mid to Late April!		
2nd Quarter Comments	Ladies league and Couples league has begun. We have 16 participants in Ladies League and 18 players in the couples league.		
3 rd Quarter Comments	Ladies league and Couples leagues are complete. We had a total of 34 players.		
4th Quarter Comments	Ladies league and Couples leagues are complete. We had a total of 34 players.		

District Objective 3: Utilize our resources effectively and efficiently

Initiative	Performance Measures	Action Plan	Status
Utilize best practices to maximize operational efficiencies as a District	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment.	Use parks department machines 5 different times for the season to minimize renting equipment.	C
1 st Quarter Comments	In the 1 st qtr we have worked with Parks Department on annual burns and tree stump removal.		
2nd Quarter Comments	Staff has used a variety of equipment from the parks department through 2 nd qr. Parks department has also used a few items from the golf course.		
3 rd Quarter Comments	Golf Maintenance and Parks Maintenance have continued to share specialty equipment between departments.		
4th Quarter Comments	Equipment was shared all season long; a great benefit to both departments.		
Utilize best practices to maximize operational efficiencies as a District	Work with Parks department to get preferred pricing on joint maintenance purchases for the facility.	Collaborate with Parks department on purchasing key items to get bulk discounts district wide.	C
1 st Quarter Comments	Fertilizer and Pesticides were purchased in the 1 st qtr as a joint purchase.		
2nd Quarter Comments	No additional joint purchase took place in 2 nd qtr. But multiple shared equipment has taken place to save funds on renting specialized equipment.		
3 rd Quarter Comments	No additional joint purchases took place in 3 rd qtr.		

4th Quarter Comments	No additional joint purchases took place.		
Utilize best practices to maximize operational efficiencies as a District	Provide smooth/firm greens surfaces by sand topdressing regularly.	Using 46 tons for a total of 10 applications during season. An additional 46 tons will be used with both spring and fall aerification and winter covering, bring yearly total to 184 tons.	C
1 st Quarter Comments	Spring aerification and topdressing is scheduled for mid- April		
2nd Quarter Comments	Aerification took place in Aril. Greens have been continuously monitored and are in healthy shape thru 2 nd qtr.		
3 rd Quarter Comments	Greens have been topdressed 7 times bi-weekly since spring aerification; we are projecting 2-3 more before fall. Fall aerification is also approaching quickly; it is scheduled for 9/3&4.		
4th Quarter Comments	Greens were prepped for the winter season with a solid topdressing and verticut in 4th qtr.		
Utilize best practices to maximize operational efficiencies as a District	Provide the best conditions by focusing on overall plant health of playing surfaces. Using the best products to promote healthy and happy turf.	Follow horticultural plan and monitor turf conditions on a daily basis and adjust accordingly.	C
1 st Quarter Comments	Early practices have begun in 1 st qtr with the weather improving.		
2nd Quarter Comments	Golf Course is in great shape. Daily cultural practices have been challenging with the weather. Staff has adjusted daily and will continue to monitor moisture readings.		
3 rd Quarter Comments	Playing surfaces have made it through the majority of the summer and they are in great shape.		
4th Quarter Comments	Staff provided great playing surfaces all season long in a very challenging weather season.		
Utilize best practices to maximize operational efficiencies as a District	Work with Parks Department to replace one of the furnaces in the equipment manager's bay with a new efficient unit	Purchase and install in 1 st qtr.	C
1 st Quarter Comments	New heaters have been installed in the maintenance department in 1 st qtr.		
2nd Quarter Comments	Completed in 1 st qtr.		
3 rd Quarter Comments	Completed in 1 st qtr.		
4th Quarter Comments	Completed in Q1		
Utilize best practices to maximize operational efficiencies as a District	Replace all existing greenside bunker rakes with new larger rakes.	Purchase in 1 st qtr and replace rakes in 2 nd qtr.	C
1 st Quarter Comments	New rakes have been purchased and will be placed out in early April.		
2nd Quarter Comments	New rakes are now in place on the golf course.		
3 rd Quarter Comments	Completed in 2 st qtr.		
4th Quarter Comments	Completed in Q2		

Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.	Monitor payroll on a bi-weekly basis. And adjust staffing levels on a daily basis based on weather and facility usage.	C
1 st Quarter Comments	Payroll is on plan thru 1 st qtr.		
2 nd Quarter Comments	Payroll is below plan thru 2 nd qtr.		
3 rd Quarter Comments	Payroll is below plan thru 3 rd qtr.		
4th Quarter Comments	Payroll finished below plan in 2019.		
Achieve District annual budget to maintain fund balance reserves	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	Follow districts policies and procedures for purchasing items.	C
1 st Quarter Comments	Currently we are on plan for expenses for Bridges thru 1 st qtr.		
2 nd Quarter Comments	Expenses are currently below plan thru 2 nd qtr.		
3 rd Quarter Comments	Expenses are currently below plan thru 3 rd qtr.		
4th Quarter Comments	Expenses finished below plan for 2019.		

