

Wheaton Park District Community Center Fiscal 2014 Annual Report



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Superintendent of Recreation
August 2015

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Introduction and History

Dedicated in the spring of 1990, the Wheaton Park District Community Center was paid for by funds generated by the passage of a referendum in 1986. The Community Center was opened to the public in the fall of 1990. The Community Center occupies 120,000 square feet and also houses Parks Plus Fitness Center. Rooms



in the center are named for some of the park district's parks.

Rooms in the Community Center vary in size, shape, and use. Activity areas were designed with all members of the park district community in mind- all ages, all interests, all recreational needs. Park District programming occupies a good portion of time and space which the Community Center provides every day. In addition, local and area groups find the meeting rooms to be attractive and practical for their needs during daytime, evening, and weekend hours. Seminars, inservice trainings, parties and other social gatherings will also be welcomed at the Community Center.

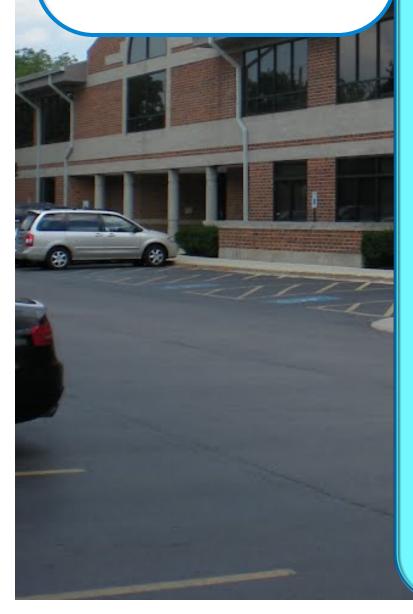
The Community Center is open 363 days a year. Monday- Friday - 5am - 10pm, Saturday - 7am - 7pm, and Sunday - 8am - 6pm.

Vision

The Community Center is committed to meeting or exceeding facility expectations by providing fast, friendly, and helpful service. We exist to promote a strong sense of community by ensuring the Community Center is available to and used by resident individuals, groups and organizations.

Mission

The Community Center's Mission is to provide a safe, inviting, and well-maintained facility that meets the recreational, educational, and social needs of the residents of Wheaton.



Community Center Priorities

Service

The patron comes first: The Community Center's number one priority, at all times is to serve the customer. Staff is dedicated to creating a customer focused and responsive environment. At each point of contact staff provides respectful, efficient, helpful and friendly interactions.

Commitment

We are a team: The Community Center Team takes the initiative, responsibility, and follow through with our commitments.

Adaptability & Growth

Learn by listening to our patrons:

The Community Center Team will listen and act on the needs, suggestions, and desires of our customers. We involve the community in evaluating our programs and services and plan for growth by implementing change.

Integrity

Set high standards: The Community Center Team expects the best of themselves and peers. Honesty, integrity, and trust are values adopted by staff. The Community Center maintains a positive and productive climate that supports teamwork, growth, and fulfillment.

Fun

Create Fun: The Community Center provides programs and services that directly support the personal, physical, social development, and enrichment of our patrons.

Financials

INVESTING IN THE COMMUNITY



BUILDING THE COMMUNITY

The Community Center is a facility that supports lifelong leisure pursuits and promotes healthy lifestyles for residents of all ages and abilities though quality services.

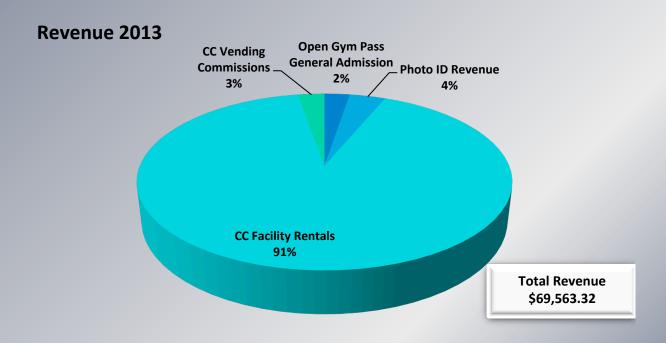
The Wheaton Park District Community Center continues to be the hub for the four seasons of recreation programming. When the facility is not occupied with programs, we focus on room rental revenue generating opportunities.

