

## **Best Practices**

### **Health & Wellness Industry – PSS&WC**

The following is a list of commercial and park district fitness centers from who staff collected data for creating the best practice model:

- Presence Inwood Athletic Club, Joliet Park District, Joliet, IL
- Buffalo Grove Fitness Center, Buffalo Grove, IL

These fitness centers were chosen for several different factors: population served reputation, location and operating budgets. PSS&WC team members distributed questionnaires and followed up with phone calls as needed. Team members at all times were unable to collect complete information requested from these fitness centers, but were able to collect basic information from brochures, flyers and the internet.

Valuable information was collected within the areas of membership, fitness programming/retention, and operational technology, all of which will be good resources for future direction and planning.

### **Membership enrollment**

- 1. What computer software system do you currently use to enroll, track, and bill memberships? Is your enrollment process entirely automated or does the need to complete a manual application still exist? How do you capture billing information from members?**

#### **Presence Inwood Athletic Club**

We use Park Pro software for membership and all park district program registration, that software is attached to Autorize.net for EFT billing. All paid in full membership are collected at registration and upon renewal. We have an EFT person who manages all EFT billing. There is a form that all persons using EFT must fill out and sign.

#### **Buffalo Grove Fitness Center**

Rec Trac; our members need to complete an Exercise Screening Questionnaire. Through our software program we get checking account or credit card information for automatic billing.

- 2. Does your system offer program modules that permit online scheduling for massage, personal training, and/or tennis court reservations?**

#### **Presence Inwood Athletic Club**

No, not at this time, staff continues to look at new technology for this service.

#### **Buffalo Grove Fitness Center**

I believe it does offer those capabilities however we do not currently use them.

**Best Practices/Benchmarking – Recreation Division**

The benchmark information for the Recreation Division was gathered from the following park districts and other organizations:

- Schaumburg Park District
- Arlington Heights
- Streamwood Park District
- Prospect Heights Park District
- NWSRA
- Buffalo Grove Park District
- River Trails Park District
- Hanover Park Park District
- Elk Grove Park District
- Barrington Park District
- Roselle Park District
- Wheaton Park District
- Bartlett Park District
- IPRA Athletic Rental Survey

The specific topics compared were:

- Preschool
- Youth Athletics
- Special Events
- Ethnic Programming

These park districts and other organizations were chosen for several different factors. Staff distributed questionnaires and followed up with phone calls when needed. Staff was not able to collect all information requested from all organizations, but was able to collect basic information from brochures, flyers and the internet.

The organizational structure and the day-to-day operations and staff responsibilities varied between all organizations. Overall the process was a success and valuable information was collected and will be an important tool for future programming.

**I. PRESCHOOL**

1) How many children are enrolled in your preschool program?

Palatine Park District	157
Schaumburg Park District	400
Elk Grove Park District	Preschool approximately 210
South Barrington Park District	40 children are currently enrolled.
Hoffman Estates Park District	223 (Preschool, Threeschool & ELC)

2) How many preschool teachers do you have?

Palatine Park District	7 teachers, 5 assistants
Schaumburg Park District	25
Elk Grove Park District	22
South Barrington Park District	5 teachers
Hoffman Estates Park District	20

3) How many preschool classrooms in your agency?

Palatine Park District	4 rooms each in separate building s
Schaumburg Park District	11
Elk Grove Park District	6 classrooms
South Barrington Park District	3 classrooms
Hoffman Estates Park District	8

4) Is your preschool DCFS licensed?

Palatine Park District	Yes
Schaumburg Park District	yes
Elk Grove Park District	Not at this time
South Barrington Park District	Yes
Hoffman Estates Park District	Yes

5) Briefly describe your staffing chain of command: (Full time manager, part time preschool coordinator, etc.)

Palatine Park District	Preschool Coordinator-Preschool staff
Schaumburg Park District	Full time manager, full time preschool resource coordinator, 3 part time lead teachers
Elk Grove Park District	Early Childhood Coordinator, part-time Early Childhood Education Assistant, part-time Program Assistant
South Barrington Park District	Full Time Early Childhood Coordinator, Full Time assistants. Early Childhood Coordinator, Full Time Preschool Aide/After School Site Director, Part Time Preschool teachers (2) *All fulltime staff teach in a classroom in addition to their administration responsibilities.
Hoffman Estates Park District	1 Program Manager – preschool teachers report to manager

6) Does your preschool program follow a purchased curriculum?

