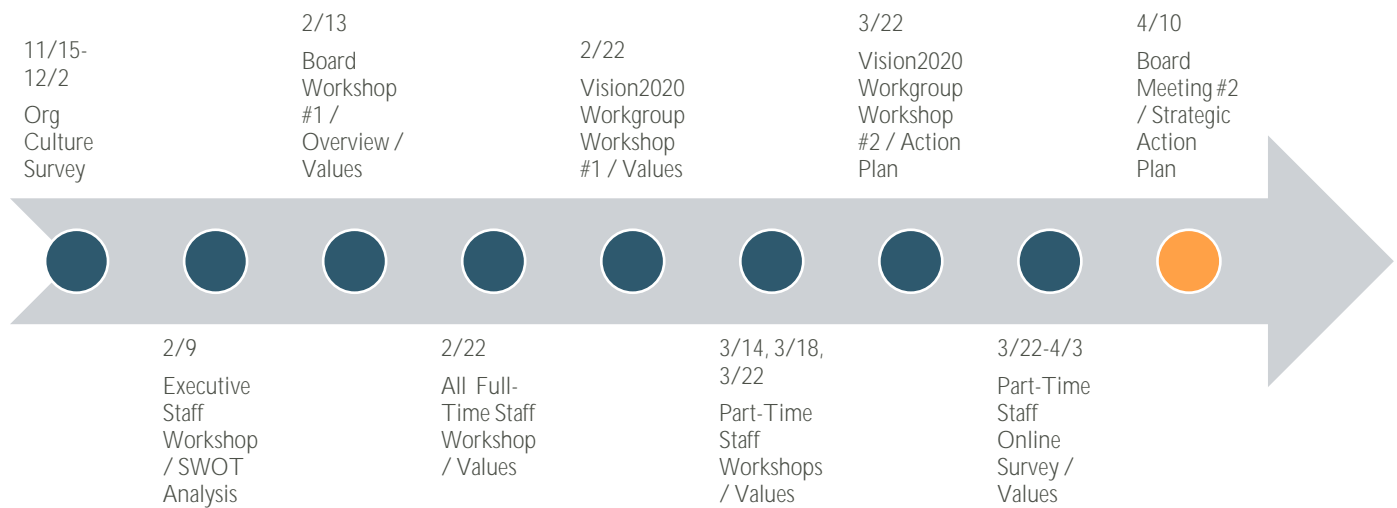


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MEMORANDUM

TO: [Elmhurst Park District Board of Commissioners]
FROM: [Cassandra Rice, The Lakota Group]
CC: [Jim Rogers, Elmhurst Park District
 Laura Guttman, Elmhurst Park District
 Siraj Asfahani, The Lakota Group
 Valerie Poulos, The Lakota Group]
DATE: April 10, 2017
RE: [Vision 2020 - Strategic Planning Summary]

The following memo summarizes the process and findings of the Strategic Planning process to date. The chart below outlines the steps in this process.

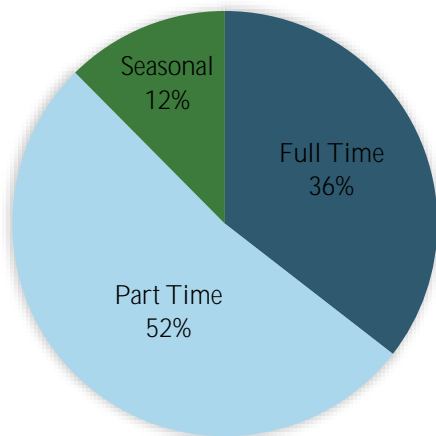


ORGANIZATIONAL CULTURE SURVEY

Evaluating the organizational culture allows for better understanding of how well an organization functions. By understanding the culture of the organization, it is easier to build, maintain, and/or implement change within the organization. A strong knowledge of employees' needs and concerns will aid in the professional development of individual staff and improve the overall resiliency and agility of the organization. One hundred and seventy (170) staff members participated in this survey, which provides a snapshot of current employee opinion regarding the organizational culture at a point in time. These surveys were conducted from November through early-December of 2016. The seven Criteria Categories reviewed include:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Process Management
7. Cultural Results

Employee Profile



Over half of those surveyed were part-time employees, along with 36% represented as full-time and 12% were seasonal employees of the Park District.

