

ELMHURST PARK DISTRICT REQUEST FOR PROPOSALS STRATEGIC PLAN FACILITATION

Proposals must be received by 5 p.m. on Wednesday, March 7, 2012

**Elmhurst Park District
225 Prospect
Elmhurst, IL 60126
Attention: Laura Guttman
630-993-8920
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The Elmhurst Park District is requesting proposals from experienced firms and individuals to facilitate the strategic planning process. The purpose of the Strategic Plan is to provide the community, Board, and staff with consistent vision for the future and specific direction to achieve the District goals.

I. Park District Profile

In 1920, the residents of Elmhurst created a unit of local government to provide for the community's recreational and park interests. An at-large community-elected Board of Commissioners, consisting of seven members each serving six years, constitutes the governing Board of the Elmhurst Park District. The Commissioners appoint an Executive Director (CEO) to carry out the policies of the Board and oversee the day-to-day operations of the District. The District develops and maintains parkland, provides recreational programs, and develops and operates enterprise facilities.

With a population of 44,648, the Park District manages 462 acres of parkland within 28 parks ranging in size from small neighborhood parks to large parks with facilities for softball, baseball, soccer, tennis, in-line skating and playgrounds. Within the parks system, the District also maintains and operates the Wilder Park Conservatory and Museum and the Elizabeth Friendship Walk, which features flowers, exotic foliage, and tropical plants. The District also operates entrepreneurial facilities including Courts Plus Fitness Center (multi-use fitness facility with indoor pool and tennis courts), The Hub (miniature golf, batting cages, spray ground, building with concessions and multi-purpose room), Wilder Mansion (conference, banquet and community meeting center), and Sugar Creek Golf Course (9-hole, par 32 course and driving range), which is jointly owned and operated by the Elmhurst Park District and the Village of Villa Park.

The District provides a diversity of recreational opportunities including sports, art programs, specialized summer camps, environmental programs, gymnastics programs, fitness programs, preschool programs, before and after school child activity programs, and performing and visual art classes. The Abbey Leisure Center is a multipurpose recreation space where the District provides an array of activities and social services including programs for the senior population. The Wagner Community Center houses many recreation programs and includes the District's

gymnastics center. The District also operates two outdoor, heated community pools and offers swim lessons at both locations. The District is a member of the Gateway Special Recreation Association, which provides recreational services for children and adults with disabilities.

II. Project Background and Selection of Consultant

Every five years the Board develops a strategic plan to provide the community, Board, and staff a community-based vision for the future of park and recreation services in Elmhurst. A structured planning process is conducted, including examining the District's current and future opportunities, external and internal data, feedback on strengths and weaknesses, and issues requiring resolution. The Strategic Plan has been a dynamic document, as its priorities, goals and objectives have guided Board and staff work plans and financial priorities.

The 2013-17 Strategic Plan process will again provide the opportunity for the Board to articulate its vision for parks and recreation services for the next five years. It will include priority statements that will serve as a foundation for future decision making and all other planning and operating documents. To ensure the next plan reflects community feedback, the District conducted a scientific survey to assess the community's attitudes and interests. The survey provided feedback from a cross-section of District residents and will be an integral part of guiding the formulation of goals for the future development of program areas, facilities and services.

The Board hires a facilitator to assist the Board and staff with the planning process and provide expertise, objectivity and focus. The selection of a planning consultant will result based on the process described in Sections VI. and VII of this RFP.

III. Goals of Strategic Plan Process

Similar to prior District planning processes, the goals for developing and implementing the Elmhurst Park District's next plan include:

- Assessing the future vision for parks and recreation in Elmhurst by developing overall priorities and strategies to implement over the next five years;
- Continuing to ensure the most effective use of the District's resources by focusing spending on key priorities;
- Incorporating recently collected public input such as the 2011 Community-wide Attitude and Interest Survey to reflect a variety of perspectives from a cross-section of the Elmhurst population;
- Creating a "living document" that will reflect the 2007-16 Comprehensive Plan recommendations and provide a foundation for the development of all other District planning and operating documents (e.g. budget, capital, facility and marketing plans); and
- Continuing to foster an awareness of the District's presence and impact on the community.