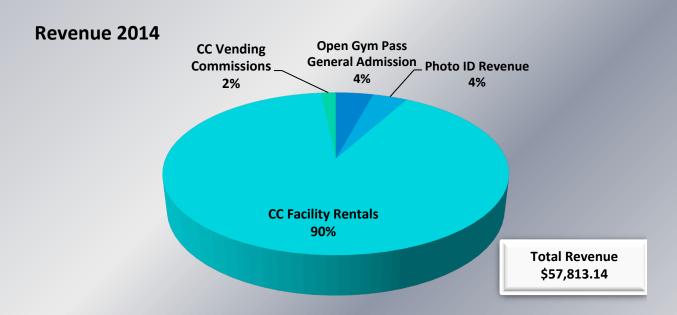
FY14

644 unique programs offered at the Community Center

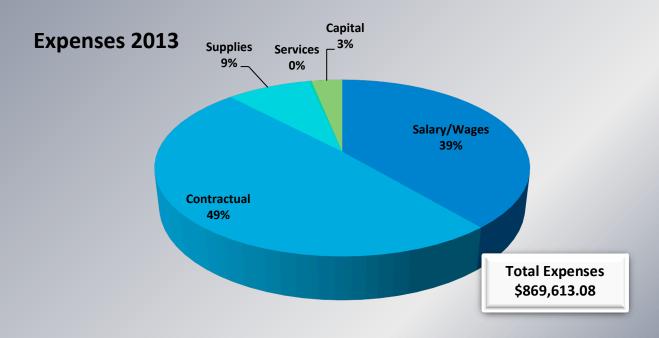
Over
14,000
registered
participants

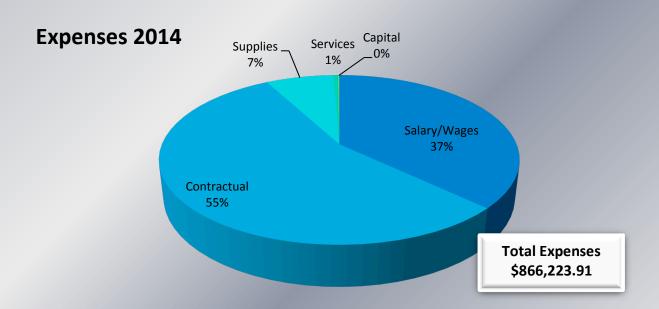
Revenue Comparisons 2013/2014





Expenses Comparisons 2013/2014





Operating Budget

Revenue	2013	2014
Open Gym Pass General Admission	\$1,801.00	\$2,426,300
Photo ID Revenue	\$2,573.52	\$2,230.34
CC Facility Rentals	\$63,280.51*	\$52,178.15
CC Vending Commissions	\$1,908.29	\$941.91

Salary &	2013	2014
Wages		
FT Exempt	\$11,333.60	\$11,719.28
Salaries (101)		
FT Nonexempt	\$73,481.46	\$67,270.27
Salaries (101)		
PT Custodial	\$89,137.13	\$78,937.66
Staff Wages(101)		
FT Maintenance	\$946.57	\$203.63
NE OT (101)		
PT Overtime	\$157.58	\$203.63
(101)		
FT	\$99,838.72	\$101,588.68
Administrative		
(220)		
Part Time Wages	\$62,826.70	\$65,844.26
(220)		
Part Time	\$3.22	\$0.00
Overtime (220)		

Contractual	2013	2014
Contractual – Other (101)	\$19,310.11	\$40,147.45
Service Agreements (101)	\$24,007.73	\$19,328.50
Cleaning Service (101)	\$66,666.72	\$66,666.72
Life Insurance (101)	\$119.72	\$171.96
Employer Health Insurance (101)	\$30,359.77	\$24,858.80
IS & T Services (101)	\$60.99	\$98.08
Contractual – Other (220)	\$0.00	\$5,724.94
Service Agreements (220)	\$11,586.98	\$10,537.88
Rental – Equipment (220)	\$1,210/80	\$2,157.80
Life Insurance (220)	\$119.72	\$200.88
Employer Health Insurance (220)	\$33.036.68	\$34,297.12
IS & T Services (220)	\$12,136.91	\$12,181.78
Electricity (220)	\$130.857.36	\$156,621.66
Natural Gas (220)	\$45,953.47	\$52,817.43
Telephone (220)	\$18,287.80	\$20,720.59
Scavenger Services (220)	\$4,801.43	\$6,393.05
Water (220)	\$28,521,23	\$35,600.60