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Initiative	Performance Measures	Action Plan	Status
Utilize best practices to maximize operational efficiencies as a District	Provide a clean and well maintained Pro Shop and Clubhouse area. The Pro Shop shall be stocked with up to date merchandise and modern amenities.	Purchase 2019 inventory items in 1 st qtr. Then provide different merchandising displays and daily Proshop cleaning.	C
1 st Quarter Comments	All the latest clubs and fashions have been purchased for the upcoming season. Will have continues fill in orders and new products throughout the season.		
2 nd Quarter Comments	Additional outerwear has been purchased for the golf shop along with a few golf ball reorders in the 2 nd qtr.		
3 rd Quarter Comments	Golf shop is up to date with product and fall sales will begin to lower inventory levels.		
4th Quarter Comments	The golf shop was maintained all season long with all the latest fashions.		
Utilize best practices to maximize operational efficiencies as a District	Purchase workhorse cart for the maintenance fleet to replace existing workhorse.	Purchase by end of 2 nd qtr.	C
1 st Quarter Comments	Cart has been purchased with delivery date set for early April.		

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

District Objective 2: Utilize best practices

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

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Initiative	Performance Measures	Action Plan	Status
Develop a new hire training program that addresses District policies and procedures.	Train Part Time employees in all departments on service plan.	Train 100% PT Employees in all departments by March. Train all new hires after March within 15 days of hire.	C
1 st Quarter Comments	On boarding training has been completed for both Golf & F&B staff. Golf Maintenance will be completed in when staff begins in early April. All new staff will complete new hire orientation within first 15 days of hire.		
2nd Quarter Comments	All staff is currently being trained and 15 day evaluations have been completed.		
3 rd Quarter Comments	All staff is currently being trained and 15 day evaluations have been completed.		
4th Quarter Comments	All staff completed the 15 day orientation and all staff were trained in 2019.		

Incorporate incentive programs for healthy habits for employees	Have key staff attend HEPD AED & CPR training. Have at least 18 key staff members maintain certification.	Have at least 18 key staff members maintain certification.	C
1 st Quarter Comments	We currently have 12 staff members recertified this season and still have 2 in good standing certifications. For a total of 14 certified staff.		
2nd Quarter Comments	We have 2 additional staff certified in 2 nd qtr bringing total to 16.		
3 rd Quarter Comments	We have total of 16 staff members AED & CPR certified.		
4th Quarter Comments	All key staff maintained or received AED & CPR certification in 2019.		

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

Initiative	Measures/Action	Action Plan	Status
Continue to foster openness in communication District-wide	I-2 Care Employee of the Quarter. Award the PT Staff member who best exhibits our I-2 Care values in their respective quarter.	Select 4 part time staff members who excel in our I-2 Care Values.	C
1 st Quarter Comments	Seasonal Staff will begin working in 2 nd qtr. Will select 2 part time staff members in 2 nd qtr and 2 in 3 rd qtr.		
2nd Quarter Comments	Staff has selected Jacob Dietrich for seasonal employee of the quarter.		
3 rd Quarter Comments	Staff has selected Jenny Jones for I-2 Care 3 rd qtr employee.		
4th Quarter Comments	Staff selected Sharon Smith for I-2 Care Q4 employee		

District Objective 3: Promote continuous learning and encourage innovative thinking

Initiative	Measures/Action	Action Plan	Status
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Golf Professional Staff to attend National PGA Conference, Illinois PGA Section meetings, training sessions and learning opportunities to grow professionally and keep up with the latest trends and industry standards.	Golf Professional Staff will attend National and Local meetings and workshops.	C
1 st Quarter Comments	Brian Bechtold (Director of Golf & Facilities) & David Krzepicki (Golf Operations Manager) attended the National PGA Conference in 1 st qtr.		
2nd Quarter Comments	Director of Golf and Facilities is scheduled to attend NRPA in 3 rd qtr. Golf Operations Manager will be completing Class A Certification coursework in 3 rd qtr.		