IV. Scope of Services for Consultant

To accomplish the goals in the previous section, the Board will develop the Strategic Plan in four phases including:

Phase One: Conduct an Analysis (*Where the District is Today*)

Phase Two: Create a Vision (*Where is the District Going*)

Phase Three: Develop an Action Plan (*How does the District get there*)

Phase Four: Promote and Implement Plan (*How does the District communicate and reach its goals*)

On the following page is a general description of the tasks to be completed by the facilitator that should be addressed in the proposal (as noted in bold in the parentheses after each bullet):

Phase One

Conduct an Analysis (*Where the District is today*)

- Review District Mission and Vision Statements (**Facilitator**, Board and Staff)
- Review 2008-12 Strategic Plan Action Plan (**Facilitator**, Board and Staff)
- Review Attitude and Interest Survey Report (**Facilitator**, Board and Staff)
- Review staff Organizational Planning Team process feedback (**Facilitator**, Board and Staff)
- Review other relevant background information and planning documents such as the 2007-16 Comprehensive Plan, 2012 Budget and 2012-21 Long-range Capital Plan (**Facilitator**, Board and Staff)
- Interview key stakeholders in the community and present findings to Board and staff (**Facilitator**)

Phase Two

Create a Vision (*Where is the District going*)

- Conduct a situational analysis and environmental scan using external data and trends reviewed in Phase One (**Facilitator**, Board and Staff)
- Develop a prioritized list of critical issues facing the Park District based on the results of the analysis and scan (**Facilitator**, Board, and Staff)
- Approve long-range priorities based on the prioritized list of critical issues (Board)
- Summarize Phase One and Two of the process in a written document for Board Review (**Facilitator**)

Phase Three

Develop an Action Plan (*How does the District get there*)

- Create an Action Plan to implement the priorities identified in Phase Two (**Facilitator** and Staff)
- Review draft Action Plan (Board)
- Prepare a written summary of Phase Three of the process and the final proposed Strategic Plan document (**Facilitator**)
- Review and approval of the final Strategic Plan document (Board)

Phase Four

Promote and Implement Plan (*How does the District communicate and reach its goals*)

- Promote the Plan to create increased awareness and participation (Board and Staff)
- Integrate Plan into Department work plans, 2013 Budget and other planning documents (Staff)
- Create performance measures to monitor achievement of Plan priorities (Staff)
- Monitor Plan on an annual and quarterly basis (Board and Staff)

The firm will be expected to work with District management staff throughout the process as explicitly stated in this RFP and issues that may arise to allow the District to more effectively monitor the progress of the work program. Also, the firm will be expected to submit the Phase One and Two written summary and the final Strategic Plan document in draft form for review, comment and approval.

V. Instructions for Submitting Proposals

All respondents to the RFP must include the following as part of their submittal:

- *Scope of Services:* All respondents must submit a narrative describing the proposed scope of work for the performance of this project. The scope of work shall include the proposed process and methods to assure quality, cost, and schedule control. All supporting studies, models, and

assumptions must be submitted to the District as part of the proposal. The District anticipates modifying, where appropriate, the objectives and/or scope of services listed in this RFP based on the firm's experience and expertise in completing similar projects.

- *Qualifications of Team:* To demonstrate technical competence, the proposal shall describe the firm's and project manager's previous experience on projects of comparable complexity, size, scope and discipline undertaken during the past five years (minimum of three) and provide five references (at least two government references preferred), including the name, address, and telephone number of a contact person. Clearly identify all firm staff that will participate in this project including the project manager and a statement of qualification of any sub-consultants. Examples of prior projects may be included as an addendum to the proposal.
- *Timetable of Project:* All respondents must include a detailed schedule of how the firm will accomplish each major component of the scope of services. All meetings that need to be scheduled should be built into the timeline (e.g. initial meeting with District staff to review project schedule, retreats, presentations to the Board, etc.). The timetable should include an initial start during the week of April 16, 2012. See Section VII. Selection and Project Process Timelines of this RFP for more information on the project timeline.
- *Cost of Services:* The cost of services must be included in a **separate, sealed envelope** as required by the Illinois Procurement Code with appropriate detail reflecting all costs. The firm is required to **separate cost** by the major components of the process. **Do not include any reference to fees in the body of your RFP response.** Failure to comply with this provision may result in disqualification of your firm.

The District reserves the right not to fund any portion of the firm's proposal. The cost should be a "not to exceed" figure based on the estimated level of effort spent on each task. The cost proposal should also list, by partner and firm staff level, hourly billing rates to be charged should the District expand the scope of the project or require additional services.