Key: 101 – Parks Department 220 – Recreation Department *College of DuPage Law Enforcement Academy rental

Supplies	2013	2014
Electrical Supplies (101)	\$7,763.29	\$4,368.72
Building Supplies (101)	\$7,789.01	\$7,748.93
Custodial and Cleaning (101)	\$18,727.57	\$16,144.94
Surface Materials (101)	\$1,528.15	\$1,696.12
General Supplies (220)	\$19,728.94	\$17,350.70
IS & T Supplies (220)	\$3,673.50	\$5,049.21
Office Equipment Furniture (220)	\$12,645.91	\$8,827.28
Uniforms (220)	\$2,978.18	\$3,636.82





Services	2013	2014
Mileage Travel Reimbursements (220)	\$1,078.02	\$1,118.32
Dues & Subscriptions (220)	\$244.00	\$244.00
Training (220)	\$1,097.98	\$2,928.23
Uniforms (220)	\$2,978.18	\$3,636.82

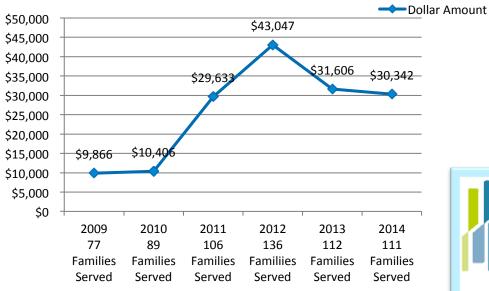
Capital	2013	2014
Capital	\$27,206.04	\$0.00
Capital Expenses – Computers	\$390.09	\$1,007.77

Leisureship Program

Providing residents recreation and experiences that enrich the quality of life

The Wheaton Park District recognizes the importance of recreation programs and the educational, health & wellness, and social benefits they provide people of all ages. The Wheaton Park District created the Leisureship Program to provide residents experiencing financial hardship an opportunity to enjoy recreation programs, aquatic facilities, and Parks Plus Fitness Center. Cadence Health, now part of Northwestern Medicine, has teamed up with the park districting providing fee assistance to Wheaton Park District families struggling to cover program or facility fees.

Families Assisted and Program Funding





\$151.00 Web/Walk In Donations

\$36.85 Lanyard Sales

\$214.00 Studio Movie Grill Ticket Sales

\$284.12 Holiday Light Recycling

\$543.50 Used Sport/Bike Sale

\$1,000.00 Brew Fest Pretzel Necklaces

\$1,053.85 Kiwanis Peanut Day



Leisureship Testimonial —"I want to personally thank the park district for the generous gift of the Leisureship Program that has been able to provide the funding for my PPF membership. My doctor recommended for my health condition that I join a fitness club. I have come to the park district 69 times to use the fitness center in 3 months. It was hard this past winter since I don't have a car and walk from where I live on Roosevelt Road. I would not have been able to afford on my own so thank you, thank you so much for the gift."

Creating A Culture of Service

Aligning Service, Mission, Vision and Values

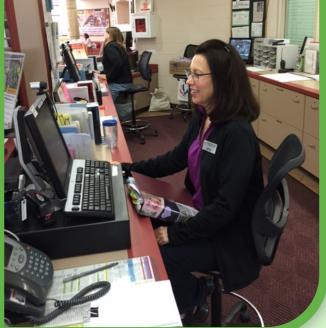
From February 2014 thru January 2015, the Wheaton **Park District Community** Center partnered with TKFay Consulting to develop a professional development certificate series for the management and front line personnel at the Community Center. There were sixteen managers and twenty - three front line staff who participated and received certificates of completion. The primary objectives were to train employees on how to create a Culture of Service that aligns with the mission, vision, values and professional standards of the Wheaton Park District. The managers and front line staff training sessions were developed and customized to address three key areas:

- Understanding the purpose of the Wheaton Park District mission, vision and values
- Train manager/front line staff "TO BE" the mission through their behaviors and actions
- Set accountability
 measurements to ensure
 consistency in all aspects of
 the park district's culture