3 rd Quarter Comments	Director of Golf & Facilities attended NRPA in September. Attended classes on golf industry topics, customer service, ESports, marketing & management.		
4 th Quarter Comments	Staff did not attend any educational events in Q4, but staff had attended multiple education events throughout 2019.		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Ensure Pro Shop staff takes training courses by the leading manufacturers of hard goods and soft goods in order to provide excellent service to the customer.	Golf Professional staff will complete online training provided by major club manufactures.	C
1 st Quarter Comments	Golf Operations Manager has completed online training for PGA.COACH, Callaway Golf, and Titleist in 1 st qtr.		
2 nd Quarter Comments	Assistant Golf Professional Brad Farinosi has completed online training for Tour Edge and Callaway Golf.		
3 rd Quarter Comments	Staff is up to date on online product training for Callaway, Titleist, Tour Edge and Taylor Made.		
4 th Quarter Comments	Staff did not complete any new trainings in Q4.		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Golf Course Superintendent and Assistant will receive training in proper tree climbing and pruning techniques.	Staff will attend tree certification course by 3 rd qtr.	C
1 st Quarter Comments	Staff is schedule to attend in 3 rd qtr.		
2 nd Quarter Comments	PJ Bugay and Steve Bessette attend tree certification and have completed level one and are certified for basic climbing and pruning.		
3 rd Quarter Comments	PJ Bugay and Steve Bessette attend tree certification and have completed level one and are certified for basic climbing and pruning.		
4 th Quarter Comments	PJ Bugay and Steve Bessette attended tree certification and have completed level one; both are certified for basic climbing and pruning.		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Equipment Manager will attend classes hosted by EZ-GO to learn specifics about maintaining golf cart fleet.	Equipment Manager will attend workshop provided by EZGO by 3 rd qtr.	NA
1 st Quarter Comments	The golf course mechanic will be attending EZ-GO workshop in the 3 rd qtr.		

2nd Quarter Comments	The golf course mechanic will be attending EZ-GO workshop in the 3 rd qtr.		
3 rd Quarter Comments	This was pushed back til 2020 as we have 1 year remaining of warranty of EZ-Go carts. The mechanic will be prepared for 2021 management of the fleet.		
4th Quarter Comments	This was pushed back until 2020; we have one year remaining of warranty of EZ-Go carts. The mechanic will be prepared for 2021 management of the fleet.		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Golf Course Superintendent and Assistant will attend the annual GCSAA educational conference and Golf Industry Show.	Golf Course Superintendent and Assistant will attend National and Local meetings and workshops.	C
1 st Quarter Comments	The Bill Meyer (Golf Course Superintendent) & PJ Bugay (Assistant Golf Course Superintendent) attending the Golf Industry Show in 1 st Qtr. Will continue attending local meetings during the season.		
2nd Quarter Comments	Staff has attended ITF education event in 2 nd qtr.		
3 rd Quarter Comments	Staff has attended MAGCS education event in 3 rd qtr.		
4th Quarter Comments	Staff did not attend additional training events in Q4		
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	All F&B Employees become BASSET Certified & Food Serve Safe.	F&B Staff will complete Basset online training.	C
1 st Quarter Comments	All current F&B employees are certified. New staff will be required to obtain in first two weeks of employment.		
2nd Quarter Comments	All current staff have BASSET certifications.		
3 rd Quarter Comments	All current staff have BASSET certifications.		
4th Quarter Comments	All staff were certified in BASSET training in 2019.		

MEMORANDUM M20-015

TO: Recreation Committee
FROM: Craig Talsma, Executive Director
Brian Bechtold, Director of Golf & Facilities
RE: The Club Board Report
DATE: January 21, 2020



	<u>12/30/2018</u>	<u>12/30/2019</u>	<u>1/01/2019</u>	<u>Var. +/-</u>
YTD Membership Totals	2881	2837	2881	-44