- *Submittal Deadline:* Five copies of the proposal (one unbound) must be received by the Elmhurst Park District (225 Prospect, Elmhurst, IL 60126: Attention Laura Guttman) on or before 5 p.m., **Wednesday, March 7, 2012**. Each proposal must be submitted with all required documentation.

VI. Selection Process

The Elmhurst Park District will select a firm on the basis of its ability to respond to the Request for Proposal (RFP) requirements, the qualifications and expertise of the team working on this project, past performance on similar projects, the time required to complete project, methodology, and the firm's willingness to negotiate and execute an acceptable written agreement. The District reserves the right to reject any, some or all proposals and supporting material and to request written clarification of any portion or section of proposals and support materials. The District reserves the right to negotiate with more than one potential respondent after the submission of all proposals. The District also reserves the first right-of-refusal to work with any sub-consultant proposed by the firm.

After a review of the proposals submitted by respondents' to this RFP, the District's Management Team will create a short list of the firms that meet the requirements outlined in this RFP, and these firms will be required to make a presentation detailing their qualifications to the staff. Based on these interviews, the staff will recommend to the Board the firms that are the best fit for the Board

and this project. The Board will interview these firms and formally approve the selection of a firm. The Board makes all final assessments and judgments regarding selection.

All proposals will be afforded fair and equal treatment with respect to any opportunity for discussion and revision. Any such revision may be permitted after submission and prior to award for the purpose of obtaining the best and final offer at the discretion of the District. When conducting discussions, the District will not disclose information from proposals submitted by competing firms.

VII. Selection and Planning Process Timelines

The timeline for selecting a facilitator is as follows:

Deadline for Proposal Submission	March 7, 2012
Oral Presentations/Interviews with Staff conducted	March 21 and 22, 2012
Oral Presentations/Interviews with Board conducted	April 9, 2012 (7:00 p.m.)
Begin Project	Week of April 16, 2012

After the Board chooses a facilitator at the April 9 Board meeting, staff will negotiate the terms of an acceptable contract. Thereafter, the Board plans to review and finalize the facilitator's work plan and determine meeting dates for the process at the April 23 Board meeting. The Board is starting this process in April to complete the new Plan prior to 2013 budget development (in July) so that the resources required to achieve organizational priorities in 2013 and beyond are identified and properly funded and the long-range budget and capital plan reflect the District's priorities. Therefore, the Board targets approving the Plan priorities at its June 11 Board meeting so that staff can begin development of the Strategic Action Plan in mid-June for Board review at the July 9 Board meeting and subsequent approval as part of the 2013 Budget.

A tentative timeline is attached to illustrate the steps and targeted dates for completing the Strategic Plan process.

VIII. Services Provided by Elmhurst Park District Staff

Under the direction of the Executive Director, the Special Projects Coordinator will serve as the District's liaison for the project. The Special Projects Coordinator will provide all existing documentation upon request by the consultant and coordinate the availability of staff based on their work schedules. District staff, primarily the Special Projects Coordinator, will also schedule, coordinate and make all necessary arrangements for meetings conducted by the consultant during the course of this project

All questions regarding this RFP or the process should be directed to Laura Guttman, Special Projects Coordinator, Elmhurst Park District, 630-993-8920, lguttman@epd.org.

Thank you

2013-17 Strategic Plan Process Timeline

2012 - Week of	April				May				June				July			
	4/9	4/16	4/23	4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25	7/2	7/9	7/16	7/23
Board interviews and chooses facilitator	4/9 Bd. Mtg.															
Facilitator presents work plan/schedule to Board; form Strategic Plan Committee (SPC)			4/23 Bd. Mtg.													
Facilitator interviews key stakeholders			4/24-5/2													
Board/SPC Kick-off Mtg. & survey report presentation/review				5/3												
SPC review Phase One documents (e.g. long-range plans, survey, budget)				5/4-5/13												
Board/SPC develop long-range strategic priorities						5/14 - 6/5										
Board approves strategic plan priorities										6/11 Bd. Mtg.						
Staff develop Strategic Action Plan										6/12-6/29						
Board reviews Strategic Action Plan and planning process final report														7/9 Bd. Mtg.		
Staff workshop on developing work plans and performance measures															7/10-7/13	
Staff budget process kick-off meeting																7/17