Over two-thirds of employee respondents work in the recreation or enterprise services area within the Park District. Thirteen percent work in facilities, 10% in other areas and 9% in parks.

Sixty-one percent of employee respondent do not have supervisory responsibilities while 39% of employee respondents do.

According to the survey, the District's strengths are:

- Workforce Focus
- Process Management

Opportunities exist to improve:

- Strategic Planning
- Cultural Results

Categories trending positively include:

- Leadership
- Customer and Market Focus
- Measurement, Analysis, and Knowledge Management

EXECUTIVE STAFF WORKSHOP

The purpose of the executive staff workshop was to review the results of the Community Needs Assessment, including the statistically-valid survey, staff workshops, stakeholder interviews, and community open house #1. During the workshop the planning team also reviewed the SWOT analysis staff put together and discuss additions and revisions to the initial SWOT matrix. The planning team and executive staff conducted this workshop on February 9, 2017.

Based on the workshop discussion, the following draft SWOT matrix was developed:

| STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
|--|---|--|--|
| Well respected in community | Inequitable partnerships (certain partnerships need review) | Elmhurst Demographics (high household income and educated community) | Limited future tax revenue (tax-cap, potential property tax freeze, comparatively low tax rate, low CPI) |
| Partnerships | Limited resources to invest in major growth opportunities | Growth potential from new residents moving into community | Competition (new private health clubs, dance studios, recreation programs) |
| Sound, conservative financial policies, and goals | Lack of profitability at Courts Plus and Sugar Creek | Expanded partnerships | Governmental mandates (e.g. Affordable Care Act, FLSA, minimum wage) |
| Supportive and engaged park board | Lack of process for performance reporting (i.e. structuring databases/software for data mining, creating and using dashboards, reporting and using results) | Strong local economy | Limited grant opportunities |
| Strong core programs with revenue growth (gymnastics, rec, station, performing arts, summer camps) | Innovation (Lack of staff incentives to innovate and slow to implement innovations (overly deliberate)) | Current low interest rates | Limited investment growth (low interest rates) |
| Depth of the offerings compared to size of community | Lack of interest and options for active adult and nature and environmental programming | Large sponsorship \$ (naming rights) | Mistrust in government, i.e., State of IL |
| Clean and safe parks and facilities | Aging infrastructure | Non-traditional revenue opportunities | Lack of engagement with the outdoors (tech-based culture) |
| Committed to preservation of open space | Lack of indoor recreation facilities | New indoor space/facility (e.g. sports, programming) | Proliferation of social media |
| Solid system servers | Span of control for some managers | Performing arts center to grow performing arts offerings | Land-lock community; development pressure |

| STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
|---|--------------------------|--|---|
| Brand awareness | Part-time communications | New senior center | Difficulty with recruiting sufficient number of qualified part-time staff |
| Effective communication and outreach | | Playgrounds for all ages | |
| Experience and knowledge of staff | | Invest and divest in programs based on PROS program assessment outcomes | |
| Hiring process which results in quality staff (skills, knowledge, attitudes, aptitudes, values (esp. caring, responsive)) | | Grow community events | |
| | | Virtual programming (subscription offerings, fitness on demand) | |
| | | High-level competitive sports | |
| | | Ability to offer preschool/kindergarten daycare | |
| | | Rewilding younger generation | |
| | | Combine tech and outdoor experiences | |
| | | Virtual experiences | |
| | | Non-traditional outreach methods (App for park district (communication, info, reg. pool pass, etc.)) | |



BOARD WORKSHOP #1

As a part of the Strategic Planning process for the Elmhurst Park District, the planning team engaged the Board and Senior Leadership in a Strategic Planning workshop on February 13, 2017.