Member Services/Sales

- December is always a challenging month for new memberships at The Club with the holidays keeping people busy and the shortened weeks. The month started with an enrollment promotion of \$25 (from \$99), and, for a push at the end of the month, we started the January 2020 enrollment special of \$2 enrollment with no dues until February. This flash sale resulted in 38 memberships from 12/23-12/31/19; almost doubling the number of new members for December in that short period.
- We continued this offer into January and have over 112 new members in the first 14 days. A great start to the 2020 season!
- Our new Sales and Retention Manager has been very busy in December; he met with all of the part-time staff to ensure consistency with giving tours and the member on-boarding process.
- Member Retention Efforts: We offered the “Maintain Campaign” to members to encourage weight maintenance during the holidays. We had 17 people sign up for \$10 each and if they maintain their weight, they will get to split the pot of all the enrollment fees among each other. We sent out weekly emails with different tips on how to maintain. The participants have been having fun with it and are very encouraged! Weigh-outs will happen January 6-12, and we cannot wait to see the results!
- “Jolly” our Elf on the Shelf came back for a visit this year, and ended up in various places around the facility. We asked members to record at least five places they saw Jolly to be entered into a drawing to win some Club swag.

Operations and Fitness Departments:

- In December, the fitness department’s primary focus has been finalizing all of the equipment and needs to begin the renovation project in January so that orders can be placed. We have finalized the plate loaded equipment, cardio pieces and weight plate selections. Also, we’ve finalized the design for the cable cross machines purchased.

- Operations department has been focused on the custodial (cleaning) responsibilities, and ensuring systems are in place for the influx of members and use we will have in January.
- Events at The Club in November: Cheerleading (full gym) Rental on Dec 6-8, Parents Night Out on December 21 (sold out at 26 participants!), Yoga Nidra Workshop on December 15 with 15 participants. Pickleball group ran an “all ages welcome” in the last two weeks of December.

Aquatics: Lesson participant numbers at The Club in 2019 vs previous years

	Winter I	Winter II	Spring I	Summer I	Summer II	Fall I	Fall II/ Fall III	Total Indoor Swim	Summer Seascape
2014	193	236	304	284	320	287	228	1852	597
2015	167	209	325	299	575	300	203	2078	457
2016	150	168	298	292	0	280	208	1396	542
2017	137	206	274	264	240	259	195	1575	352
2018	172	143	251	239	192	202	165	1364	285
2019	137	133	208	190	208	236	138	1250	276

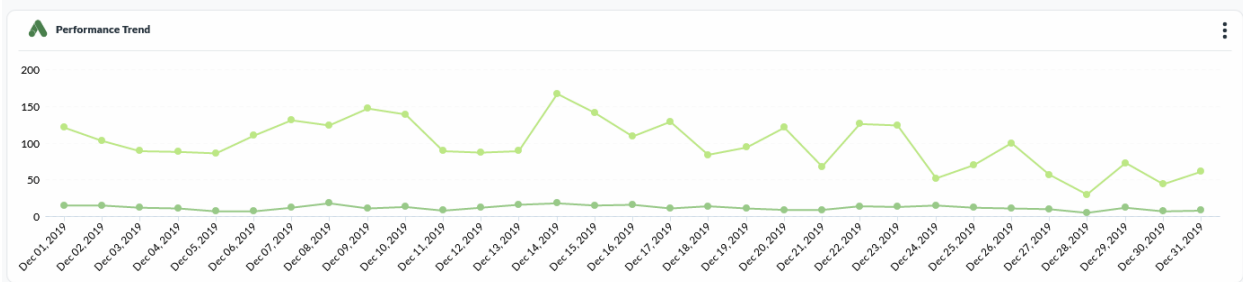
***CLOSED Lap Pool First week of lessons**

Renovation & Project Updates:

- Sport Flooring has been purchased for the new area.
- Staff has worked with Matrix fitness and consultant, Mark Davis, on equipment layout and purchase. Matrix Fitness is a part of National Cooperative Purchasing Alliance (NCPA). NCPA utilizes state-of-the-art procurement resources and solutions that result in cooperative purchasing contracts that ensure all public agencies are receiving products and services of the highest quality at the lowest prices. We will also receive additional discounts based on total amount spent from the contracted pricing and order has been placed.
- Staff has purchased turf for the functional fitness area.
- Staff received bid for sound panels and will be purchasing mid-January.
- New signage has been placed throughout the facility advertising renovation and new HIIT areas.
- Parks department has started contrasting the dividing wall.
- All four walls in the area received a fresh coat of paint. Also, we have painted the duct work blue to provide some much needed color.
- Staff has begun working on creating a graffiti art on the walls to provide some energy and excitement to the new fitness area.