Palatine Park District	No, each team of teachers plans their own
Schaumburg Park District	4's yes 3's No
Elk Grove Park District	No
South Barrington Park District	No
Hoffman Estates Park District	No – follow Creative Curriculum framework

Recommendation: Research the benefits and cost of adding a Early Childhood Program Assistant to assist with handling the day-to-day issues (supplies, subs, rosters, etc). This would allow for the Senior Program Manager to focus on major projects (NAEYC reports, DCFS updates, etc.).

**II. YOUTH ATHLETICS**

**Field Availability (park districts):**

	<u>Baseball</u>	<u>Football</u>	<u>Soccer</u>	<u>Softball</u>	<u>Cricket</u>	<u>Lacrosse</u>
Arlington Heights	50	6	25	50	0	4
Bartlett	8	3	17	11	0	11
Schaumburg	20	3	20	16	0	20
Hanover Park	4	0	10	12	2	2
Roselle	8	0	4	8	0	4
Hoffman Estates	23	4	20	8	1	20

**Leagues Offered:**

	<b><u>Baseball</u></b>	<b><u>Football</u></b>	<b><u>Soccer</u></b>	<b><u>Softball</u></b>	<b><u>Indoor Soccer</u></b>	<b><u>Lacrosse</u></b>
Arlington Heights	x	x	x	x	x	x
Bartlett			x	x		x
Schaumburg	x	x	x	x	x	x
Hanover Park	x		x	x		x
Roselle			x			x
Hoffman Estates	x		x	x	x	x

**Participation Numbers (2012, 2013):**

	<b><u>Baseball</u></b>	<b><u>Football</u></b>	<b><u>Soccer</u></b>	<b><u>Softball</u></b>	<b><u>Cricket</u></b>	<b><u>Lacrosse</u></b>
Arlington Heights	Not PD Run	Not PD Run	2012: 4294 2013: 3814	Not PD Run	Not Offered	2012: 40 2013: 90
Bartlett	Not PD Run	Not PD Run	2012: 1201 2013: 1328	Youth: 2012: 540 2013: 426	Not offered	Not PD Run
Schaumburg	Not PD Run	Not PD Run	Not PD Run	Not PD Run	Not offered	Not PD Run
Hanover Park	Not PD Run	Not PD Run	13 Fall 2013	Not PD Run	Not offered	Did not run
Roselle	Not PD Run	Not PD Run	2012: 230 2013: 228	Not PD Run	Not offered	2013: 33
Hoffman Estates	2012: 266 2013: 313	Not PD Run	2012: 648 2013: 447	2012: 39 2013: 26 (Girls)	Not offered	2012: 9 2013: 0

In comparison with other organizations, the Hoffman Estates Park District offers all major program areas and provides similar amenities to rental groups and renegade teams. Though we do not have a parent association, as many athletic clubs surrounding HEPD have, our athletic managers provide comparable services and programs.

Although the program offerings are similar the structure and organization varies widely from community to community. The Hoffman Estates Park District places a large value on providing opportunities for children to play at the recreational and competitive level. By implementing our progressive developmental programs/leagues, we are helping our youth to develop the appropriate skills at the appropriate age levels.

Currently HEPD is utilizing volunteer coaches for all youth athletic leagues. Every sport, every session during every season is continually a struggle when searching for qualified and knowledgeable coaches. In order to properly develop our participants fundamentally, it is imperative that we make sure our coaches have the proper skills to coach.

In comparison to the other districts participation numbers are continuing to decline in youth athletics. HEPD will continue to improve current leagues and programs and implement new leagues and programs for our residents and surrounding districts. Travel teams have continued

to grow with our affiliate Hoffman United Soccer Club. However, with this, the competition to make a travel team has continued caused recreational programs to lose participants that seek a more competitive or higher level of competition. In addition to our own travel teams pulling participants, surrounding agencies offering similar programs are also a continual threat to our participation numbers.

Recommendations to address in the future for improvement include:

- Create real time surveys and evaluations to continually monitor and measure the needs and wants of each program. Catching issues immediately will improve our leagues and programs.
- Research and develop additional training for volunteer coaches.
- Develop more specific rules and expectations for parents, coaches, players and for the park district. Assuring everyone is operating on the same guidelines will assist with a successful league/program.
- Further develop volunteer based commission to suggest and make improvements to the current structure of leagues. Research paid coaches vs. volunteer coaches for leagues.
- Increase volunteer expectations and understanding of what is required to assure proper learning and team management throughout the district.
- Limit rentals for specific in-house fields. Overuse will negatively impact a program.
- Research the option to have all travel teams participate in our in-house programs.