The workshop included:

1. Community Needs Assessment (Statistically-Valid Survey) Findings
2. Organizational Culture (Internal Staff) - Malcolm Baldrige Criteria Assessment
3. Visioning Work Session
4. Determining Organizational Values
5. Reviewing Vision and Mission Statements

The intent of the workshop was to share the internal customer (staff) and external customer (community) vision and needs for the future and allow the Board / leadership to use that information to develop the road map for the future. The previous Strategic Plan outlined the following:

VISION: We aspire to be a customer-centered organization through innovation and sustainability

MISSION: We provide experiences for the lifetime enjoyment of people who live and play in Elmhurst

STRATEGIC PLAN AREAS:

- Customer: Customer Centered
- Financial: Fiscal Agility
- Internal Business: Improvement through Collaboration and Innovation
- Growth & Development: Continuous Improvement through an Empowered Team

Process and Findings

The Board and key leadership reviewed findings and embarked upon a breakout exercise to determine key values. Each one was provided 5 blank sticky notes to note their values and stick them on the wall. Following this, a few compiled and aggregated the values into overarching ones based on similarity and overlap of intent.

The summary values identified (in no order of priority) were:

- Empathy (teamwork, value for all, excellence etc.)
- Stewardship (powerful impact of nature, green, protect open space for future generations)
- Safety (safety, safety, safety)
- Community (collaboration, community-minded, community focused)
- Customers (responsiveness, customer centric, people matter)
- Fun (excitement, friendly, play-oriented)
- Fiscal (fiscally responsible, agile, spend wisely)
- Integrity (ethics, transparency, honesty)



ALL FULL-TIME STAFF WORKSHOP

The purpose of the all staff workshop was to review the Needs Assessment and Organizational Culture results and facilitate a brainstorming process to develop staff's initial values. Once staff selected their initial values, the planning team presented the Board's initial values and led a discussion to compare the results. The planning team facilitated this workshop with 60 full-time staff on February 22, 2017.

Process and Findings

During this meeting, staff were organized into group of 5-6 individuals. The planning team facilitated a brainstorming workshop where they first wrote down their top 3-5 values on a sheet of paper. Once they completed their individual brainstorming, the tables were encouraged to discuss the values that each person wrote down, and narrow their choices down to their top three. These values were presented to the overall group, discussed, and categorized by similarities. Finally, each staff member used stickers to vote for their top values. Preferred values for the all-staff workshop were:

- Fun
- Integrity
- Community
- Excellence



VISION 2020 WORKGROUP WORKSHOP #1

Following the all-staff workshop, the Vision 2020 workgroup met to review the preferred values from the all-staff meeting and the preferred values from the Board meeting. Twenty-seven full-time staff members participated in this meeting and all departments were represented. This meeting was held on February 22, 2017.

Process and Findings

First, the planning team led a discussion on the values identified by the Board and full-staff, and asked the Vision 2020 workgroup to narrow the values down to 8-10. Once the top 10 values were identified, the planning team wrote each value on post-it notes, one per note, for each table. Staff at each table then worked together to eliminate values, one by one, until they were left with their top five choices. The planning team had each table present their top five values and identify which of the original 10 values were the easiest and hardest to eliminate. The table below outlines the results of the exercise.

| Combined Values (Top 10) | Overall Consensus (Top 5) | Easiest to Eliminate | Hardest to Eliminate |
|--------------------------|---|-----------------------|----------------------|
| Fun | Fun | Safety | Inclusive |
| Integrity | Integrity | Fiscal Responsibility | Innovative |
| Customer | Customer Service Excellence (Collaboration?) | | Collaboration |
| Community | Community Focused (Inclusive included here) | | |
| Inclusive | Innovative? | | |
| Innovative | | | |
| Excellence | | | |
| Collaboration | | | |
| Safety | | | |
| Fiscal Responsibility | | | |



PART-TIME STAFF WORKSHOPS & ONLINE SURVEY

The planning team facilitated a series of three part-time staff workshops on March 14th, 18th, and 22nd. The purpose of these workshops was to dig deeper into the results of the organizational culture survey, specifically, the results of three questions that received low marks from part-time staff. In addition to the three in-person workshops held at Courts Plus and The Hub, staff received a follow-up survey that consisted of the same four open-ended response questions and a value ranking exercise.