Club Marketing for December

Website Performance Graph



Light green is impressions, dark is clicks for our SEO

Key Search Results:

Keyword	Impressions	Clicks
+indoor +pool	379	33
+gym +near +me	288	13
+fitness +near +me	191	12
+aquatic +center	153	11
+fitness +club	113	11
fitness center Hoffman estates	46	7
+fitness +Hoffman +estates	35	2
+indoor +tennis	35	3
Fitness center near me	34	1
+indoor +pools +near +me	33	3
+personal +trainer +near +me	32	2
+gym +Hoffman +estates	25	3
+group +fitness +classes	20	4
+the +club +at +prairie +stone	14	1

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

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

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

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

Initiative	Performance Measures	Action Plan	Status
Expand facility based special events that promote greater facility usage	Develop wellness and fitness opportunities and services to engage customers and increase community engagement. Provide four member retention programs that engages membership.	Provide 4 member retention programs.	C
1 st Quarter Comments:	Partnered with Daily Herald's Fittest Loser at work contest where we have offered related events in Q1 at the facility introducing The Club to area contestants.		
2nd Quarter Comments:	Created the <i>Club Connections</i> member engagement/retention program. This program invites new and existing members to come and join the staff and learn all we have to make them successful in their fitness journey. Meetings will be held 1-2 times each quarter. First CC event held April 27, second event June 29 th .		
3 rd Quarter Comments:	Launched the first Monthly Member Newsletter in July 2019; sent to members via email blast each month.		
4th Quarter Comments:	Highlighting a "muscle of the month" each month, where the muscle and exercises for it are shown to members via print photos and video on social media.		
Increase cooperative efforts with neighborhoods and community associations on health related issues	Strengthen partnership opportunities with organizations, such as AMITA Health, AthletiCo, The Windy City Bulls, HE Chamber to provide community based fitness programs and/or educational services.	Schedule 4 educational/awareness activities with the assistance from Sponsorship Coordinator to use the District's relationship with current partners of HE Parks.	C
1 st Quarter Comments:	Director of Golf and Facilities met with the AthletiCo Facility Manager in Q1 to speak about ways to strengthen the partnership through offering transition specials to their clients to motivate them to become members at the end of their treatment.		
2nd Quarter Comments:	Partnered with the Village of Hoffman Estates to provide an instructor for the <i>Yoga by the Lake</i> events held throughout the summer at the Village Green. May 18, June 15 events.		
3 rd Quarter Comments:	Represented HEParks and The Club by providing Club instructor led demonstrations and sample classes at the District's new Fitness Court at Fabbrini Park at Party in The Park in August 2019		

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

District Initiative 2: Achieve customer satisfaction and loyalty

Initiative	Performance Measures	Action Plan	Status
Expand marketing communications with the use of social media and mobile applications	Work with the C&M Manager – Facilities to create a campaign on Instagram to engage members and encourage more followers. Increase “follows” by 25% by Q4.	Create a weekly / monthly Instagram marketing plan along with creating contests for members to encourage engagement and increase followers.	C
1 st Quarter Comments:	In Q1 as the C&M Manager became acclimated to the District and the new position, this initiative was started in Q1 with increased posting frequency on The Club social media account.		
2nd Quarter Comments:	We have increased followers on Facebook by 3.5% since February 2019 and currently have 133 followers in Instagram. We have increased the frequency of social media posts in Q2.		
3 rd Quarter Comments:	We continue to increase the frequency of social media posts as well as organize fitness related social media campaigns like September 2019’s “Slay the Day” campaign on FB.		
4th Quarter Comments:	We are currently working with C&M to video record our personal trainers in different capacities with the goal being to create a library of content. Once this library of content is established, we intend to create video clips to be added to future social media posts in order to increase engagement.		