### III. Special Events

1. How many special events does your park district put on?

Schaumburg Park District	70-75 per year, large and small.
Arlington Heights Park District	72(including Golf Course, Senior Center, Museum, Swim and Athletics One Day Special Events). We have 3 Large District wide events.
Streamwood Park District	Throughout the year we put on approximately 35 special events that range in size from very small “play in the park” events to Summer Celebration which is a 3 day long festival.
Prospect Heights Park District	20
NWSRA	Last year in 2013: 36 events
Buffalo Grove Park District	Approx. 18
River Trails Park District	3 that are free and others are age specific and have a cost.
Elk Grove Park District	<ul style="list-style-type: none"> <li>•Community special events (free or low cost) – Eight (8)</li> <li>•Family – Approximately ten (10)</li> <li>•Specialized facilities such as Pirates’ Cove, Pavilion Aquatics Center, Rainbow Falls Waterpark and Fox Run Golf Course also regularly host special events.</li> </ul>
Hoffman Estates Park District	Approx. 50 over the whole district including Seascape, Bridges, recreation and Prairie Stone.

2. What is your most successful special event?

Schaumburg Park District	Judging “successful” is very subjective and I could not fairly rate our “most successful” event.
Arlington Heights Park District	National Night Out
Streamwood Park District	We have multiple events that our very

	popular and depending on your definition of success. Our Polar Express sells out the fastest. The Streamwood Stride 5k/10k has our highest number of registered participants. Pumpkinfest and Egg Hunt have the most visitors. The Egg Dive gets some of the highest satisfaction rates from surveys.
Prospect Heights Park District	Block Party
NWSRA	Family fest, Spring Music Recital, and Great America Fright Fest
Buffalo Grove Park District	Camping Under the Stars, Movies in the Park, National Night Out, Stampede (10k/5k)
River Trails Park District	Annual old Fashioned Family Picnic in the Park
Elk Grove Park District	Halloween Fest (1,200 people)
Hoffman Estates Park District	Each event is successful in their own way. The one that brings the most people depending on weather is PIP.

3. What is your largest special event?

Schaumburg Park District	Triathlon/Duathlon A. Budget \$35,000 B. Staffing – 20 full-time staff/ 60 part-time staff/ 15-20 volunteers
Arlington Heights Park District	Budget- \$5000 Staffing- \$120 for staffing-Full time staff are expected to help we usually need around 20-25 volunteers.
Streamwood Park District	Summer Celebration. This is our 3 day festival that we coop with the village and the chamber. The budget is \$175,000. We have all of our staff members working in some capacity during the weekend. The village provides the police, fire, and large portion of the grounds crew.
Prospect Heights Park District	Block Party
NWSRA	In 2013, it was Family Fest. In 2014, it will be the NWSRA 40 <sup>th</sup> anniversary Celebration in September. Budget is \$2,600. (subsidized by our foundation and low revenue generating) and all full time staff are assisting.
Buffalo Grove Park District	A. Stampede B. Stampede
River Trails Park District	Old Fashioned Family Picnic Labor Day A. \$4,500 B. 40 with pool staff. Pool is open.
Elk Grove	Halloween Fest A. Budget Approximately \$6,500-\$7,000 in revenue and \$6,000 in expenses

	B. Staffing 65-70 staff and volunteers
Hoffman Estates Park District	The largest community event would be PIP but Spring Dance Recital is 4 shows over 2 days and brings in around 1000 people.

4. Do you get sponsors to help pay for the events?

A. What do you offer the sponsors in exchange?

Schaumburg Park District	Very little A. Promotion, presence at event
Arlington Heights Park District	Yes. A. They get advertising at the event or a booth set up. The Marketing Dept has different levels of sponsorship available. Some get recognition in the program guide or on the flyers/posters.
Streamwood Park District	Yes as much as we can. A. We offer different packages based on the event. For our 5k/10k race we offer the opportunity to have logo on t-shirts, medals, hand banners in our gym, get mentioned in our brochure and marketing materials, and free race entries. For our Summer Celebration event we offer the opportunity to have a booth at the 3 day event, logo on t-shirt, etc.
Prospect Heights Park District	Only for Block Party A. Signage
NWSRA	Yes, Sometimes A. Names/logos on t-shirts, flyers, promotional materials
Buffalo Grove Park District	Yes. Depending on the event we will have a Vendor Display Booth. They also get to distribute flyers/promotional items for their business, they get brochure space, log placement on SWAG (if available), and if large enough donation naming of event...i.e. Camping Under the Stars presented by ABC Plumbing.
River Trails Park District	No
Elk Grove Park District	For certain events, yes •On-site exposure (including opportunity to have giveaways or prize wheel) •Logo and/or name in event ad in seasonal Park District brochure and other promotional materials (i.e. flyers, postcards, etc.) •Mention in any media coverage associated with the event •Logo with link on the Park District website

	•Other benefits as mutually agreed upon by organization and sponsor
Hoffman Estates Park District	The park district gets sponsors, but not really for a specific special event. They usually just sponsor the park district.