In all, more than 120 staff members participated in the three in-person workshops. Another 37 staff members participated in the online survey. Because two of the in-person workshops were schedule to coincide with already-scheduled Courts Plus all staff meetings, most in-person workshop participants were Enterprise Services (Courts Plus) employees. Online survey respondents came from all departments - 35.1% were Recreation staff, 35.1% were Enterprise Services staff, 24.3% were Parks & Facilities staff, and 5.4% were staff from other areas (Administration, Finance, IT, Human Resources, and Marketing and Communications).

Process and Findings

During the three staff workshops, the planning team presented a brief overview of the process to date, and explained the goals for the workshop. Six overview boards that provided information and results from the statistically-valid survey and park and facility analysis were setup throughout the room for staff to review in a self-guided setting. In addition to the overview boards, staff had the opportunity to provide responses to four open-ended questions:

1. What New Ideas do you have for the future?
2. How can the Park District improve Internal Communications?
3. What kind of Professional Development Opportunities would you like to see?
4. What type of Staffing or Operational Improvements would make the organizational run more smoothly?

Question 1: What New Ideas do you have for the future?

- | | |
|---|-------------------------------------|
| 1. Expand fitness floor | 8. Higher wages. |
| 2. Food/café. | 9. Community events. |
| 3. Dog park. | 10. Nutrition classes. |
| 4. Twitter, Instagram, blog, interactive apps | 11. Training. |
| 5. Prize incentives for most inputs. | 12. Update the Preschool facilities |
| 6. Ping-Pong in the parks (indoor-outdoor). | 13. House youth sport leagues. |
| 7. Ice skating indoor-outdoor. | |

Question 2: How can the Park District improve Internal Communications?

1. Walkie Talkie
2. All staff email address
3. Bike messengers.
4. Survey.
5. Blog.
6. Postcards in mailboxes to get info.
7. Community (aka the workers) pizza gathering once a month
8. All staff message board.
9. Text messages.
10. Emails.
11. In person communication, no email if issues.
12. Send out weekly emails.
13. Staff app
14. No apps
15. Yammer
16. Wi-Fi for sites.
17. Recreation station needs computer or iPad email easier for parents.

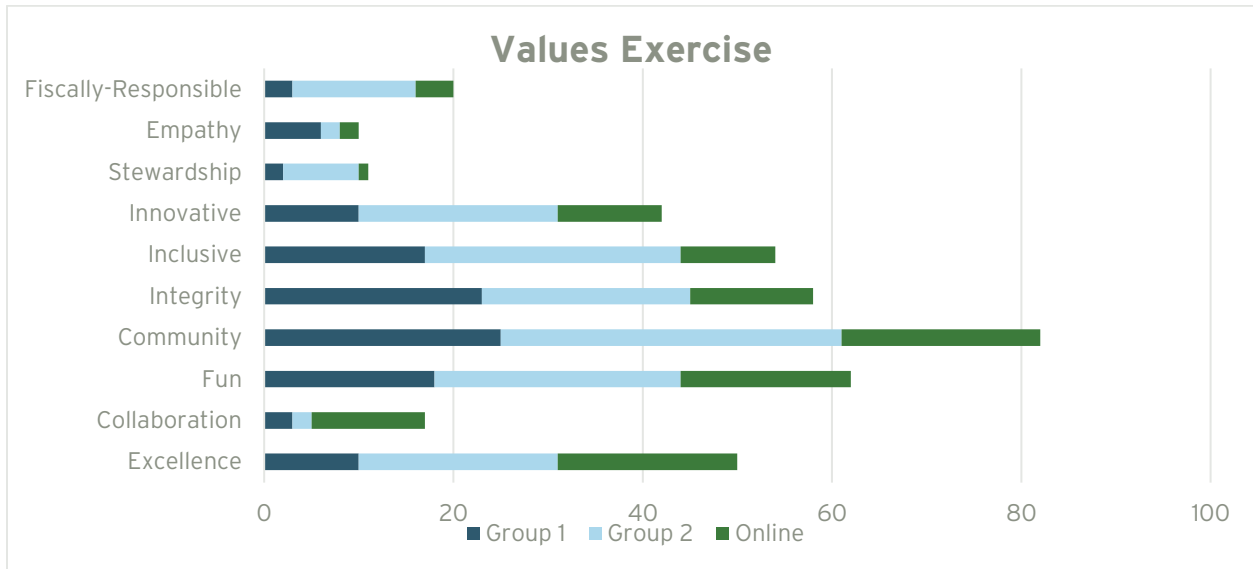
Question 3: What kind of Professional Development Opportunities would you like to see?