Expand marketing communications with the use of social media and mobile applications	Introduce MyZone group heart rate tracking system to the club. MyZone will use wearable technology and track members progress through their guided workout (in Group Fitness classes or small group training) while in the club.	Purchase a starter kit of two MyZone drives and 60 heart rate monitors in Q1, and integrate this system into our group fitness classes.	NA
1 st Quarter Comments:	We have received a demo unit of the MyZone heart rate monitor and we are currently testing it to determine if this is something we want to introduce to the Club.		
2nd Quarter Comments:	MyZone fitness system is purchased. Waiting for consultant input prior to launching program.		
3 rd Quarter Comments:	The current plan is to launch the MyZone system in conjunction with the renovated area. We will allow staff members to try and get familiar with a couple of the units to become familiar with how they work.		
4 th Quarter Comments:	MyZone will be launched in conjunction with the new space in 2020. Currently, staff members are testing the units and mobile app with their personal workouts to become familiar with the system.		
Expand marketing communications with the use of social media and mobile applications	Utilize current system (Constant Contact) to distribute evaluations to participants or potential participants in the youth programming (fitness and arts) offerings at the facility. This will assess customer satisfaction and needs.	Utilize our current available system (Constant Contact) to complete evaluations for the youth programming (fitness and arts) to assess customer satisfaction and needs. Complete 2 surveys in 2019.	C
1 st Quarter Comments:	Surveys will be done in Q2 and Q4		
2nd Quarter Comments:	Aquatic participant surveys are being done (manually) at the end of each swim session. Q2 surveys were done in May.		
3 rd Quarter Comments:	Aquatic participant surveys continue to be done (manually) at the end of each swim session.		
4 th Quarter Comments:	Surveys were completed on several programs in 2019. Staff is currently evaluating a standard evaluation for 2020.		
Develop performance measurement system to evaluate value in programming structure	Create an online member survey to assess member needs and initiate targeted responsiveness.	With the use of constant contact send out member survey in 2 nd qtr. Send out an additional survey in 4 th qtr to all new members that joined in 2 nd & 3 rd quarters.	C

1 st Quarter Comments:	On track to send out member survey in Q2. We have been collecting/recording the emails of all new members since January 2019 so we have an accurate list of new members.		
2nd Quarter Comments:	Member survey (Survey Monkey) was emailed out in Q2 (April) with 167 responses. Another will be sent out in Q4 via Constant Contact.		
3 rd Quarter Comments:	We will send out second survey in Q4		
4 th Quarter Comments:	Comprehensive survey plans were delayed because of the need to distribute and analyze the results of a very specific, time-sensitive survey regarding the renovation proposal. A one-question survey was created and sent to all members. To encourage participation, we provided tablets at our service desk for members to complete the survey while at our facility.		
Develop performance measurement system to evaluate value in programming structure	Develop and incorporate online new member survey distributed within first 90 days of membership (or following first 12 workouts/visits) via Retention Management to evaluate workout patterns, program interest, etc. by Q2.	Work with C&M department to create survey and our service provider Retention Management to create distribution list. Implement by Q2, create a plan for ongoing distribution.	C
1 st Quarter Comments:	Survey questions are being finalized and will be sent out in 2 nd qtr.		
2nd Quarter Comments:	In Q2 we reviewed and modified all Retention management letters that are sent to new members. 90 day letter will be sent as part of this process and will contain a survey.		
3 rd Quarter Comments:	All letters from new member letter series sent to all new members in first 8 weeks of membership		
4 th Quarter Comments:	Continuing with the Retention Management new member series of letters as well as a bi-weekly “Healthy Habits” email to all members. We are researching other options for this type of member engagement for 2020.		

District Initiative 3: Connect and engage our community

Initiative	Performance Measures	Action Plan	Status
Increase volunteer involvement in District operations	Recruit 2 volunteers within Q1-Q4 for special events, rentals, or Kids Korner.	Reach out to area high schools to recruit volunteers.	C
1 st Quarter Comments:	Staff is currently working on securing volunteers.		

2nd Quarter Comments:	GM and Superintendent of HR met with NSSEO a public school that has a work program for their young adult students. We will begin to have volunteers from this school in Q3 to help with towels and laundry.		
3 rd Quarter Comments:	Two students from NSSEO school have started their volunteering work at The Club in September 2019. They will begin working 2 days/week.		
4 th Quarter Comments:	Our student/work program in partnership with the NSSEO students has been working well. The students help with towel folding as well as light cleaning in the facility.		
Improve overall health outcomes of programs offered	Create additional youth programming at The Club, including music and art programs and gym and swim programs.	Create 3 new youth programs in 2019.	C
1 st Quarter Comments:	We have begun a new independent contract with Options Basketball, a youth basketball training provider in Q1.		
2nd Quarter Comments:	Aquatic and Program Manager will work on youth program development in Q3, after Seascape season is complete.		
3 rd Quarter Comments:	Additional Youth Basketball programs have been created with Options Basketball		
4 th Quarter Comments:	Additional winter programs have been created with Options Basketball		

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Initiative 1: Achieve annual and long range financial plans