FRONT LINE STAFF	MANAGERS
Cultivating A Culture of Service	Cultivating a Culture of Service
TRAINING (2 hours) *	TRAINING (2 hours) *
Developing Relationship Service Skills	Understanding Relationships within
TRAINING (3 hours)	a Team <i>DISC</i> TRAINING (3 hours)
Dealing with difficult customers and	Leading a culture of service
situations TRAINING (90 minutes)	TRAINING (3 hours)
Building a Service Team	Maximizing Performance in a Team
TRAINING (90 minutes)	TRAINING (3 hours)
*Combined both groups for training	Problem Solving and Decision
	Making
	TRAINING (3 hours)

** The managers were given the opportunity to complete the DISC assessment prior to the second module: Understanding Relationships within a Team. DISC is a behavioral assessment tool used to improve relationships, teamwork, and communication. Each manager received their own customized report and results to support the management topics discussed throughout the Leading a Culture of Service series.





The Butler Street Focus

Client Development Through the Voice of the Customer

The Wheaton Park District partnered with Butler Street Consulting, a consulting firm that specializes in client development through Voice of the Customer analysis. This supported the TKFay professional development series by providing patron feedback regarding their overall experiences, the level of effort required to get their requests met, and an overall analysis of comments. It looked for patterns of service levels, both those that need improvement and those that should be recognized. Butler Street gained the same patron feedback after the TKFay sessions had been executed to show the level of improvement and to keep a continuous focus on progressive improvements. Butler Street utilized best – in – class metrics, Net Promoter Score, and Customer Effort Score to analyze the culture of service.



2014 May Survey

Delivered Surveys: 16,179 Households

Returned Response Rate: 12.51%

2014 December Survey

Delivered Surveys: 16,427 Households

Returned Response Rate: 5.9%%

The Survey Questions

MAY 2014 SURVEY QUESTIONS

- 1. Net Promoter Score: How likely is it that you would recommend Wheaton Park District to a friend or colleague?
- 2. **Customer Effort Score:** If applicable, how much effort did you personally have to put forth to have your request handled by the Wheaton Park District?
- Usage Segmentation Question: You or a member of your family currently:
 - a. Are enrolled in a park district program or league
 - b. Have a fitness center membership
 - c. Have a pool passFrequency of visit SegmentationQuestion: how often do you visit theCommunity Center
- 4. Any additional Comments?



DECEMBER 2014 SURVEY QUESTIONS

- Usage Segmentation Question: You or a member of your family currently:
 - a. Are enrolled in a park district program or league
 - b. Have a fitness center membership
 - c. Participate in special events
 - d. Other
- 2. Frequency of Visit Segmentation Question: How often do you visit the Community Center?
- 3. Do you or a member of your family frequently visit Wheaton Park District parks or facilities other than the Community Center?
- 4. **Net Promoter Score:** How likely is it that you would recommend Wheaton Park District to a friend or colleague?
- 5. Customer Effort Score: If applicable, how much effort did you personally have to put forth to have your request handled by the Wheaton Park District?
- 6. Do you feel you receive appropriate and timely information about all the Wheaton Park District has to offer?
- 7. Please let us know how we can better inform you of what the Wheaton Park District has to offer.
- **8.** How do you prefer to receive information from the Wheaton Park District?

Net Promoter Score - The Ultimate Question

The Net Promoter Score question has a 0 to 10 scoring scale. Zero means a person is not at all likely to recommend the Wheaton Park District and a 10 means that the customer is extremely likely to recommend the Wheaton Park District. *Our Promoters* are anyone who scores the Wheaton Park District with a *9 or 10.* Passives are those customers who give us a 7 or 8 and Detractors are anyone who scores us from 0 to 6.

To determine the Net Promoter Score subtract the percentage of detractors from the percentage of promoters.

The Net Promoter Score Question

- Measures the customer experience
- Economic and emotional value
- Quality of relationships
- Best indicator of continued use/future growth
- Focuses on loyalty not just satisfaction
- Simple to take & to understand

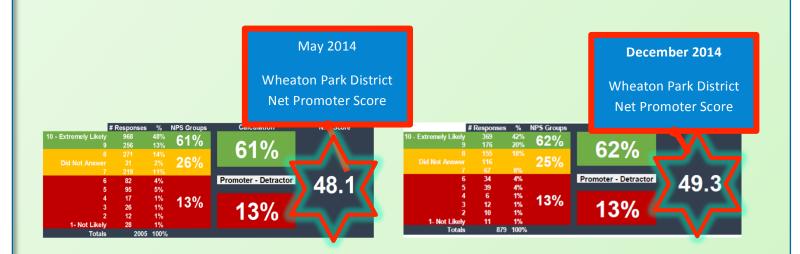








INDUSTRY NET PROMOTER SCORES	Score	INDUSTRY LEADERS	Score
Airlines	15	Jet Blue	60
Cable TV	-3	Verizon	28
Computer Hardware	32	Apple	72
Life Insurance	0	State Farm	19