1. Interactive meetings that engage employees allow them to discuss common problems and brainstorm different ideas and solutions with co-workers, especially others that have different schedules.
2. Bigger and better facility.
3. Continued education reimbursement.
4. Training incentives (Reduced or money to use for continued certification).
5. Internet (Promoting within the entire park district).
6. More fitness trainings on site.
7. Insurance offered to part-time employee.
8. Fitness education programs.
9. Special interest groups for staff to join/lead.
10. More classes on areas of expertise.
11. Resume building help
12. Software system tutorials. (software that relates to Sugar Creek system)
13. As an instructor, it would be nice to provide an annual amount of money to instructors for them to use towards training classes to keep their licenses.
14. I'd love a seminar on how to market recreation skills in a resume, cover letter, or interview.

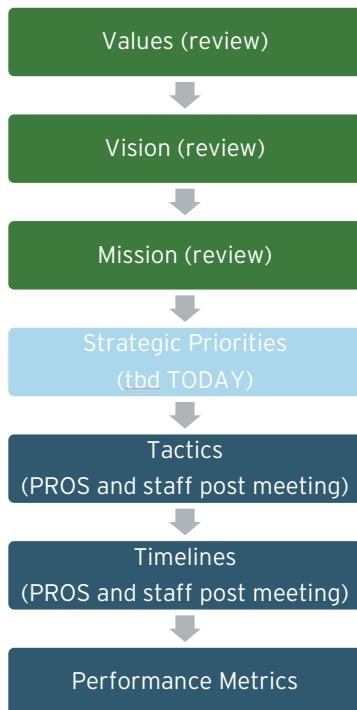
Question 4: What type of Staffing or Operational Improvements would make the organizational run more smoothly?

1. Proper staffed departments.
2. Increased full time staffing. Create more jobs.
3. Higher pay.
4. 100% discount on classes & programs (etc. kids programs).
5. Fair pay for staff that have been working a lot of years versus brand new staff.
6. Electronic scheduling and time keeping.
7. Collaborative planning to avoid things getting unorganized.
8. More staff - when the ratio at rec station is closer to 1:10 (or even above) makes it harder to maintain the order.
9. Increase hourly wages
10. It would be nice to get to know other people from different departments.
11. Increase the communication with what the requirements are and how are we going to achieve specific goals that are set.
12. Standardized protocols and decreasing the overlap of jobs and employees.
13. I feel the staffing is also handled very well.
14. Pay seasonal staffing more so that they are more inclined to come back the following summer.

In addition to the open-ended questions, part-time staff had the opportunity to vote on their top three values out of ten presented at the meeting. The ten values presented were the result of previously Board and staff workshops. The online survey also provided an opportunity for part-time staff to vote on their top three values. The results of the in-person workshops and online survey are summarized below.



VISION 2020 WORKGROUP WORKSHOP #2



On March 22, 2017, the Elmhurst Park District staff (comprised of the leadership team and a cross section of employees across functional areas) participated in a visioning workshop with the consultant team. The goal of the workshop was to:

- Review and Affirm Core Values (Staff developed v. Board Developed)
- Review and Revise (if needed) District's Vision and Mission Statements
- Discuss and Discuss Strategic Priorities (Overall and by Functional Areas)
- Identify Next steps for Board review and Tactics Development for 3-year Strategic Plan

The chart to the left was the overall outline and flow of the strategic planning process that was shared with the staff to identify overall steps in the process and progress to date.

In addition, in conjunction with District staff, the consulting team has developed Functional Areas for which strategic priorities and, subsequently, tactics would be developed. These functional areas are:

- Land and Facilities
- Programs
- Communications (Internal and External)
- Finance
- Internal Operations (Employee Relations, Technology etc.)

Visioning Process

During the process, staff viewed a video by Simon Sinek and participated in a discussion on 'Creating a World-Class Organization' and how the District viewed itself in that context. This was followed by a review and comparison of developed values by the Board and the Staff in their separate meetings. These were the overall values that emerged from the process.