5. Does your park district co-op with other local agencies to put on special events?

Schaumburg Park District	Occasionally with the Village of Schaumburg
Arlington Heights Park District	Village- Yes (two of the events are half and half and another is located at a village facility) Chamber- The Chamber and the Village co-op with a large event in the summer (but the park district is not involved)
Streamwood Park District	Yes- with Village and Chamber
Prospect Heights Park District	A. City of Prospect Heights B. City, Police and Fire for National Night Out.
NWSRA	Not typically
Buffalo Grove Park District	No, however, if we need equipment like 15 passenger van from NWSRA, we are able to partner with them for this.
River Trails Park District	A. Yes B. Yes C. Yes
Elk Grove Park District	A. Yes B. No C. Not regularly; will host events for IPRA D. No E. Community Character Coalition
Hoffman Estates Park District	The park district partners with the Hoffman Estates Village Arts Commission to put on the Summer Concert Series (8 weekly concerts) and the Friday Fun in the Park children's series (6 in total) New in 2014, the Park District is a partner in the 4 <sup>th</sup> of July event.

6. Do you participate in other local agencies special events?

Schaumburg Park District	Only a booth at Village of Schaumburg. Septemberfest.
Arlington Heights Park District	A. Yes, Frontier Days is put on in one of our Parks but is run by a Volunteer Group. B. The village has a Special Events commission that puts on event throughout the year. The park District has a Booth or a presence at those events as well.

Streamwood Park District	A. No B. No
Prospect Heights Park District	A. Yes, the City B. No, but a community fest
NWSRA	We sometimes bring our participants to other special events put on by park districts.
Buffalo Grove Park District	Buffalo Grove Days (Labor Day weekend). The village runs this event in our parking lots
River Trails Park District	Yes
Elk Grove Park District	Yes; past events include Village parade and Rotary Fest (Battle of the Bands competition) A. No B. No
Hoffman Estates Park District	The Park District provides the climbing wall for the Villages Arts Commission PlatzConcert. Participate in the Village 4 <sup>th</sup> of July parade.

7. Does your park district offer these events?

Schaumburg Park District	Yes, all of them
Arlington Heights Park District	A. Yes, Flashlight Egg Hunt and Water Egg Hunt B. Yes Both C. Several events One Large District wide one and a teen event and a pool event D. Autumn Harvest, Daddy Daughter Ball, Chilly Open at the Golf Course
Streamwood Park District	A. Yes (Breakfast with Bunny, Egg Hunt, and an Egg Dive event in our pool) B. Yes on Daddy/Daughter, No on Mother/Son C. Yes (Safely Trick or Treating) D. Yes (Pumpkinfest, Pumpkin sales, Letters to Santa, Breakfast with Santa, Polar Express, Swim with Santa)
Prospect Heights Park District	A. Yes B. Yes C. Yes D. Yes
NWSRA	A. No B. No, but Family Fun Nights C. Only Fright Fest (not specifically on Halloween) D. We offer fall and winter school day off events
Buffalo Grove Park District	A. Yes

	<p>B. Yes  C. Yes  D. Kite Fly, Trick or Treat Trail &amp; More, Great Pumpkin Hunt &amp; Decoration, Doggy Costume Contest. The only thing for Winter is Letter's to Santa</p>
River Trails Park District	<p>A.  B. No  C. Yes free one of the 3 Major events  D. Spring We offer one</p>
Elk Grove Park District	<p>A. Yes  B. Yes  C. Yes  D. Not season-based events but we do offer a number of holiday events (i.e. Halloween, Christmas, etc.)</p>
Hoffman Estates Park District	<p>Yes we offer all these events, either through the recreation department, ice department or pool. Many events overlap.</p>

8. What is your overall special event budget?

Schaumburg Park District	Very, Very rough estimate \$113,000. All SPD events are not all budgeted together.
Arlington Heights Park District	Divided up in to several departments- but the district wide special Event budget is around \$10,000.
Streamwood Park District	Approximately \$25,000 (only for our in house events- doesn't include budget for coop programs) The budget for the 3 day festival with the village and chamber is around \$175,000
Prospect Heights Park District	Special Events: \$20,451
NWSRA	We budget per event as we create each event. Most events have to make money or break even unless funded by a sponsor or our foundation.
Buffalo Grove Park District	Each special event has their own budget.
River Trails Park District	\$10,000
Elk Grove Park District	Community special events – Approximately \$16,000 in revenue and \$22,500 in expenses; many events are free as a way to give back to the community, hence the negative balance (absorbed in the overall recreation fund)
Hoffman Estates Park District	Roughly \$47,759 for the recreation department only. Not including ice or pool events. Not all special events are budgeted together.