Customer Effort Score

MAY 2014

Responses % 1 - Very Little Effort 807 48% 2 358 22% 3 248 15% 4 145 9% 5 - Very High Effort 107 6% Totals 1665 100%

DEC 2014



CES is measured by asking a single question: "How much effort did you personally have to on a scale from 1 (very low effort) to 5 (very high effort). CES captures transaction-based service levels while NPS captures the overall perception and experience. Combined, they give a very clear picture of your customers' perceptions and willingness to remain loyal.



December 2014 Survey Comments

- Staff are friendly and cheerful, even at 5:30 am when I'm using the track for running some days
- All of the staff is friendly, both at the front desk, Parks Plus and fitness instructors
- Personnel especially at the Community Center are very friendly. Even when they have to take time to answer a question, they are efficient
- Front desk employees have always been pleasant. Still nice to talk to a live person even though technology is super helpful
- I would like to mention how helpful and friendly the staff is at the front desk. I am always welcomed with a smile and kind words
- Be proud of the work you are doing!!

Creating a Frictionless Customer Experience



In July 2014 we identified the number and types of calls that came into the Community Center as well as the number of times the customer service team did not have the information to answer the question. The goal of the process review was to:

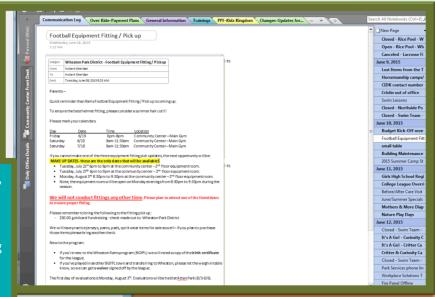
- 1. Observe the quantity and types of requests
- 2. Observe the process the team followed to resolve the request
- 3. Identify patterns of successes and failures
- 4. Recommend changes that could improve processes, productivity, quality and ultimately customer satisfaction and loyalty

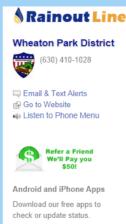
A Solution of Best Practice

The recommendation summary indicated that access to communication, updates, and defined processes would significantly build a culture of service at the

Community Center.

Microsoft One Note
a computer program
for free form
information gathering
and multi - user
collaboration





App Store



Rain Out Line has up to the minute information on cancellations or status changes. Participants can stay updated through telephone, smart phone application, website, text messaging, email or social networking sites.

Customer Service Action Plan

Our Commitment to quality service to both external and internal customers



An action plan has been developed to coincide with our "Cultivating A Culture of Service Professional Development Training" and "Voice of the Customer Survey" findings and recommendations.

Maintaining an Exceptional Customer Service Culture

- Develop and implement an on-boarding program for Customer Service Attendants
- Provide training that supports the Community Center Customer Service Standards
- Customer Service Attendants develop annual service goals that are directly linked to performance appraisals
- Update Community Center Customer Service Welcome Packet to include key concepts from Cultivating a Culture of Service workshops.
- Empower Customer Service Attendants to serve the patrons
- Solicit employee suggestions and ideas for service innovation
- Develop and utilize informal reward program to provide immediate recognition for outstanding service performance

Improving First Call Resolution and Information Gaps

- Cross training of key positions
- Continued use of the Rainout Line as a source for up-to -the minute Wheaton Park District news
- Redesign of website camp landing page with camp specific buttons to house downloadable forms, manuals, calendars, and newsletters
- Work with marketing Department to create FAQ sheets for special events
- Ensure web pages are updated timely, with accurate information
- Provide Community Center maintenance personnel with a computer with controlled/limited access to ReTrac to view facility schedules and set-ups
- Establish a point of sale at the Parks Plus Fitness Center service desk to apply payments and process refunds.