Values

- Fun
- Integrity
- Customer Service Excellence
- Community Focused

There was a lot of discussion on both Innovation and Collaboration was core values too, though at that point, due to lack of true consensus, it was mutually decided to revisit this after the Board presentation.

Vision

Using the values to underpin the District's vision statement, the team development the following updated vision statement.

To be nationally renowned / national leader in providing memorable parks and recreation experiences

Mission

Staff desired to further simplify the mission statement while also conveying the team culture and internal customer focus through the mission statement. That resulted in the following statement being agreed upon.

We enhance / enrich lives and have fun doing it

Strategic Priorities

With the values, vision and mission statements in front of them, each work group member was asked to write 5 District-wide strategic priorities. The list below is an aggregated list of similar strategic themes based on staff input.

| Strategic Priorities |
|--|
| • Implement sustainable revenue strategy and resource funding options |
| • Improve existing indoor recreation space and develop new indoor facility space |
| • Enhance employee growth and development |
| • Provide exceptional and consistent guest experience |
| • Balance active with passive offerings and open space |
| • Continue to provide innovative programming to meet community needs |

Key Takeaways

The following are the takeaways by functional areas based on staff feedback:

Land and Facilities

- Improve current condition of aging facilities
- Large indoor facility space
- Additional opportunities for “passive” recreation and open space
- Continue to invest and improve environment

Programs

- Need quality, innovative, and customer driven recreation programs

Communications (Internal and External)

- Enhance employee development and communication
- Use technology to support communication and operations

Internal Operations (Employee Relations, Technology Etc.)

- Enhance employee development and communication
- Intentionally investing in staff for personal and organizational growth
- Develop a culture of service excellence by creating a customer service training program
- Customer centered organization

Finance

- Generating new revenue opportunities to improve existing offerings and meet the community’s increased expectations

Next Steps

These priorities will be shared with the Board for feedback and approval to proceed. Staff will utilize the overall strategic priorities and develop tactics including, but not limited to, the ones above to identify appropriate ways to address the strategic priorities. These will be tied to specific timelines with performance metrics to ensure accountability and define what success looks like for each of the priorities.

Appendix - Complete List of Vision 2020 Responses

- Leadership development- intentionally investing in staff for personal and organizational growth
- Developing key staff and the ability to keep them
- Every employee needs to be equipped and on board with enriching lives and having fun doing it
- Enhance employee development and communication
- Streamline HR process from hire to retire
- Develop district-wide culture
- Developing the internal/external community by investing in education and training
- Develop a culture of service excellence by creating a customer service training program
- Create opportunities for all staff to provide input and feedback
- Break through barriers created by internal process
- Create a culture of “catching people doing the right thing”
- Quality, innovative, and customer drive rec programs
- Consistent customer experience
- Customer-centered- make decisions that benefit the customer
- Customer centered organization
- Improve communications
- Great place to work
- Modernizing technology
- New and updated facilities to meet community needs
- New facilities

- Build a community center that allows us to offer innovative programming
- Tennis courts- winter platform tennis courts and summer/winter tennis club
- Dog Park & Update/expand/remodel or new building for seniors
- Enhance facilities
- Upgrade current facilities and invest in new facility that creates community feel
- Take care of what we have
- Facility improvements
- Improve current condition of aging facilities
- Utilize current facilities more efficiently
- Large indoor facility that meets parks and rec. indoor and outdoor learning
- Quality, equally balanced facilities (offering opportunity)
- Safe, beautiful, sustainable facilities
- Indoor facility space
- Additional opportunities for "passive" recreation (i.e. Park space that's not playgrounds)
- More open space (less trees)- we already have beautiful parks, need more room for activities/visiting enjoyment (i.e. Frisbee golf, archery)
- Maximize programming space
- Evaluate usable space
- Commitment (not choice) to environment sustainability
- Continue to invest and improve environment
- Resource funding
- Create revenue strategy to open up resources for improvements
- Generating revenue to improve facilities
- New revenue to meet the communities increased expectations
- Maximize resources without exceeding budget
- Strengthen finances