## Summary:

HEPD has identified the need to innovate current special events, and implement new ones for our residents. Though our area and surrounding agencies continually saturate weekend and weekdays with events, especially around the holidays, we hope to continue to provide these events at various areas of Hoffman Estates so everyone can easily attend and enjoy them.

## Recommendations:

Partner with Bridges of Poplar Creek Country Club to create Winter Fest during their Breakfast with Santa.

Spread out district events, overlapping these on the same day creates internal competition.

Continue to partner with the Village of Hoffman Estates Arts Commission and active adults events to avoid duplication of services.

Research opportunities to offer block parties at various parks free to the community.

Improve marketing for special events.

## **Ethnic Programming**

The Hoffman Estates Park District has identified the need to increase programming for various ethnic groups within our village, and for surrounding participants as well. When surveying surrounding park districts (via phone calls and internet searching), very limited offerings were provided.

## Recommendations:

Partner with the Hoffman Estates Arts Festival to promote ethnic art and activities.

Create a new special event to honor various heritages.

Offer badminton programs and leagues.

Create programs for cricket instruction and leagues.

Proved trips to and from other towns that offer programming related to various heritages and nationalities.

## **Best Practices**

### **Facilities Division**

The following is a list of park districts and other organizations that staff collected data from for creating the best practice model.

- Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois
- Rec Plex, Village of Pleasant Prairie, Pleasant Prairie, Wisconsin
- Apex Center, Arvada, Colorado

These park districts and other organizations were chosen for several different factors: population served, reputation, location and operating budgets. Facility division team members distributed questionnaires and followed up with phone calls as needed. Team members at all times were not able to collect complete information requested from organizations other than those of the park districts, but was able to collect basic information from brochures, flyers and the internet.

The organizational structure and the day-to-day operations varied between all organizations. Overall the process was a success and valuable information was collected and will be an important tool for future direction and planning.

### **Customer Service**

- 1. Do you have a formal customer service training program? If so, how is it implemented within your district? Was a specific model for customer training program utilized? Please provide details related to your customer service training program (i.e., length of initial training, on-going training).**

#### **Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District has developed their own in-house training program called "GEM" (Going the Extra Mile). This training module is delivered to all Fox Valley Park District employees. The training module centers on some Disney themes and standard concerning safety, courtesy, experience, and efficiencies. Trainers delivering the training modules are certified. An incentive program is utilized and is named GEM Cards. GEM cards are awarded to employees observed going the extra mile. The cards can be redeemed for a \$10 gift card for establishments such as Target, Starbucks, and Panera Bread.

#### **Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Pleasant Prairie Rec Plex does not currently have a formal customer service training program, but plans to determine and incorporate a training program within the next year. Starting in the winter of 2014 (February), Premium Performance Training's Karen Woodward has worked with all Pleasant Prairie managers in three full day sessions. The Rec Plex is concentrating on working to fully implement customer service training for their Guest Services staff, which is a work in progress.

#### **Apex Center, Arvada, Colorado**

The Apex Center located in Arvada, Colorado does not have a formal customer service training program, but they do utilize a couple of philosophies for customer service including the FISH philosophy. This has been their primary initiative for the past 8 years and it includes making the day playful and being there to listen.

**2. Please provide the main facets that are emphasized with your district customer service philosophy.**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District has developed their own in-house training program called “GEM” (Going the Extra Mile). This training module is delivered to all Fox Valley Park District employees. The training module centers on some Disney themes and standard concerning safety, courtesy, experience, and efficiencies. Trainers delivering the training modules are certified. An incentive program is utilized and is named GEM Cards. GEM cards are awarded to employees observed going the extra mile.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Rec Plex is concentrating on working to fully implement customer service training for their Guest Services staff, which is a work in progress. Their theme for this training is to provide outstanding service through warm interactions through lasting relationships. All customer service training will be based on this philosophy.