Initiative	Performance Measures	Action Plan	Status
Achieve District annual budget to maintain fund balance reserves	Achieve net membership goal total by end of Q4.	Work with C&M Manager to create promotional materials to advertise the brand change and lower rates.	NA
1 st Quarter Comments:	Currently developing new marketing materials for all items to reflect name change along with new marketing efforts.		
2nd Quarter Comments:	Marketing plan developed by C&M Manager, and industry consultant from CSM hired in Q2.		
3 rd Quarter Comments:	Currently on track with net 34 memberships.		
4 th Quarter Comments:	Year ended negative 44 memberships. Decline in memberships have been a trend the last few years. New renovation being done to mitigate this and increase membership.		
	Increase Corporate Memberships by 5%	Host and attend 4 recruitment events for existing or new corporate accounts to introduce new corporate pricing structure and generate growth. Along with	NA

		designating a member sales associate to provide offsite corporate sales.	
1 st Quarter Comments:	Corporate Structure has been set and marketing materials are being finalized. This will be 2 nd qtr push as summer approaches to generate additional members.		
2nd Quarter Comments:	Corporate structure is under review pending consultant feedback.		
3 rd Quarter Comments:	Continuing with existing corporate structure. Signed one agreement with new corporation in Q3, <i>Vertias</i> , who will be subsidizing their employees monthly fees by contributing \$20/mo		
4 th Quarter Comments:	The hiring of an additional full-time sales manager will allow staff to focus efforts on recruiting and soliciting corporate memberships		

District Initiative 2: Generate alternative revenue

Initiative	Performance Measures	Action Plan	Status
Secure additional alternative sources of revenue to support financial goals	Increase Tennis Memberships by 10%	Promote \$20 add on Tennis Membership at time of member enrolment.	NA
1 st Quarter Comments:	We currently have 107 members after 1 st qtr.		
2nd Quarter Comments:	We currently have 95 tennis members after Q2. It is typical for tennis membership to drop in warmer months.		
3 rd Quarter Comments:	Future plans for tennis court space has put a hold on the active promotion of the tennis member up sell.		
4 th Quarter Comments:	The approval of the 2020 renovation has changed the outcome of this goal as the new plan has resulted in loss of tennis memberships, as expected.		

District Initiative 3: Utilize our resources effectively and efficiently

Initiative	Performance Measures	Action Plan	Status
Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximum operational efficiency. Meet or exceed payroll budget.	Ensure all managers and supervisors know their budget, and get regular updates on the facility budget and payroll so they can adjust accordingly throughout the year.	C
1 st Quarter Comments:	Payroll accounts are all being monitored and are on plan thru 1 st qtr.		
2nd Quarter Comments:	Payroll accounts are all being monitored and are on plan thru Q2.		
3 rd Quarter Comments:	Payroll accounts are all being monitored and are on plan thru Q3.		
4 th Quarter Comments:	Payroll accounts are all being monitored and are on plan thru Q4.		

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

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

Initiative	Performance Measures	Action Plan	Status
	Log and follow up on 100% of all member comment cards (if requested) as it relates to facility concerns. Complete by Q4.	Operations Supervisor will manage and distribute all follow-up for facility comment cards.	C
1 st Quarter Comments:	Comment cards are being evaluated and addressed. C&M Manager is also created a survey to receive member feedback on the facility.		
2nd Quarter Comments:	Comment cards are continually reviewed and addressed.		
3 rd Quarter Comments:	Comment cards are continually reviewed and addressed.		
4th Quarter Comments:	Comment cards are continually reviewed and addressed.		

District Initiative 2: Utilize best practices

Initiative	Performance Measures	Action Plan	Status
Utilize best practices to maximize operational efficiencies as a District	Schedule and complete the annual climbing wall inspection by Experiential Climbing Systems or other PDRMA recommended climbing wall organization. Schedule within Q2, complete inspection by Q3.	Aquatics and Program Manager, who oversees the climbing wall operations, will schedule inspections by 3 rd qtr.	C
1 st Quarter Comments:	Wall is currently up to date and next inspection will be on May 7 th .		
2nd Quarter Comments:	Wall inspection was completed in Q2. Equipment was serviced and replaced as needed.		
3 rd Quarter Comments:	Wall inspection completed in Q2.		
4th Quarter Comments:	Wall inspection completed in Q2.		
Utilize best practices to maximize operational efficiencies as a District	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of The Club and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of all Starguard audits by Q4.	Aquatic Manager will schedule and manage this training and evaluation.	C