Utilize Innovative Technology and Communication Channels

- Utilize monthly and targeted e-blasts to promote programs and events. Voice of the Customer survey results indicates that nearly 67% of respondents prefer to receive information in this format.
- Strategize how to "tap into" on-line social media communities

Customer Service Standards

Framework for Customer Service Attendants

- 1. Anticipate the needs of customers by identifying expectations and working towards meeting needs.
- 2. Outwardly display a helpful attitude no matter how demanding or inconvenient requests may seem.
- 3. Exceed expectations of all customer groups (internal & external).
- 4. Interact with fellow employees in a considerate and helpful manner that exemplifies teamwork.
- 5. Hold oneself accountable for service commitment.
- 6. Be aware of your communication style. Be sensitive to eye contact and tone of voice.
- 7. Turn off cellphones and PDA devices during scheduled shifts.
- 8. Listen to patrons requests and take immediate action to assist them.
- 9. Keep customers informed of any delays in service.
- 10. Assume responsibility for maintaining a clean, safe, and attractive work environment.
- 11. Greet all patrons in a professional and courteous manner. Finish all patron interactions in the same manner.
- 12. Respond to emails by end of scheduled shift.
- 13. Telephone etiquette
 - A. Answer incoming calls within 3 rings
 - B. Identify yourself when answering





Service Highlights

Community Center Front Desk and Registration Highlights

Activity Registration	2013	2014
Web Trac On-Line Class Registration Sales	48.34% \$1,179,015.30 fees processed	54.84% \$1,414,093.62 fees processed
In - Person Class Registration Sales	51.66% \$935,247.88 fees processed	45.16% \$952,143.76 fees processed
Pool Pass Membership Sales	2013	2014
Web Trac On-Line Pool Pass Sales	4,523 passes \$218,813.00 fees processed	3,861 passes \$197,899.00 fees processed
In Person Pool Pass Sales	5,328 passes \$281,875.00 fees processed	4,626 passes \$254,059.00 fees processed
Batting Cage Reservations	2013	2014
Web Trac Online Batting Cage Reservations	191 \$4,065.00 fees processed	240 \$4,750.00 fees processed
In Person Batting Cage Reservations	317 \$5,340.00 fees processed	769 \$5,200.00 fees processed
Event Ticket Sales	2013	2014
Web Trac Event Ticket Sales	2,682 tickets sold \$56,631.78 fees processed	2,684 tickets sold \$62,194.00 fees processed
Birthday Party Reservations	2013	2014
	110 reservations \$5,030.00 fees processed	166 reservations \$6,857.00 fees processed
Camps Before/After care Visit Passes	2013	2014
	221 visit passes sold \$4,504.00 fees processes	333 visit passes sold \$6,874.00 fees processed
Cashier Sales History	2013	2014
Transactions & fees Processed At Service Desk	17,475 transaction \$465,602.00 fees processed	21,755 transaction \$458,997.00 fees processed

Web Trac Features Implemented

NEW

- More search fields added to class registration
- Photo's linked to activity code
- Splash Page has additional links allowing easy navigation to other sites



316378 - Wild Explorers - Mad Science



Discover Science! Learn about the physics of flight, the chemistry of water, the power of the sun and much more. Be prepared to make your own slime and create some explosions in this fascinating camp. (DD)

316378-01 Wild Explorers - 06/22/15 - 9:30 AM - M-F Boy Scout \$135/ 9 years to Cabin \$168.75 under 13 years \$\ext{Available}\$ Available \$\ext{\begin{array}{c ccccccccccccccccccccccccccccccccccc	Activity	Description	Dates	Times	Days	Location	Fees	Ages			
	316378-01	Wild Explorers - Mad Science			M-F		\$135/ \$168.75	9 years to under 13 years	Ħ	Available	1

316379 - Curiosity Camp - Nature Sleuths



Are you a "nature sleuth"? Put on your detective cap and solve the mysteries of camouflage, tracking, and other secrets of nature. (DD)

Activity	Description	Dates
316379-01	Curiosity Camp - Nature Sleuths	07/20/15 - 07/24/15

Important Registration Dates:

3/10/15: Spring open registration

3/12/15: Camps & Aquatics brochure delivered

3/17/15: Camps & Aquatics resident registration 3/31/15: Camps & Aquatics open registration

Didn't receive a brochure? View it online or email us your address here

Update Your Household Account and/or Add a Family

Member*
To update your household account, stop in or call the Community Center at 630-690.4880 or fill out the Online Household Update Form (PDF). If you have a family member who requires special assistance (i.e., allergies, special needs or WDSRA services), please contact the Community Center at 630-690-

Any family members not listed on a household* account (i.e. family members who have not yet participated in programs or activities), must be added prior to registering for a program.