**Apex Center, Arvada, Colorado**

The facility manager for the Apex Center feels that their FISH philosophy is becoming stagnant, and is working on a new philosophy based on a popular book, “One Degree of Change”. The basic philosophy is that 211 degree water is not boiling, but add 1 degree and you are boiling and generating energy. Small changes can have a huge effect. Each department within the Apex Center is responsible for its own training of staff hired, and begins when the staff is hired, includes ongoing trainings and meetings, and standards are set high by the managers.

**3. Is there a structured program within your district to provide incentive for employees for exhibiting behaviors that reflect your customer service philosophy? If so, do you feel that it is successful?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

An incentive program is utilized and is named GEM Cards. GEM cards are awarded to employees observed going the extra mile. The cards can be redeemed for a \$10 gift card for establishments such as Target, Starbucks, and Panera Bread. The Fox Valley Park District is not sure if enough data exists to draw conclusions regarding favorable customer service improvements. The Fox Valley Park District also conducts annual program and facility surveys. A customer loyalty program is planned to be added in the near future as well as a secret shopper initiative within the next year.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

There currently is no structured program to provide employee incentives for employees exhibiting the customer service philosophy. Managers are working on formulating a plan to reward employees and have a goal of starting to implement the program within the next year. The plan will find what motivates individuals.

**Apex Center, Arvada, Colorado**

The Apex Center located in Arvada, Colorado does not have a structured program within their district to provide incentive for employees exhibiting behaviors that reflect their customer service philosophy. Each department within the Apex Center is responsible for its own training of staff hired, and begins when the staff is hired, includes ongoing trainings and meetings, and standards are set high by the managers.

- 4. Have you found your customer service training and initiatives to create successful outcomes of customer service enhancement? If so, what tools do you use to assess success (i.e., “secret shopper” program, member survey, etc.)? Providing specific examples and templates will be appreciated.**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District is not sure if enough data exists to draw conclusions regarding favorable customer service improvements. The Fox Valley Park District also conducts annual program and facility surveys. A customer loyalty program is planned to be added in the near future as well as a secret shopper initiative within the next year.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Pleasant Prairie Rec Plex managers are working on formulating a plan to reward employees and have a goal of starting to implement the program within the next year. The plan will find what motivates individuals.

**Apex Center, Arvada, Colorado**

The Apex Center does not have any formal assessment of success for customer service, but does train and continue to train staff based on management standards. Each department within the Apex Center is responsible for its own training of staff hired, and begins when the staff is hired, includes ongoing trainings and meetings, and standards are set high by the managers.

**Summary of Opportunities for the HEPD Facilities Division**

Based on the information stated above the goal of these organizations is to continue to add value back into the participation base. This is obtained by creating positive relationships, while providing exceptional customer service. The department will continue to look at ways to motivate team members to provide this type of service to participants at the various HEPD facilities.

**Facility Maintenance**

- 1. What are the sizes of the facilities/community centers which require regular maintenance? Do you have internal employees or independent contracting services for facility maintenance and cleaning services? Can you please provide the level of coverage (number of hours) and number of employees and/or contracted services per facility dedicated towards facility maintenance?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

Regular maintenance is required at three large community centers which are 230,000, 80,000, and 50,000 square feet. Regular maintenance is also required for 2 outdoor aquatic centers, a golf course and restaurant, a historical farm museum, and a boxing club. The 80,000 and 50,000 square foot facility each have on full time custodian. The larger 230,000 square foot facility has one maintenance supervisor and 4 full time custodians. Independent contracting services are also utilized and work after hours or help with extra projects as well as filling in during staff vacancies.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Village of Pleasant Prairie Rec Plex is a 310,000 square foot facility. The center has 2 pools, one of which if a 50 meter geothermal pool, and the second pool is a leisure

pool utilizing a traditional boiler system. The center also has an ice arena with 2 compressors, one for HVAC and one for ice. The internal maintenance staff consists of a Facility Director (FT) with four specialized maintenance staff members (FT) specialized in HVAC and Mechanical Pumps. There are two dedicated custodians with six full time staff members. Contractual employees are also utilized covering first, second, and third shifts with 10 housekeeping employees.

**Apex Center, Arvada, Colorado**

The Apex Center in Arvada, Colorado is a large facility at 168,500 square feet, and was the largest center in the nation, and is still the largest recreation center in the state, including an attached ice arena with 2 separate ice sheets. Gates are available to close off the ice portion from the regular recreation center and allow the ice arena to operate while the recreation facility remains closed. The facility also houses a 50 meter pool. Most of the facility maintenance is provided internally, and only for staff vacancies and limited personal time off is outsourcing utilized on a limited basis. There are 7 full-time dedicated staff and 3 part-time staff for the custodial services. In addition, there are 2 full-time specialists reporting to the Director of Building Services (previously the building engineer) to address maintenance issues. There is around the clock coverage with overlapping shifts which provide for both a male and a female coverage at all times with the exception of 1 hour daily. This allows services to operate in both male and female areas for both men's and women's member locker rooms, and 10 ice locker rooms.