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

District Initiative 3: Advance environmental and safety awareness

Initiative	Performance Measures	Action Plan	Status
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team.	Using out in-house MECIC CPR/AED trainers, offer a total of 4-5 trainings by end of Q4.	C
1 st Quarter Comments:	Classes are ongoing throughout the year and available each qtr for full time and part time staff. Additional weekday classes are going to be added in 2 nd and 3 rd qtr to accommodate more students.		
2nd Quarter Comments:	A Medic AED/CPR certification class for staff was held in Q2 on April 17 & 18.		
3 rd Quarter Comments:	Medic AED/CPR classes are continuing to be held according to annual schedule.		
4th Quarter Comments:	Medic AED/CPR classes are continuing to be held according to annual schedule.		

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Initiative 1: Develop leadership that ensures workforce readiness

Initiative	Performance Measures	Action Plan	Status
Continue new hire training program that addresses District policies and procedures.	Train Part Time employees in all departments on service plan.	Train all new hires within 15 days of hire.	C
1 st Quarter Comments:	All new hires have been trained to date within first 15 days of employment.		
2nd Quarter Comments:	All new hires have been trained to date within first 15 days of employment.		
3 rd Quarter Comments:	All new hires have been trained to date within first 15 days of employment.		
4th Quarter Comments:	To-date, all new hires have been trained within first 15 days of employment.		

Continue new hire training program that addresses District policies and procedures.	Conduct quarterly staff meetings with all PT team members.	Department supervisors and managers will schedule quarterly meetings.	C
1 st Quarter Comments:	Departmental meetings will continue each qtr.		
2nd Quarter Comments:	Departmental meetings are ongoing.		
3 rd Quarter Comments:	Departmental meetings are ongoing.		
4th Quarter Comments:	Departmental meetings are ongoing, last meeting held on Dec 1		
Incorporate incentive programs for healthy habits for employees	Achieve 75% participation in the PDRMA PATH program by all FT staff by end of Q4.	Have 7 FT staff members participate in the PDRMA My Path program.	C
1 st Quarter Comments:	FT employees attended the wellness screening event in Q1.		
2nd Quarter Comments:	FT employees are continuing to participate in the on-line options in the PATH program.		
3 rd Quarter Comments:	FT employees are continuing to participate in the on-line options in the PATH program.		
4th Quarter Comments:	FT employees are continuing to participate in the on-line options in the PATH program.		

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

Initiative	Performance Measures	Action Plan	Status
Promote healthy lifestyles through work environment best practices	Create and send a quarterly The Club employee newsletter to all PT staff. Newsletter will include information on goals and numbers updates, as well as sharing input and articles from the employees.	C&M Manager – Facilities and Fitness Supervisor create an employee quarterly newsletter.	C
1 st Quarter Comments:	Working with the C&M Manager on creating newsletter/information tool.		
2nd Quarter Comments:	Template has been created for member newsletter in Q2 for launch in Q3. Web page “5050” has been created for employee communication in Q2.		
3 rd Quarter Comments:	“5050” webpage continues to be an effective form of communication with the staff.		
4th Quarter Comments:	“5050” webpage continues to be an effective form of communication with the staff.		

District Initiative 3: Promote continuous learning and encourage innovative thinking

Initiative	Performance Measures	Action Plan	Status
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend IPRA, PDRMA, Club Industry, conferences, workshops, and online educational opportunities.	Have key staff attend/complete industry workshops or conventions.	C

1 st Quarter Comments:	GM attended IPRA conference in January; GM is currently studying for the CPRP exam. Aquatics Manager attended PDRMA Aquatics Risk Management Day in Q1.		
2nd Quarter Comments:	GM has registered for Club Industry Conference in Q2.		
3 rd Quarter Comments:	GM and Fitness Manager are registered to attend the Club Industry conference.		
4th Quarter Comments:	GM and Fitness Manager attended Club Industry conference in October.		
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness	Maintain or increase staff participation in Hoffman University trainings offer throughout the year.	Have all Club FT team members attend 3 Hoffman U trainings by Q4.	C
1 st Quarter Comments:	Staff has attended multiple Hoffman U's in the 1 st qtr.		
2nd Quarter Comments:	Staff attended the Annual Staff Training in Q2 on May 2 nd		
3 rd Quarter Comments:	Staff attended the Hoffman U staff training on IC agreements in Q3		
4th Quarter Comments:	Staff attended the Hoffman U staff training on benefits and PATH program in Nov and December.		