*See Important Definitions

Please note: phone registrations are not accepted

Quick Links

How to Register Program Guides Registration Forms Photo I.D.s GO Cards & Gift Cards Leisureships Manage Your Household Account Athletic Family Max Form (PDF) Satisfaction Guarantee & Refund Policy Accommodations for Persons w/ Disabilities Participant Code of Conduct Important Definitions be visible in the brochure. For the most accurate registration details, please refer to the online registration system.

Special Assistance

If you or a family member require special assistance (i.e., allergies, special needs or WDSRA services), please contact the Community Center at 630-690-4880.

Child Care

View current program guides >



Accurate Account Information

To update your account and/or add a family member to your household*, stop in or call the Community Center at 630-690-4880 or complete a Household Update Form (PDF).

Community Center Facility Rentals

The Wheaton Park District Community Center is the ideal venue for many area groups and individuals. From small meeting rooms to an auditorium for 300, there are countless opportunities for seminars, family gatherings, and church meetings. The Community Center offers spacious rooms, reasonable rates, and a convenient location. The auditorium and eight meeting rooms are available for rental on an hourly basis.

596 Complimentary rentals

2200.25 Complimentary rental hours

170,000 / people in attendance



Hourly rental rates are determined by rental category. Rental categories are as follows:

- A. Youth/Adult Serving Groups who reside within park district boundaries.
- B. Nonresident- youth/adult serving groups or individuals who reside outside park district boundaries.
- C. Commercial-Individuals, groups and organizations within the park district, as well as, out-of-district for the purpose of monetary gain.

Rental Rates: All room rental rates are per hour:

Room	Maximum will accommodate	Category A	Category B	Category C
Memorial	400 w/chairs; 200 w/tables	\$77	\$153	\$177
Rathje	60 w/chairs; 36 w/tables	\$23	\$45	\$52
Kelly	60 w/chairs; 36 w/tables	\$23	\$45	\$52
Atten	60 w/chairs;36 w/tables	\$23	\$45	\$52
Central	60 w/chairs;36 w/tables	\$23	\$45	\$52
Arrowhead	60 w/chairs;36 w/tables	\$23	\$45	452
Atten/Central	120 w/chairs;72 w/tables	\$45	\$90	\$103
A/C/A	180 w/chairs; 108 w/tables	\$68	\$135	\$155
Cosley	50 w/chairs;28 w/tables	\$23	\$45	\$52
Graf	50 w/chairs;28 w/tables	\$23	\$45	\$52
Northside	75 w/chairs;36 w/tables	\$26	\$51	\$60
Zone	75w/chairs; 36 w/tables	\$77	\$153	\$177

Risk Management

The Wheaton Park District Community Center has the ethical duty to its employees, participants, members and patrons to ensure that risk management plays an integral part in both strategic and operational planning. Community Center staff has identified and assessed potential risks and implemented the following risk control measures:

- Emergency Response Protocol Manuals posted in all rooms
- Panic buttons installed at service desks (CC Front & Parks Plus Fitness)
- Responding to a Building Medical Emergency
 Protocol implemented
- o Lockdown Procedures Training Video

Lockdown Procedure

created by Wheaton Park District



Looking Ahead

At the June 19, 2014 Open Space Charter Strategic Planning Meeting, the following Community Center renovations and changes were suggested by staff:

- o Lobby workstations for patrons with Wi-Fi
- New security camera building-wide (including lower level)
- Redesign customer service desk (circular)
- Reconfigure parking lot traffic flow
- o Resurface indoor track
- o Replace gym dividers
- Digitize barcodes (smart chip) for access to specific parts of the facility (early childhood, fitness center gym, locker rooms)
- Expand childcare area
- Exterior fascia and gutter work

- o Repair exterior wall facing playground
- Remove exterior wall facility playground and expand facility
- Add conference room/break room/lunchroom
- o Add indoor playground
- o Move parks plus fitness to gym
- o Add the following amenities:
 - 1. 2nd gym
 - 2. Climbing wall
 - 3. Café or coffee house