**2. What systems do you use to manage facility maintenance, repair and cleaning services?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

Maintenance staffing and cosmetic needs are annually determined prior to each budget year by a team utilizing facility walk-throughs. Each custodial area possesses a specific checklist to itemize tasks and standards. Quality assurance is checked regularly via facility walk-throughs. Facility managers coordinate annually with facilities staff to develop timelines for maintenance projects.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

Daily checklists are utilized by all custodial staff members, and information is collected via comment cards from members to help determine cleaning needs. Director facility walk-throughs are conducted daily to ensure all areas are kept clean.

**Apex Center, Arvada, Colorado**

The maintenance team utilizes a computer program named Manager Plus Solutions, and was incorporated by the Director (former maintenance engineer). The program has been in effect for the last 6 months and has been a very positive influence increasing communications, organization, and centralization of data. The program allows all work requests to be entered and received via cell phones and allows updating and scanning of bar codes as well as inventory scheduling.

**3. What systems are most successful in accomplishing facility aims of cleanliness and timeliness of maintenance and repair services?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

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checklist to itemize tasks and standards. Quality assurance is checked regularly via facility walk-throughs. Facility managers coordinate annually with facilities staff to develop timelines for maintenance projects.

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Daily checklists are utilized by all custodial staff members, and information is collected via comment cards from members to help determine cleaning needs. Director facility walk-throughs are conducted daily to ensure all areas are kept clean.

**Apex Center, Arvada, Colorado**

The maintenance team utilizes a computer program named Manager Plus Solutions, and was incorporated by the Director (former maintenance engineer). The program has been in effect for the last 6 months and has been a very positive influence increasing communications, organization, and centralization of data. The program allows all work requests to be entered and received via cell phones and allows updating and scanning of bar codes as well as inventory scheduling.

There is also a cleaning manager which also acts as a facility assistant for hospitality (janitorial services). This individual also takes care of concessions and vending while organizing checklists for each shift with daily, weekly, monthly, and quarterly verbal and email team communications. Facility walk-throughs are done daily by each manager by department, and are performed more than once daily per area.

- 4. What tools do you use to evaluate success for your facility maintenance (completion of daily check-lists, facility walk-through's, etc.). Providing specific examples and templates used will be appreciated.**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

Maintenance staffing and cosmetic needs are annually determined prior to each budget year by a team utilizing facility walk-throughs. Each custodial area possesses a specific checklist to itemize tasks and standards. Quality assurance is checked regularly via facility walk-throughs. Facility managers coordinate annually with facilities staff to develop timelines for maintenance projects.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

Daily checklists are utilized by all custodial staff members, and information is collected via comment cards from members to help determine cleaning needs. Director facility walk-throughs are conducted daily to ensure all areas are kept clean.

**Apex Center, Arvada, Colorado**

The maintenance team utilizes a computer program named Manager Plus Solutions. The program has been a very positive influence increasing communications, organization, and centralization of data. The program allows all work requests to be entered and received via cell phones and allows updating and scanning of bar codes as well as inventory scheduling.

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Specific examples of maintenance checklists have been shared for this benchmarking evaluation. They include files named "restroomcleaningchecklistApex",

FLRCleaningLogApex”, “Daily TaskLogApex”, “Monthly Check listApex” and “June 2014 hospitalityscheduleApex”. These documents demonstrate the detailed cleaning tasks on various repeated schedules (daily, weekly, monthly, and periodically) by area which are utilized by the maintenance staff at the Apex Center.

### **Summary of Opportunities for the HEPD Facilities Division**

All of the centers listed above provide outstanding customer service as it relates to their specific operations. The information gathered in this question denotes an opportunity to enhance the Facilities Division team member training program while trying to continuing to make customer service exciting and rewarding to that associate.

### **Partnerships**

1. **Do you rely on partnerships to provide space, programming and services to your community?**

#### **Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District relies on several partnerships to provide space, programming, and services to its community.

#### **Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Village of Pleasant Prairie Rec Plex relies on partnerships to provide space, programming and services to its community.

#### **Apex Center, Arvada, Colorado**

The Apex Center in Arvada, Colorado relies on several partnerships to provide space, programming, and services to its community.

2. **If so, what programs and services utilize partnerships and which have been most successful?**

#### **Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District utilizes Ellis and Associates to manage aquatic operations at both of their outdoor aquatic centers as well as their indoor water park at the large community center (the Vaughan Athletic Center). Ellis and Associates perform the entire lifeguard training and staffing and run all of the aquatic programming.

The Fox Valley Park District also has a partnership with ATI. ATI leases space from the Vaughan Athletic Center to provide physical therapy services.

#### **Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Village of Pleasant Prairie Rec Plex relies on partnerships to provide space, programming and services to its community. The largest and most successful partnership is with the Wisconsin Junior Volleyball Club. The Rec Plex has a large field house which is separated into four distinct “quad” areas and the Wisconsin Junior Volleyball Club rents 2 of these quads (providing 3 courts each for a total of 6 courts) year round. The Wisconsin Junior Volleyball Club utilizes satellite facilities as well but the home base for all tournaments (four times yearly with 120 team) is the Rec Plex. This partnership creates a large source of revenue (approximately \$120,000 annually just for the space rental).

#### **Apex Center, Arvada, Colorado**

The Apex Center in Arvada, Colorado has several partnerships; the largest is with the City of Arvada. The City has a passive duty in that it owns the fields and parks, while the

Apex Center has an active duty in operating all programming executed. The Apex Center has a detailed agreement with the City of Arvada and will provide a portion of the agreement.

**3. What are the benefits of the partnerships created with your district? How does the community center programs, services, and/or activities benefit?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District benefits from the partnership with Ellis and Associates to manage aquatic operations at both of their outdoor aquatic centers as well as their indoor water park at the large community center (the Vaughan Athletic Center). Ellis and Associates perform the entire lifeguard training and staffing and run all of the aquatic programming.

The Fox Valley Park District's partnership with ATI leasing space from the Vaughan Athletic Center to provide physical therapy services brings in rental income for the district.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Village of Pleasant Prairie Rec Plex partnership is with the Wisconsin Junior Volleyball Club creates a large source of revenue (approximately \$120,000 annually just for the space rental).

**Apex Center, Arvada, Colorado**

The Apex Center in Arvada, Colorado benefits from their several partnerships which bring needed fields and parks (partnership with the City of Arvada); as well as increased revenue realized from partnerships with center space rental opportunities.

**4. Do the partnerships created bring in a source of revenue?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District's partnerships with several entities utilizing the Vaughan Athletic bring in a source of revenue for the district.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Village of Pleasant Prairie Rec Plex partnership is with the Wisconsin Junior Volleyball Club creates a large source of revenue (approximately \$120,000 annually just for the space rental) various other partnerships bring in additional revenue for the district.

**Apex Center, Arvada, Colorado**

The Apex Center in Arvada, Colorado has several partnerships which bring in several sources of revenue.

**5. Is the intention of the district to grow your partnership opportunities? If so, what methods are being utilized to enhance partnership opportunities?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District intends to grow partnership opportunities while satisfying district customers at the same time. Partnership opportunities which allow minor disruptions to the currently offered services are being sought.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Village of Pleasant Prairie Rec district has intentions of growing the partnership opportunities such as more hockey opportunities, but is trying to find a balance for capacity of the facility and Rec Plex member satisfaction.

**Apex Center, Arvada, Colorado**

The Apex Center in Arvada management team desires to continue expanding, but is “walking a fine line” in balance to increase revenues but also keep members satisfied with at least one open swim lane, one open gym, etc. at all times. Open areas are not always available and strategic plans are made by the management team.

- 6. **Can you please share an example/template of a specific agreement with a strong successful partnership?**

**Vaughan Athletic Center, Fox Valley Park District, Aurora, Illinois**

The Fox Valley Park District has been asked to share examples and or templates and is yet to be received.

**Rec Plex , Village of Pleasant Prairie, Wisconsin**

The Village of Pleasant Prairie Rec Plex has been asked to share examples and or templates and is yet to be received.

**Apex Center, Arvada, Colorado**

The Apex Center in Arvada, Colorado has provided two examples of specific strong successful partnership agreement. The first example is titled “LEASE AGR – Precision PT 9 2012 ApexCenterColorado. This is a successful agreement for the leasing of office space with Precision Physical Therapy. The second example is titled “Ralston Valley HS after Prom Contract 2013ApexCenterColorado”. This is an example of a contract with the Ralston Valley High School for the rental of space from the center for an after prom event which is successful yearly.

**Summary of Opportunities for the HEPD Facilities Division**

The HEPD has a strong job description format, minimal changes will be made in this area, but as the Vaughan Center stated they need to be dynamic in nature.